

Adopted Budget 2022-2023




Westminster
Public Schools
Where Education is Personal

www.westminsterpublicschools.org | 7002 Raleigh Street | Westminster CO 80030

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EXECUTIVE SUMMARY

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Superintendent Letter

Transmittal Letter of the Adopted Budget for Fiscal Year 2022-2023

May 24, 2022

Dear Board of Education and Westminster Public Schools Community,

As I prepare this transmittal letter 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. Our 2022-2023 Adopted Budget recognizes that we have transitioned into a new phase which includes the following investments and priorities.

As the district prepares for next school year through this 2022-2023 Budget recommendation, using federal Elementary and Secondary School Emergency Relief (ESSER) funding, we envision great hope, potential, and opportunity that is created for the nearly 8,300 students of the Westminster Public Schools next year.

We are emerging from the COVID-19 pandemic poised to accelerate learning for all students. The federal government provides \$80 million in ESSER relief funds to support the district. These resources will help sustain technology, provide bridge funding to support the enrollment changes in the district, lower class sizes, provide more SEL assistance for staff and students, provide opportunities for acceleration and remediation work with students, provide funds for the purchase of district-operated school buses and vans.

For 2022-2023 Westminster Public Schools administration has estimated that the additional funding from the state for English Language learners and special education students will provide the district with \$6 million in additional funds. The 2022-2023 budgets reflect this spending for instruction and support to benefit students.

Using these new federal and state funds, this level of financial support will allow the district to focus on expanding learning opportunities, wraparound services for students' social-emotional and physical health, increasing or improving professional development, purchasing curriculum materials and equipment, and expanding early education or pre-kindergarten programs within the district.

The district will soon also continue the progress of updating the strategic plan – 2030: A Strategic Plan for education in Westminster Public Schools to reflect the progress made during the past decade and provide a new path forward for student success. The current strategic plan has informed our resource allocations to date in pursuit of our goals with a particular focus on innovation, academic excellence, investments in our aging schools, investments in staff, technology and operations.

The 2022-2023 budget uses a combination of local, state, federal, and reallocated resources to enable high-quality instruction to all students. The budget reflects the priorities aligns resources towards district initiatives on advancing student achievement, and targets investments connected to the district's strategic plan. With the 2022-2023 budgeted funds, teachers and staff will continue to provide exceptional instruction and give support to our students. The budget includes 52 positions being funded by ESSR, addressing class sizes at all levels, increases in course offerings, maintains 701 classroom teachers providing a district-wide expected average class size of 23.1 next school year, provides 30 full-time building substitute positions in place at every school every day, school and district support staff positions, and investments in textbooks and computer subscriptions, building maintenance, and technology.

The 2022-2023 budget development also reflects engaged collaboration with school and district leaders, parent groups, and community leaders to the best extent possible over the past year.

As we strive to improve, we see students excelling academically, athletically, and artistically every day. As we demonstrated during the COVID-19 pandemic, every time our students and staff are faced with a challenge, we are reminded that by working together, our capacity to take on the challenge is limitless. From here, our students can go anywhere!

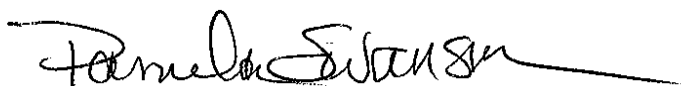
The 2022-2023 budget aligns resources to support student achievement and prepare students for college and career readiness and postsecondary success. I look forward to seeing the district achieve these goals in the future.

This summary is not intended to capture all District goals but summarizes major budget allocations to help the users of this document have a high-level understanding of the District finances. As Westminster Public Schools moves forward, we will continue to ask the two central questions when making decisions:

- Is this in the best interest of our students?
- Does this help our students learn?

We expect that our results and transparent process will demonstrate that our District provides a quality educational program and is a good steward of our taxpayers' investment into our system.

Kindest regards,

A handwritten signature in black ink, appearing to read "Pamela Swanson", with a long horizontal flourish extending to the right.

Dr. Pamela Swanson
Superintendent of Schools

Financial Services

Westminster Public Schools is pleased to present the Financial Plan and Budget for the Fiscal Year 2022-23. We would like to acknowledge the diligent work of the many individuals who contributed to it. Special recognition goes out to all of the staff that supplied information for this publication. Many hours were spent discussing and evaluating the most effective and efficient use of taxpayer dollars to educate our students. Westminster Public Schools appreciates the dedication of the Board of Education members for their countless hours of service to our students, employees and community. Thank you, The Budget Department.

Sandra Nees
Chief Financial Officer

Brisa Montgomery
Finance Director

Tatyana Glushko
Districts Accounting Manager

Nidia Silvia
Finance Executive Assistant

Acknowledgements and Awards

THE FINANCE DEPARTMENT OF WESTMINSTER PUBLIC SCHOOLS IS
HONORED TO PRESENT THE FISCAL YEAR 2022-2023 FINANCIAL
PLAN AND BUDGET.

SPECIAL RECOGNITION GOES 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.

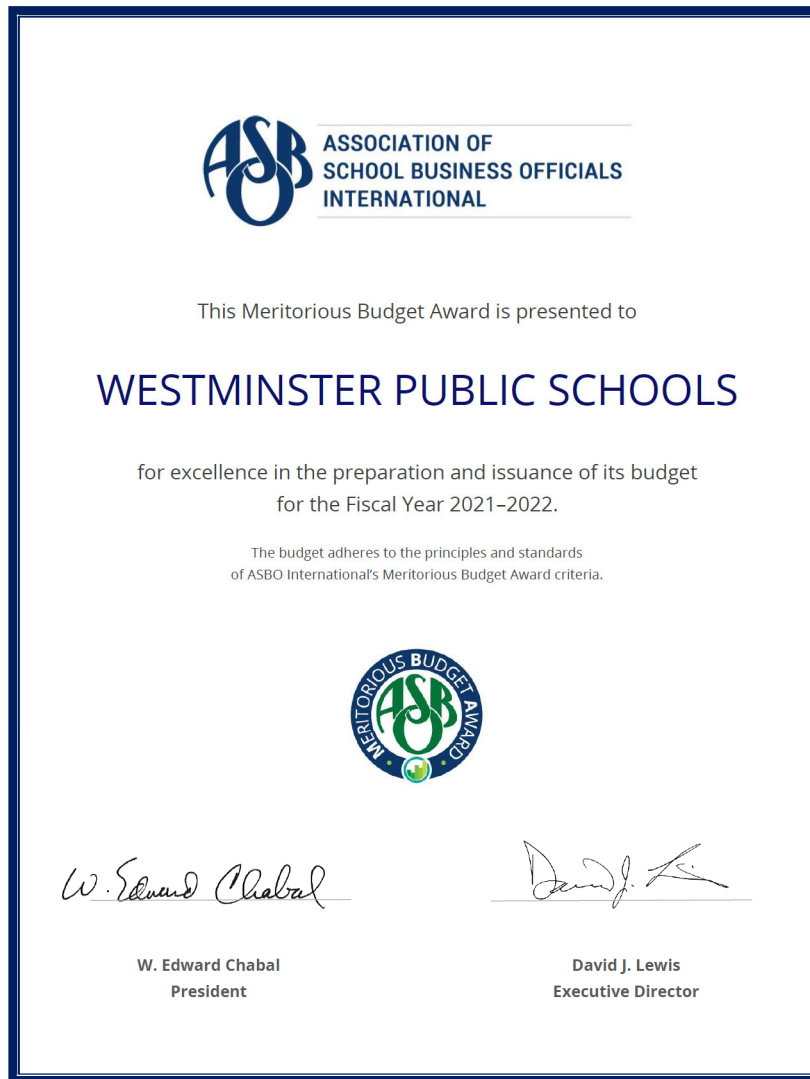
WESTMINSTER PUBLIC SCHOOLS APPRECIATES THE DEDICATION
OF **THE BOARD OF EDUCATION** MEMBERS FOR THEIR
HOURS OF SERVICE TO OUR STUDENTS, EMPLOYEES, AND
COMMUNITY.

SPECIAL RECOGNITION GOES TO ALL **COMMUNITY** MEMBERS
FOR THEIR CONTINUOUS SUPPORT OF OUR STUDENTS,
TEACHERS, AND SCHOOLS. COMMUNITY SUPPORT IS VITAL TO
THE SUCCESS OF WESTMINSTER PUBLIC SCHOOLS.

THANK YOU!

Meritorious Budget Award

The Association of School Business Officials International (ASBO) presented the district the Meritorious Budget Award (MBA) for the fiscal year beginning July 1, 2021. The MBA program promotes and recognizes excellence in school budget presentation and enhances school business officials' skills in developing, analyzing, and presenting a school system budget. The district has submitted this budget document for award consideration.



Distinguished Budget Presentation Award

Westminster Public Schools Finance Department chose not to submit the 2021-2022 Adopted Budget to the Government Finance Officers Association of the United States and Canada (GFOA) for the Distinguished Budget Presentation Award consideration. Instead, the funds were donated to the Westminster Education Foundation for scholarship opportunities for district students.

Board of Education



Mr. Ken Ciano
Board President



Mr. Max Math
Board Vice President



Mr. Aaron Martin
Board Secretary



Mr. Christine Martinez
Board Treasurer



Mr. Dan Orecchio
Board Director

Executive Administration

Dr. Pamela Swanson
Superintendent



CENTRAL OFFICE ADMINISTRATION

Dr. James Duffy, Chief Operating Officer

Dr. Jen Gotto, Chief Academic Officer

Mr. Kirchers Leday, Chief of Staff

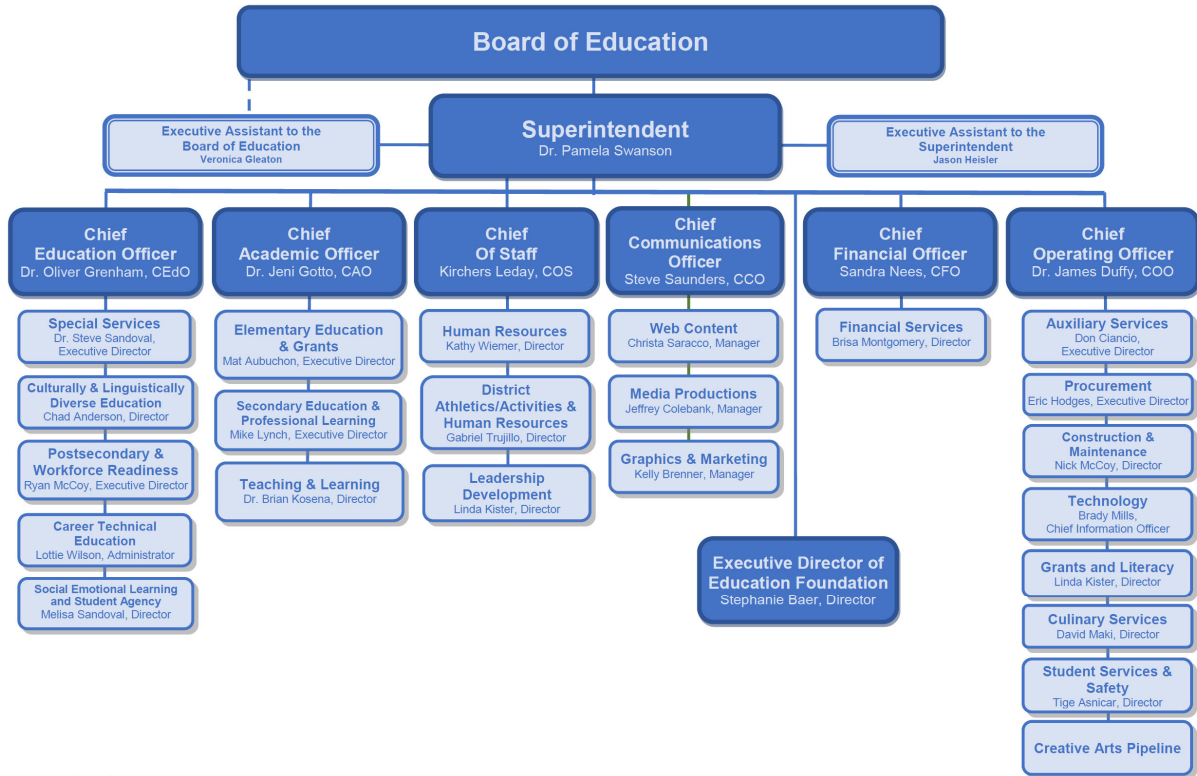
Ms. Sandra Nees, Chief Financial Officer

Mr. Steve Saunders, Chief Communications Officer

Dr. Oliver Grenham, Chief Education Officer

District Organization

Westminster Public Schools – Organizational Chart



Updated 7/20/2022

Budget Summary

State law requires the Board of Education to adopt and appropriate a budget for all district funds each year. This summary provides an overview of the Adopted Budget for the fiscal year 2022-2023 for Westminster Public Schools. Information in this summary is based upon the 2022-2023 Adopted Budget to be approved by the Board of Education on May 24, 2022. Supporting data for the information contained in this summary may be found in the detailed information reported in other sections of this document. The Adopted Budget is available for review on the District's website under the Financial Transparency webpage at www.westminsterpublicschools.org/transparency.

Vision, Mission, and Corporate Values

VISION

Preparing future leaders, learners and thinkers for a global community.

MISSION

WPS will create opportunities to develop competent, agile learners who will contribute to their community and achieve personal success.

CORPORATE VALUES

"It's not hard to make decisions when you know what your values are."

- Roy Disney

We Agree to prepare students for the day after graduation and promote entrepreneurial thinking, college and workforce readiness.

We Agree to respect our community through culturally responsive instructional and communicative practices.

We Agree to create and maintain a positive district culture through clear communication and a demonstration of competency, self-accountability, mutual respect, and collective effort.

We Agree to customize and demonstrate a balance of best instructional practices, as outlined in the Learner Centered, Competency Based Instructional Model.

We Agree to promote positive and trusting relationships with all stakeholders, through honesty and transparency, where people come first.

We Agree to expect our students and adults to be challenged through deep and critical thinking and Project Based Learning opportunities at or above current levels of competency.

We Agree to develop personalized learning pathways for students through collaboration, student ownership, goal setting, and tracking performance.

We Agree that we will better our craft through personal and professional development, collaboration and continuous improvement with specific professional goal setting aligned to the evaluation tool, using data, and the instructional model.

We Agree to embrace technology as a tool to enhance highly engaged teaching and learning.

We Agree that adults will provide aligned and targeted learning opportunities for students to read, write, speak, actively listen and think critically every day.

Reinvention of the School District

Once considered a typical suburban school district, economic and demographic shifts within the larger metropolitan area have changed the face of the District to resemble that of an archetypical urban district: low-income/high poverty, majority minority enrollment, aging facilities, high mobility, and lagging student achievement.

In 2014, the Board of Education engaged in a visioning process to begin conversations on the future of the District. To structure the discussion, the Board reviewed fact-based information and data on student achievement, finances, and enrollment trends. The Board also reviewed perception data gathered from community surveys, focus groups, and interviews. Using this data to inform the direction and focus of the District over the next five years, the Board identified the following priorities:

- Continue and strengthen the success of CBS.
- Maintain current momentum and success for student achievement in the District.
- Establish an accurate perception of WPS in the mind of the public and staff.
- Have the courage to cultivate and sustain a great school district.
- Develop the resources needed by the District, assuming prudent budgeting and resource allocation.

These strategic priorities were then organized and summarized as the following large goals for WPS:

1. **R**esources to fund success for all students
2. **I**mage of the school district's success established in the District and community
3. **S**ustained **Excellence** in achievement for all students

There is much work to be done in each of the categories captured by **RISE**; however, the five vision areas outlined in the plan provide a blueprint moving forward to **2023**.

Since implementing a Competency Based System (CBS), the District has shown sustained academic growth and has become a recognized leader in educational innovation. CBS requires students to show proficiency or mastery of a learning topic before moving to the next level. It does away with social promotion, which allows too many students to graduate from high school unprepared for the workforce or a college education.

WPS is dedicated to consistently improving the curriculum to engage students through purposeful, project-based approaches, integrating instructional technology to enact new knowledge, and creating a strong school culture to empower children to be great citizens of the world. We are creating opportunities for learners to think, work together, and contribute throughout life. Our goal is to equip our students with the knowledge and skills they will need for the day after graduating from high school.

As we continue to guide our schools, we need to provide our teachers with the knowledge and skills necessary to allow them to continue to challenge our students and to teach using the very best teaching strategies. We need to ensure we have research-based innovative instructional programs that align with, and support, CBS. We must foster a culture of learning through technology and continue to provide our students with the hardware necessary to access that technology. Our curriculum must engage our students in a variety of learning opportunities, and be based on hands-on learning. Finally, we must provide our students with an education that will serve them as they adapt to the challenges of their time.

This work must be done with clarity and vision. As we look to the future, we must be clear on what the District stands for and clearly articulate our identity. We commit to continuing our leadership role in education innovation, and we will persist in holding our students to high academic standards. While our commitment to excellence is steadfast, we will be flexible in meeting the needs of our students through supporting and providing innovative instructional programs.

Strategic Plan: 2030 Plan

The year 2020, was one of global disruption. COVID-19, a devastating global pandemic no one saw coming, brought economies to a standstill, shuttered schools, and changed individual behaviors in ways that will not be known for years. This pandemic has been called the biggest global disruption since World War II. This crisis exacerbated some of the pre-existing educational disparities between rural and urban school districts, between rich and poor communities, and amongst gender and ethnic groups. Learning losses threaten to extend beyond this generation and erase years of steady academic growth. There will also be substantial effects beyond education—economic, social, and mental health challenges will confront students for years to come.

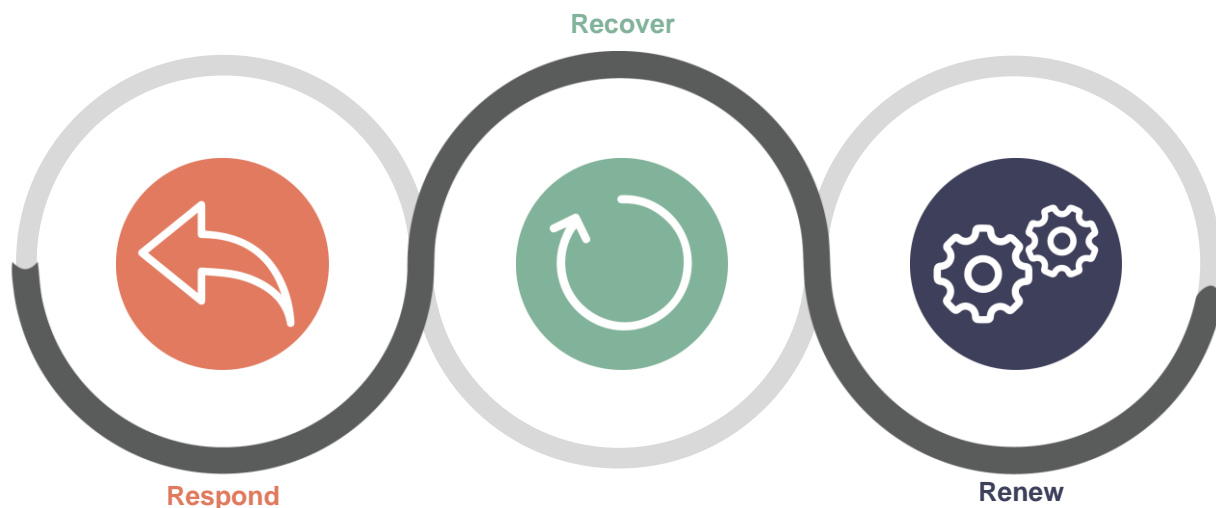
On the other hand, the pandemic has stimulated innovation in the education sector. Looking at the past few years in the rear-view mirror, one thing is clear—change is hard; it happens gradually and then suddenly. As a district, we need to identify and analyze the actions we took to respond to this pandemic. What actions were short-term and have run their course? What actions do we want to continue? What actions did we not take, but want to consider at this time? And, what can we build upon to make us more innovative, effective, and add value to the organization?

The Bridge Plan, in tandem with the Strategic Plan to be developed, will be structured around three pillars:

- Respond: reacting to disruptive change.
- Recovery: overcoming challenges, experimenting with new approaches, and regaining productivity.
- Renewal: applying learnings, innovating, and emerging stronger

The Bridge Plan presented herein is a short-term plan to help frame our work over the past year and a half, addressing the respond and recover phases of our work. It provides us the opportunity to reflect on how we responded to the pandemic and what needs to be in place to put us on the road to recovery. This is foundational work in our journey to the next five-year strategic plan—the renewal plan. While our path forward is hidden under the fog of the future, understanding where we have been and where we are now helps light the way.

This format, Respond, Recover, and Renew will allow us to capitalize on lessons learned and reconfigure our work for a new reality.



OUR COLLECTIVE VISION

VISION 1 N



Westminster Public Schools' **Identity** articulates the Mission, Values and Vision that are shared by the District and community, enabling it to demonstrate outstanding quality that transcends the boundaries of the classroom walls and is personified in our staff and students.

VISION 2 N



Westminster Public Schools is an **educational leader** whose priority is to seek high academic standards, support innovative instructional programs and practices, increase academic achievement, and develop our students' learning skills.

VISION 3 N



Westminster Public Schools supports the personal, social, financial literacy, **career exploration and development** of our students in order to ensure each is professionally prepared.

VISION 4 N



Westminster Public Schools provides **functional and safe infrastructure and facilities**, which make a significant contribution to a positive student and workplace experience.

VISION 5 N



Westminster Public Schools is an **employer of choice** committed to fostering an environment of education innovation through a workplace that attracts, sustains, and inspires great people, working for a great purpose, while promoting diversity, equity, civility, and respect.

Area Demographics

Westminster Public Schools is a metropolitan school district located in Adams County, Colorado. The District is primarily located in the City of Westminster, a northwest suburb of Denver.

CITY OF WESTMINSTER: <i>At a Glance</i>				
Population: 118,929	Households: 46,686	Median Age: 37.2	Educational Attainment (Age 25+): Bachelor's degree or higher 39.5% Master's, professional or doctorate 14.5%	Average Disposable Income: \$77,138
Source: City of Westminster 2022 Adopted Budget				

ADAMS COUNTY: <i>At a Glance</i>				
Population: 517,885	Households: 178,987	Median Age: 34.0	Educational Attainment (Age 25+): High School Graduate 28.6% Bachelor's Degree 16.5% Graduate or Professional Degree 7.8%	Median Household Income: \$75,804
Source: Adams County 2022 Adopted Budget				

Brief Overview of School Finance in Colorado

Every homeowner and business owner in Colorado pays property taxes for schools, along with sales taxes for police, fire, and other local public services. The Colorado state government is responsible for funding other public services such as prisons and transportation in addition to determining the funding for schools. Each year, the budget crafted by the legislature and approved by the governor determines how much of the total state budget is allocated to education.

Colorado public schools receive funding from a variety of sources. However, most revenues to Colorado's 178 school districts are provided through a set of formulas in the Public School Finance Act of 1994 (as amended). This legislation provides funding via state taxes, local specific ownership (vehicle registration) taxes, and local property taxes.

Federal 53¢	State 22¢	Local 25¢
<ul style="list-style-type: none"> Defense Health Care Social Security Human Services International Affairs 	<ul style="list-style-type: none"> Education Health Care Human Services Courts & Prisons Roads 	<ul style="list-style-type: none"> Education Human Services Police & Fire Roads Parks

Source: www.leg.colorado.gov/explorebudget

Historical Funding Developments

1982

Gallagher Amendment

The Gallagher Amendment divides the state's total property tax burden between residential and non-residential property. The net effect has been a marked decline in revenues collected from property tax, which prior to Gallagher, provided the majority of school funding.

1992

TABOR

TABOR is the Taxpayer Bill of Rights. The law sets limits on amount of revenue that can be collected by the State and local governments. TABOR prohibits any tax increase without a vote of the people. If collected revenue exceeds the limits, it must be refunded to the taxpayers.

1994

School Finance Act

School Finance Act established a formula to distribute funding to school districts across Colorado. The SFA Formula starts every district at a base amount and makes adjustments for school district size, cost of living, and at risk students.

2000

Amendment 23

Amendment 23 established a minimum yearly increase to the per-pupil funding given to districts by at least the rate of inflation. The law also established a State Education Fund to ensure that the State would be able to keep up with the Mandatory Amendment 23 increase.

2009

Negative Factor

In 2009, the Legislature reinterpreted Amendment 23 to mean that only certain parts of the School Finance Act were covered by the law. The Negative Factor reduced the total program funding for most school districts because of reduced state share.

2019

Full-day Kindergarten Funding

House Bill 19-1262 authorized full day funding for kindergarten students. Prior to this, kinder students were funded at .58.

Budget Process Overview

Expected revenues calculated from School Finance Act of 1994 using projected student counts, per pupil funding rates, and other funding allocations.

Chief of Finance and budget team update allocation amounts based on projected enrollment.

Schools

Departments

A template of the individual schools and departments is made and sent. Schools and Departments then allocate their budget for the following school year.

Once complete, the schools and departments have a meeting with the Chief of Finance, Superintendent and Board members to review the budget they submitted.

Final budgets are collected and reviewed by the Chief of Finance, then developed into a presentation for the Board of Education.

The proposed budget is then presented to the Board of Education and made open to the public for review and comments. It is adopted no later than June 30th.

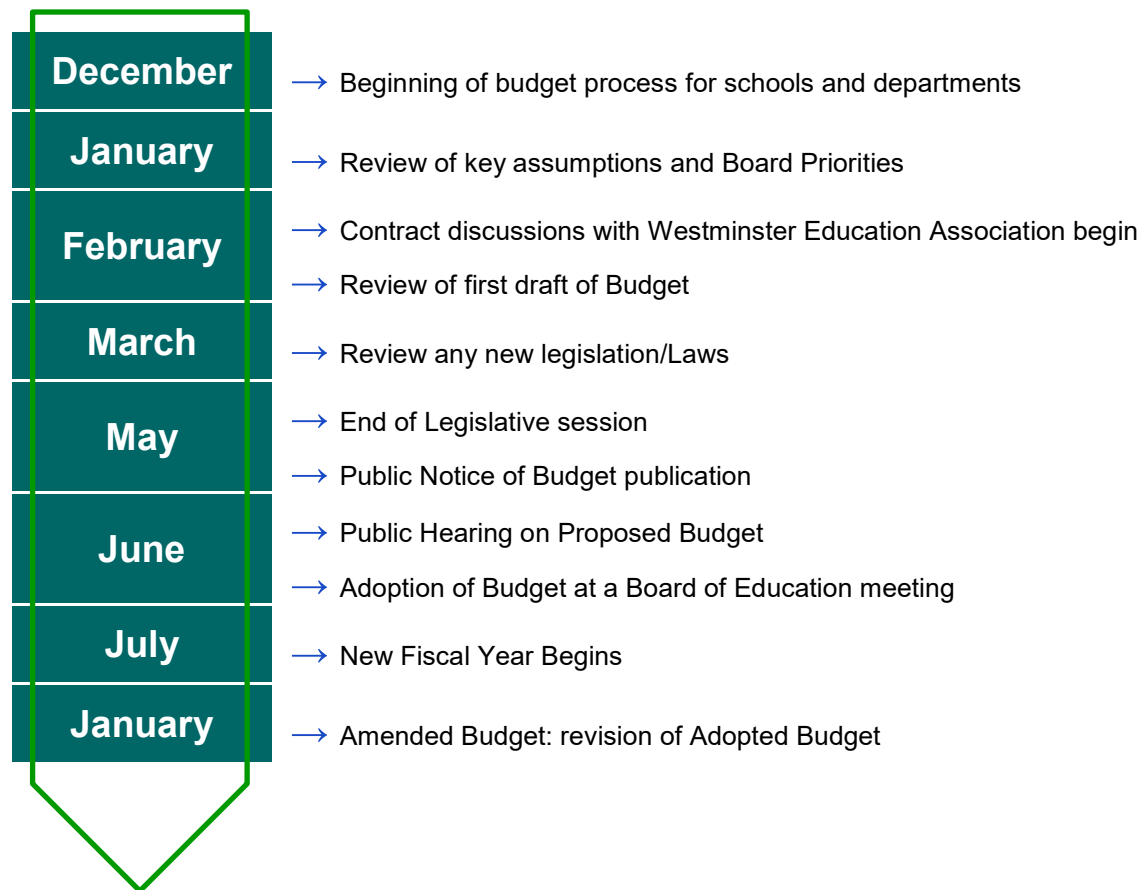
If the Board of Education would like to amend the adopted budget, they can do so by January 31st.

Financial Budgeting and Accounting Basis

The District follows Generally Accepted Accounting Principles (GAAP) established by the Governmental Accounting Standards Board (GASB) for both accounting and budgeting. The majority of the day-to-day operations of the school district are accounted for in the General Fund. Complete definitions of the funds maintained by the District are presented later in this executive summary. In addition, the Board of Education adopts specific policies by which the District is governed.

District Budget Timeline

The District's annual budget provides the framework for both budgeted expenditures and projected revenues for the year. Information used to develop the budget is largely based on information provided by the State of Colorado and District student enrollment projections.



Budgetary Goals for the Fiscal Year

Westminster Public Schools continues to raise expectations, challenge students and staff, and remains committed to excellence. The vision of the district is to prepare future leaders, learners, and thinkers for a global community. The current year's budget was designed with this vision in mind.

Revenue & Expenditure Goals

The Board of Education proposes guidelines for the budget development process. All resources of the District shall be directed toward ensuring that all students reach their learning potential, including that they meet or exceed state and District content standards.

In order to fulfill its trustee obligation with regard to District resources, the Board of Education must know how resources are currently allocated, whether such allocation is effective and what changes should be made to achieve the greatest educational returns. The Superintendent shall develop a comprehensive and ongoing system to collect and analyze resource allocation information. The analysis of this information shall form the basis for the budget prepared by the Superintendent for presentation to the Board of Education. The system shall:

1. Determine how resources are currently allocated by school and program
2. Link specific inputs with results for students and determine whether the current allocation of resources is effective in raising student achievement
3. Identify ways to maximize the use of resources to achieve the District's educational objectives and improve teaching and learning

As part of the budget preparation process, each school-level accountability committee shall make recommendations to the principal relative to priorities for expenditures of District funds by the school. The principal shall consider these recommendations when formulating budget requests to be presented to the Superintendent. The Superintendent shall also consider the accountability committee recommendations when preparing the budget to be presented to the Board of Education. A copy of the school-level accountability recommendations shall be sent to the District Accountability Advisory Committee and to the Board of Education. The District Accountability Advisory Committee shall make recommendations to the Board of Education or the Board's designee relative to priorities for expenditures of District funds and provide a copy of the recommendations to the Superintendent. The Board of Education shall consider these priorities when it adopts the annual budget. The Superintendent shall consider the District Accountability Advisory Committee recommendations when preparing the budget to be presented to the Board of Education.

Accordingly, the budget prepared and presented by the Superintendent shall:

1. Include contingency plans in the event budget assumptions prove erroneous
2. Be in summary format understandable by a lay person
3. Itemize District expenditures by fund
4. Include information regarding school-level expenditures
5. Adequately describe expenditures
6. Show the amount budgeted for the current fiscal year and the amount budgeted for the ensuing fiscal year
7. Consider recommendations made by each school-level accountability committee relative to priorities for expenditures of District funds
8. Contain enough information to enable credible projection of revenue and expenses
9. Disclose budget planning assumptions
10. Not excessively rely on nonrecurring revenue
11. Not provide for expenditures, inter-fund transfers or reserves in excess of available revenues and beginning fund balances
12. Not include the use of beginning fund balance unless the Board of Education has proposed a resolution as described in state law specifically authorizing such use
13. Not reduce without approval of the Board of Education, the current cash reserves at any time to less than the minimum amount required by the spending limitations set forth in the state constitution
14. Provide adequate and reasonable budget support for Board of Education development and other governance priorities, including the cost of fiscal audit, Board of Education and committee meetings, Board of Education memberships and district legal fees
15. Take into consideration fiscal soundness in future years and plans for the building of organizational capabilities sufficient to achieve the Board of Educations' goals in future years
16. Reflect anticipated changes in employee compensation including inflationary adjustments, step increases, performance increases and benefits
17. Comply with state and federal law
18. Provide sufficient resources to address the District's facility needs

Budget Funding Summary

Funding Sources: All Funds

Westminster Public Schools receives revenue from local, state, and federal sources. The District receives 52.46% local, 47.50% state and .05% of federal funds. Districts whose property valuations are lower receive more funding from the state.

General Fund

The Adopted Budget is comprised of the beginning fund balance, plus the revenues projected to be received during the ensuing fiscal year.

Beginning Fund Balance

Colorado Statutes require that certain reserves must be funded while other designations may be approved by the Board of Education. The District has fully funded its liability for accrued salary and benefits as noted in the Comprehensive Annual Financial Report for 2020-2021. The budget anticipates the resources necessary to maintain the accrual at a fully funded level. An adequate fund balance is necessary for numerous reasons, such as to have funds available in case of an emergency or unexpected event, to maintain or enhance the District's financial position and related bond ratings, to provide cash for operations prior to receipt of property tax revenues, and to maximize investment earnings.

Sources of Revenue

47.5% of the revenue anticipated to be received by the General Fund is determined by the School Finance Act of 1994 and the Legislative Session with the provisions of Section 17 of Article IX of the State Constitution (Amendment 23). The Act and Constitution determine per pupil funding levels for each Colorado public school district. Property taxes, specific ownership taxes (vehicle tax) and state aid provide the required funding for the Act.

The assessed valuations for property located within the District increased primarily due to the effect of the economy on the housing market. With the COVID-19 pandemic, the state saw increases to the assessed valuations.

School districts throughout the state have to find ways to do more with less due to reductions in past years and minimal increases in state and local revenues. Using fund balance is certainly not a long-term solution and more drastic measures may potentially need to be implemented if revenues continue to remain idle or if the state continues to decrease or minimally fund its funding to K-12 education. We are seeing some changes coming through the legislation.

Total Program Funding

The Total Program Funding Formula provides the majority of the District's General Fund revenue (including mill levy override funds) and is set forth by the aforementioned Public-School Finance Act of 1994 (the Act). Each year since the legislative action has created modifications to the formula.

Total Program Funding Equals:



After the total program is calculated, the budget stabilization factor is applied.

The trends over the years did not allow the District to keep pace with true inflationary costs which resulted in the District asking its community to approve additional operating funds through override elections in November 1988, 2002 and 2018. The successful elections annually provide over \$25 million.

The Adopted Budget is based on the following school finance factors:

- Base funding \$7,478.16
- Cost of living factor 1.216
- District size factor 1.0297
- Personnel cost factor 0.8865
- Non-personnel cost factor 0.1135
- Budget Stabilization Factor .04%

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. A district's cost of a living factor is increased based on its cost of living increase above the household income increase, rather than its increase above inflation. The cost-of-living factor for Westminster Public Schools is 1.216.

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, from a low of 79.86 percent 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. The personnel costs factor for Westminster Public Schools is .8865 percent.

Categorical Programs Funding

While state legislators have provided modest increases to the total program funding formula in past years, the District is seeing some movement in categorical funding. Categorical programs include special education, vocational education, gifted and talented education, English language proficiency and pupil transportation. Costs for these programs have continued to rise primarily due to inflation causing the District to subsidize the programs at even higher rates. Legislation has been focused on these programs and costs the past few years.

Summary of Revenues and Expenditures: All Funds

Westminster Public Schools receives revenue from Local, State, and Federal Sources. The Districts main sources of revenue is from state aid and property taxes. School districts throughout the state have to find ways to do more with less due to reductions in revenues.

Current and Previous FY Revenue Comparison for All Funds

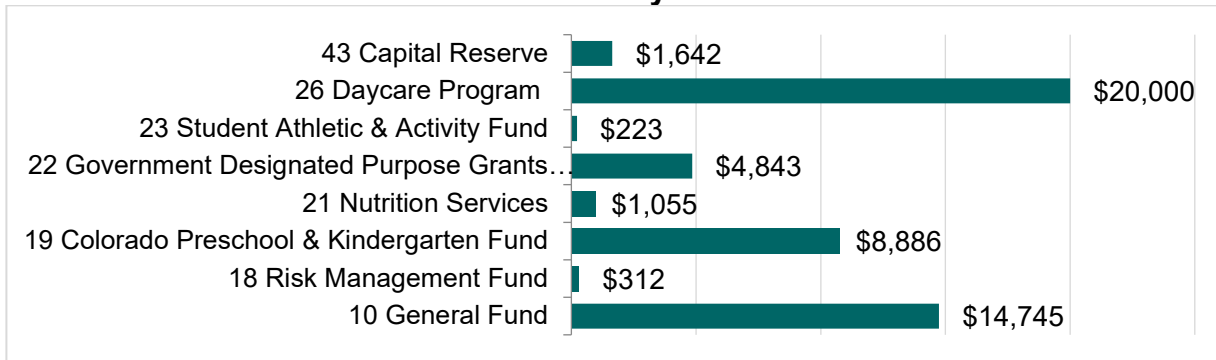
Revenue Summary of All Funds	Amended 2022	Adopted 2023
10 General Fund	\$ 115,942,423	\$ 119,437,271
18 Risk Management Fund	2,554,514	2,529,337
19 Colorado Preschool & Kindergarten Fund	4,364,352	3,598,920
21 Nutrition Services	5,879,000	6,330,796
22 Government Designated Purpose Grants Fund	33,904,313	33,904,313
23 Student Athletic & Activity Fund	1,565,700	1,810,000
26 Daycare Program	1,900,000	1,500,000
31 Bond Redemption Fund	8,657,781	8,657,781
43 Capital Reserve	4,720,114	13,299,947
Total	\$ 179,488,197	\$ 191,068,365

Current and Previous FY Expenditure Comparison for All Fund

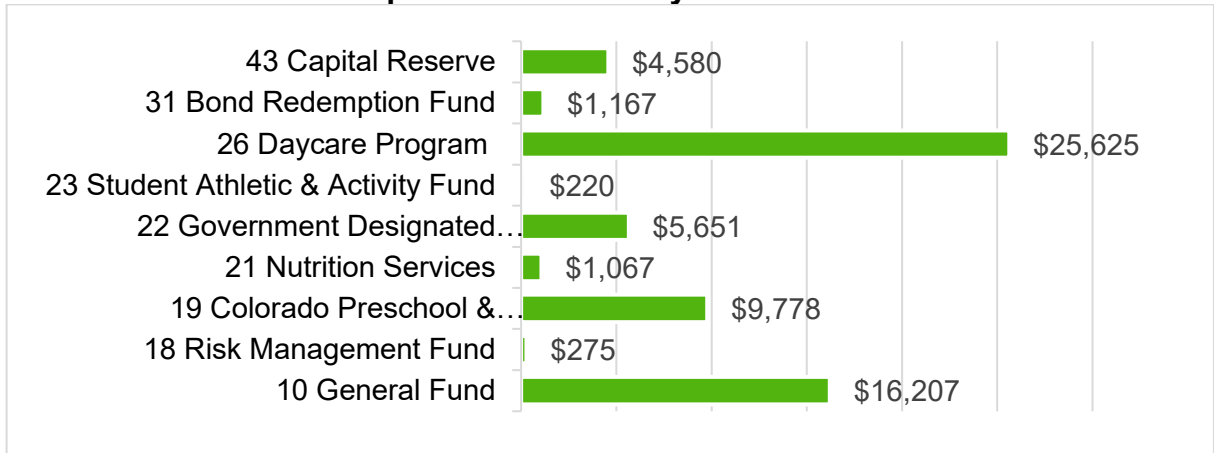
Expenditure Summary of All Funds	Amended 2022	Adopted 2023
10 General Fund	\$ 116,503,128	\$ 131,272,885
18 Risk Management Fund	1,611,595	2,230,281
19 Colorado Preschool & Kindergarten Fund	5,050,756	3,960,063
21 Nutrition Services	7,339,125	6,403,251
22 Government Designated Purpose Grants Fund	33,904,313	33,904,313
23 Student Athletic & Activity Fund	1,974,501	1,782,367
26 Daycare Program	2,476,428	1,921,880
31 Bond Redemption Fund	8,417,372	9,452,472
43 Capital Reserve	26,938,722	37,098,979
Total	\$ 204,215,940	\$ 228,026,491



All Funds - Revenue Summary Per- Student 2022-2023



All Funds - Expenditure Summary Per- Student 2022-2023

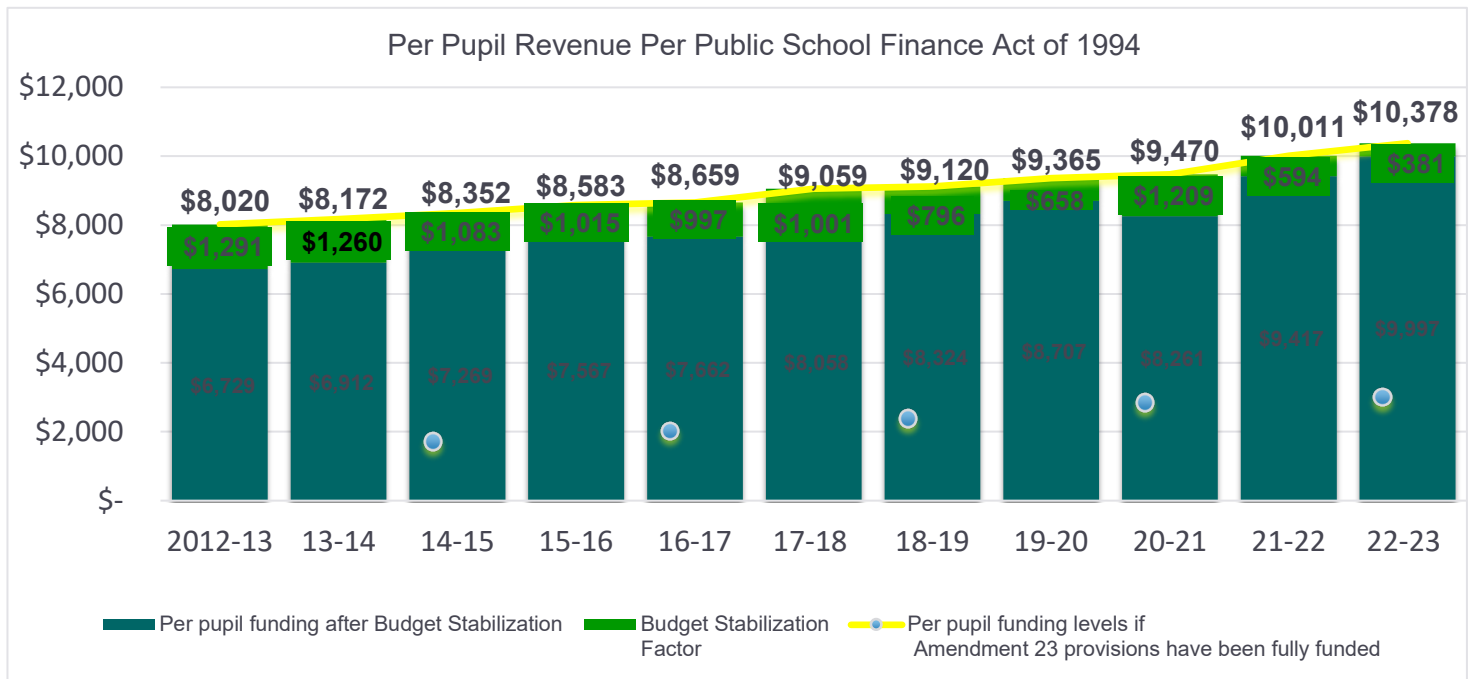


General Fund Revenues and Expenditures

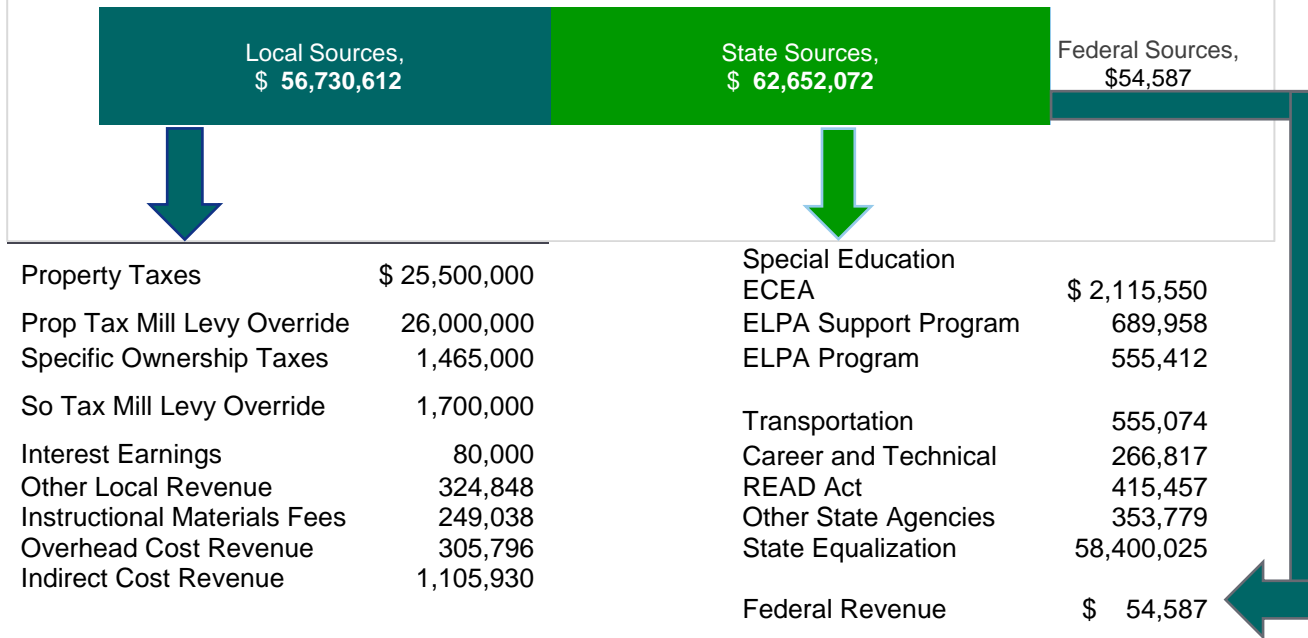
Revenue Summary

Per-pupil funding to school districts varies across the state. The variances in funding are based on the school finance formula, which recognizes costs of living, personnel costs and size factors.

The Adopted Budget is based on a per pupil revenue of \$9,997. The Budget Stabilization Factor is expected to come in at \$3.5 million for Westminster Public Schools.



General Fund: Funding Sources Summary

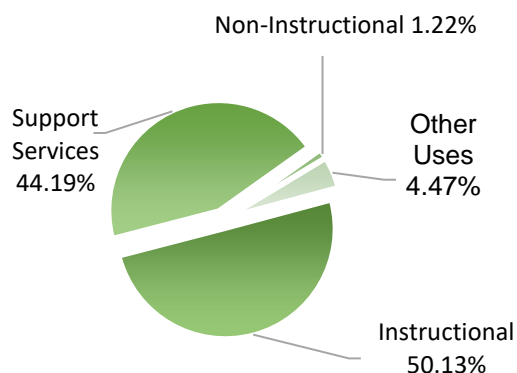


Expenditure Summary

Expenditures for the General Fund are first allocated by programs that identify specific activities such as regular education, special education, maintenance, etc. Within each program, expenditures are further allocated to specific objects such as salaries, benefits, purchased services, etc.

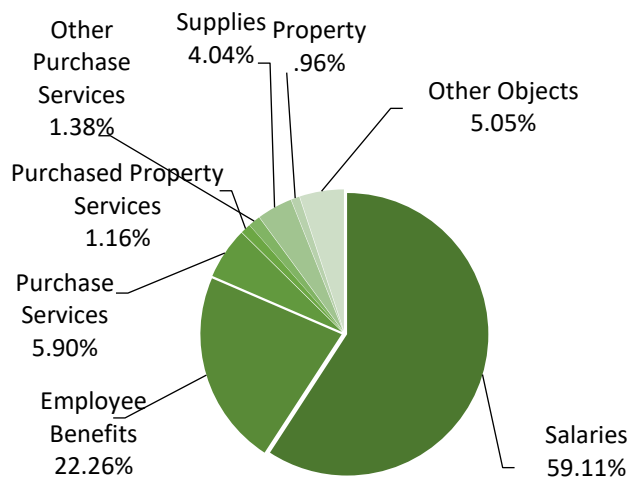
Expenditures by Program

General Fund expenditures are grouped into major program categories as specified by the Colorado Department of Education uniform Chart of Accounts. The majority of the expenditures budgeted within the General Fund are allocated for direct instruction and student support. These categories include costs for all teachers, counselors, teacher training, library media, classroom supplies and equipment, field trips and support for extra-curricular programs.



Expenditures by Object

In addition to budgeting expenditures by program, they are also budgeted into groupings referred to as objects. Objects refer to the service or item that is being purchased. There are eight major object groups required by the state. Those groups include salaries, benefits, purchased professional services, purchased property services, other purchased services, supplies, property and other uses.



Major Changes in Budgeted Expenditures in both Program and Object

Past and Current Board priorities include:

- Preserve current programs
- Increase utility budgets to reflect rate increases
- Continue to expand preschool options
- Continue with capital project upgrades
- Increase salary & benefit packages
- Continue with reduction in class size by 2
- Continue to offer 1:1 technology for home & school
- Increase Schools/Departments budgets 3%
- Continue expanded counseling services
- Continue to offer daycare programs
- Continue offering boys & girls club
- Safety & security
- Continue to expand athletics & activities
- Continue to provide free breakfast and lunch for all students
- Begin on the reimagined Ranum Innovation Center
- Continue Danial Vallez Family Center remodel

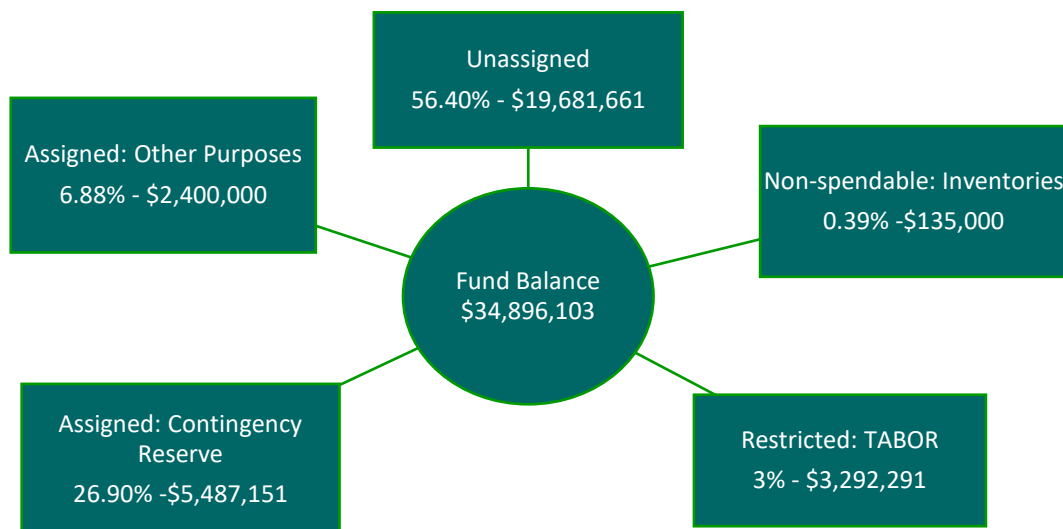
Overall, the Adopted budget for the 2022-2023 fiscal year will increase, mainly due to ESSER dollars. We are continuing to fund \$5 million in positions for one more year with ESSER funds. One of Westminster Public Schools goals is to offer quality, relevant and opportunity based instructional programs. The main reason is offering innovational programs can increase the student enrollment going forward. Creating innovative programs allows parents more choice and attracts other students to the District. We are expanding these offerings through bussing as well. We really are working to be a district without boundaries. The Board of Education and District Administration have been working hard in finding other effective ways to retain and attract students with minimal impact on the District's budget. The District's budget will utilize FTE, grants and other resources, so we can offer new programs while having a minimal impact on the general fund budget.

Contingency Reserve: General Fund

With the uncertainty of program revenue from the state, state revenue shortfalls due to poor economic conditions, the TABOR Amendment and Amendment 23 restrictions, and limited resources to fund education at the proper level, it is financially prudent to reserve a fixed percentage of expenditures for use in the event that any of these aforementioned conditions affects the District. The amount currently is three percent (3%) for all school districts in the State.

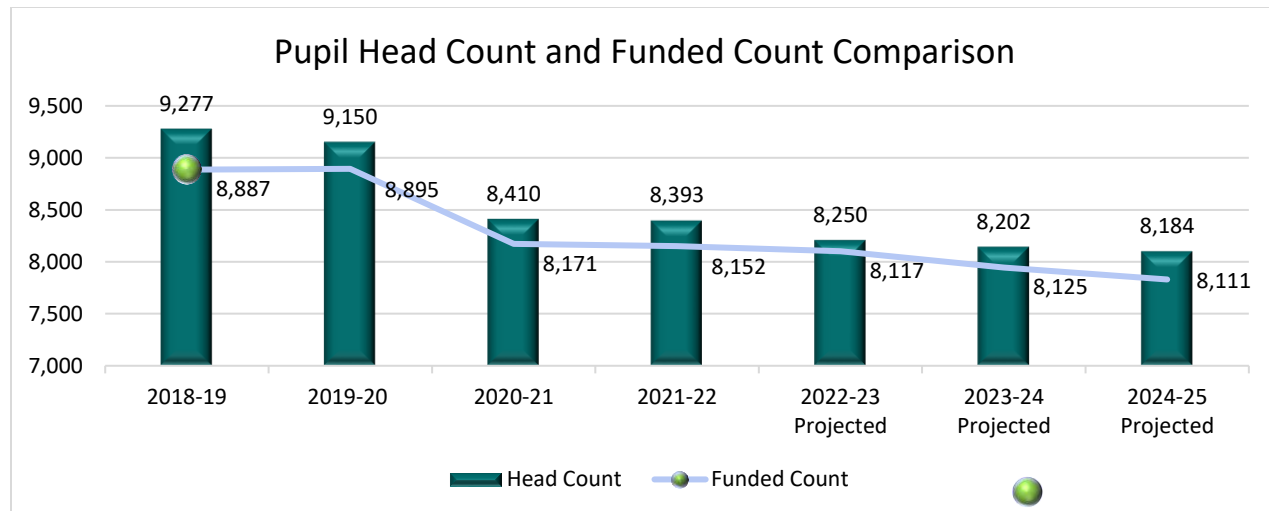
State statute 22-44-106 Contingency Reserve, allows a Board of Education to provide a reserve in the General Fund, which shall not exceed fifteen percent of the amount budgeted to the General Fund for the current fiscal year. Said reserve shall not be appropriated nor shall any moneys therein be expended during the fiscal year covered by the budget, but such moneys shall be a continuing reserve and be considered as a beginning General Fund balance for the next following fiscal year.

The Board of Education has elected to establish a five percent (5%) reserve for such emergency financial situations. The monies should not be used for recurring expenditures such as salaries and benefits. The reserve may only be accessed with Board approval.



Student Enrollment and Demographics Data

A key element of the total program funding formula is the funded pupil count. The funded pupil count is equal to the number of students enrolled in the District as of October Pupil Count and adjusted for characteristics of certain student groups such as half-time students.



A good enrollment forecast is driven by both appropriate assumptions and the use of acceptable mathematical projection methods. The District hires an outside consultant to perform the projection process. The enrollment projections have been within 1% of actual enrollment for the last several years, which adds additional confidence to the enrollment projection process. The COVID pandemic changed that and the District did lose more kids than expected. We feel we are back on track and have been working through the 2021-2022 year to bring kids back into our buildings for 2022-2023.

Westminster Public Schools Student Demographic Data

POST-SECONDARY READINESS DATA (21-22)		STUDENT DEMOGRAPHICS*	
District Graduation Rate – 4 Year	81.7%	Male	51%
Westminster High School	80.3%	Female	49%
Hidden Lake High School	31.7%	Hispanic	75%
District Graduation Rate – 5 Year	81.6%	White (not Hispanic)	16%
Westminster High School	91.2%	Asian Islander	3%
Hidden Lake High School	55.4%	Black/Not Hispanic	2%
		Two or More	2%
		American Indian/ Alaskan Native; Native Hawaiian /Pacific Islander	Less than 1%

PROGRAMS AND OTHER DEMOGRAPHICS INFORMATION*

Total Count	8,371
Free Lunch Count	5,226
Reduced Lunch Count	1,117
Free and Reduced	76 %
Gifted and Talented	268 students
ELL (English Language Learners) Enrollment	2,324
Languages Spoken	30
Special Education	1,126
Homeless	343



Assessed Valuation, Property Tax Mill Levy, and Property Tax.

The assessed valuation of property in Colorado is related to the 1982 Gallagher amendment. This amendment balances residential and commercial tax growth. The county assessed valuation must be maintained at a 45% residential and 55% all other property (mainly commercial) proportion. For example, the appraisal value of the residential property may increase by 8%, but the assessment rate may decline by 10% to maintain the proportion of 45% residential and 55% other property.

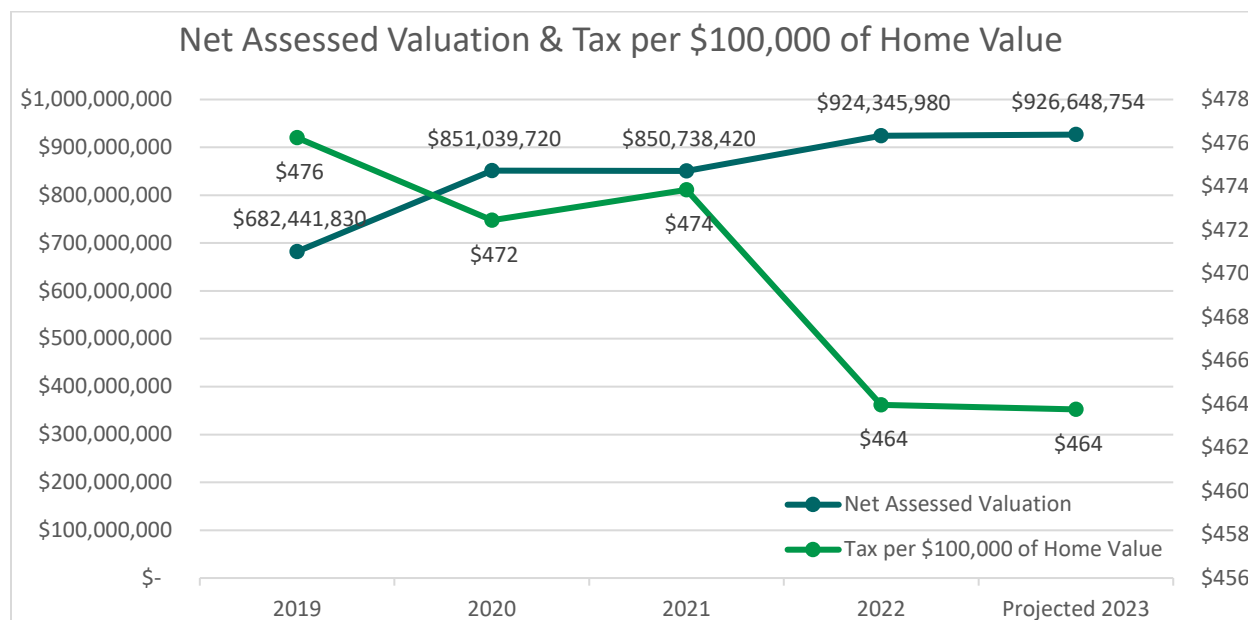
There is potential for the assessed valuation to go up or down prior to the final calculation in December. May is the month taxpayers can protest their assessed valuation. A final decision on an appeal could be as late as December. Also, business personal property tax reports are not due until June, which affects the commercial property assessed valuation.

The residential Colorado Assessment rate was reduced in 2017 from 7.96% to 7.2% and to 7.15% in 2020 to adhere to the ratio requirements of the Gallagher Amendment. This will equate to approximately a 10% savings in the property tax, which will help to offset a portion of the tax increase that may result because of the increase in the value of the real estate.

The General Fund mill levy is established in accordance with state statutes and constitutional limitations and may be adjusted to compensate for tax credits, abatement, and omissions under those legal restrictions. For purposes of developing the Fiscal Year 2022-2023 budget, the school finance General Fund mill levy for property tax to be collected in 2023, exclusive of any level for tax abatement, is anticipated to be 27 mills before mill levy overrides. Westminster Public Schools passed a mill levy in November of 2018 that generates additional revenue outside of the general fund mill levy.

Under Colorado law, all property taxes become due and payable in the year following that in which they are levied. Property taxes attach an enforceable lien on property as of January 1 of the year following the levy. The property tax revenue estimate for Fiscal Year 2022-2023 is based on the anticipated tax collections from July 2022 through June 2023. This method of budgeting property tax revenues follows generally accepted accounting principles (GAAP). All other tax revenue budgets (specific ownership tax) are based on collections anticipated to be received during the fiscal year (July 1 through June 30).

Westminster Economic Profile for the city of Westminster Economic Development Office reports that an average sales price for a single family detached home is \$390,000. The following chart shows the amount of property tax an owner would owe per \$100,000 that would go to the District.

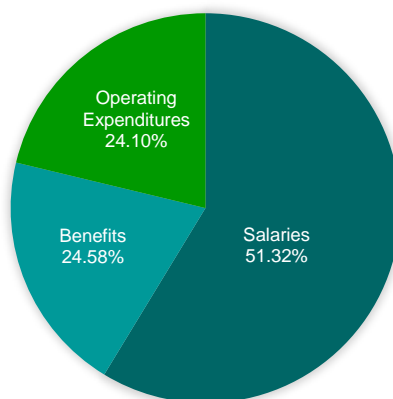


General Fund Authorized Staffing and Compensation

All staff positions approved by the Board of Education have been incorporated into this budget. Specific assignments, total staff numbers, and compensation are included in the Informational Section of the budget. Below is the General Fund FTE summary for staff. There are 53 positions currently funded out of ESSER.

	Licensed	ESP	Administrators	Total
Elementary	52.45	21.50	3.00	76.95
Middle	28.70	12.80	2.00	43.50
K-8	244.25	101.20	20.00	365.45
High	137.74	39.50	10.00	187.24
Departments	44.15	137.93	48.57	230.65
Total	507.29	312.93	83.57	903.79

Comparison of Salary, Benefits & Operating Budgets of Total Expenditures 2022-2023



STAFF DEMOGRAPHICS	
Average pupil / teacher ratio	14.5
Average teacher salaries (including benefits)	\$104,975
Teacher average years of experience	7 years
Support Staff average years of experience	8 years
Administration Staff average years of experience	12 years
Percentage of teachers with Master's Degree plus	64%

(Source: District Internal Reports and CDE 2020-21 Pupil Teacher Ratio Report)

Other District Funds

General Fund – Sub-Funds

18-Risk Management Fund

The District uses the Risk Management Fund to account for risk and insurance management related activities. For fiscal year 2022-2023, the transfer from the general fund is \$2,529,337 or \$312 per student. Workers' compensation claims are estimated based on previous claims experience history.

19-Colorado Preschool Program

The *Colorado Preschool Fund (CPP)* accounts for the expenditures associated with students in preschool. Districts are no longer required to account for CPP resources in a separate fund, however since it is a large amount, the District will continue its use. The District is required to pass 100% of the per pupil revenue to this fund. The transfer to the Colorado Preschool Fund from the General Fund is \$ 3,598,920 for the fiscal year 2022-2023.

Special Revenue Funds

21- Nutrition Services Fund

The *Nutrition Service Fund* is used to record financial transactions related to food service operations. The food service operations in the District are provided under a management contract with Chartwells. The fund is self-supporting and is expected to have an ending fund balance of \$ 4,279,689 at the end of the fiscal year 2022-2023.

22- Government Designated Purpose Grant Fund

Government Designated Purpose grants are external resources that are for a particular group or need. The District is expected to receive about \$ 33,904,313 in grants for the fiscal year 2022-2023. The Districts grants are usually \$15 million without ESSR dollars.

23- Student Athletic and Activity Fund

The *Student Athletic and Activity Fund* is used to record financial transactions related to school-sponsored pupil interscholastic and interscholastic athletic, fundraising and other related activities. These activities are supported by revenue from pupils, gate receipts and other fund-raising activities that equal \$510,000. The general fund does support and will transfer funds in the amount of \$1.3 million in the fiscal year. 2022-2023. Westminster Public Schools expanded the athletic program to include elementary and secondary students in 2021-2022.

26- Day Care Fund

The *Day Care fund* is used to record financial transactions related to the District's day care activities. Total anticipated revenue for the fund is \$1,500,000, which includes a \$500,000 transfer. Salaries and benefits account for over 96.24% of all expenditures in the fund.

Debt Services Fund

31- Bond Redemption Fund

The *Bond Redemption Fund* accounts for tax revenue as it relates to a bond the District passed in 2006. Colorado Revised Statutes require that the revenues from a tax levy for the purpose of satisfying bond obligations, both principal and interest, be recorded in the Bond Redemption Fund. The amount necessary to service the voter-approved long-term debt in the District is approximately \$8.2 million for the fiscal year 2022-2023.

In 2006, \$98.6 million in General Obligation Bonds was passed by the voters. The 2006 debt was refinanced in February 2020 in order to take advantage of lower interest rates and with end result of savings to our taxpayers in the long-run. The District has four years left on that debt.

Capital Projects Funds

43- Capital Reserve Fund

The *Capital Reserve Fund* receives a transfer from the District each year. In 2022-2023 the fund will receive \$1,642 per student. This includes a \$10 million transfer from the general fund for the Districts Career and Technical programs.

The district also issued Certificates of Participation (COP) for \$12 million dollars in 2020-2021 that is allowing the District to start on an innovation center for a career and technical expansion (Ranum reimagined).

The expenditures from the Capital Reserve Fund are limited by Colorado Revised Statutes to be used for the acquisition of land, improvements, construction of structures, or additions to existing structures, and acquisition of equipment and furnishings where:

1. Alterations and improvements to existing structures where the total estimated cost of such projects for labor and materials is in excess of \$2,500
2. Acquisition of school buses or other equipment, the estimated cost of which, including any necessary installation, is in excess of \$1,000
3. Any installment purchase agreements or lease agreements with an option to purchase for a period not to exceed twenty years and any lease agreement without the option to purchase entered into by a school district or a charter school
4. Any software licensing agreement in excess of \$1,000.

Budget Forecast

A multi-year budget projection is prepared yearly as part of the budget development process.

Financial planning for any fiscal year shall not deviate materially from Board's priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan. These projections include the Fiscal Year 2022-2023 Adopted Budget as year one. The budget projection is one of many tools used in the budget development process. Projected numbers are reviewed and revised as future assumptions are known.

Following are the assumptions used for the various fund projections. A detailed budget projection summary for the Funds is included in the Financial Section of this Adopted Budget.

General Fund – At this time, the District is projecting lower pupil enrollment over the next three years. The compensation is planned to increase over 6% for 2022-2023 fiscal year. The District will complete year two of a two-year agreement with the Districts association. The forecasts assume the teacher student ratio will be 19:1 K-5 (Elementary); 22:1 (Middle School); 25:1 (High Schools); 18:1 (K-8 innovation). This is a decrease of 2 students per FTE. To make up for the learning loss from the pandemic the District is using ESSER III dollars to lower class size. The District needs to review 2022-2023 and see if students will return, so we don't have to increase ratios for future years.

Governmental Designated-Purpose Grants – Special Revenue Fund – Fiscal Year 2022-2023 reflects an increase of funding and expenditures mainly due to the COVID pandemic. The District will however continue to explore new funding options to provide educational opportunities for students of Westminster Public Schools, our goal is to increase grant opportunities each year.

Athletic – Special Revenue Fund – Athletic revenues and expenses are expected to remain relatively stable in the future years. The District projected to see a decline in revenues up to 2022-2023 fiscal year, due to the pandemic. A 3% increase for salaries has been calculated for the 2022-2023 contract year. All other expenditures are staying consistent.

Bond Redemption Debt Service Fund – The principal and interest payments in the Bond Redemption Fund are consistent. A future bond election has not been planned at this time.

Capital Reserve Capital Projects Fund – The District is not required to fund the Capital Reserve Fund due to changes in statute. However, the allocation to this fund is planned to increase so the District can continue to address capital needs and expand innovation throughout the District. The District will fund \$1,642 per student plus \$10 million from the Districts unassigned fund balance in 2022-2023.

Key assumptions for budget planning:

- Enrollment
- Salaries and benefits staying competitive
- State budget stabilization factor
- School Board priorities- Bridge Pan
- Changing demographics
- Competency Based Education continuing to be a vital part of the District's operating system
- Lowering class size as much as possible
- New legislation – new mandates
- Contractual agreements
- Schools being funded for instructional and non-instructional supplies & materials, purchased services, capital outlay at a pre-determined level of per-pupil funding
- Collaborative decision-making will continue to be used in the District and school improvement process where appropriate
- Socio-economic (at-risk student enrollment) achievement information will be used in determining total student funding
- School priorities, demographics, blueprint and profile information will be used to establish needs

Budget Forecast: General Fund

	Adopted 2023	Projected 2024	Projected 2025	Projected 2026
Revenues				
Local	\$56,730,612	\$58,408,094	\$59,385,377	\$59,641,879
State Sources	62,652,072	56,809,465	55,037,979	52,366,118
Federal Sources	54,587	78,224	80,571	82,988
Total Revenue Allocation Before Transfer Allocations	\$119,437,271	\$ 115,295,783	\$114,503,887	\$ 112,091,003
Expenditures				
Salaries	\$64,864,784	\$69,161,309	\$66,236,148	\$68,223,233
Employee Benefits	24,432,908	22,665,896	24,653,041	25,392,632
Purchased Services	6,473,525	7,167,731	7,382,762	7,604,245
Purchased Property Svcs	1,268,439	1,306,492	1,345,686	1,386,057
Other Purchased Svcs	1,509,268	1,554,546	1,601,182	1,649,218
Supplies	4,436,373	4,569,464	4,706,548	4,847,744
Property	1,057,032	155,487	160,152	164,956
Other Objects	5,547,504	8,713,929	8,975,347	9,244,608
Other Uses of Funds	153,185	2,691,654	2,772,404	2,855,576
Total Expenditures	\$109,743,017	\$117,986,507	\$117,833,271	\$121,368,269

Budget Forecast: Other Funds

Revenue Summary of All Funds	Adopted 2023	Projected 2024	Projected 2025	Projected 2026
10 General Fund	\$119,437,271	\$2,746,927	\$114,503,887	\$112,091,003
18 Risk Management Fund	2,529,337	2,746,927	2,753,094	2,762,159
19 Colorado Preschool & Kindergarten Fund	3,598,920	3,578,760	3,400,000	3,360,000
21 Nutrition Services	6,330,796	5,881,593	6,176,764	6,097,604
22 Government Designated Purpose Grants Fund	33,904,313	16,251,446	15,669,824	15,447,580
23 Student Athletic & Activity Fund	1,810,000	1,825,647	1,840,537	1,887,419
26 Daycare Program	1,500,000	1,736,000	1,773,080	1,811,272
31 Bond Redemption Fund	8,657,781	8,917,514	9,185,040	9,460,591
43 Capital Reserve	13,299,947	1,641,578	1,690,825	1,741,550
Total	\$191,068,365	\$45,326,392	\$156,993,050	\$154,659,178

Expenditure Summary of All Funds	Adopted 2023	Projected 2024	Projected 2025	Projected 2026
10 General Fund	\$131,272,885	\$126,035,570	\$125,801,682	\$129,280,957
18 Risk Management Fund	2,230,279	2,571,091	2,613,055	2,665,317
19 Colorado Preschool & Kindergarten Fund	3,960,063	3,519,853	3,368,848	3,389,564
21 Nutrition Services	6,403,251	6,264,385	6,452,316	6,645,886
22 Government Designated Purpose Grants Fund	33,904,313	16,251,446	15,669,824	15,447,580
23 Student Athletic & Activity Fund	1,782,367	2,229,378	1,769,006	1,772,835
26 Daycare Program	1,921,880	1,781,536	1,789,982	1,847,157
31 Bond Redemption Fund	9,452,472	8,349,003	8,402,481	8,451,244
43 Capital Reserve	37,098,979	4,248,750	4,376,213	4,507,499
Total	\$238,026,491	\$171,251,012	\$170,243,407	\$174,008,038

Legislation

Commencing July 1, 2010, House Bill 10-1036, known as the “Public School Financial Transparency Act,” requires school districts to post financial information online to allow free public access. Districts are required to post on their website their annual budget, annual audited financial statements, quarterly financial statements, and salary schedules. The General Assembly found that, in addition to providing the public greater financial transparency, educators and administrators, as education innovators and stewards of public monies, would be able to learn from one another to evaluate best practices that may result in efficiencies and potential cost savings for their schools. Pursuant to HB 14-1292, the Financial Policies and Procedures Advisory Committee of the Department created templates for use by local education providers needing assistance with the on-line posting of the information specified.

The Colorado Department of Education monitors compliance with the Public School Financial Transparency Act through the financial accreditation process.

Budget Compliance Statements

In compliance with C.R.S 22-44-105, this budget’s revenue projections were prepared using information provided by the Colorado Department of Education, the County Assessor, the Federal Government, and other sources using methods recommended in the Colorado Department of Education – Financial Policies and Procedures Handbook (FPP Manual). This budget’s expenditures estimates were prepared based on program needs, enrollment projections, mandated requirements, employee contracts, contracted services and anticipated changes in economic conditions using methods described in the FPP Manual.

In compliance with C.R.S. 22-44-105, this Budget includes the actual audited revenues, expenditures and fund balances for the last completed fiscal year. The figures are contained in the District’s Comprehensive Annual Financial Report for 2020-2021 that is available in the Financial Services Office, the Colorado Department of Education or the State Auditor’s Office, and online at our website www.westminsterpublicschools.org.

In compliance with C.R.S. 22-44-105, the 2022-2023 Budget has been prepared in accordance with the revenue, expenditures, tax limitation and reserve requirements of Article X, Section 20 (TABOR) of the Colorado State Constitution.



Important Events

Orchard Park Academy Opens

Orchard Park Academy, the first new school in Westminster Public Schools in more than a decade opened on time and on budget for the 2021-22 school year and students, parents, teachers and community members couldn't be happier.

The home of the Pumas opened its doors on Monday, August 16 for a community-wide celebration and then it was on to teaching and learning the following day with the first day of classes on August 17.



Board Members McCoy, Davidek Say Farewell

Superintendent Pam Swanson paid tribute to McCoy and Davidek who were first elected to the board in 2013. She said they brought credibility to the district during a time when test scores were declining and the reputation of the district, then Adams School District 50, was in decline. Among the highlights she cited:

- Passed a mill levy override
- Elected State Board of the Year
- WPS off the accountability clock
- Voice for Competency Based Education
- New branding and name change for the district
- Opening of Orchard Park Academy
- Completion of building renovations
- Opening of two Boys & Girls Clubs
- Creation of Creative Arts Pipeline
- Push for equity in education
- Took on state status quo surrounding accreditation and funding



Dan Orecchio (last on right), a Westminster Public School graduate and Aaron Martin (second to last on the right), the husband of a WPS principal and father of two students in the district will join the Board of Education in November, replacing Ryan McCoy and Joe Davidek who were term-limited and unable to run for reelection. You can read more about the new board members in our WPS website.



John E. Flynn A Marzano Academy Becomes First School in the Country to Receive High Reliability Certification

Marzano Resources has awarded John E. Flynn A Marzano Academy Level 5 Certification for its commitment to Competency Based Education, making it the first school in the country to be a fully certified High Reliability School. A High Reliability School is a designation available to schools that master five levels of performance where all students learn the content and skills they need for success in college, careers and beyond.



Robert Marzano is one of the most respected educators in the country and entered into a unique partnership with Westminster Public Schools and Principal Brian Kosena to open and oversee a Marzano Academy. Marzano is a regular visitor to the school, meeting with Kosena and the staff to create the High Reliability framework. The Academy serves as a model for other schools in the district working to achieve High Reliability status.

WPS Offers Paid Tutoring Opportunities For Community Members

During her annual State of the District report, Superintendent Dr. Pamela Swanson unveiled a community-wide initiative to help students get back on track following setbacks brought about by the COVID-19 pandemic. The district is calling on qualified individuals to step forward and explore opportunities to work as paid tutors for students. The sessions would be available during the day and in the evening hours. “Much of the momentum that we achieved and celebrated before the pandemic has stalled,” Swanson said in her report. “We have some pretty sobering data before us that confirms what we suspected. While all students have been impacted by COVID, the achievement gap between students of color and poverty versus more affluent communities has grown.” Swanson said she is hopeful that retired teachers will answer the call and help tutor the next generation of students. “We are taking some immediate steps to try and help all students, especially those who are struggling,” she added. Tutoring opportunities are not limited to former educators. Qualified individuals from all backgrounds are eligible for positions that pay up to \$37 an hour. The funding comes from federal dollars given to districts to help recover from the pandemic.



WPS COMES TO AID OF BOULDER COUNTY FIRE VICTIMS

Early on the Monday morning following the devastating wildfires that hit Boulder County, Westminster Public Schools employees began arriving at the Robert J. Landgraf Center for Teaching Excellence to lend a hand. They came with money, food, clothes, home supplies and merchant gift cards to help their coworkers. "I can't imagine being in this position and being a part of this community, I wanted to help out in any way I can," said teacher Carrie Strand, one of the first to arrive. The donations kept coming. At last count, including a generous gift from the Westminster Public Schools Foundation, more than \$50,000 in cash and merchant gift cards was raised to go directly to the families impacted by the fire. Three WPS employees lost everything in the fire with eight others suffering some kind of loss. WPS also donated about 200 surplus backpacks to the Boulder Public Schools Foundation, Impact on Education to be given to students who lost their school supplies to the fire. The backpacks were donated to WPS for the annual Back-to-School BBQ and backpack giveaway.



RANUM REIMAGINED' PLANNERS LEARN FROM OTHERS

Administrators from the Cherry Creek Innovation Campus (CCIC) hosted a visit from Westminster Public School (WPS) leaders in March to share information about the best way to provide students with expanded learning opportunities focused on Career Technical Education (CTE) programs. The WPS campus will be built on the historic Ranum Middle School campus at 2401 West 80th Avenue. Prep work for Ranum Reimagined will begin at the campus in the summer of 2022 with design and construction to be completed in stages after key programming decisions are made. The programming will allow students to earn credits, degrees and certificates that will serve them well after graduation from high school. As the now envisioned, Westminster High School (WHS) students would receive much of their traditional learning in the current high school and go to the Ranum Campus or to CTE labs at WHS for true work experience. The campus was built with community support and the passage of a bond election in November of 2016. It's being called "Ranum Reimagined," a vision to renovate Ranum Middle School to create an expanded Career Technical Education (CTE) program providing high school students more space and options than ever before. Depending on construction timelines and availability of supplies, the new campus will likely open sometime in the 2023 school year. Ranum, with its outstanding athletic facilities, it will continue to serve as the home for the Westy Futures/Juniors program which provides team sports opportunities for young students.



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ORGANIZATIONAL SECTION

ORGANIZATIONAL
SECTION

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Profile of Government

Governance

The District, which is a fiscally independent unit of government, is served by a five-member Board of Education. The District's Board members are Ken Ciano, Board President, Max Math, Board Vice President, Dan Orecchio, Board Director, Aaron Martin, Board Secretary, and Christine Martinez, Board Treasurer. The Board of Education serves as the taxing authority, contracting body, policy maker, and ensures that all general laws of the State of Colorado are followed in expenditures of the District's tax dollars and approves the annual adoption and appropriation resolution of the budget. The Board of Education is empowered to employ the Superintendent, who is responsible to the Board of Education for the daily operations of the District.

The District was reorganized in 1946 and is organized under the constitution of the State of Colorado. Under such laws, there is no authority for a school district to have a charter or to adopt local laws. The legislative power of the District is vested in the Board of Education, consisting of five members elected at large for staggered four-year terms.

Services and Programs Offered

Westminster Public Schools provides daycare through twelfth grade education and support services to meet the needs of the children of the District and the requirements of the State of Colorado. These services include, but are not limited to, career and technical programs, post-secondary classes, outdoor education, talented and gifted programs, English as a second language, educational programming for expelled students, summer school, and services for special needs students. More detailed information may be obtained by contacting the District's Learning Services Department or visiting the District's website at www.westminsterpublicschools.org.



Westminster Public Schools is a Competency-Based district. Competency-Based Education defines exactly what students should know and be able to do from one level to the next in all subjects. This proven approach helps teachers, students and families know when students need extra help, and when they need more challenging work and a faster pace. Students, in partnership with teachers, will know what they are expected to learn. Under their teacher's careful guidance, students can track their own progress and will move at their own pace. Students will get the extra help and time they need to achieve the standards. As soon as they master the standards at one level, they advance to the next.

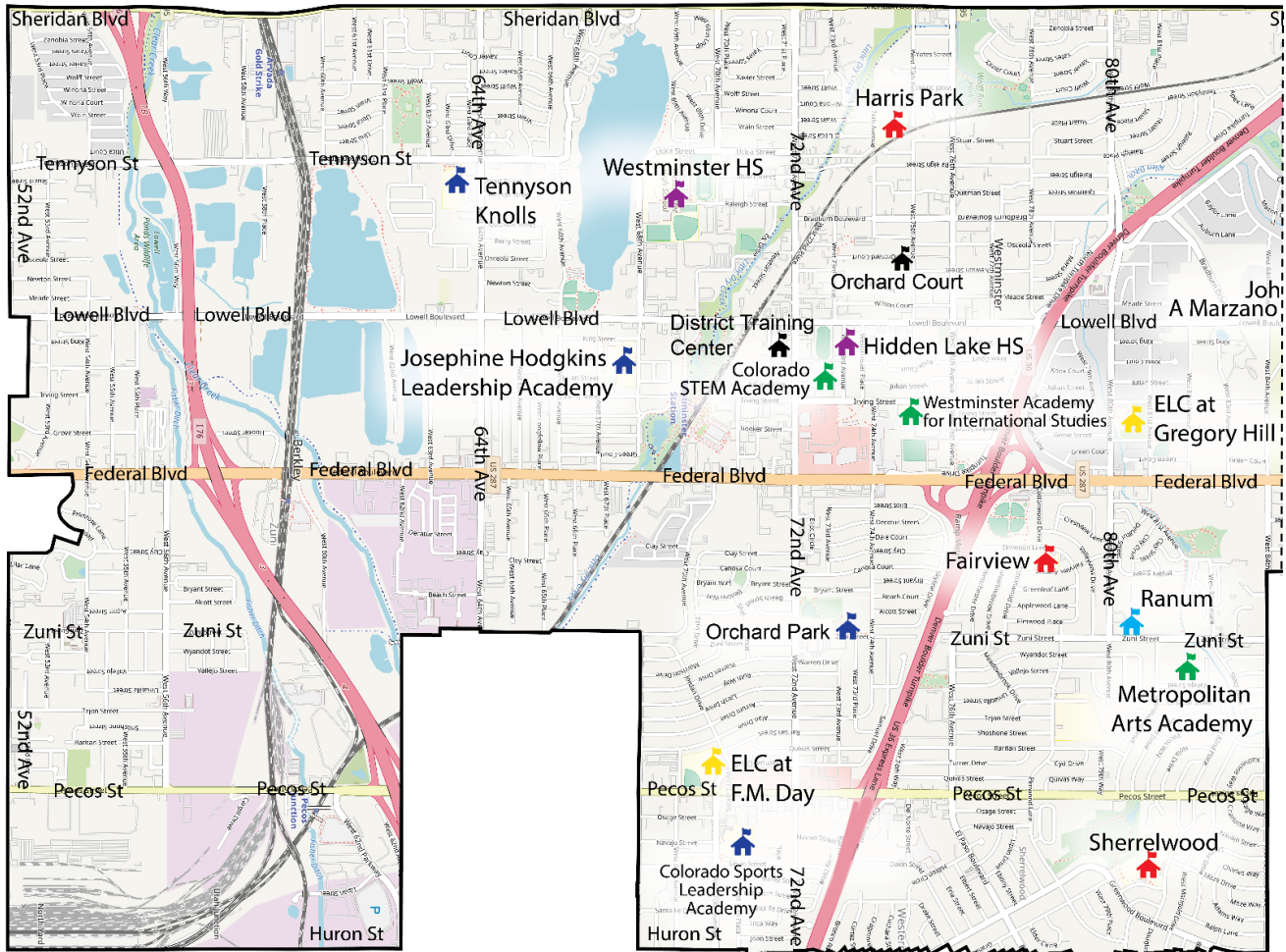


Expectations are consistent from class-to-class and school-to-school. Every teacher will use a scoring guide to make sure students are learning what they need to in each subject. Standards will be clearly defined, so teachers know what they are expected to teach and students are expected to learn. Students may use multiple ways to demonstrate what they know and can do.

Student and staff food services needs are provided by Chartwell's Food Services. All students receive free school breakfast, lunch and snacks.



District Boundary Map

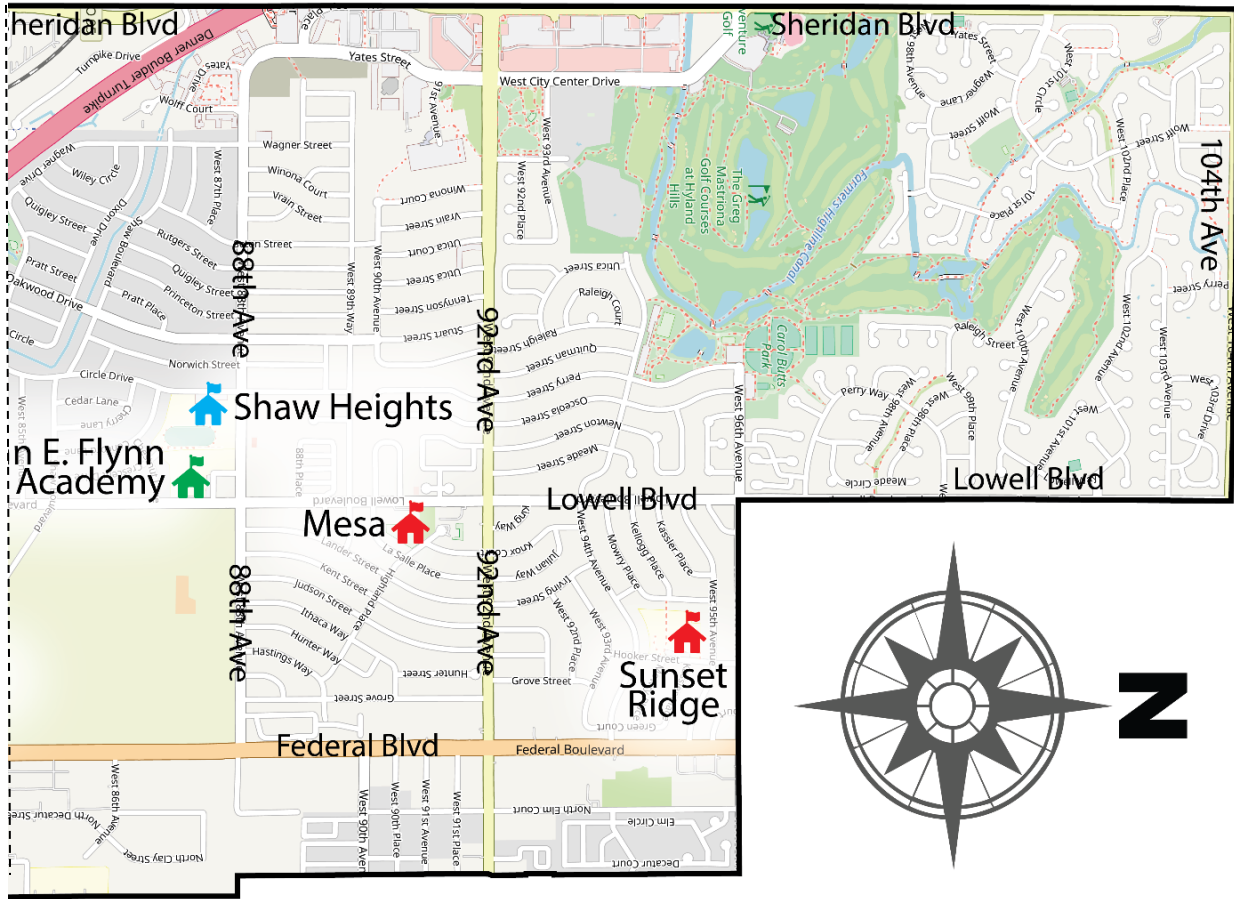









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District Boundary Map (cont.)



- | | | |
|--------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
|  Childcare & Preschool |  Elementary School PK-5 |  PK-8 |
|  Innovation & Magnet PK-8 |  Middle School 6-8 |  High School |
|  District Building | | |

Vision, Mission, and Corporate Values

VISION

Preparing future leaders, learners and thinkers for a global community.

MISSION

WPS will create opportunities to develop competent, agile learners who will contribute to their community and achieve personal success.

CORPORATE VALUES

*“It’s not hard to make decisions when you know what your values are.”
- Roy Disney*

We Agree to prepare students for the day after graduation and promote entrepreneurial thinking, college and workforce readiness.

We Agree to respect our community through culturally responsive instructional and communicative practices.

We Agree to create and maintain a positive district culture through clear communication and a demonstration of competency, self-accountability, mutual respect, and collective effort.

We Agree to customize and demonstrate a balance of best instructional practices, as outlined in the Learner Centered, Competency Based Instructional Model.

We Agree to promote positive and trusting relationships with all stakeholders, through honesty and transparency, where people come first.

We Agree to expect our students and adults to be challenged through deep and critical thinking and Project Based Learning opportunities at or above current levels of competency.

We Agree to develop personalized learning pathways for students through collaboration, student ownership, goal setting, and tracking performance.

We Agree that we will better our craft through personal and professional development, collaboration and continuous improvement with specific professional goal setting aligned to the evaluation tool, using data, and the instructional model.

We Agree to embrace technology as a tool to enhance highly engaged teaching and learning.

We Agree that adults will provide aligned and targeted learning opportunities for students to read, write, speak, actively listen and think critically every day.

District Goals and Strategies

The year 2020, was one of global disruption. COVID-19, a devastating global pandemic no one saw coming, brought economies to a standstill, shuttered schools, and changed individual behaviors in ways that will not be known for years. This pandemic has been called the most significant global disruption since World War II. This crisis exacerbated some of the pre-existing educational disparities between rural and urban school districts, between rich and poor communities, and amongst gender and ethnic groups. Learning losses threaten to extend beyond this generation and erase years of steady academic growth. There will also be substantial effects beyond education—economic, social, and mental health challenges will confront students for years to come.

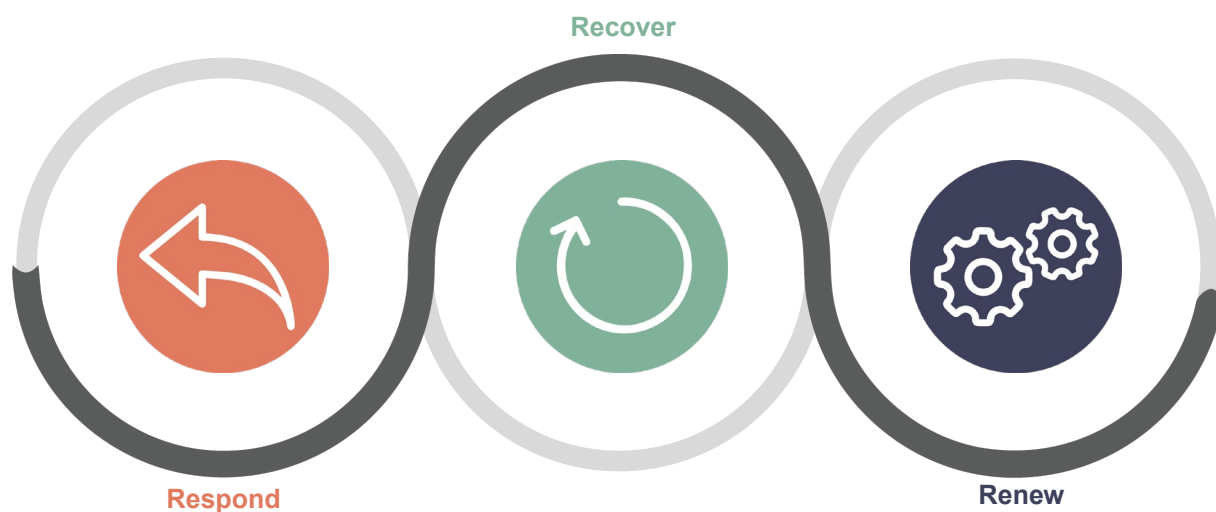
On the other hand, the pandemic has stimulated innovation in the education sector. Looking at the past year in the rear-view mirror, one thing is clear—change is hard; it happens gradually and then suddenly. As a district, we need to identify and analyze the actions we took to respond to this pandemic. What actions were short-term and have run their course? What actions do we want to continue? What actions did we not take, but want to consider at this time? And, what can we build upon to make us more innovative, effective, and add value to the organization?

The Bridge Plan, in tandem with the Strategic Plan to be developed, will be structured around three pillars:

- Respond: reacting to disruptive change.
- Recovery: overcoming challenges, experimenting with new approaches, and regaining productivity.
- Renewal: applying learnings, innovating, and emerging stronger

The Bridge Plan presented herein is a short-term plan to help frame our work over the past year and a half, addressing the respond and recover phases of our work. It provides us the opportunity to reflect on how we responded to the pandemic and what needs to be in place to put us on the road to recovery. This is foundational work in our journey to the next five-year strategic plan—the renewal plan. While our path forward is hidden under the fog of the future, understanding where we have been and where we are now helps light the way.

This format, Respond, Recover, and Renew will allow us to capitalize on lessons learned and reconfigure our work for a new reality.



Strategic Plan:



OUR STRENGTHS

The District embraces school innovation. WPS is committed to CBS, preparing students for the day after high school graduation. Students are required to show mastery of content before moving on to new learning. CBS seeks to end social promotion where students are routinely moved along year after year. Our efforts have received significant attention at both the state and national level.

The District embraces school innovation. Two years ago, Colorado STEM Academy opened with "Innovation Status" approved by the Colorado State Board of Education. Westminster Virtual Academy also opened on the Hidden Lake High School campus to allow students access to anywhere, anytime learning.

While WPS is breaking ground in how it educates all of its children, it also embraces a long, proud history of educators and civic leaders who have shaped the community.

In the past several years, there has been a renewed focus on community pride, and a realization that a successful community and a successful school district go hand in hand. Relations with members of the Colorado State Legislature and leadership of the City of Westminster have never been stronger.

WHAT WILL

WESTMINSTER PUBLIC SCHOOLS

NEED TO ADVANCE FOR A

POSITIVE ORGANIZATIONAL IDENTITY?

OUR CHALLENGES

Despite improving academic performance, WPS still has many challenges. Approximately 80% of our students qualify for free and reduced meals, and about 45% are Culturally and Linguistically Diverse (CLD). Once labeled a "Turnaround District" by CDE, the District still wrestles with the stigma of a low-performing district.

Enrollment has remained stable over the last decade, but the District still loses approximately 3,800 students a year to charter schools or surrounding school districts. The District has found that many parents are happy to send their children to their local elementary school but begin looking for other options as their children grow older.

Adequately financing education is another challenge. Ours is not a wealthy community. Many of the District's residents are either retired or come from hard working families who live paycheck to paycheck. Voters rejected a mill levy override in 2013 and turned down a mill levy override and bond election in 2014.

OUR FOCUS

The District's identity needs to reflect the improved academics and quality of life for students in the District. There is no overnight fix or rebranding program that will instantly change perceptions of the community. Success will only come from steady, constant work. Steps must also be aligned with Board of Education priorities and goals. Below are steps to improve our identity:

- Continue to highlight academic growth and improvement.
- Improve customer service at administration and school level.
- Improve website content and accuracy.
- Aggressive public relations campaign to share the good news going on in the District.
- Continuation of consultant work.
- Rebrand to include name, tagline, typographic and color standards.



OUR STRENGTHS

A pipeline is a continuous and somewhat overlapped movement of instruction that supports student learning in a particular field or

discipline as one transitions between levels and campuses. Currently, WPS has the building blocks for a STEM pipeline in place. Colorado STEM Academy provides focused science and technology instruction in grades 3-8, Gateway to Technology programs are present in each of our middle schools, and Project Lead the Way (PLTW) at the high school. The District is now ready to define STEM pathways that offer training, hands-on experience, and learning opportunities to prepare students for rigorous secondary courses and ensure they enroll in a two or four year institution of higher education.

In addition to a strong foundation in the sciences, the District is privileged to have a thriving, award-winning performing arts program at the high school. We are also fortunate enough to have two quality performance spaces, a state of the art theatre at Westminster High School and a 1,438 seat auditorium at Ranum Middle School. To complement our internal resources, the District also benefits from community support through the North Metro Arts Alliance and proximity to the quality theatre at the Arvada Center. Regionally, Denver is known as an arts haven with about 50 theatre companies competing to provide quality entertainment and employment opportunities for students.

DOES WESTMINSTER PUBLIC SCHOOLS
HAVE A SPECIFIC **VISION** OF
21ST CENTURY EDUCATION AND AN
IMPLEMENTATION STRATEGY TO MAKE IT
ACTIONABLE?

OUR CHALLENGES

Perhaps one of the greatest challenges facing a “pipeline” program, is creating a common vision. Whether it is STEM or Performing Arts, as programs spread across schools and campuses, the lack of a unified instructional philosophy has the potential to neutralize any benefits to the model. Time is one of our greatest challenges; time for developing a common vision, time for professional development, time for curriculum development, and time to collaborate.

Specialized programs also tend to be more expensive to implement and maintain. Funding continues to present challenges to our pipeline program development. Whether it is recruiting and maintaining quality staff, obtaining specialized equipment and curricula, and/or facility development, limited resources and budgetary constraints create barriers to effective implementation.

OUR FOCUS

WPS is committed to raising academic achievement for all students. Our primary goal is to increase learning that results in measurable outcomes by implementing high-quality academic programs.

- Train, develop and deploy an integrated visual and performing arts program in a magnet school while providing strands of similar foci across elementary and middle schools.
- Market, attract and retain up to 200 students by the 3rd year of implementation, at least half of whom would have otherwise attended schools outside of our boundaries.
- Partner and strengthen current partnerships with visual and performing arts agencies to improve student and teacher access to the arts, both while in school and for potential school to career pathways.
- Illuminate research that clearly exposes the advantages in performance of the arts involved students relative to the other students over time.
- Integrate a humanities approach by co-mingling resources to save money while improving desired results.



OUR STRENGTHS

The District's CBS Instructional Model mirrors workplace performance expectations so there is immediate connection and smoother transition to employer expectations for our students upon graduation provided they have learned how to set target goals, problem solve in "real world" scenarios and leave high school performing at college entrance or work readiness levels academically. The District currently offers existing career pathway and college preparation programs (International Baccalaureate (IB), Advanced Placement (AP), Concurrent Enrollment (CE), Career Technical Education (CTE), Advancement Via Individual Determination (AVID)) that are proven effective in providing the right level of skill development for our students. The District implemented a Phase I Individual Career and Academic Plan (ICAP) curriculum for students in levels 6-12. With the enhancements made to Empower and the incorporation of the District personal social competencies, the curriculum for 2015-2016 will align with the CBS model, will enable students to capture personal and career exploration data that will make it easier for family members and District staff to guide each student toward his/her professional goals.

OUR CHALLENGES

The postsecondary and workforce readiness challenges faced by our students are often masked in discussions of statewide data. While Colorado ranks in the top five states in college degree attainment and the percentage of workers in high-tech fields, the reality for our students is starkly different. The first challenge faced by WPS is our change in demographics. With a large percentage of our students identified as immigrant and lacking "official recognition" many do not see postsecondary opportunities as a realistic option. Additionally, many of our students do not have an adult in their household with a college education, another determining factor in positively viewing higher education as obtainable. And finally, even if college is a goal, many of our students face achievement gaps that seem insurmountable and defeating. The second challenge faced by many of our families is funding. With a poverty rate in the 70th percentile, many students/families do not have the social networks that can financially assist in this goal. And finally, leveraging state and local resources and strategies to support programs, internships, and other opportunities for students in an environment of shrinking revenues continues to challenge the District.

HOW IS WESTMINSTER PUBLIC SCHOOLS
INCREASING THE **RIGOR** OF HIGH
SCHOOL COURSEWORK WITH A GREATER
**FOCUS ON IN-DEPTH
CONTENT COVERAGE
AND GREATER SECONDARY-TO-
POSTSECONDARY AND WORKFORCE
READINESS CURRICULUM ALIGNMENT?**

OUR FOCUS

It is imperative that every graduating high school learner understand his or her next steps and be academically, socially and emotionally proficient enough to pursue their career of choice. In order to achieve this, each student needs guided and self-directed study over their entire PK-12 career. Our expectations are that every student will graduate ready to enter postsecondary education without remediation and/or will have the skills needed to enter the workforce in a career choice that will earn them a household living wage.

- Develop a cohesive ICAP in grades 6-12; ultimately PK-12.
- Improve master scheduling to maximize time on task, Project Based Learning, internship opportunities, and provide time for teachers to participate in quality professional development.
- Strengthen and expand our postsecondary and career preparation programs through expansion of IB, AP, AVID, CTE, and PLTW courses, not only at the high school level but in the earlier grades.
- Strengthen and expand our counseling program to provide students and families with the support needed to make informed decisions regarding current and future academic goals, employment opportunities, and the development of soft skills necessary for success in life.
- Meet or exceed CDE's Postsecondary and Workforce Readiness performance expectations.



VISION

OUR STRENGTHS

The District conducted an extensive audit of its facilities in collaboration with Lantz-Boggio Architects, P.C. The review included a facility portfolio analysis and documentation; condition surveys; building and site usage, including capacity analysis; and, cost projections for required maintenance and compliance with current codes. Data obtained from this review has proven crucial in assisting the District make long-term facility decisions and evaluate maintenance and usage scenarios, options and alternatives.

In 2009, another comprehensive facility review was conducted in conjunction with CDE. Combined with the data obtained in the earlier audit, the District has been able to formulate a sound maintenance plan and leverage local dollars with state funding to meet some of our more significant needs such as roof replacements and mechanical system upgrades.

The District has also recently engaged in a benchmarking study. Benchmarking is a useful tool for comparing and measuring our organization against others, to gain information on philosophies, practices, and measures that will help us take action to improve our performance.

DO PK-12 SCHOOL FACILITIES
AFFECT EDUCATION
OUTCOMES?

OUR CHALLENGES

While our facility audits provide quality data for facility planning and management, they also highlight the magnitude of our facility needs. To remediate maintenance needs, meet current building usage standards, and comply with current codes, the total estimated cost is approximately \$135 million. As demonstrated by this number, our needs greatly outstrip our capacity to adequately respond to them. Our first priority is to channel dollars and resources into the systems that if they failed, would close a school for a significant period of time. These systems, the infrastructure backbone of a building, are not glamorous and most often are “behind the scenes” and hidden from plain view. The out-of-sight nature of these projects make it difficult to generate excitement for the expenditures, both on the part of District staff and community who would like to see upgrades to the instructional spaces. Balancing our basic needs with supporting needed changes to the instructional environments is perhaps our greatest challenge.

OUR FOCUS

The overall focus of WPS continues to be enhancing the overall condition of schools, safety and security improvements, creating environments conducive to learning through current technology, maintaining an acceptable level of web accessibility and addressing deferred maintenance. To that end, we are:

- continuing our program of upgrading mechanical systems at the elementary schools to include air conditioning;
- completing our roof replacement cycle at the elementary schools;
- upgrading main entryways to enhance security;
- supporting educational initiatives requiring unique learning spaces and current technology; and,
- addressing our priority deferred maintenance needs to ensure our facilities support student success.



OUR STRENGTHS

Great teaching matters. In fact, an increasing body of evidence suggests that teacher quality is the single most important factor in determining student outcomes. WPS

continues to create programs to position ourselves as a vanguard for attracting highly effective teachers. We invest in and support our staff through mentoring, ongoing quality professional development, and a dynamic, innovation-minded instructional model that encourages 21st Century ingenuity and creativity.

WPS continues to offer one of the most competitive pay scales in the state of Colorado.

Our Human Resources department seeks to recruit, retain, and develop a diverse cadre of the highest quality licensed personnel, educational support professionals, and administrators. WPS employs 1,066 employees, of those 582 are licensed personnel and 420 are educational support professionals.

DOES TEACHER QUALITY
DETERMINE STUDENT
OUTCOMES?

OUR CHALLENGES

WPS faces staffing shortages in historically hard-to-fill positions:

- High demand fields such as special education, math, science and bilingual education/CLD
- Applicants wishing to teach in urban, low-income, minority schools
- Racially and ethnically diverse applicants

Teacher retention - It is estimated that only 50 to 60 percent of teachers are teaching five years after entering the profession. We seek to reverse this trend through our commitment to employee satisfaction and professional compensation.

We continue to explore ways to honor the needs of our staff as they tool and retool their practice in order to keep pace with the needs of learners. We need time and resources to build and maintain a highly effective teaching and support staff.

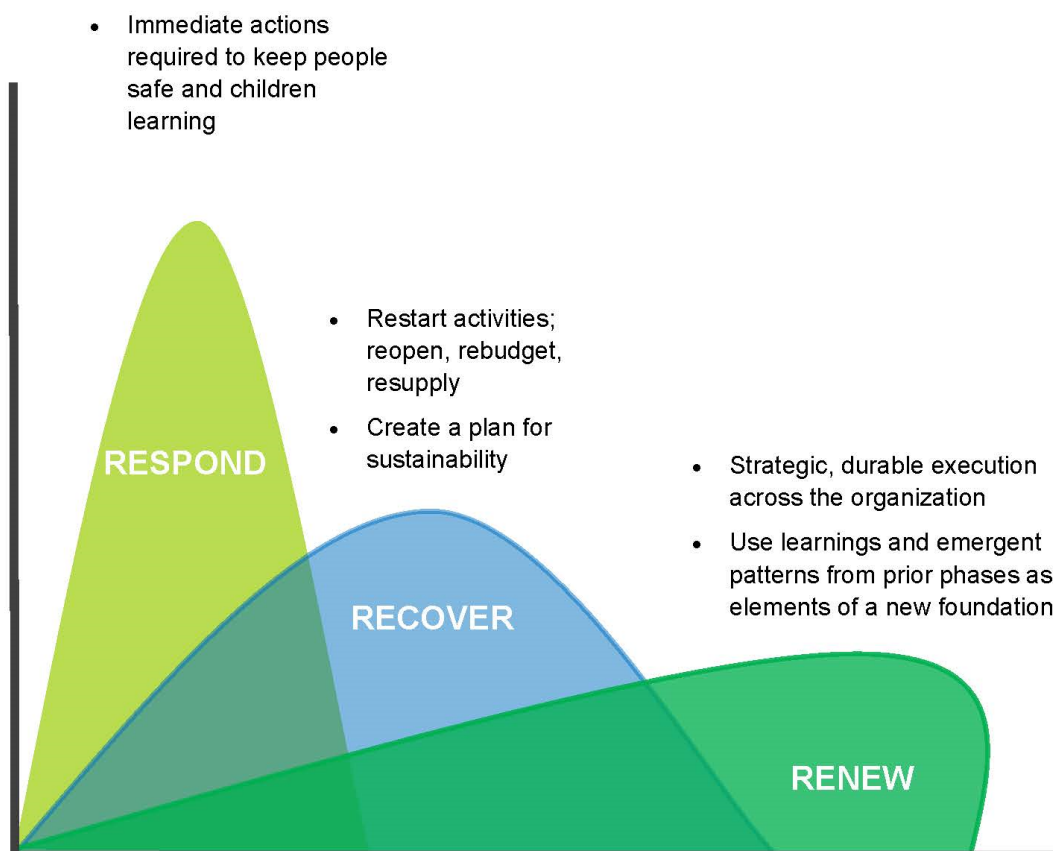
OUR FOCUS

- Retain highly effective staff
- Recruit and hire highly effective minority candidates
- Transmit the culture of CBS to our new hires
- Provide principals, school staff, and District administrators training and support on cultural competence and minority teacher recruitment and retention
- Provide a highly effective principal in every school
- Provide a highly effective teacher in every classroom
- Ensure that new teacher hires have what they need to experience immediate success and be an asset to their schools
- Provide targeted, ongoing professional development to ensure teacher success and maximize student achievement
- Increase the number of STEM certified teachers
- Develop leadership at all levels of the organization
- Ensure that our employee evaluation system aligns with CBS at all levels

Westminster Public Schools Reset Model

The district was presented with many challenges and interruptions spring of 2020 due to the COVID -19 outbreak and the ensuing stay-at-home orders. Staff, students, and family worked together minimize the impact to students. Westminster Public Schools is committed to continue offering a learning environment Where Education is Personal and getting students, staff, and community back on track by navigating our way through the pandemic. The district will be implementing the **3 R's**, **Respond**, **Recover**, and **Renew** to create pathways to positive outcomes.

The WPS Reset Model



Cost of District Current Objectives



Westminster Public Schools' Identity articulates the Mission, Values and Vision that are shared by the District and community, enabling it to demonstrate outstanding quality that transcends the boundaries of the classroom walls and is personified in our staff and students. Above all else, students come first.

At Westminster Public Schools, **Education is Personal**. Every dollar the district receives is directed at demonstrating the district's Mission, Values, and Vision. Overall, the district spends \$21,482 per student from all district funds. Summary of revenues and transfers for all funds is as follows:

10 General Fund	\$ 119,437,271
18 Risk Management Fund	2,529,337
19 Colorado Preschool Fund	3,598,920
21 Nutrition Services Fund	6,330,796
22 Government Designated Purpose Grants Fund	33,904,313
23 Student Athletic & Activity Fund	1,810,000
26 Daycare Program Fund	1,500,000
31 Bond Redemption Fund	8,657,781
43 Capital Reserve Fund	13,299,947
Total	\$ 191,068,365



Westminster Public Schools is an educational leader whose priority is to seek high academic standards, support innovative instructional programs and practices, increase academic achievement, and develop our students' learning skills.

\$58,400,025, which translates into 57% of the district's General Fund budget, is spent on instruction and various instructional services.



Westminster Public Schools is dedicated to ensuring that each of its students is professionally prepared. The District supports personal, social, financial literacy, career exploration, and development for our students to succeed. Some areas of focus are but are not limited to is Social Work, Other Support Services for Students, Psychological Services, and Guidance Services. A total of \$13,433,445 will be applied to ensure these services.



Westminster Public Schools provides functional and safe infrastructure and facilities, which make a significant contribution to a positive student and workplace experience.

Property and Property Services represent 1.16% of the district's General Fund budget. Additionally, the District's Capital Reserve budget is \$4.1 million with over \$14 million from Certificates of Participation (COP) projects being finished up in FY23. The District is adding an additional \$10 million to the Capital Reserve budget for a new reimaged project for career pathways. That will be \$20 million for phase one of the project. Other projects that have been finalized include Early Learning Center at FM Day Elementary, Orchard Park Academy K-8.

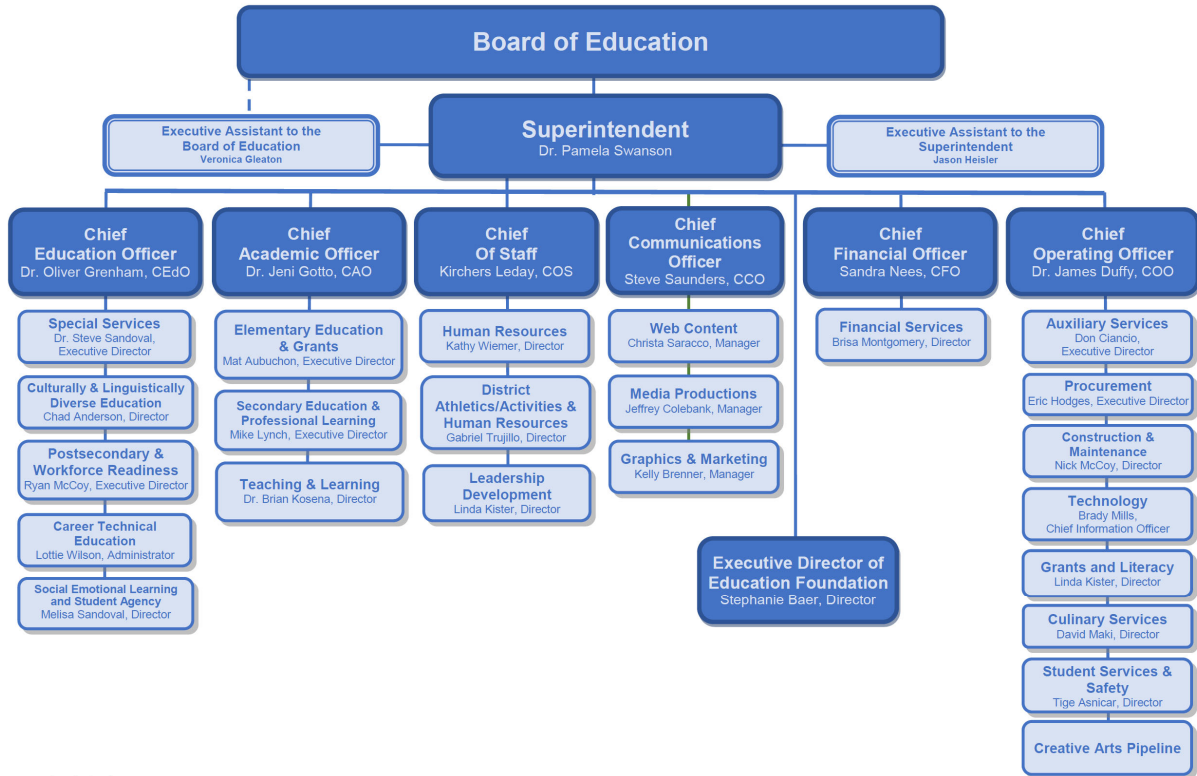


Westminster Public Schools is an employer of choice committed to fostering an environment of education innovation through a workplace that attracts, sustains, and inspires great people, working for a great purpose, while promoting diversity, equity, civility, and respect.

Salaries and Benefits represent 81% of the district's General Fund budget: \$64,864,784– Salaries and \$24,432,908– Benefits. The district is further demonstrating its commitment to employees by being the first in the state to introduce a licensed salary table with a starting salary of \$56,690. The district's educational support personnel (ESP) salary table is highly competitive as well and is ranked one of the highest in the state.

District Organization

Westminster Public Schools – Organizational Chart



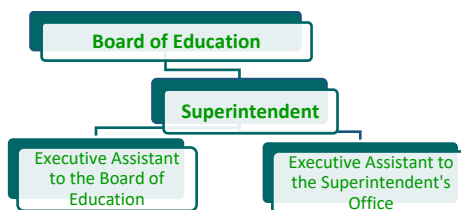
Updated 7/20/2022

Executive Administration

BOARD OF EDUCATION

Westminster Public Schools belief of Where Education is Personal is reflected by the fact that every member of the Board of Education grew up in the community and received their high school diploma from one of our schools. That is a rarity. Read below to learn more about the members that work so hard on behalf of all of our students and staff.

The Board governs the education of students and the operations of the District within limitations set by the State of Colorado. All decisions on budget, policy, personnel, and other legal matters are made by the Board as a whole, acting as one body.



Ken Ciano | Board President | Elected Term: November 2019 to November 2023



Ken Ciano was appointed to the Board in April 2014, then elected in November of 2015.

Ken Ciano is a life-long resident in the district, and graduated from Ranum High School in 1982. He attended Regis University where he earned degrees in Political Science and History. Ken has an extensive family who have all attended Westminster Public Schools, and his father Don Ciano served on the Board in the 1980s and 90s.

Max Math | Board Vice President | Elected Term: November 2019 to November 2023



Max Math was elected to the Board of Education in 2015.

Max Math's father and mother-in-law attended Union High in 1946. He and his wife, Christy, are 1979 graduates of Westminster High School (WHS). He attended Westminster Elementary and she attended Harris Park Elementary. All of their children attended Tennyson Knolls Elementary, Hodgkins Junior High School and WHS. Max attended the University of Colorado and the University of Phoenix, and received his degree in Business. He also received his master's in Public Administration from University of Southern California.

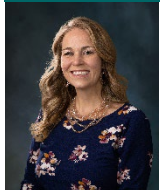
Aaron Martin | Board Secretary | Elected Term: November 2021 to November 2025



Aaron Martin was elected to the Board of Education in 2021.

The son of a teacher, Aaron Martin is married to Brenda Martin, a Principal of Colorado STEM Academy. He has two children enrolled in the district who he says have thrived under the district's Competency Based System (CBS). Aaron works for AT&T in the TV Advertising Technology Division and hopes to bring his skills and understanding of technology to the Board of Education.

Christine Martinez | Board Treasurer | Elected Term: November 2019 to November 2023



Christine Martinez was elected to the Board of Education in 2019.

Christine graduated from Westminster High School in 2001, continuing a recent trend where all the members of the Board of Education are graduates of the school district. Martinez also has a child attending Sunset Ridge Elementary. In addition, to her role as a parent, Martinez also played a prominent role in the passage of the 2018 mill levy override.

Dan Orecchio | Board Director | Elected Term: November 2021 to November 2025

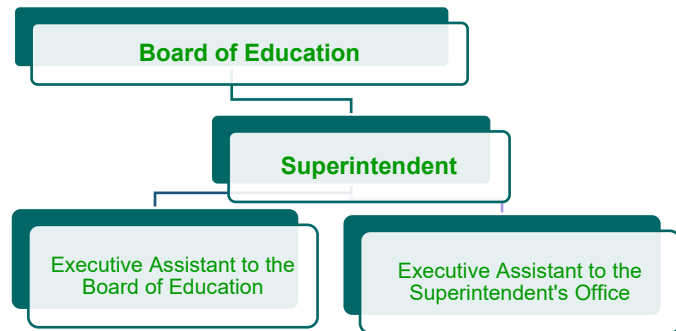


Dan Orecchio was elected to the Board of Education in 2021.

Dan Orecchio and his wife, Stephanie grew up in Westminster where they both graduated from Westminster High School in 1988. He went on to become a successful architect with offices in Westminster and Fraser, Colorado. Dan credits a WPS drafting teacher with inspiring him to study architecture and go on to establish a successful business.

SUPERINTENDENT'S OFFICE

The District Superintendent is tasked with overseeing education standards and student achievement, plan budgets and allocate resources. School Superintendent and Superintendent's office act as a Board of Education Liaison.



Superintendent: Dr. Pamela Swanson



Dr. Swanson is a strong proponent of leadership at all levels and believes input from all groups is important. With that in mind, she has seven Superintendent Cabinets she meets with on a regular basis:

Superintendent Student Leadership Cabinet (SSLC): Superintendent Swanson regularly meets with elected student leaders from Westminster High School to gather student perspectives on the challenges and opportunities faced by students moving toward graduation and life beyond high school. The meetings are open-ended allowing students to speak honestly about everything from school lunch menus to school culture and climate to scholarships and internships opportunities.

Superintendent Support Cabinet (SSC): Dr. Swanson created the Superintendent Support Cabinet to gather more input from Educational Support Professionals (ESP). The cabinet is advisory in nature and is designed to enhance "Big Picture" communication dealing with High Stakes and Systemic topics regarding WPS. The monthly meetings encourage a robust and honest discussion of the issues facing the District.

Administrative Cabinet (ADCAB): The Administrative Cabinet is comprised of Directors and representative principals from across the District bringing varying leadership perspectives to the Superintendent's office. The cabinet generally meets twice a month to address a wide range of topics including, but not limited to, academics, student safety, personnel, budget issues and other strategic goal areas.

Teacher Leadership Cabinet (TLC): The Teacher Leadership Cabinet brings together teachers to discuss issues of mutual interest and concern. In creating the TLC, Dr. Swanson sought the input of teachers with very diverse perspectives. With that in mind, the cabinet consists of teachers from a variety of content areas and with varying length of service in WPS. Every school has a representative on the cabinet.

Principals' Advisory Cabinet (PAC): The purpose of the Principals' Advisory Cabinet is to solicit professional expertise and collaborate in an advisory capacity regarding the school district and moving it to the next level of excellence.

Parent Leadership Cabinet (PLC): Parent Leadership Cabinet (PLC) is a group of parent leaders who directly share their views with the superintendent around system-wide policies and events affecting schools. Members are parents who are nominated by their school principals and reflect the diversity of our community. The cabinet meets quarterly with the superintendent and key Westminster Public Schools staff.

Westminster Children's Initiative (WCI): The WCI meets quarterly. The members consist of community and school district partners who work together to help the youth in our community succeed beyond the hours they are present in our schools. A typical school day for our students is approximately seven hours, depending on the age of the child. School children spend a larger portion of their day away from the safe and caring learning environment that our schools provide. As civic minded community members, it is up to all of us to support and enhance healthy lifestyles, positive choices, quality of life, safe neighborhoods and sustainable communities for the next generation.

LEARNING SERVICES

Chief Education Officer: Dr. Jeni Gotto

Shared Vision

Certifying competent learners and graduates ready for postsecondary work, college, and productive lives.

Shared Mission

Facilitating and supporting learners to improve every day.

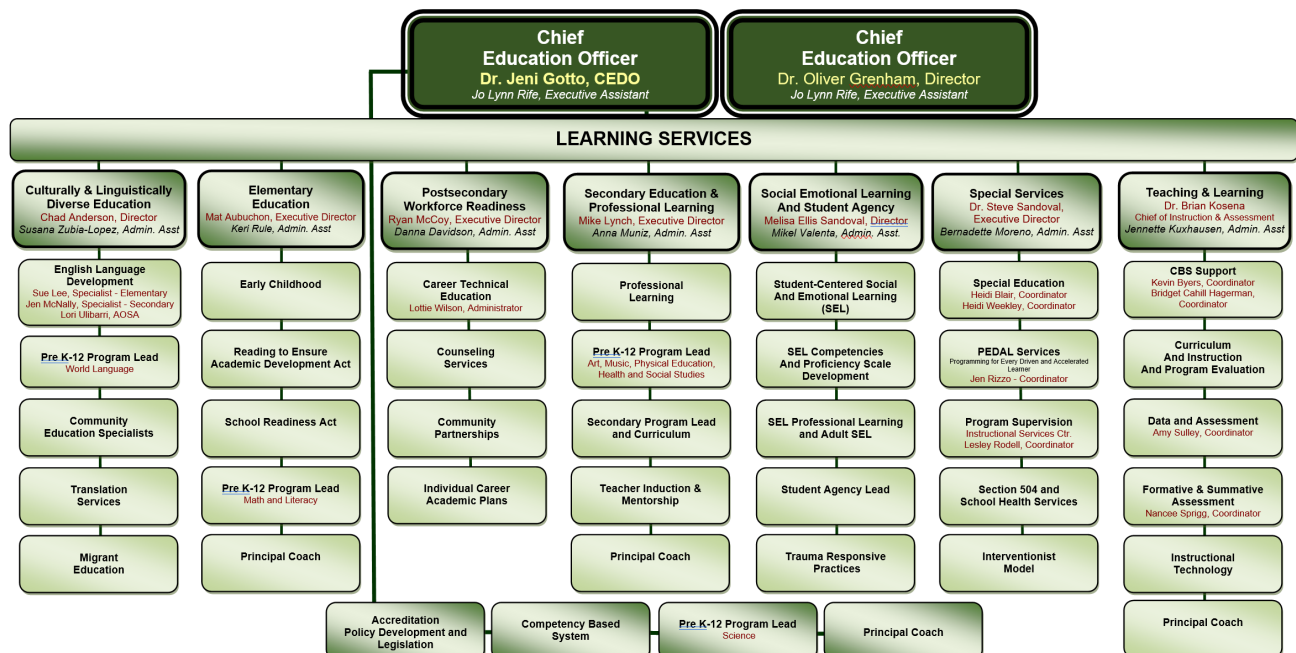
Shared Purpose

In order to support Westminster Public Schools goals, the Learning Services will assure equity and academic excellence for all learners in an authentic Learner-Centered Competency Based System by:

- Increasing learner achievement and growth as measured by all state assessments.
- Increasing Postsecondary Workforce Readiness (PWR).
- Establishing and monitoring clear goals that support improved learner achievement and growth.
- Implementing aligned curriculum, engaging rigorous instruction and purposeful assessment practices that meet the needs of all learners
- Growing and sustaining positive learner, family and community support including vibrant accountability committees.

Roles and Responsibilities: Accreditation and Accountability, development of WPS Policy, Federal and Colorado Department of Education (CDE), compliance reporting, supervision for all elementary and secondary schools, supervision of all school and education programs, overseeing of library media and instructional services, leadership of math & science curriculum, management of turnaround grants and processes, implementation of the WPS Competency Based System (CBS). As well as, Culturally and Linguistically Diverse Education, Gifted Education and Advanced Learning, Teaching & Learning (testing and reporting), Early Childhood Education, Secondary Education & Professional Development, Federal, State & Special Grants, Postsecondary & Workforce Readiness and Special Services.

Chief Education Officer – Organizational Chart



Updated 9/2/22

HUMAN RESOURCES DEPARTMENT

Chief of Staff: Kirschers Leday, MBA

Human Resources Department is a critical component of employee well-being within the School District.

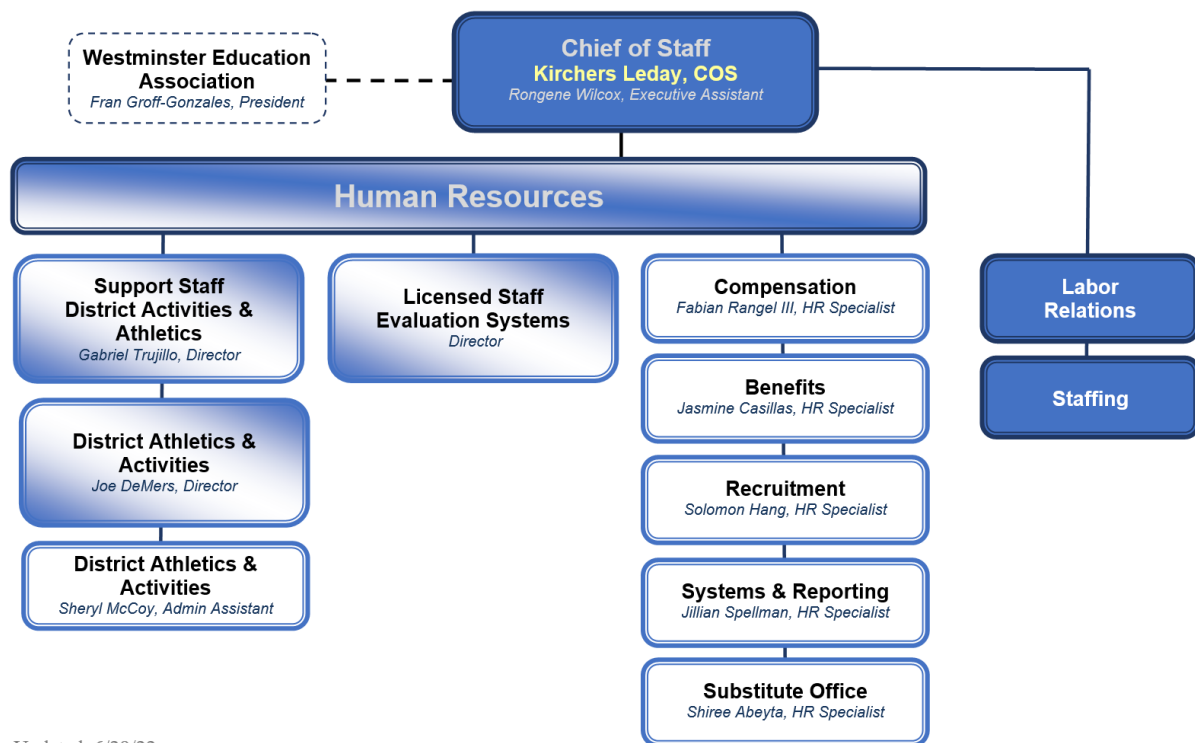
The Department of Human Resources is comprised of highly qualified and dedicated staff that provides excellent customer service to all stakeholders. One goal for the Human Resources department is to recruit, retain, and develop a diverse cadre of the highest quality licensed personnel, educational support professionals, and administrators.

With the current economic state, the Human Resources team will continue to focus on maintaining competitive salaries and benefits, recruiting and retaining, while reallocating resources to meet the needs of the District and its students.

Roles and Responsibilities

Labor relations, recruitment and hiring, staffing, legal compliance, benefits, compensation, customer care, guest teacher, licensure, new hires/transfers, unemployment, worker's compensation.

Chief of Staff – Organizational Chart



Updated 6/29/22

COMMUNICATIONS & COMMUNITY RELATIONS

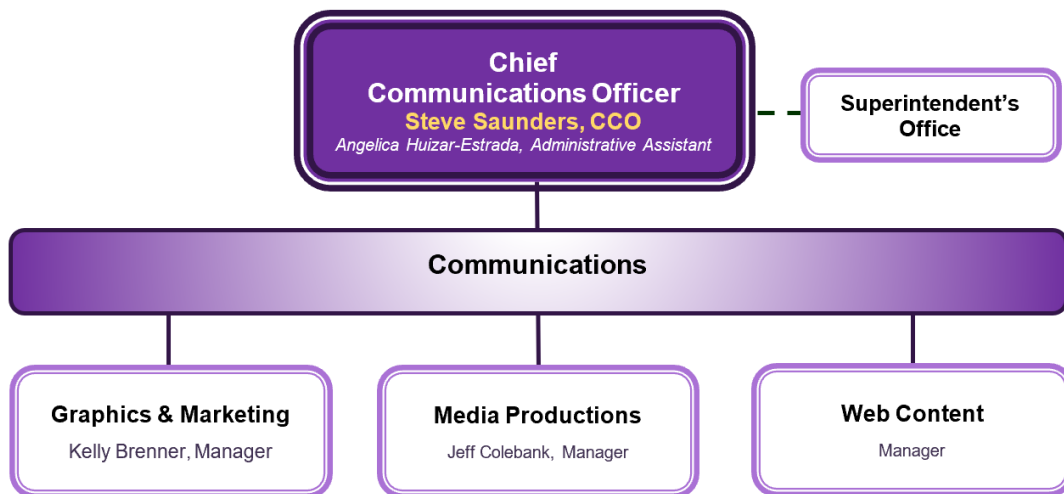
Chief Communications Officer: Steve Saunders

The Communications team provides our audience (internal and external) with the information they need in order to make informed and timely decisions about public education in a way that fosters trust, goodwill and community participation in the Westminster Public Schools strategic plan.

Roles and Responsibilities

Primary media and public relations contact, community outreach initiatives, coordination of district events and media requests, support district school marketing efforts, write, produce and distribute district videos, management of WPS-TV Comcast channel programs, district and school websites and content, management of social media channels, provides social media support to schools.

Chief Communications Officer – Organizational Chart



Updated 6/29/2022

FINANCIAL SERVICES DEPARTMENT

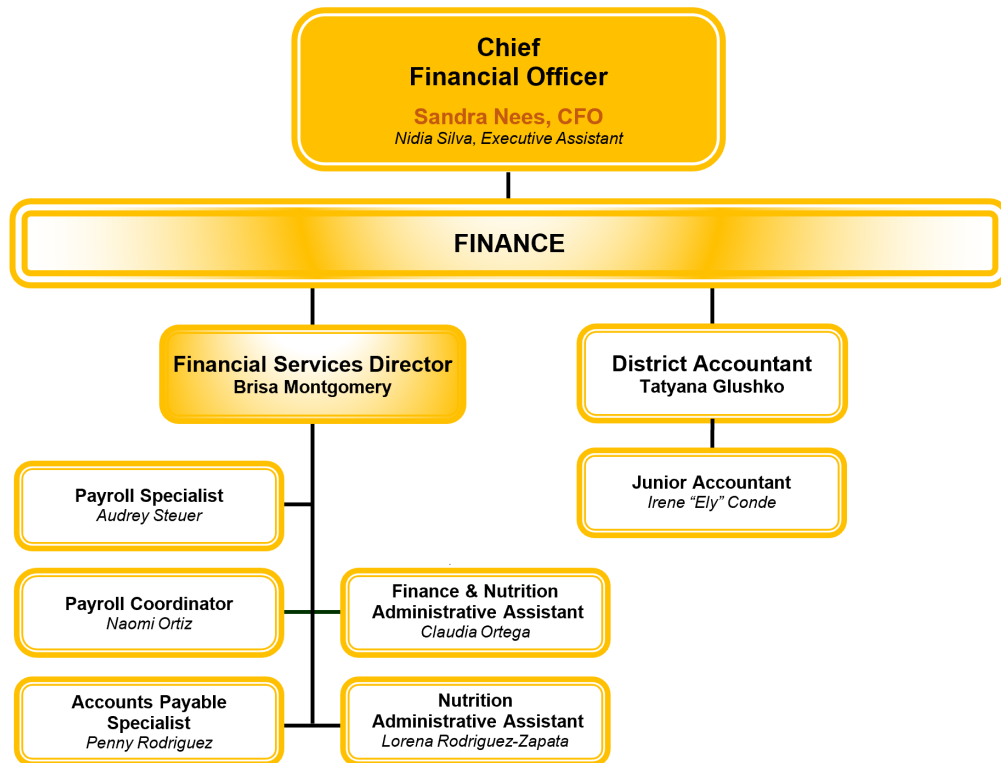
Chief Financial Officer: Sandra Nees, MBA

The mission of Financial Services Department is to provide educational support to students, staff, and parents. The department strives for excellence and emphasizes in providing quality services to staff, community, students, and vendors, including preparation and communication of timely and accurate information in support of the District's mission. Financial Services Department is responsible for the financial operations of the district which includes: budget and cash management, Federal and State guidelines, Federal, State and local grants, payroll, accounts payable, and general accounting.

Roles and Responsibilities

Roles and Responsibilities include budgeting, Risk Management, Purchase Orders—invoicing and payments, check requests, payments, payroll, garnishments, deductions elections and changes, verification of employment, leave inquiries and entry, timesheet inquiries and entry, purchase card management, vendor management, petty cash, accounting, October Count, and Grants Fiscal Management.

Chief Financial Officer – Organizational Chart



Updated 6/29/2022

OPERATIONS

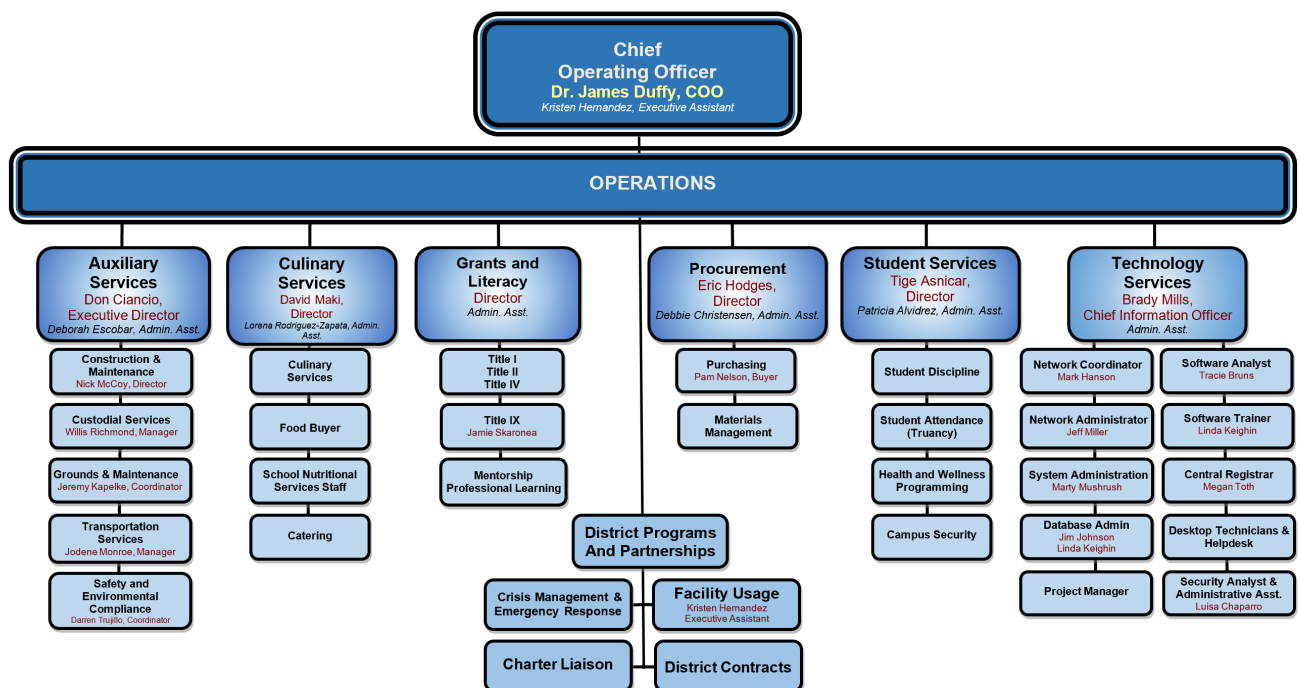
Chief Operating Officer: Dr. James Duffy

The Operations Department works to provide a safe and supportive learning environment for all students and staff.

Roles and Responsibilities

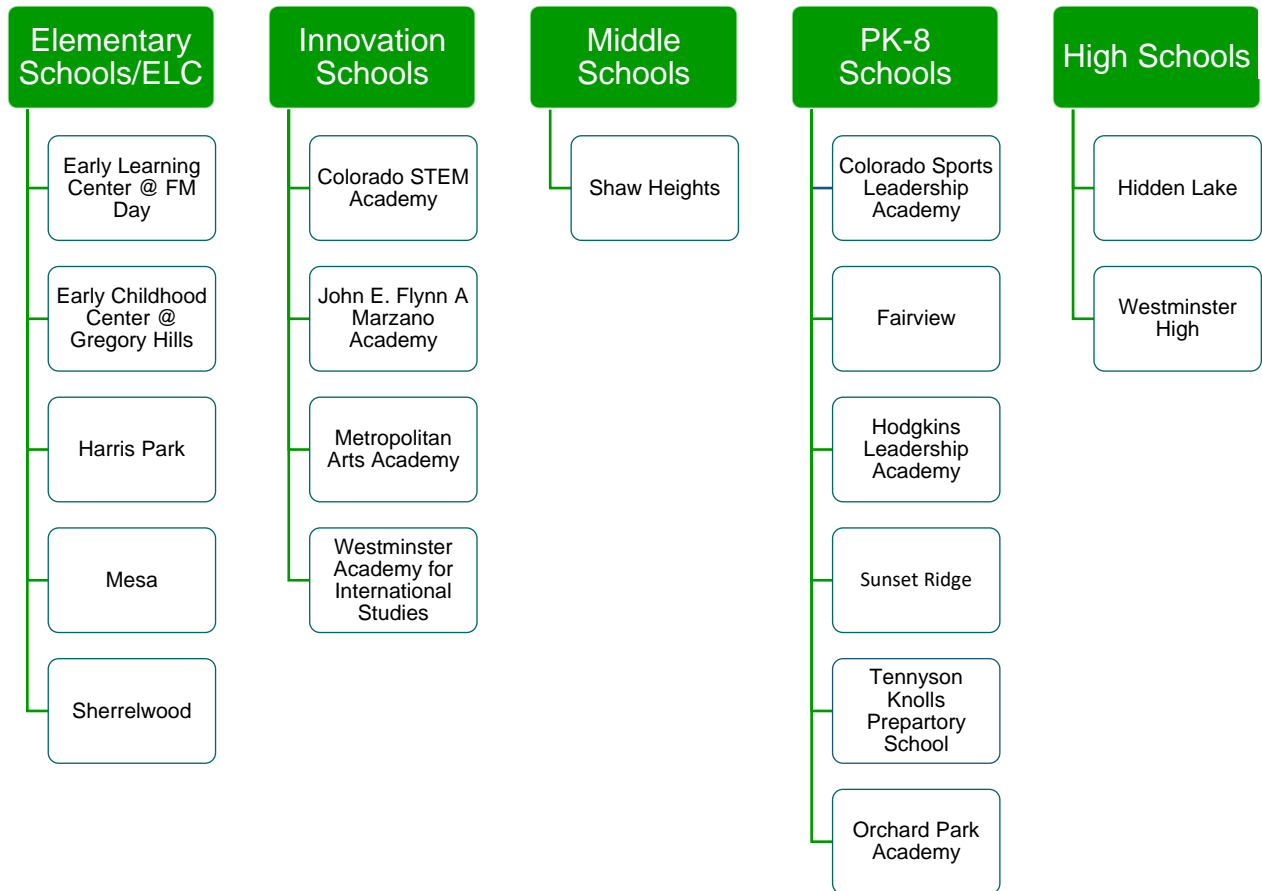
Oversee all functions of the Auxiliary Services, Culinary Services, Procurement & Materials Management, Technology Services, and Student Services Departments. Liaison to Financial Services & Grants, Special Programs & Partnerships, Crisis Management and Emergency Response, Safe & Drug Free Schools, Charter Liaison. As well as, Technology Services, Auxiliary Services, Procurement, Culinary Services, Student Services, and Grants.

Chief Operating Officer – Organizational Chart



Updated 6/29/22

OUR SCHOOLS



EARLY LEARNING CENTER AT FM DAY

1740 Jordan Drive Denver

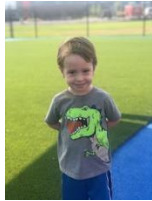
303-428-1330

Principal Aylane Dibildox



MISSION

Building a positive foundation to learn, live, plan and prepare for life-long learning.



The Early Learning Center provides high quality early childhood programming for our youngest learners. The center accepts students as young as Birth through four- years-old and houses four classrooms. The staff are highly qualified early childhood professionals and the adult to child ratios are kept lower than state requirements.

The goals of the program are closely aligned with district preschool mission statement of “building a Positive Foundation to Learn, Live, Play, and Prepare for Kindergarten.” It is the Center’s goal to empower parents with programs and information in their native language to be advocates for their children as they enter the school system.

Daycare Fund Financial Data

Salaries	\$ 1,493,701	Purchased Service	5,100
Benefits	290,900	Supplies & Materials	33,417
Total Salaries & Benefits %	94.06%	Capital Outlay	-
Total Projected Expenditures			\$1,823,118

Enrollment

2020-21 Pre-K/ Birth to 3 Count 42

2020-21 Free & Reduced Lunch Data

Free Lunch Count 6
 Reduced Lunch Count 1
 Total Free & Reduced % 17%

*Rounded to the nearest dollar

LEARNING CENTER AT GREGORY HILLS

8030 Irving Street Westminster

303-428-1560

Principal Jennifer Keyes



VISION

We agree to work together with families, staff, and our community to ensure all students feel included, safe and supported. Children will demonstrate appropriate individualized skills as measured by Teaching Strategies GOLD and receive a well-rounded education to prepare them for future school success

MISSION

Building a positive foundation to learn, live, play and prepare for life-long learning.

Westminister Public Schools has an Early Childhood Education program in all of our elementary buildings as well as at the Early Learning Center at Gregory Hill. The goal of our ECE programs is to provide developmentally appropriate services to the children of WPS. Students in our ECE programs will learn, live and play in a very caring way.

Learn – Focus on a pre-academic skill to help prepare students for kindergarten

Live – Focus on social emotional development to help students learn to be part of a learning community

Play – Focus on the whole child through a play-based program

Caring – Supportive and dedicated staff that focus on individual student skills

This budget does not include funds from the Colorado Preschool Program.

General Fund Financial Data

Salaries	\$ 462,742	Purchased Service	\$ -
Benefits	157,717	Supplies & Materials	10,476
Total Salaries & Benefits %	98%	Capital Outlay	-
Total Projected General Fund Expenditures			\$630,934
Projected Per Student Cost			\$37,114

Enrollment

2021-22 Pre-K Count 219

2021-22 Free & Reduced Lunch Data

Free Lunch Count	115
Reduced Lunch Count	37
Total Free & Reduced %	69%

*Rounded to the nearest dollar

FAIRVIEW K-8

7826 Fairview Ave Denver

303-428-1405

Principal Lisa Cyr



VISION

Dragons will RISE.

Respect
Integrity
Service
Effort

Fairview Elementary has a vision of philanthropy and service where students are taught to be "kinder than you need to and do more than you have to". Our students have several opportunities to participate in service projects where they get a chance to give back to their community. Fairview collaborates with organizations such as The Boys & Girls Club to promote positive role models for all students.

General Fund Financial Data*

Salaries	\$ 1,913,549	Purchased Service	\$3,000
Benefits	\$ 602,501	Supplies & Materials	139,264
Total Salaries & Benefits %	95%	Capital Outlay	\$-
Total Projected General Fund Expenditures			\$ 2,658,314
Projected Per Student Cost			\$ 8,744

Enrollment

2021-22 K-12 Count	299
2022-23 Projected K-12 Enrollment	304
2022-23 Total Projected Staffing	30.10

2021-22 PK-12 Free & Reduced Lunch Data

Free Lunch Count	185
Reduced Lunch Count	63
Total Free & Reduced %	83%

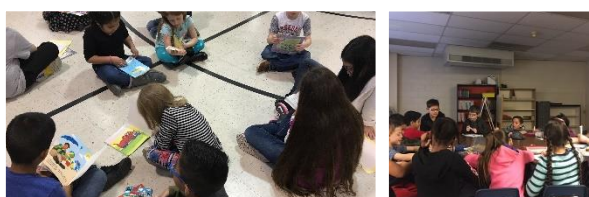
*Rounded to the nearest dollar

HARRIS PARK ELEMENTARY

4300 W. 75th Avenue Westminster

303-428-1721

Principal Nancy Richey



VISION

Happy life-long learners. Passionate and positive in every way. Empowering Imagination.

MISSION

We are STAR★s at Harris Park!

Safety

Personal safety and safety for others

Teamwork

Leadership of self, in small groups, and with the class

Attitude

Positive scholastic and can-do-it attitudes

Respect

Of your space, classroom, school, yourself and others

★Responsibility

Personal, academic, and for our school

Harris Park is a competency-based school in Westminster Public Schools, *Where Education is Personal*. We educate every child from where they are and purposefully design daily schedules to provide optimum learning opportunities. As a Leader in Me school, we honor the greatness in every child, embracing a leadership culture as we model and teach Steven Covey's 7 Habits of Happy Kids and Successful People.

Being a part of the Harris Park family is truly remarkable due to our Westminster community and families' connectedness. Harris Park partners with Scholars Unlimited to provide interested families with free extended enrichment and learning opportunities after school. Intermediate students embrace joyful expression in movement through high-quality in-school dance programming from our partners at Celebrate the Beat. And, we have a rich and long-standing relationship with residents of the San Marino Retirement Community.

General Fund Financial Data*

Salaries	\$ 1,742,144	Purchased Service	\$ 3,300
Benefits	553,164	Supplies & Materials	124,459
Total Salaries & Benefits %	95%	Capital Outlay	4,200
Total Projected General Fund Expenditures			\$ 2,427,267
Projected Per Student Cost			\$10,599

Enrollment

2021-22 Pre-K-12 Count	244
2022-29 Projected K-12 Enrollment	229
2022-23 Total Projected Staffing	22.10

2021-22 PK-12 Free & Reduced Lunch Data

Free Lunch Count	168
Reduced Lunch Count	34
Total Free & Reduced %	83%

*Rounded to the nearest dollar

MESA ELEMENTARY

9100 Lowell Blvd Westminster

303-428-2891

Principal Janelle Stastny



VISION

Engage, Educate, and Empower Every Child Every Day.

MISSION

Expect the Best! Celebrate Success!



Mesa Elementary has a proven track record of being a Performance ranked school by the State of Colorado. WE partner with many outside groups to bring enrichment and other activities to our Mesa Mustangs. Some of the activities include karate, hip-hop dance, Scholars Unlimited Enrichment, tutoring and Math Club. Mesa also has many family events including Fitness Night, Harvest Dance, Craft Night, Literacy Night and Math at Mesa where families come in to learn and play math games with their children. Our students also love to participate in our spelling bee.

Mesa is a leader in academics where we “Expect the Best and Celebrate Success!” Our preschool through 5th grade teachers are trained in current literacy and math programs that bring success to each student. We have the latest and greatest technology including a device for each student. Mesa also collaborates with local artists to provide real world art experiences for students. We are a neighborhood school and welcome all families to join us.

General Fund Financial Data*

Salaries	\$ 2,236,161	Purchased Service	\$ 140
Benefits	735,964	Supplies & Materials	114,362
Total Salaries & Benefits %	96%	Capital Outlay	1,000
Total Projected General Fund Expenditures			\$ 3,087,627
Projected Per Student Cost			\$11,067

Enrollment

2021-22 K-12 Count	297
2022-23 Projected K-12 Enrollment	279
2022-23 Total Projected Staffing	26.50

2021-22 PK-12 Free & Reduced Lunch Data

Free Lunch Count	239
Reduced Lunch Count	18
Total Free & Reduced %	87%

*Rounded to the nearest dollar

SHERRELWOOD ELEMENTARY

8095 Kalamath Street Denver

303-428-5353

Principal Cindy Davis



VISION

Our vision is to create a learning environment that successfully prepares students for future opportunities

MISSION

At Sherrelwood, we are dedicated to learning and working together. Sherrelwood **ROARS!**

Responsibility

Open communication

Achievement

Respect

Safety

Sherrelwood Elementary is in the heart of a supportive and caring community. We are the premier neighborhood school with high quality teachers who care and collaborate with all students and families. In addition to academics, character development plays a critical role in educating our students. At Sherrelwood, students take part in a variety of learning environments that foster social intelligence. We offer several before, during and after school programs and clubs to meet the interests of our students including literacy and math tutoring, soccer, choir, basketball, Leadership Team, band, art, STEM Projects, science investigations and more!

General Fund Financial Data*

Salaries	\$ 1,852,783	Purchased Service	\$ 115
Benefits	601,380	Supplies & Materials	90,018
Total Salaries & Benefits %	96%	Capital Outlay	-
Total Projected General Fund Expenditures			\$ 2,544,296
Projected Per Student Cost			\$11,671

Enrollment

2021-22 K-12 Count	237
2022-23 Projected K-12 Enrollment	218
2022-23 Total Projected Staffing	19.85

2021-22 PK-12 Free & Reduced Lunch Data

Free Lunch Count	159
Reduced Lunch Count	37
Total Free & Reduced %	83%

*Rounded to the nearest dollar

ORCHARD PARK ACADEMY PK – 8 SCHOOL

7395 Zuni Street Denver

303-428-2300

Principal Zack White



VISION

We strive to provide a positive, structured and caring environment centered on student achievement and growth.



Our brand-new school, Orchard Park Academy PK-8, is set to open in the fall of 2021! We are accepting applications for enrollment for Preschool through 8th grade. Orchard Park Academy will focus on technology that embeds into our curriculum, bringing the outside world to the fingertips and the minds of our students. We focus on the whole child through empowerment, health, and wellness. With daily art, music, technology, and physical education, the entire child focuses at Orchard Park Academy. A few of our community partners include:

Book Trust, Reading Partners, University of Colorado's Pre-Collegiate Development Program, and Celebrate the Beat.

At Orchard Park Academy, we offer school-wide extracurricular activities, leadership skill development, community sports activities, and academic and social enrichment for all our students. Starting at 6th grade, our students will get their choice of a wide array of electives with a focus on individuality and self-directed learning supported by counselors who stand by, ready to help them with career and college planning. Our middle schoolers even get lockers! The school received the 2019 Center of Excellence Award – making our school one of the top-performing schools in the North Metro Area!

General Fund Financial Data*

Salaries	\$ 2,311,359	Purchased Service	\$ 14,750
Benefits	1,077,025	Supplies & Materials	180,005
Total Salaries & Benefits %	94%	Capital Outlay	\$ 7,200
Total Projected General Fund Expenditures			\$ 3,590,339
Projected Per Student Cost			\$ 10,411

Enrollment

2021-22 K-12 Count	529
2022-23 Projected K-12 Enrollment	550
2022-23 Total Projected Staffing	47.20

2021-22 PK-12 Free & Reduced Lunch Data

Free Lunch Count	366
Reduced Lunch Count	85
Total Free & Reduced %	85%

*Rounded to the nearest dollar

SUNSET RIDGE K-8

9451 Hooker Street Westminster

303-426-8907

Principal Roger Vadeen



VISION

At Sunset Ridge it is important that we, as a community....

- Become involved in our learners' education because "a good education is no longer just a pathway to opportunity – it is a pre-requisite." (PTA/School Committees and Volunteering)
- Show respect and kindness to one another.
- Demonstrate a positive attitude and good effort.
- Have fun while working hard together.
- Take advantage of opportunities to reward learners and staff for their successes.

At Sunset Ridge, we believe that the education of children is a partnership between home and school. The Sunset Ridge staff has a strong commitment to excellence and we invite parents to work together with us to achieve excellence. We strongly encourage parents to regularly help their children with homework, talk with them about what they are learning, read books to them and listen to them read. Sunset Ridge family members are invited to serve as classroom or school volunteers, attend evening school activities and be active in our Parent Teacher Association where parents and staff plan fun events for our community.

Sunset Ridge Elementary has been recognized by the Colorado Department of Education with the Governor's Improvement Award as part of a celebration of our students' outstanding growth on state tests for more than three years in a row. Sunset Ridge was awarded \$30,000 from the non-profit Foundations of Great Schools of outstanding student achievement. We are very proud of the hard work and accomplishments of our students, teachers and staff!

General Fund Financial Data*

Salaries	\$ 2,469,337	Purchased Service	\$ 100
Benefits	784,966	Supplies & Materials	140,355
Total Salaries & Benefits %	96%	Capital Outlay	500
Total Projected General Fund Expenditures			\$ 3,395,258
Projected Per Student Cost			\$ 11,318

Enrollment

2021-22 K-12 Count	289
2022-23 Projected K-12 Enrollment	300
2022-23 Total Projected Staffing	27

2021-22 PK-12 Free & Reduced Lunch Data

Free Lunch Count	177
Reduced Lunch Count	52
Total Free & Reduced %	79%

*Rounded to the nearest dollar

TENNYSON KNOLLS PREPARATORY SCHOOL

6330 Tennyson Street Arvada

303-429-4090

Principal Molly Mojden



BELIEF STATEMENT

At TKPS we value relationships, growth mindset, perseverance and we welcome challenge!

SHARED PURPOSE AND VISION

Tennyson Knolls Preparatory School provides students with the foundational skills to become lifelong learners. Students are encouraged to be self-motivated and to take charge of their learning, setting high expectations daily. Working with students and their families, we value the development of the whole child through rigorous curriculum and unique learning experiences.

Tennyson Knolls Preparatory changed from an elementary school to a PK-8, meeting the needs and requests of community members who asked for a small, high-quality PK-8 school serving the southwestern corner of the district. As a school where 100% of staff have been trained in Emergenetics and Mindfulness curriculum, we understand the importance of being mindful of using student and staff strengths to understand oneself better and how we work together. These tools support each of us in reaching our maximum potential. Relationships, growth mindset, perseverance, and welcoming challenge are not just words we say during our daily pledge, but rather the backbone of our belief system, where our goal is to support the child's development.

General Fund Financial Data*

Salaries	\$ 2,828,720	Purchased Service	\$ 16,000
Benefits	932,749	Supplies & Materials	128,274
Total Salaries & Benefits %	96%	Capital Outlay	9,680
Total Projected General Fund Expenditures			\$ 3,915,423
Projected Per Student Cost			\$ 9,432

Enrollment

2020-21 K-12 Count	378
2022-23 Projected K-12 Enrollment	368
2022-23 Total Projected Staffing	33.80

2021-22 PK-12 Free & Reduced Lunch Data

Free Lunch Count	285
Reduced Lunch Count	37
Total Free & Reduced %	85%

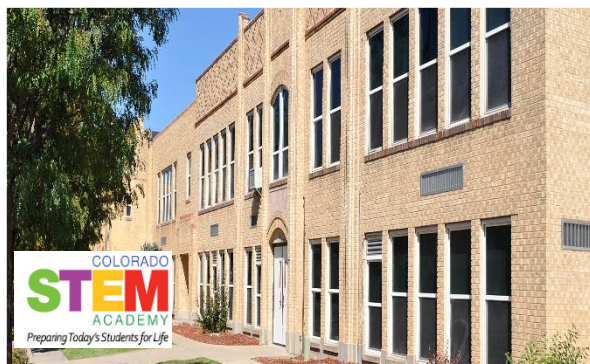
*Rounded to the nearest dollar

COLORADO STEM ACADEMY

7281 Irving Street Westminster

303-429-7836

Principal Brenda Martin

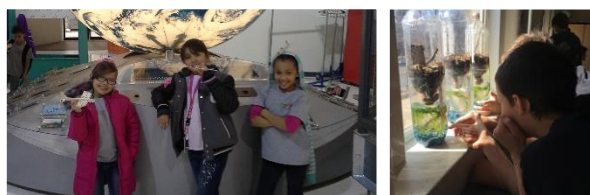


MISSION

Preparing today's Students for Life.

OUR PHILOSOPHY

STEM Academy is an Innovation school dedicated to preparing students for continued education and workforce readiness through the integration of the STEM fields. Our students, staff, and community strive to create student leaders through the use of authentic and collaborative learning opportunities. Colorado STEM Academy will provide quality education and students will exhibit passion, curiosity, and ownership of learning.



Colorado Stem Academy is the only competency based STEM school in the state, this means that we work to personalize learning for each child while preparing them for the 21st century skills. All of our teachers are trained in a project-based learning approach that helps students develop STEM skills and work to make a difference in our community.

Our school is home to four dedicated STEM labs that house 3D printers, Spehero robots, a laser engraver and one-to-one technology with both our Chromebooks and iPads to help support deep understanding in the STEM fields, In addition to our focus on STEM, students have classes in art, music, physical education and social-emotional leadership lessons.

General Fund Financial Data*

Salaries	\$ 2,458,212	Purchased Service	\$ 7,000
Benefits	799,849	Supplies & Materials	208,398
Total Salaries & Benefits %	94%	Capital Outlay	-
Total Projected General Fund Expenditures			\$ 3,473,459
Projected Per Student Cost			\$ 8,684

Enrollment

2021-22 K-12 Count	405
2022-23 Projected K-12 Enrollment	400
2022-23 Total Projected Staffing	35

2021-22 PK-12 Free & Reduced Lunch Data

Free Lunch Count	142
Reduced Lunch Count	48
Total Free & Reduced %	47%

*Rounded to the nearest dollar

WESTMINSTER ACADEMY FOR INTERNATIONAL STUDIES

7482 Irving Street Westminster

303-428-2494

Principal Russ Warwick



VISION

Start Here,
Go Anywhere!



Westminster Academy of International Studies (WAIS) is a small Innovation PK-8 school with a big name. We offer an exceptional and creative educational experience for our students. Our program approaches several academic subjects through the lens of international studies, which teaches knowledge and appreciation of different cultures and geographical locations around the globe. Our International Studies curriculum also includes a travel abroad experience for 8th graders, assuring that students not only “learn about” different cultures, but also get a chance to experience the cultures.

General Fund Financial Data*

Salaries	\$ 1,554,598	Purchased Service	-
Benefits	527,969	Supplies & Materials	168,300
Total Salaries & Benefits %	92%	Capital Outlay	6,500
Total Projected General Fund Expenditures			\$ 2,257,366
Projected Per Student Cost			\$ 7,525

Enrollment

2021-22 K-12 Count	304
2022-23 Projected K-12 Enrollment	300
2022-23 Total Projected Staffing	24

2021-22 PK-12 Free & Reduced Lunch Data

Free Lunch Count	188
Reduced Lunch Count	42
Total Free & Reduced %	76%

*Rounded to the nearest dollar

JOHN E FLYNN A MARZANO ACADEMY

8731 Lowell Blvd Westminster

303-428-2161

Principal Justin Adcock



VISION

To be an innovative high-reliability school where all students, regardless of background or circumstance, develop into successful learners.

MISSION

To ensure that all students become academically proficient, productive members of society, who become individuals who experience joy and satisfaction in life and strive to create a world where all have access to these outcomes.

John E. Flynn a Marzano Academy is a school of choice created around the innovative vision of Dr. Robert Marzano where highly-trained teachers and staff deliver a quality education focused on academics and the development of social and emotional skills to prepare students to live productive, fulfilling lives. Flynn is the flagship school for the national Marzano Academies network and the instructional laboratory school for Westminster Public Schools. The Marzano Academies' school design is based on Dr. Marzano's 45 years of educational research and reimagines what a school should look like. Every Student at Flynn is encouraged to explore his or her curiosities through academic inquiry with the goal of becoming future world –class authors, mathematicians, scientists, historians, artists, athletes, musicians and educators.

Marzano Academies include the following elements: competency-based education, a personalized, focused curriculum involving the critical concepts in mathematics, science and the English language arts, direct instruction in cognitive and meta-cognitive skills, personalized projects each year for every student, a high engagement emphasis and a focus on student inspiration and self-agency.

General Fund Financial Data*

Salaries	\$ 1,899,511	Purchased Service	-
Benefits	629,465	Supplies & Materials	139,374
Total Salaries & Benefits %	95%	Capital Outlay	-
Total Projected General Fund Expenditures			\$ 2,668,350
Projected Per Student Cost			\$ 9,363

Enrollment

2021-22 K-12 Count	326
2022-23 Projected K-12 Enrollment	285
2022-23 Total Projected Staffing	29.50

2021-22 PK-12 Free & Reduced Lunch Data

Free Lunch Count	190
Reduced Lunch Count	54
Total Free & Reduced %	75%

*Rounded to the nearest dollar

JOSEPHINE HODGKINS LEADERSHIP ACADEMY

3475 West 67th Avenue Denver

303-428-1121

Principal Amber Swieckowski



VISION

At Hodgkins Leadership Academy we are goal-oriented and compassionate leaders who make a positive impact in our community.



Hodgkins Leadership Academy is a PK-8 school that focuses in meeting our students exactly where they are academically. Our classrooms are learner-centered. Students learn at their own pace and advance only when they demonstrate proficiency or mastery in all of Colorado State Standards at their academic level. Moving to the next level can occur during the school year rather than waiting until they are age-appropriate. We build on students' strengths and guide them to set and achieve their academic goals.

Hodgkins is also a Leadership School based on the "7 Healthy Habits of Highly Effective People" by Stephen Covey and the "7 Habits of Happy Kids" by Sean Covey. At Hodgkins, we believe that every student has genius. Using the 7 Habits, our student leaders find their voice and become well-rounded individuals who will become exceptional citizens in their school community, neighborhoods, cities, and the world. Our leaders know how to plan and implement that plan for their bright and prosperous futures.

General Fund Financial Data*

Salaries	\$ 4,585,042	Purchased Service	\$ 6,000
Benefits	1,492,661	Supplies & Materials	232,220
Total Salaries & Benefits %	96%	Capital Outlay	-
Total Projected General Fund Expenditures			\$ 6,315,923
Projected Per Student Cost			\$ 10,527

Enrollment

2021-22 K-12 Count	636
2022-23 Projected K-12 Enrollment	600
2022-23 Total Projected Staffing	56.50

2021-22 PK-12 Free & Reduced Lunch Data

Free Lunch Count	454
Reduced Lunch Count	81
Total Free & Reduced %	84%

*Rounded to the nearest dollar

METROPOLITAN ARTS ACADEMY

2341 Sherrelwood Drive Denver

303-428-1884

Principal Claudette Trujillo



VISION

To help each student foster personal and academic potential through the lenses of inquiry, creative expression, service to others, and a commitment to excellence.

MISSION

The Academy of the Creative Arts is a visual and performing arts public innovation school that fosters a safe and rigorous learner-centered environment resulting in academic achievement and excellence. We will realize our vision by:

- Offering students, the opportunity to utilize critical thinking skills through project-based instruction and artistic expression in context to the visual and performing arts
- Partnering with local and professional artists, organizations, community members, and arts advocacy groups to provide students with authentic learning experiences
- Balancing academic rigor with a focus on character education and restorative practices in service to our community
- Encouraging an environment of creativity, agency, collaboration, and community
- Emphasizing a drive for continuous personal and collective improvement
- Delivering personalized learning to every learner through competency-based education

At The Academy of the Creative Arts, we CREATE!

Courageous: We are determined to persevere through challenges while continuing to honor our artistic school community, individual and collective artistic expression and our partnerships beyond our school setting.

Responsible: We are able to model self-motivation, trustworthiness, high expectations and safety through artistic expression and academic achievement.

Empathetic: We recognize, understand, value and honor the diversity, integrity and artistry in ourselves and in others through positive relationships while promoting a culture of inclusiveness and acceptance.

Achieving: We set, monitor and meet artistic and academic goals for our personal achievement growth and aspirations.

Trust: We are able to trust the artistic process, our abilities, and the abilities of our peers in order to create and perform to the best of our abilities and represent our school in the wider community.

Excellent: We commit to the highest quality of performance and behavior in everything we do while supporting and contributing to our artistic school community and the greater good of the arts industry.

The Academy is for learners of all backgrounds, education, and ability levels, who are passionate about learning through, and about, the creative arts. It is incumbent upon the Academy's teachers and staff to create an inspiring educational environment where learners develop the intrinsic motivation to learn and succeed. The Academy will develop learners who are not only successful academically, but also develop deep, resilient, lifelong learning habits.

General Fund Financial Data*

Salaries	\$ 1,724,473	Purchased Service	-
Benefits	578,355	Supplies & Materials	191,450
Total Salaries & Benefits %	92%	Capital Outlay	6,000
Total Projected General Fund Expenditures			\$ 2,500,278
Projected Per Student Cost			\$ 8,990

Enrollment

2021-22 K-12 Count	344
2022-23 Projected K-12 Enrollment	340
2022-23 Total Projected Staffing	31.70

2021-22 PK-12 Free & Reduced Lunch Data

Free Lunch Count	225
Reduced Lunch Count	52
Total Free & Reduced %	81%

*Rounded to the nearest dollar

COLORADO SPORTS LEADERSHIP ACADEMY

7001 Lipan Street Denver

303-428-8583

Principal Lindsay Lohmann



VISION



Home of the G.O.A.T.s



Colorado Sports Leadership Academy is a PK-8 newly renovated school with a unique educational opportunity for students across the region who want a solid foundational education while also learning more about possible careers in a sport-related industry.

The career pathways can range from physical therapy, nutrition and sports medicine to broadcast and print journalism, marketing, business and statistics. These areas of interest can be fully explored at Westminster High School through classroom and internship opportunities.

The CSLA culture also embraces the lessons and values learned from individual and team sports like perseverance, cooperation and personal integrity.

General Fund Financial Data*

Salaries	\$ 4,201,231	Purchased Service	\$ 385,250
Benefits	1,692,321	Supplies & Materials	275,358
Total Salaries & Benefits %	90%	Capital Outlay	4,600
Total Projected General Fund Expenditures			\$ 6,558,760
Projected Per Student Cost			\$ 12,707

Enrollment

2021-22 K-12 Count	384
2022-23 Projected K-12 Enrollment	430
2022-23 Total Projected Staffing	48.90

2021-22 PK-12 Free & Reduced Lunch Data

Free Lunch Count	252
Reduced Lunch Count	55
Total Free & Reduced %	80%

*Rounded to the nearest dollar

SHAW HEIGHTS MIDDLE

8780 Circle Drive Westminster

303-428-9533

Principal John Uridill



VISION

Together, we foster genuine relationships with students to inspire them to face challenges, be resilient and inquisitive, and become productive citizens!

MISSION

Shaw Heights will create opportunities to develop competent, agile learners who will contribute to their community and achieve personal success.



Shaw Heights Middle School has fantastic course programming, including many great electives such as choir, band, orchestra, drama, and art. Our physical education instructor is certified in teen CrossFit, and our YESS program addresses the social-emotional aspect of being a teen in today's world. We offer different STEM classes, including Flight and Space, Medical Detectives, Robotics, App Creators, and Computer Programming. Additionally, we offer Advancement Via Individual Determination (AVID), a college readiness course designed to help students prepare for academic life beyond high school. We pride ourselves in providing SEL support through the use of the Owning Up curriculum and 180 Connections. Teachers and staff utilize PBIS, a school-wide approach to discipline that establishes a positive school culture in which academic and social success is the norm.

General Fund Financial Data*

Salaries	\$ 4,029,762	Purchased Service	\$ 78,750
Benefits	1,639,050	Supplies & Materials	361,225
Total Salaries & Benefits %	93%	Capital Outlay	16,917
Total Projected General Fund Expenditures			\$ 6,125,703
Projected Per Student Cost			\$ 10,747

Enrollment

2021-22 K-12 Count	442
2022-23 Projected K-12 Enrollment	570
2022-23 Total Projected Staffing	45.50

2021-22 PK-12 Free & Reduced Lunch Data

Free Lunch Count	291
Reduced Lunch Count	50
Total Free & Reduced %	77%

*Rounded to the nearest dollar

HIDDEN LAKE HIGH

7300 Lowell Westminster

303-428-2600

Principal James Steward



VISION

HLHS will be known for its ability to meet learners' social/emotional and academic needs through its flexibility, comprehensive and innovative practices.

MISSION

To provide every student the opportunity to succeed through a safe, positive environment and a partnership in learning.



Hidden Lake High School is a state defined Alternative Education Campus (AEC) serving "High Risk" students for educational success, Hidden Lake Believes that rather than "At Risk" or "High Risk" we identify students as "At-Promise" aligning with the Reaching At-Promise Students Association, We have a firm belief that, "By identifying students as 'At-Promise', we accentuate the belief that despite difficulties, all students can succeed." This is the first step in re-engaging students and encouraging re-enrollment of out-of-school youth.

We specialize in credit recovery and acceleration while maintaining a consistent focus upon building and maintaining relationships with the student and family. To accomplish this, we have the ability to customize schedules with day and delivery options that range from brick and mortar, independent study and online classes. Hidden Lake High School also has a 6-12 grade Online Virtual Academy.

General Fund Financial Data* (HLHS and Westminster Virtual Academy)

Salaries	\$ 2,373,572	Purchased Service	\$ 323,000
Benefits	770,456	Supplies & Materials	268,742
Total Salaries & Benefits %	84%	Capital Outlay	3,700
Total Projected General Fund Expenditures			\$ 3,739,471
Projected Per Student Cost-HLHS			\$ 9,613

Enrollment

2021-22 K-12 Count	489
2022-23 Projected K-12 Enrollment	389
2022-23 Total Projected Staffing	25.84

2021-22 PK-12 Free & Reduced Lunch Data

Free Lunch Count	316
Reduced Lunch Count	44
Total Free & Reduced %	74%

*Rounded to the nearest dollar

WESTMINSTER HIGH

6933 Raleigh Street

303-657-3980

Principal Kiffany Kiewiet



VISION

Westminster High School is dedicated to developing graduates with the personal confidence, academic competencies, and drive for self-knowledge that will enable them to successfully navigate their future after high school, and continue to be productive citizens of society who are able to give back to the communities that have been integral in their development.

MISSION

Westminster High School is dedicated to providing a culture of positive relationships within an authentic and engaging learning atmosphere that facilitates the development of individualized learning plans, enhances student agency, and develops professional, personal, and entrepreneurial competencies through academic and/or industry appropriate pathways, including internships, capstone projects, and service learning.

Westminster High School is a thriving, engaged community committed to programs and policies that produce high levels of learning where every individual achieves the levels of learning required for success. At Westy, we focus on the whole person by celebrating our differences and encouraging students to find pride in who they are.

We are a comprehensive high school with a variety of programs including, International Baccalaureate, Project Lead the Way and Career & Technical Education classes. All of these programs provide students an opportunity to follow their passion and prepare for the day after high school. We also offer multiple after school activities in the arts and a variety of athletic programs so that students may connect with each other and the community outside of the school day.

General Fund Financial Data*

Salaries	\$ 8,062,783	Purchased Service	\$ 6,500
Benefits	3,973,589	Supplies & Materials	1,259,471
Total Salaries & Benefits %	90%	Capital Outlay	71,100
Total Projected General Fund Expenditures			\$ 13,373,443
Projected Per Student Cost			\$ 6,079

Enrollment

2021-22 K-12 Count	2,082
2022-23 Projected K-12 Enrollment	2,200
2022-23 Total Projected Staffing	158.40

2021-22 PK-12 Free & Reduced Lunch Data

Free Lunch Count	1,216
Reduced Lunch Count	284
Total Free & Reduced %	72%

*Rounded to the nearest dollar

Budget Basis

Colorado Local Government Uniform Accounting and Budget Laws require that a budget be reported for all funds. Total expenditures for each fund may not exceed the amount appropriated. Appropriations for a fund may be increased provided they are offset by unanticipated revenue. All appropriations lapse at the end of the fiscal year. Supplemental appropriations that alter the total expenditures of any fund must be approved by the Board of Education. Budgets for all funds are consistent with GAAP procedures.

Budgeting for revenue or income and expenditures or expense of the various funds of the District is based on either the **modified accrual basis** or **accrual basis**.

Modified Accrual Basis for Governmental Funds: The District's governmental fund types use the modified accrual basis of budgeting. 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. Revenues are considered to be available if collected within 60 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.

Accrual Basis for Proprietary Enterprise Funds: The proprietary fund types use the accrual basis of budgeting. Revenues are recognized when earned, and expenses are recognized when incurred, regardless of the timing of related cash flows. Expenses are recorded when liability for the payment of the expense is incurred. Encumbrances are not considered to be expenses. Fund equity is referred to as retained earnings or net assets under this basis of accounting and budgeting. The chart below summarizes the basis.

<i>The Reporting Entity</i>	<ul style="list-style-type: none">• Annual Budget• Comprehensive Annual Financial Report
<i>General</i>	<ul style="list-style-type: none">• 10 General Fund - Modified Accrual• 18 Risk Management Fund - Modified Accrual• 19 Colorado Preschool Fund - Modified Accrual
<i>Special Revenue Funds</i>	<ul style="list-style-type: none">• 21 Nutrition Services Fund - Modified Accrual• 22 Governmental Designated Purpose Grant Fund• 23 Student Athletic and Activity Fund
<i>Other Special Revenue Funds</i>	<ul style="list-style-type: none">• 26 Daycare Fund - Modified Accrual
<i>Debt Services</i>	<ul style="list-style-type: none">• 31 Bond Redemption Fund - Modified Accrual
<i>Capital Projects</i>	<ul style="list-style-type: none">• 43 Capital Reserve Fund - Modified Accrual

Fund Accounting

The accounts of the District 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, fund balance, revenues, and expenditures. Government resources are allocated to and accounted for in individual funds based upon the purposes for which spending activities are controlled. The various funds can be grouped into the following three categories.

GOVERNMENTAL FUNDS

10 - General Fund

As the District's major operating fund, the *General Fund* accounts for the ordinary expenditures financed by property taxes, state equalization payments, service charges and other sources. The fund includes all resources and expenditures not legally or properly accounted for in other funds as directed by C.R.S. 22-45-103(1)(a). The general fund balance is available to the District for any purpose provided it is expended or transferred to funds according to Colorado Revised Statutes.

18 - Risk Management Sub-Fund

The *Risk Management Fund* accounts for the purchase of commercial insurance to protect against the exposure risks associated with losses related to torts; theft of; damage to and destruction of assets; errors and omissions; injuries to employees; and natural disasters. Revenues to fund these activities are received from the General Fund via an allocation as specified by the Colorado School Finance Act of 1994.

19 - Colorado Preschool Program Sub-Fund (CPP)

Expenditures from the *Colorado Preschool Program Fund* pay the costs of providing preschool services directly to qualified at-risk children enrolled in the District's preschool program pursuant state statute. Such costs include teacher and paraprofessional salaries and benefits, supplies and materials, home visits, the entire cost of any preschool program contracted services, any associated professional development activities, costs that a District would not otherwise have incurred but for the services provided. Any monies remaining in the fund at the end of the year will remain in the fund.

Special Revenue Funds

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

22 - Government Designated Purpose Grant Fund

The *Government Designated Purpose Grant Fund* is used to account for the various federal, state and local grant awards to the District to accomplish specific activities. Generally, funds must supplement the District's expenditures for these activities/needs, and should not be used to supplant District responsibilities. These are one-time sources of funds. The fund is used to account for a variety of grants that are detailed in the financial section of this budget.

23 - Student Athletic and Activity Fund

The *Student Athletic and Activity Fund* is used to record financial transactions related to school-sponsored pupil interscholastic and interscholastic athletic and other related activities.

21 - Nutrition Service Fund.

Nutrition Service Fund is used to record financial transactions related to food service operations. If the district receives USDA school breakfast/lunch money, this fund is required.

26- Daycare Fund

Daycare Fund is used to account for financial transactions related to the District's Daycare and Early Learning services.

31 - Debt Service Fund

Debt Services Funds account for the accumulation of resources and payment of long-term debt used to finance governmental activities capital construction and acquisition. Specifically, the District utilizes the *Bond Redemption Fund*, as specified in C.R.S. 22-45-103(b), to finance and account for the payment of principal and interest on all long-term debt of the District. A third-party trustee oversees the activities of the fund.

Capital Projects Funds

Capital Project Funds are used to account for financial resources used to acquire or construct major capital facilities, sites, and equipment. The District maintains two *Capital Projects Funds*.

43 - Capital Reserve Fund

The *Capital Reserve Fund* receives revenues from the General Fund via an allocation as specified by the Board of Education. The current allocation is \$204/student. Expenditures from the fund are specified by C.R.S. 22-45-103 and include ongoing capital needs of the District, such as the acquisition of land, building additions, improvements, and equipment purchases where the estimated unit cost is in excess of \$1,000.

Chart of Accounts

Colorado Revised Statutes (C.R.S.), Colorado Code of Regulations (C.C.R.) and Code of Federal Regulations (C.F.R.) stipulate the requirements for the funds and accounts used by school districts. The following information is provided to assist the readers of this document to identify revenue sources and program expenditures. This document provides only a brief overview of the required chart of accounts. Individuals seeking more detail may contact the Financial Services Department for a complete chart of accounts document.

The following diagram illustrates the format and sequencing of the dimensions of the required reporting for revenues, expenditures, and balance sheet accounts.

	FUND	LOCATION	SRE	PROGRAM	OBJ/SRCE	JOB	GRANT
EXPENDITURES:	XX	XXX	0000	0000	XXXX	000	XXXX
REVENUES:	XX	XXX	0000	0000	XXXX	000	XXXX
BALANCE SHEET:	XX	XXX	0000	0000	XXXX	000	XXXX

The following code sequences are required:

FUND - established to carry on specific activities or attain certain objectives

GOVERNMENTAL FUNDS			
GENERAL	SPECIAL REVENUE	DEBT SERVICES	CAPITAL PROJECTS
10 General Fund	21 Nutrition Services Fund	31 Bond Redemption Fund	43 Capital Reserve Fund
18 Risk Management Fund	22 Governmental Designated Purpose Grant Fund		
19 Colorado Preschool Fund	23 Student Athletic & Activity Fund		
	26 Daycare Fund		

LOCATION – used to identify organizational units

100	Elementary Schools
200	Middle (Junior High) School
300	Senior High School
400	Vocational/Technical Schools
500	Combination Schools
600	Centralized Services
700	Service Center(s)
800	District-wide Costs
900	Other Operational Units

PROGRAM – plan of activities and procedures designed to accomplish a predetermines objective or set of objectives

0100–1900 Instruction

Salaries, benefits and other expenditures supporting these functions:

-instruction supplies, equipment, textbooks and copier usage:

-Teachers, Teacher Librarians, Substitute Teachers, Resource Teachers, Instructional Coaches, Paraprofessionals, Athletic Officials, Athletic Game Workers, Athletic Trainers, Athletic Supplies, Student Transportation.

2100 Support Services – Students

2200 Support Services - Instructional Staff

Salaries, benefits and other expenditure supporting this function:

-preschool, hearing, vision and challenge programs, day treatment programs, student counseling, and health services.

-Psychologists, Counselors, Occupational Therapists, Physical Therapists, Nurses, Social Workers, Clinic Aide, Homebound, Child Find, Student Data Services, Teachers, Substitute Teachers, Speech Therapists, Interpreters and Para-educators.

-Curriculum Development and Training.

-Central Athletics, Career and Technical Education, Division of Instructions, Online Education, Assessment and Research, Instructional Technology, Grants Management.

2300 Support Services - General Administration

Salaries, benefits and other expenditures supporting these functions:

-Board of Education, Superintendent, School Innovation and Effectiveness, and Communications-

-Business Services, Election Expenses, Legal Fees, and Audit Fees.

-Human Resources, Financial Services, Technology Services, Principal and interest payments, Early retirement.

2400 Support Services - School Administration

Salaries and benefits and other expenditures supporting these functions:

-Principals, Assistant Principals, Secretaries and Office Assistants.

2500 Support Services – Business

2600 Operation and Maintenance of Plant Services

-Utilities and Energy Management-Salaries, benefits and utility expenditures supporting this function: Natural Gas, Propane, Electricity, Voice Communication Lines, Water and Sanitation, Storm Water, Energy Management.

-Custodial-Salaries, benefits and supply expenditures supporting this function: Custodians, Trades Technicians, and Substitute Custodians.

-Facilities-Salaries, benefits and supply expenditures supporting this function: Zone Facility Support, Care, and Upkeep of Grounds and Equipment, Environmental Compliances, Funded Work Orders, Network and Data Administration.

-School Site Supervision-Salaries and benefits supporting this function: Safety and Security and Campus Supervisors.

2700 Student Transportation Services

-Salaries, benefits, fuel, maintenance for District bus services.

2800 Support Services – Central

2900 Other Support Services

3100 Food Services Operations

3200 Enterprise Operations

3300 Community Services

4000 Facilities Acquisition and Construction Services

5000 Other Uses

5100 Debt Service

9000 Reserves

OBJECT/SOURCE/BALANCE SHEET

OBJECT (used to describe the service or commodity obtained as the result of a specific expenditure)	SOURCE (used to describe the funding origin (source) and type of revenue)	BALANCE SHEET CODES (used only for balance sheet reporting)
0100 Salaries	1000 Revenue from Local Sources	6000 Fund Balance/Net Assets
0200 Employee Benefits	2000 Revenue from Intermediate Sources	7000 Current Liabilities
0300 Purchased Professional and Technical Services	3000 Revenue from State Sources	8000 Assets and Other Debits
0400 Purchased Property Services	4000 Revenue from Federal Sources	
0500 Other Purchased Services	5000 Other Sources	
0600 Supplies		
0700 Property		
0800 Other Objects		
0900 Other Uses of Funds		

JOB CLASSIFICATION – enables the District to break down expenditures for salaries and benefits

100 → Administrators
200 → Professional – Instructional
300 → Professional - Other
400 → Paraprofessionals
500 → Office/Administrative Support
600 → Crafts, Trades, and Services

GRANT/PROJECT – provides a means of segregating financial data associated with specific grants and categorical funding projects. Major codes are specified by the Colorado Department of Education with other codes available for local activities.

Budget Procedures

The District adheres to the following procedures in establishing the budgetary data reflected in the financial statements:

1. Budgets are required by state law for all funds, except fiduciary fund types. Additional appropriated budgets are proposed for all funds. During April/May, the Superintendent of Schools submits to the Board of Education a proposed budget for the fiscal year commencing the following July 1. The budget includes proposed expenditures and the means of financing them.
2. Public hearings are conducted by the Board of Education to obtain taxpayer comments.
3. Prior to June 30 the budget is proposed and appropriated by formal resolution.
4. Expenditures may not legally exceed appropriations at the fund level. Authorization to transfer budgeted amounts between departments within any fund and reallocation of budget line items within any department in the General Fund rests with management. Revisions that alter the total expenditures of any fund must be approved by the Board of Education.
5. Budgets for all fund types are proposed on a basis consistent with generally accepted accounting principles.
6. All original and supplemental unencumbered appropriations for all funds lapse at the end of the fiscal year (certain uncommitted general fund school allocations are re-appropriated in the succeeding fiscal year by state statute and Board Policy).
7. Formal budgetary integration is employed as a management control device during the year for all funds consistent with the general obligation bond indenture and other statutory provisions. All funds completed the year within the amount of their legally authorized appropriation.
8. Appropriation amounts are as originally proposed, or as amended by the Board of Education through the year by a supplemental appropriation that reallocated the original amounts.

District Improvement

As we look toward the budget development process for the next fiscal year, it is helpful to study the District's goals and their impact on this year, as well as on the budget years ahead. The most critical consideration in times when dollars are short is the ability to focus and coordinate. This takes forethought and planning so that decisions are made that are careful, efficient, and economically sound. The following goals are meant to give that focus and coordination to new programmatic and budget proposals. These goals are obviously not inclusive of everything that we value for our students, but rather a guide when hard choices must be made.

Board of Education Goals

Revenue Goals

The Board of Education will use the Colorado Department of Education inflation amount of 3.5% plus a Budget Stabilization Factor of 3.7% in their revenue projections. The projected change in the funded pupil count is estimated to stay consistent for FY23. The Board of Education will budget conservatively in revenues.

The Board of Education summarizes its overall budget priorities through the District's belief and mission statements. Westminster Public Schools has set a bold five-part vision to achieve in five years. After review the fact-based information and data on student achievement, finances, and enrollment trends, the Board identified the following priorities:

- Continue and strengthen the success of CBS.
 - ✓ Maintain current momentum and success for student achievement in the District.
- Establish an accurate perception of WPS in the mind of the public and staff.
 - ✓ Have the courage to cultivate and sustain a great school district.
- Develop the resources needed by the District, assuming prudent budgeting and resource allocation.

These strategic priorities were then organized and summarized as the following large goals for WPS:

1. Resources to fund success for all students
2. Image of the school district's success established in the District and community
3. Sustained Excellence in achievement for all students

The quality of our graduates is determined ultimately by the ability to achieve success in personal life and a changing society. District goals promote the intellectual and personal growth of individual students. Individual development includes at least proficiency in reading, writing, speaking, listening, and computation as well as knowledge in science, social studies, physical education, health, applied and fine arts and the use of technology. Schools will create a learning environment that fosters a comprehensive development of intellectual skills and their application to the future world of continuing education and career. Achievement of these goals is a shared responsibility with home, school, business, and community.

Contingency Reserve – General Fund

With the uncertainty of program revenue from the state and due to flat enrollment in the District, state revenue shortfalls, the TABOR Amendment and Amendment 23 restrictions, and limited resources to fund education at the proper level, it is financially prudent to reserve a fixed percentage of expenditures for use in the event that any of these aforementioned conditions affects the District.

Program funding from the state is comprised of Property Taxes, Specific Ownership Taxes, and State Equalization.

State statute 22-44-106 Contingency Reserve, allows a Board of Education to provide a reserve in the General Fund, which reserve shall not exceed fifteen percent of the amount budgeted to the General Fund for the current fiscal year. Said reserve shall not be appropriated nor shall any monies therein be expended during the fiscal year covered by the budget, but such monies shall be a continuing reserve and be considered as a beginning general fund balance for the next following fiscal year.

The Board of Education has elected to establish a five percent (5%) reserve for such emergency financial situations. The monies should not be used for recurring expenditures such as salaries and benefits. The reserve may only be accessed with Board of Education approval.

Fund Balance Summary

Reserves & Fund Balance		Adopted
Nonspendable:		2023
Inventories	\$	135,000
Restricted:		
TABOR		3,292,291
Committed:		
Assigned:		
Other Purposes		2,400,000
Contingency Reserve		5,487,151
Unassigned Fund Balance		19,681,761
Subsequent Year Expenditures		3,900,000
Total	\$	34,896,203

Reserves & Fund Balance

Reserves & Fund Balance		Adopted
Nonspendable:		2023
Inventories		0.39%
Restricted:		
TABOR		3.00%
Committed:		
Assigned:		
Other Purposes		6.88%
Contingency Reserve		15.72%
Unassigned Fund Balance		56.40%
Subsequent Year Expenditures		11.18%

Liability Accruals

Liabilities for compensated absences (temporary leave, vacation, professional and personal leave) are accrued in accordance with Governmental Accounting Standards Board (GASB) Statement 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 Comprehensive Annual Financial Report (CAFR) each year.

Important Budget Development Statutes, Policies and Guidelines

The Purpose of a Budget

The purpose of a budget is to provide a plan of financial operation incorporating an estimate of expenditures for a given period and purpose and includes the proposed means of financing that plan. To achieve this basic purpose, a comprehensive budget system must be integrated with the financial accounting system.

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

Long Range Planning

The long-range planning process assures that department and site plans align closely with the District's mission and belief statements. Each site developed objectives and detailed action plans that are intended to improve student achievement and the overall effectiveness of the District's operations.

The site plans are reviewed for accomplished actions and costs. An annual review process assures that each plan reflects the changing needs of the site. For example, schools might revise elements in their site plan to reflect priorities during the accreditation process.

The Budget Process

The budget process involves multiple steps, which include identification of District goals, budget calendar, budget projections, budget content, program budgeting and the utilization and presentation of prescribed forms. In addition to the preparation of the operating budget, the capital budget must be prepared. The impact of capital projects is considered when developing the operating budget.

Budgetary Accounting

The budget serves as the basis for information appearing on required reports, as an integral part of the accounting records and as a tool for management control of expenditures during the fiscal year.

The District's budget is prepared on Generally Accepted Accounting Principles (GAAP) basis. A GAAP budget includes all expenditures/expenses incurred and revenue earned during the period, regardless of the timing when cash is actually received or paid.

Budget Projections

In order to prepare budget projections for the ensuing fiscal year, the District developed underlying assumptions, aligned with the Board of Education's objectives and goals, and the District's mission statement, for use in forecasting sources and uses of funds.

Beginning Fund Balance

The District determines an estimate of the end-of-year fund balances/retained earnings to be carried forward to the ensuing year as beginning fund balance/retained earnings. In February 2009, the Governmental Accounting Standards Board (GASB) issued Statement No. 54, which substantially altered the categories and terminology used to describe fund balance components. The new focus will be constraints on the specific purpose for which the fund balance can be spent. Restricted fund balance is governed by laws through constitutional provisions or enabling legislation. Committed fund balance has limitations imposed at the highest level of decision-making authority of the entity. Assigned fund balance can be established by the

highest official designated for that purpose. Classification of fund balances requires projections of accounts payable and receivables, expenditure, and revenues for the remaining portion of the current budget year. One needs to be constantly reminded that this process is definitely an “art” and not a “science” as the projections constantly change as additional actual data is incorporated into the projections.

Revenues

For a review of the major revenue sources and the projection process, see detailed “Revenue Assumptions” presented under the Financial Section of this document.

Expenditures

For a review of the major expenditures and the projection process, see detailed “Expenditure Assumptions” presented under the Financial Section of this document.

Budget Transfers

Administrative policies and state statutes govern budget transfers after the annual budget has been proposed by the Board of Education. The Board of Education has the delegated transfer authority to administration with certain limitations. The Board must approve transfers in excess of these limitations.

The Board of Education may authorize the transfer of funds between the Capital Reserve Fund and the Risk Management Fund in accordance with state statutes.

Operating subsidies to other funds must be approved by the Board of Education.

Budget Publication and Adoption

The Board of Education of the District 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 state budget law, the budget shall include actual revenues and expenditures/expenses in detail for the last completed fiscal year, revenues and expenditures/expenses anticipated/budgeted, or both, for the current fiscal year and revenues and expenditures/expenses for the ensuing fiscal year.

- **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 (May 31). “Within 10 days after 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.”

State law requires that a public meeting be held, at which the proposed budget will be considered by the Board of Education.

- **Budget Adoption**

The Board of Education must adopt a budget for each fiscal year prior to the beginning of the fiscal year (July 1).

After adoption, the Board of Education may modify the budget up to January 31 of the current fiscal year. Changes to the budget after that date may be authorized under supplemental budget provisions.

- **Appropriation Resolution**

The Board of Education must adopt a budget and an appropriation resolution for each fiscal year prior to the beginning of such 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 proposed budget.

The Board of Education may not expend any monies in excess of the amount appropriated by resolution for a particular fund in the absence of a supplemental budget resolution.

- **Budget Filing**

The appropriation resolution must be filed with the Colorado Department of Education by January 31 following the start of the fiscal year for which the budget was proposed. A copy of the budget is also to remain on file at the main administration office of the District throughout the year and must be open for public inspection during reasonable business hours.

- **Failure to Adopt a Budget**

If either the budget or appropriation resolution is not properly proposed as required by statute, then 90% of the last duly proposed budget and appropriation resolution shall be deemed to be budgeted and appropriated.

- **Financial Transparency**

Certain financial information must be posted online as prescribed by Article 44, Title 22 of the Colorado Revised Statutes.

TABOR Constitutional Amendment

In November 1992, a majority of voters in the State of Colorado passed a constitutional amendment commonly referred to as Amendment 1 or the Taxpayers Bill of Rights (TABOR). The intent of the amendment is to restrict the growth of government in the state. Property tax revenue and total spending are allowed to increase by the rate of population growth plus the Denver/Boulder Consumer Price Index for the calendar year immediately preceding the fiscal year.

Board Policies

The Board of Education has proposed Board policies that further enhance the District's focus on increasing student knowledge and academic achievement. As part of the framework, the Board of Education proposed the following Goals Policies:

- Student Achievement
- Bridget Plan for the next strategic plan
- Contingency Reserve

For a complete text of the Board policies, please refer to the District's website.

In addition to Board policies, the Board of Education proposed several financial policies. These fiscal management policies include:

- DA- Fiscal Management Goals
- DAB- Financial Administration
- DAB-E- Financial Administration Exhibit
- DB- Annual Budget
- DBD- Determination of Budget Priorities
- DBG- Budget Adoption Procedures
- DBG-E- Deadlines in Budgeting Process Set by Statute
- DBJ- Budget Transfers
- DBK- Fiscal Emergencies

DCA- Capital Reserve Fund Budget Planning
DEA- Funds from Local Tax Sources

The detail of these Board of Education policies can be found in the Informational Section of this budget.

Oral Notification

The Superintendent shall assure that immediate verbal notification be given to the Board of Education regarding any potential financial problem or any matter that may affect the District's financial condition or ability to achieve its mission.

Available to Public

All financial and audit reports shall be made available to the public and shall be posted online in accordance with the Public School Financial Transparency Act.

Legally-required Reports

Reports and filings required by state and federal law and agencies shall be accurately and timely filed.

Record Keeping

Complete and accurate financial records shall be kept for all district funds and accounts.

Operating Losses or Deficits

The Superintendent, as well as all fund directors, program directors, department heads and school principals, shall take all reasonable steps to identify funds, programs, departments or schools that may end the fiscal year with an operating loss or deficit. A corrective action plan shall be developed and implemented within 30 days of such identification. The Superintendent, as well as all fund directors, program directors, department heads and school principals, shall develop and implement processes whereby variations or deviations in cash flow, revenues or other important financial indicators can be identified and dealt with in a timely manner.

Employee Reporting

The Superintendent developed and implemented procedures to encourage all District employees to report suspected financial problems or wrongdoing. No adverse employment decisions shall be taken in response to a good faith report by an employee. The reporting can be found on the District's website under Financial Services.

Contingency Planning

The Superintendent or designee shall continually be aware of the financial and political landscape both internally and externally and shall develop contingency plans against possible events.

This Budget meets the Board policy requirements.

Budget Development Guidelines

District Revenue Goals

- Inflation of 2.7%

District Expenditures Goals

- Provide a level of compensation and benefit plans to attract and retain the highest quality staff.
- Budget adequately for fiscal soundness for future years.

- Provide a safe learning environment.
- Budgeting based on full compliance with all state and federal statutory requirements and regulations.

Budget Controls

- School administrators will control accounts for building substitutes (0120), overtime (0130), extra duty salaries (0150), purchased services (0300), printing (0550), cell phones (0531), travel & registration (0580), supplies and materials (0610), and capital outlay (0735), and dues and fees (0810) in the General Fund.
- Administrators are responsible for oversight of their department budgets.
- Principals should budget according to site planning and accreditation goals.
- Human Resources and Financial Services will develop regular salary (0110) and benefit (0200) budgets.
- All budget transfers are subject to the requirements established by state statute and WPS administrative policy.
- All budget transfers must be approved by an administrator before approval by the Finance office.

Per Pupil Allocations for School Sites

Initial allocations will be based on projected enrollments for October 2021.

For 2022-2023 FY, the allocations were increased for both instructional and non-instructional functions. The following table illustrates the per pupil allocations:

	Instructional	At-Risk Allocation	Non-Instructional
Elementary	\$90	\$60	\$40
Middle	\$110	\$80	\$50
High	\$150/\$60.00	\$120	\$60/\$15

In addition, with the above allocations the schools have an additional amount allocated for other programs at their school.

\$10 per student for computer subscriptions
\$35 per student for staff development

- Instructional accounts include instructional program (0010-2099) supplies, materials, and capital outlay.
- Instructional funds may not be transferred to non-instructional programs (2100-4999).
- At-Risk Allocation is part of instructional allocation as described above. At Risk funding is based on students who meet free and reduced lunch guidelines.
- Technology allocation is for the technology equipment replacement cycle.

Budget Development Calendar

- Beginning of budget process
- Distribute Budget Guidance Manual and budget worksheets to budget managers
- Capital Reserve request due to Operations Department
- Projected enrollment due to Human Resources for staffing purposes

December

- Review key assumptions and Board priorities
- Budget documents due to directors and supervisors by budget managers

January

- Begin contract discussions with Westminster Education Association
- Final check of key assumptions and Board priorities
- Human Resources to provide Finance Projected staffing allocations and position inventory
- Submit preliminary budgets to Finance department via email
- Review first draft of budgets

February

- Review any new Legislation/Laws
- Review second draft of budgets
- Schedule committee panel to review budget requests
- Present Proposed Budget to DAAC Committee for input

March

- End of Legislative session
- First review of budget with Board of Education at study session
- Deliver Preliminary budget to Board of Education
- Adjust Proposed Budget per Board of Education
- Public Notice of Budget publication

May

- Public Hearing on the Proposed Budget
- Adoption of Budget at Board of Education meeting (Special Board of Education Meeting if necessary)

June

- Revision of Proposed Budget

January

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Summary of Total Budget

Revenue Summary by Source: All Funds

Westminster Public Schools receives revenue from local, state, and federal sources. The largest source of revenue is from state aid. Property taxes and specific ownership taxes also account for a significant portion of the District's Revenue. School districts throughout the state have to find ways to do more with less due to reductions in state and local revenues. Districts whose property valuations are lower receive more funding from the state. In the case of Westminster Public Schools, state equalization comprises of 52.46 percent of Total Program Funding.

STATE

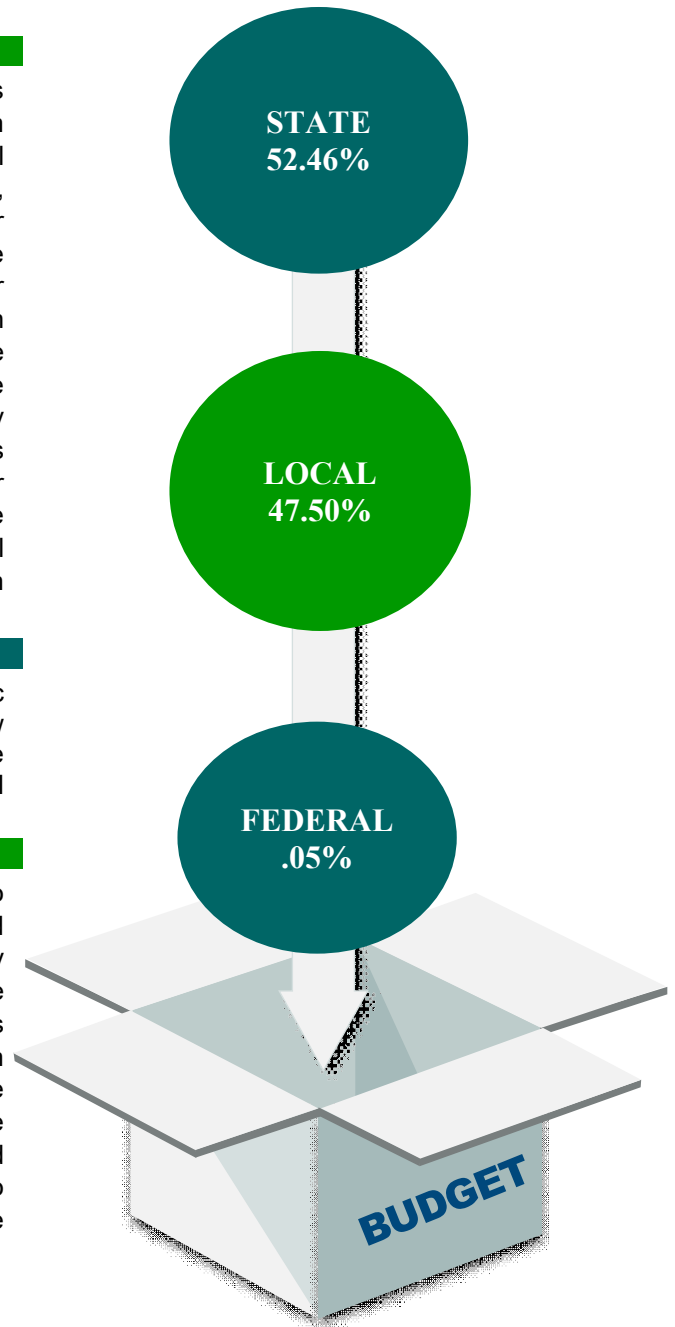
The amount of funding our school district receives is based on the Total Program Funding formula outlined in the Colorado School Finance Act, plus additional funding to recognize district-by-district variances in size, cost-of-living, the number of students who qualify for federal free lunch status, and other similar factors. The formula is used to determine the funding level for providing an equitable educational experience in each of Colorado's 178 school districts. 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, transportation, English language learners and gifted and talented.

LOCAL

Local funding comes from property and specific ownership (vehicle registration) taxes. Colorado law also allows local school districts to ask voters to approve additional funding through local tax increases called mill levy overrides.

FEDERAL

The federal government contributes a limited amount to local school districts. Most federal revenue is distributed through Title I of the Elementary and Secondary Education Act to provide extra support for low-income children and through the Individuals with Disabilities Education Act that provides support, so children with disabilities have the opportunity to receive a Free Appropriate Public Education. This funding can only be used for specific purposes, and the district has limited flexibility with how it can be spent. The District also receives funds for a robust ROTC program for the military.

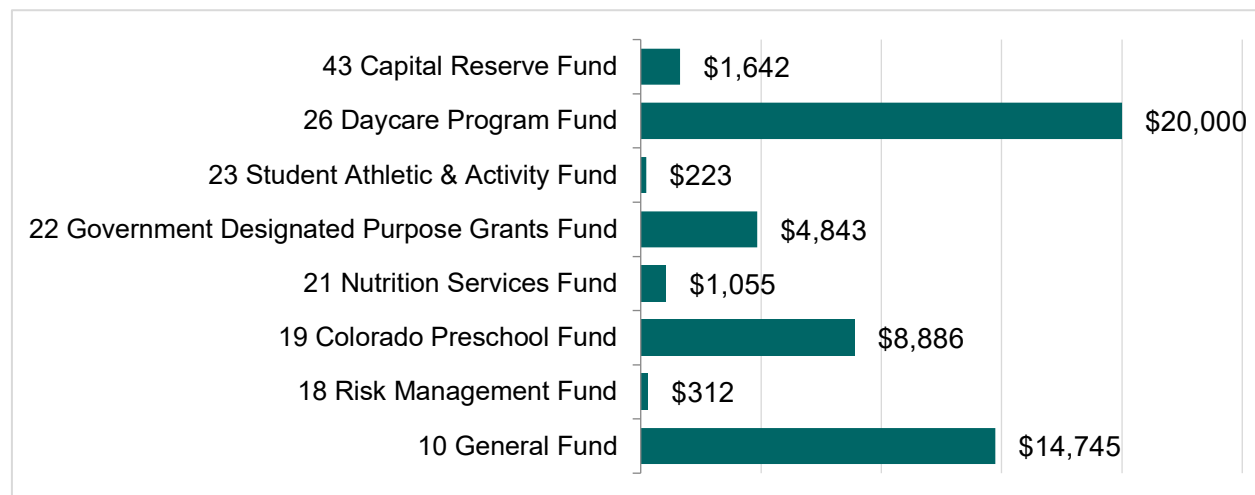


Summary of Revenues and Expenditures - All Funds
Fiscal Years 2019-2020 to 2022-2023

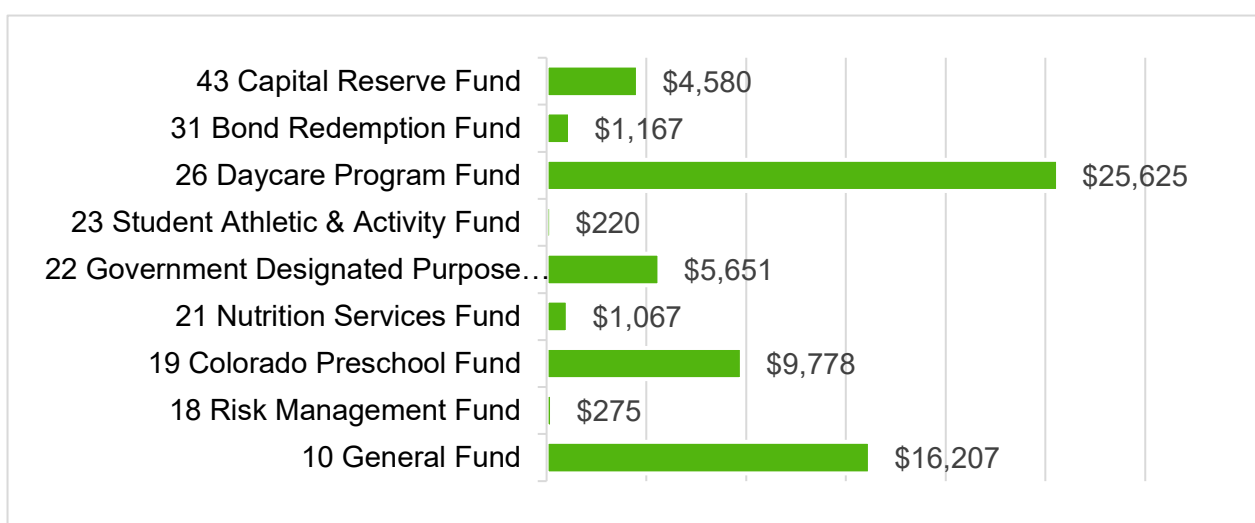
	Actual	Actual	Actual	Amended	Projected Actual	Adopted
Revenue Summary of All Funds	2019	2020	2021	2022	2022	2023
10 General Fund	\$ 107,697,855	\$ 116,359,093	\$ 110,276,951	\$ 115,942,423	\$ 121,646,276	\$ 119,437,271
18 Risk Management Fund	1,830,393	2,638,698	2,887,840	2,554,514	2,554,514	2,529,337
19 Colorado Preschool Fund	5,089,630	3,543,881	4,095,022	4,364,352	4,364,352	3,598,920
21 Nutrition Services Fund	5,555,591	6,312,442	6,776,103	5,879,000	6,633,219	6,330,796
22 Government Designated Purpose Grants Fund	8,496,168	10,770,664	27,036,784	33,904,313	33,904,313	33,904,313
23 Student Athletic & Activity Fund	733,250	1,323,734	994,772	1,565,700	1,565,700	1,810,000
26 Daycare Program Fund	734,490	694,849	1,571,844	1,900,000	1,736,000	1,500,000
31 Bond Redemption Fund	8,784,648	8,665,217	8,657,781	8,657,781	8,917,514	8,657,781
43 Capital Reserve Fund	86,429,358	3,870,681	12,000,000	4,720,114	1,641,578	13,299,947
Total	\$ 226,066,266	\$ 154,179,258	\$ 174,297,097	\$ 179,488,197	\$ 182,963,466	\$ 191,068,365

	Actual	Actual	Actual	Amended	Projected Actual	Proposed
Expenditure Summary of All Funds	2019	2020	2021	2022	2022	2023
10 General Fund	\$ 103,124,325	\$ 114,790,248	\$ 103,144,583	\$ 116,503,128	\$ 111,116,531	\$ 131,272,885
18 Risk Management Fund	1,602,722	1,498,236	2,006,490	1,611,595	2,113,523	2,230,279
19 Colorado Preschool Fund	4,637,655	4,444,666	4,169,324	5,050,756	3,654,433	3,960,063
21 Nutrition Services Fund	5,044,555	5,614,643	5,125,087	7,339,125	6,223,765	6,403,251
22 Government Designated Purpose Grants Fund	8,496,168	10,770,664	27,036,784	33,904,313	31,879,568	33,904,313
23 Student Athletic & Activity Fund	907,992	1,322,718	895,091	1,974,501	2,417,385	1,782,367
26 Daycare Program Fund	577,805	489,217	1,357,733	2,476,428	1,704,547	1,921,880
31 Bond Redemption Fund	8,370,643	8,371,453	8,342,372	8,417,372	8,007,712	9,452,472
43 Capital Reserve Fund	5,533,735	24,979,191	52,955,319	26,938,722	12,346,928	37,098,979
Total	\$ 139,012,564	\$ 172,281,036	\$ 205,032,783	\$ 204,215,940	\$ 179,464,393	\$ 228,026,491

All Funds - Revenue Summary Per Student 2022-2023



All Funds - Expenditure Summary Per Student 2022-2023



General Fund

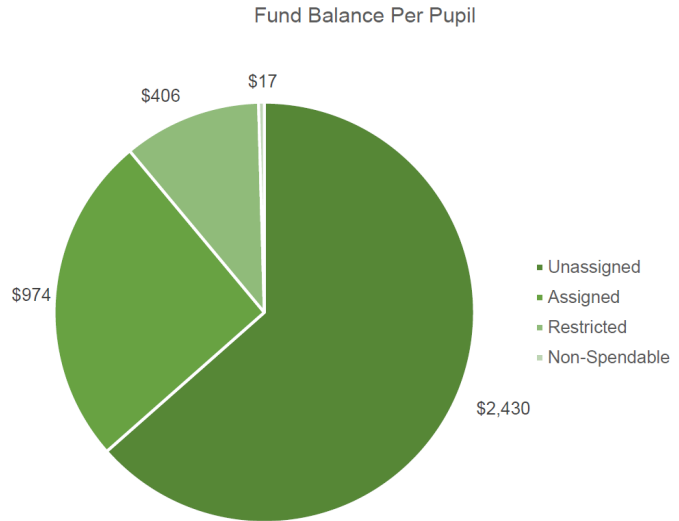
10-General Fund – Summary of Revenues, Expenditures, & Fund Balance Fiscal Years 2019-2020 to 2022-2023

	Actual 2019	Actual 2020	Actual 2021	Amended 2022	Projected Actual 2022	Adopted 2023
Sources of Revenues						
1000-1999 Local Sources	\$ 43,126,131	\$ 53,683,244	\$ 53,427,400	\$ 57,655,277	\$ 56,805,367	\$ 56,730,612
3000-3999 State Sources	64,512,540	62,601,546	56,781,200	58,211,200	64,805,251	62,652,072
4000-4999 Federal Sources	59,183	74,303	68,351	75,946	35,658	54,587
Revenues Before Transfer Allocations	107,697,855	116,359,093	110,276,951	115,942,423	121,646,276	119,437,271
Transfer Allocations & Expenditures	103,124,325	114,790,248	103,144,583	116,503,128	111,116,531	130,022,885
Prior Year Obligations	-	-	-	-	-	1,250,000
Total Transfer Allocations & Expenditures	103,124,325	114,790,248	103,144,583	116,503,128	111,116,531	131,272,885
Total Excess Revenues Over (Under)	4,573,529	1,695,745	6,994,422	(647,667)	10,529,745	(11,835,714)
Fund Balance Ending (Before Reserves)	\$ 27,511,905	\$ 29,207,650	\$ 36,202,072	\$ 35,554,405	\$ 46,731,817	\$ 34,896,103

General Fund- Estimated Fund Balance 2022-2023

Reserves & Fund Balance	Adopted
Nonspendable:	2023
Inventories	\$ 135,000
Restricted:	
TABOR	3,292,291
Committed:	
Assigned:	
Other Purposes	2,400,000
Contingency Reserve	5,487,151
Unassigned Fund Balance	19,681,661
Subsequent Year Expenditures	3,900,000
Total	\$ 34,896,103

Reserves & Fund Balance	Adopted
Nonspendable:	2023
Inventories	0.39%
Restricted:	
TABOR	3.00%
Committed:	
Assigned:	
Other Purposes	6.88%
Contingency Reserve	15.72%
Unassigned Fund Balance	56.40%
Subsequent Year Expenditures	11.18%



General Fund Revenue Assumptions and Planning Criteria

The General Fund is the main operating fund for Westminster Public Schools and is comprised largely from state and local sources. The main component for funding is provided through the Public School Finance Act and is amended each year by the Colorado General Assembly. Major factors that impact funding include changes in student enrollment, and an inflationary factor based on the Denver/Boulder consumer price index and the budget stabilization factor. 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 costs for the district's retirement program through the Public Employees' Retirement Association (PERA) and health/dental increases.

The Fiscal Year 2022-2023 budget includes a two year agreement with our association. The package includes step increases and a 3% increase to the salary tables across all employee groups. It also increases the base salary to a high of \$109,903. The estimated health/dental increase has also been included. The Districts renewal is in January every year, so increases only effect the budget for a six month period. The total package for the 2021-2022 and 2022-2023 fiscal year was over \$8.1 million in employee increases. Overall, \$4.3 million per year. The budgets for the schools and departments are included within the General Fund and received \$10 per student increase with the departments receiving a 3% increase. While the District understands the states vulnerability with school funding, it realizes how important their employees are to the success of student achievement.

Major Revenue Sources

Program Funding is mandated by state statute, C.R.S. 22-54-104, which requires school districts to be funded on a per-pupil basis. Funding is based on the Public School Finance Act of 1994 and was amended by Senate Bill 17-296 by the 2017 Colorado General Assembly. Funding is based on enrollment and a statewide base per pupil. Additional factors are then applied to the formula to arrive at each district's funding. Statewide base per-pupil funding has been increased by 2.7% for inflation. The statewide base funding incorporated in this budget will be \$7,478.16 before any at-risk calculations. The State of Colorado has not approved the Public School Finance Act in time the appropriate time frame for approving the Proposed Budget by May 24,2022.

Public School Finance Act

State Equalization is the District's primary revenue component. It is anticipated that the District's total program funding, as determined by the Public School Finance Act of 1994, will be funded for Fiscal Year 2022-2023 by the state of Colorado at an estimated per-pupil program funding level (including at-risk funding) at \$8,484. The amount of state equalization anticipated to be received in Fiscal Year 2022-2023 is \$58 million and together with specific ownership and local property taxes comprises total program funding.

State Funding Factors

In addition, to the base-funding factor, the Act includes several other factors that are used to determine the District's total per-pupil funding level before and after at-risk funding. The Adopted Budget assumes the all other factors will remain the same.

The budget is based on the following school finance factors which include the Budget Stabilization Factor:

- Base funding \$7,478.16
- Cost of living factor 1.216
- District size factor 1.0297
- Personnel cost factor 0.8865
- Non-personnel cost factor 0.1135
- State Budget Stabilization Factor .037%

- **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. A district's cost of living factor is increased based on its cost of living increase above the household income increase, rather than its increase above inflation. The cost-of-living factor for Westminster Public Schools is 1.216.
- **District personnel costs factor** – The personnel costs factor is formula-driven and differs by school district and is based on enrollment. This factor increases as enrollment increases, from a low of 79.86 percent 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. The personnel costs factor for the District is .8865 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 remains at 1.0297 for Fiscal Year 2022-2023.
- **State Budget Stabilization Factor** - The General Assembly determined that stabilization of the state budget requires a reduction in the appropriation of the state's share of total program funding for all districts. This Budget Stabilization Factor is 0.04% for 2022-2023. The formula uses these factors to calculate the per-pupil amount before at-risk funding:



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

Under the School Finance Act of 1994, each student in the pupil count who is enrolled in grades 1 through 8 and who is eligible to receive free lunch is used as the basis for determining the number of at-risk students in grades 1 through 12. For example, the total number of free lunch students in grades 1 through 8 is divided by the total number of all students in grades 1 through 8. The percent derived from this calculation is applied to the District's total number of students in kindergarten through grade 12.

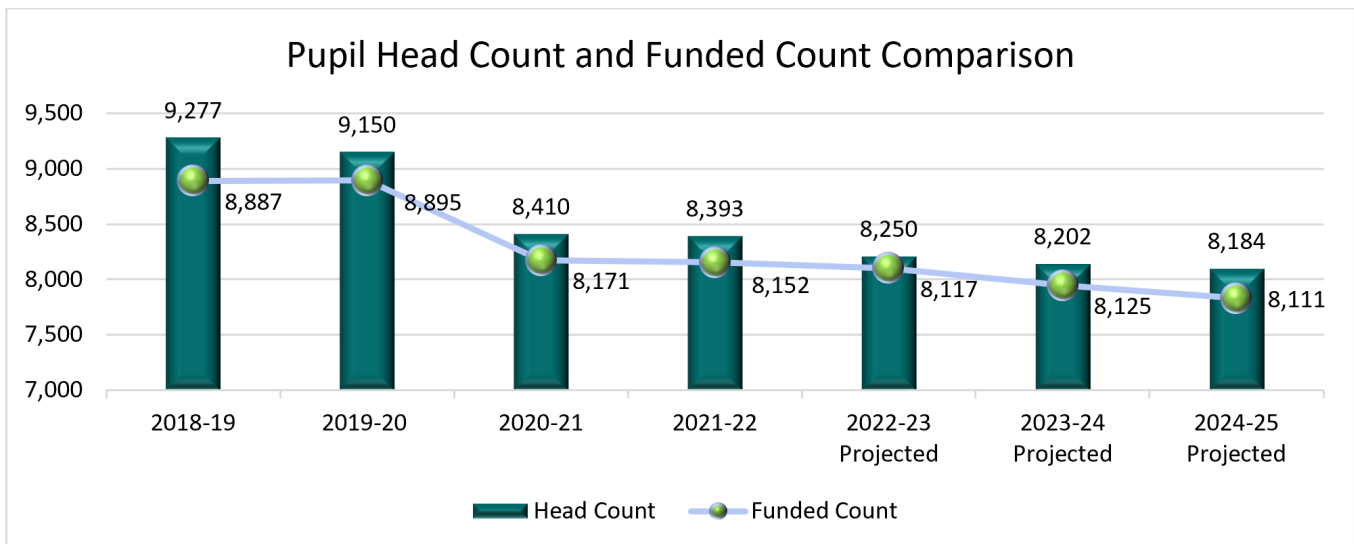
The at-risk factor is 0.2288% for Fiscal Year 2022-2023. The district expects to receive approximately \$12 million in at-risk funding.

After the total per-pupil funding level is determined, the amount is multiplied by the projected pupil count to calculate the District's projected total program funding. Total program funding is comprised of the following three revenue components: 1) property taxes, assuming 100% collection; 2) General Fund specific ownership taxes received in the prior fiscal year and 3) state equalization.

Actual total program funding could be lower or higher depending on how well the formula variable projections compare to the actual variable values. Total program funding for every school district will be adjusted by the Colorado Department of Education about mid-way through the fiscal year to reflect the actual pupil count, the actual number of students eligible for free lunch, the statewide percentage of free lunch students, the school district assessed valuation and actual specific ownership tax revenues. Total Program Funding to school districts is based on a per-pupil formula, which provides a base per-pupil amount of money plus additional money to recognize district-by-district variances in costs of living, personnel costs, and sizes. The Total Program amount also includes additional funding for at-risk pupils. The district's per-pupil funding level is the product of the following calculation:

Enrollment and Funded Pupil Count

For planning purposes, the District uses a demographer for the enrollment projections, which have been proven to be reasonable and accurate plus or minus 1% over the last five years excluding COVID the year. The funded pupil count for Fiscal Year 2022-2023 including preschool is projected to be 9,018. General fund projected count is budgeted at 7,988. The district uses an extended five-year plan for enrollment growth. The projected enrollment is used for estimating future funding, planned expenditures, and new school needs.



Source: District Information and Student October Count Data

Assessed Valuation, Property Tax Mill Levy and Property Tax

The assessed valuation of property in Colorado is related to the 1982 Gallagher amendment. This amendment balances residential and commercial tax growth. The county assessed valuation must be maintained at a 45% residential and 55% all other property (mainly commercial) proportion. For example, the appraisal value of the residential property may increase by 8%, but the assessment rate may decline by 10% to maintain the proportion of 45% residential and 55% other property.

There is potential for the assessed valuation to go up or down prior to the final calculation in December. May is the month taxpayers can protest their assessed valuation. A final decision on an appeal could be as late as December. Also, business personal property tax reports are not due until June, which affects the commercial property assessed valuation.

The residential Colorado Assessment rate was reduced in 2017 from 7.96% to 7.2% and to 7.15% in 2020 to adhere to the ratio requirements of the Gallagher Amendment. This will equate to approximately a 10% savings in the property tax, which will help to offset a portion of the tax increase that may result because of the increase in the value of the real estate. The property taxes are levied and collected during each fiscal year. For the 2022-2023 fiscal year, the District is estimated to receive \$26 million. There is potential for the assessed valuation to go up or down prior to the final calculation in December. May is the month taxpayers can protest their assessed valuation. A final decision on an appeal could be as late as December. In addition, business personal property tax reports are not due until June, which affects the commercial property assessed valuation.

The General Fund mill levy is established in accordance with state statutes and constitutional limitations and may be adjusted to compensate for tax credits, abatements and omissions under those legal restrictions. For purposes of developing the Fiscal Year 2022-2023 budget, the school finance General Fund mill levy for property tax to be collected in 2023, exclusive of any level for tax abatements, is anticipated to be 27 mills before mill levy overrides.

Under Colorado law, all property taxes become due and payable in the year following that in which they are levied. Property taxes attach an enforceable lien on property as of January 1 of the year following the levy. The property tax revenue estimate for Fiscal Year 2022-2023 is based on the anticipated tax collections from July 2022 through June 2023. This method of budgeting property tax revenues is in compliance with generally accepted accounting principles (GAAP). All other tax revenue budgets (specific ownership tax) are based on collections anticipated to be received during the fiscal year (July 1 through June 30).

Delinquent Property Taxes and Property Tax Abatements, Credits And Refunds

- Delinquent property taxes are taxes which were payable in earlier years but were collected by the county treasurer during the current year. Property tax abatements, credits and refunds are granted to taxpayers based on a 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. The amount the District plans to budget is \$289,797 for the 2022-2023 year.

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. These tax revenues are distributed among local governmental agencies based on the percentage of the total property tax attributed to each agency. A portion of the General Fund specific ownership taxes is a component of the total program funding formula described in the School Finance Act. The Act also exempts the specific ownership taxes generated by bond redemption mill levies and mill levy overrides from the total program funding formula. The District anticipates that specific ownership tax revenues will remain stable at \$2 million for Fiscal Year 2022-2023.

Other State Revenues

In accordance with state and federal laws, the state of Colorado partially reimburses school districts for a portion of total allowable expenses related to transportation of students to and from school, special education programs, career and technical education programs, early learning and English language proficiency programs. State reimbursement levels fluctuate as school district reimbursable costs change across the state from year to year. The District anticipates the Fiscal Year 2022-2023 funding for these categorical programs as shown below:

Fiscal Year 2022-2023	
Transportation	\$ 555,074
Career and Technical Education	266,817
Special Education	2,115,550
READ ACT	415,457
English Language Proficiency (ELPA)	1,245,370
Total	\$4,598,268

Community Use

Income generated from the use of district facilities is included in the General Fund along with the cost of staff to schedule and supervise the facility use. For Fiscal Year 2022-2023, the revenues are estimated to be \$130,000.

Interest Earnings

Investment earnings revenue budgets are based on prior history of interest revenue and interest rate projections. Fiscal Year 2022-2023 investment earnings are estimated to be \$80 million.

Instructional Fees

Fee revenue is based on estimated student participation. The estimated revenue for instructional materials fees for Fiscal Year 2022-2023 is \$249,038. Is is definantly increased over the COVID pandemic year.

Mill Levy Overrides

Thanks to the District's voters, The District was successful in passing a 14.5 mill levy override in November of 2018 to be used for general fund purposes. The taxpayers also changed the calculation of the property tax increase passed in 2002 to a mill levy calculation instead of a dollar amount. This is a big success since the mills are worth more today than in 2002. The District also receives an additional \$1.8 million in additional funding through tax overrides in 1988. However, override is capped by state regulation. All override revenues are part of property taxes. A district's authorization to raise and expend override revenues does not affect the amount of state funding the district receives. The summary of the District Approved Overrides is as follows:

2018- 14.5 mills
2002- 11.3 mills
1988- 2.01 mills or \$1.8
Total Mills 27.851 or \$23 million

**General Fund – Local, State, & Federal Revenue Sources
Fiscal Years 2019-2020 to 2022-2023**

Revenue Sources	Actual 2019	Actual 2020	Actual 2021	Amended 2022	Projected Actual 2022	Adopted 2023
1000-1999 Local Sources						
1110 Property Taxes	\$ 18,983,623	\$ 23,312,561	\$ 23,510,966	\$ 24,957,341	\$ 24,957,341	\$ 25,500,000
1111 Prop Tax Mill Levy Over	17,553,352	23,479,049	23,561,866	25,743,229	25,743,229	26,000,000
1120 Specific Ownership Taxes	1,865,413	1,805,992	1,920,100	1,932,278	1,735,584	1,465,000
1122 So Tax Mill Levy Override	1,505,093	1,747,527	1,929,893	1,627,371	1,627,371	1,700,000
1140 Delinq Tax/Penalty/Intere	12,228	9,617	39,122	20,000	20,000	35,000
1141 Abatements	(67,744)	(39,503)	(204,920)	(283,235)	(280,457)	(75,000)
1500 Interest Earnings	1,373,821	1,651,121	122,381	300,000	300,000	80,000
1900 Other Revenue/Local Sources	523,012	34,382	130,398	35,000	35,000	108,700
1905 Transcripts	8,644	6,983	6,659	5,500	5,500	8,200
1906 Symposium	72,851	66,744	-	75,000	75,000	-
1910 Building Rental	197,084	110,640	51,741	52,000	52,000	97,000
1920 Other Local Revenue Sources	8,853	41,714	-	-	-	-
1930 Sale Of Assets	17,415	33,524	184,975	100,000	100,000	76,001
1940 Instructional Materials Fees	450,445	376,759	314,790	220,000	220,000	249,038
1971 Overhead Cost Revenue	47,540	1,512	225	305,793	305,619	305,796
1972 Indirect Cost Revenue	504,377	961,544	1,800,890	2,500,000	1,844,680	1,105,930
1990 Other Revenue	66,108	82,133	58,314	65,000	65,000	67,028
2440 Foster Care Revenue	-	-	0	-	8,500	7,919
Total Local Sources	43,126,131	53,683,244	53,427,400	57,655,277	56,805,367	56,730,612
3000-3009 State Sources						
3000 State Grants Received From CDE	6,583,826	6,602,446	3,022,999	-	-	-
3130 Special Education ECEA	-	-	2,236,904	2,400,574	2,400,574	2,115,550
3139 ELPA Support Program	-	-	622,103	450,211	450,211	689,958
3140 ELPA Program	-	-	555,412	555,412	555,412	555,412
3160 Transportation	-	-	639,481	638,321	638,321	555,074
3120 Career and Technical	-	-	182,261	123,635	123,635	266,817
3159 READ ACT	-	-	514,040	459,083	459,083	415,457
3237 Career Success Program	-	-	-	-	-	266,817
3281 At Risk Mitigation Funding	-	-	-	-	5,823,887	-
3110 State Equalization	58,047,564	56,006,992	49,106,752	54,247,002	55,017,166	58,400,025
3150 Gifted and Talented	-	-	137,948	86,962	86,962	86,962
3200 Categorical Adjustment	(25,030)	(7,892)	(109,804)	(500,000)	(500,000)	(500,000)
3200 State Equalization Adjustment	(93,820)	-	(126,895)	(250,000)	(250,000)	(200,000)
SubTotal State Sources	64,512,540	62,601,546	56,781,200	58,211,200	64,805,251	62,652,072
4000-4999 Federal Sources						
4020-4899 Federal Revenue from the Federal Govt	59,183	74,303	68,351	75,946	35,658	54,587
Subtotal Federal Sources	59,183	74,303	68,351	75,946	35,658	54,587
Total Revenue Allocation Before Transfer Allocations	\$ 107,697,855	\$ 116,359,093	\$ 110,276,951	\$ 115,942,423	\$ 121,646,276	\$ 119,437,271

Revenue Allocated To Other Funds

Capital Reserve, Insurance Reserve , Athletic Allocations, General and Daycare Allocations

To address capital and insurance needs of the District, the budget for Fiscal Year 2022-2023 includes a transfer allocation of \$1.6 million to the Insurance Reserve Fund, \$1.3 million to the Athletic & Activity Fund and \$500,000 to the Daycare Program. The District also has a contingency reserve in the amount of 2% to the capital reserve fund for matching grants/emergencies. If the 2% is ever used in a fiscal year it must be replenished by the General Fund in the same budget year.

Colorado Preschool Fund Allocation

The allocation for the preschool program is based on the per-pupil funding amount multiplied by the number of approved slots the District receives from Colorado Department of Education (CDE). For 2022-2023 it will be \$9,977 per slot. The allocation is a reduction of the General Fund equalization revenue and is shown as revenue in the Colorado Pre-school Program Fund (CPP). The total allocation for 2022-2023 is going to be \$3.5 million.

General Fund Allocations Summary

General Fund Transfer Allocations to Other Funds	Adopted 2023
Transfer To Athletic/Activity	\$ 1,300,000
Transfer to Daycare Program	500,000
Transfer To Capital Reserve	13,277,400
Transfer To Insurance Reserve	1,603,548
Transfer To Colorado Preschool Program	3,598,920
Total Transfer Allocations	\$20,279,868

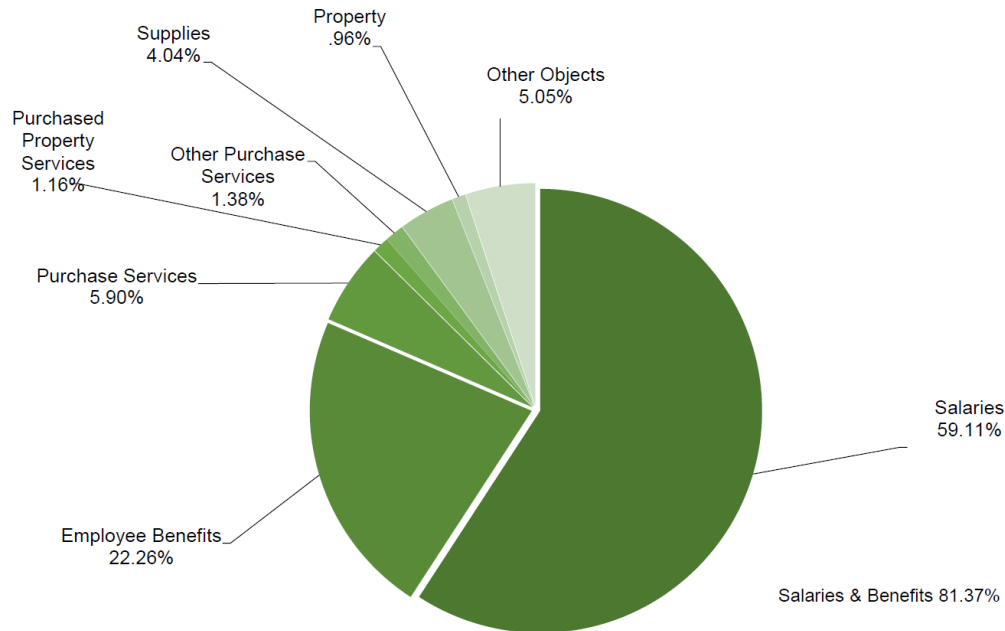
General Fund Expenditure Assumptions

The General Fund accounts for the vast majority of the District's expenditures. The expenditure assumptions described on the following pages reflect the implementation of the budget goals and objectives adopted by the Board of Education for the fiscal year 2022-2023. Most requests were funded through the budget process. Schools and departments are allocated a dollar amount to fund their projects for the year. Most items are funded through the department or schools allocations. If there are additional requests submitted, then the administrative cabinet reviews and approves or denies the request. On the other funds tabs you will find what projects were not funded projects.

To ensure the district's resources are aligned with district' goals, almost half of all district's resources go directly towards instruction. The District's general fund budgeted expenditures for 2022-2023 are projected to be \$130 million, a 11% increase from the 2021-2022 Amended Budget. Majority of the increase can be attributed to a two year salary and benefit agreement with the Districts association. This is the second year of the agreement.

	Actual 2019	Actual 2020	Actual 2021	Amended 2022	Projected Actual 2022	Adopted 2023
Expenditures by Object						
0100-0199 Salaries	\$ 56,087,501	\$ 63,730,780	\$ 59,548,256	\$ 54,339,032	\$ 62,008,695	64,864,784
0200-0299 Employee Benefits	20,078,202	23,299,203	20,110,436	26,022,455	21,532,580	24,432,908
0300-0399 Purchased Services	4,400,063	6,268,135	4,447,225	10,795,536	7,848,387	6,473,525
0400-0499 Purchased Property Services	1,027,596	1,009,481	993,217	751,876	951,116	1,268,439
0500-0599 Other Purchased Services	855,645	797,655	723,682	1,611,077	703,094	1,509,268
0600-0699 Supplies	3,369,170	3,272,818	3,714,919	4,177,183	3,837,012	4,436,373
0700-0799 Property	1,947,968	1,212,869	1,629,287	985,796	1,510,583	1,057,032
0800-0899 Other Objects	1,023,233	3,415,246	684,182	3,044,910	14,719	5,547,504
0900-0999 Other Uses of Funds	892,331	1,920,000	-	2,074,501	9,584	153,185
Total Expenditures by Object	89,681,707	104,926,187	91,851,204	103,802,367	98,415,770	109,743,017
Transfers/Prior Year Obligations	13,442,618	9,864,061	11,293,379	12,700,761	12,700,761	20,279,868
Total Expenditures	\$103,124,325	\$114,790,248	\$103,144,583	\$116,503,128	\$ 111,116,531	\$130,022,885

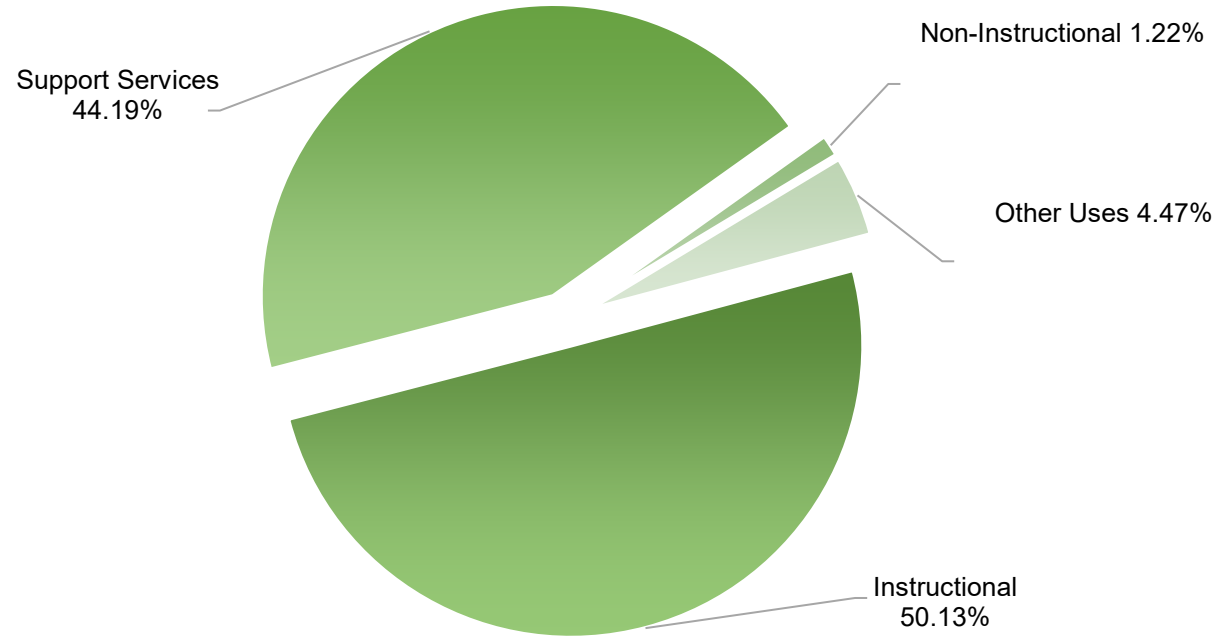
General Fund - Expenditures by Object for Fiscal Year 2022-2023



Westminster Public Schools
10- General Fund - Summary of Expenditures by Program
Fiscal Years- 2019-2020 to 2022-2023

	Actual	Actual	Actual	Amended	Projected Actual	Adopted
	2019	2020	2021	2022	2022	2023
Expenditures by Program Summary						
0010-2099 Instructional	\$ 47,069,780	\$ 54,189,999	\$ 46,167,185	\$ 47,388,220	\$ 51,246,143	\$ 55,010,787
2100-2999 Support Services	40,021,819	44,630,967	44,355,398	37,408,767	45,759,646	48,493,203
3000-3999 Non-Instructional Services	722,335	784,963	783,333	1,217,161	798,444	1,338,027
4000-4999 Facilities Acquisition and Construction Services	-	-	-	-	-	-
5000-9999 Other Uses	1,867,773	5,320,258	545,287	5,087,458	611,537	4,901,000
Total Expenditures by Program	89,681,707	104,926,187	91,851,203	91,101,606	98,415,770	109,743,017
Transfers	13,442,618	9,864,061	11,293,379	12,700,761	12,700,761	20,279,868
Total Expenditures	\$ 103,124,325	\$ 114,790,248	\$ 103,144,582	\$ 103,802,367	\$ 111,116,530	\$ 130,022,885

General Fund - Summary of Expenditures by Program for Fiscal Year 2022-2023



Westminster Public Schools
10- General Fund - Expenditures by Program
Fiscal Year 2022-2023

		0100-0199	0200-0299	0300-0399	0400-0699	0700-0999	Total	Percent
		Salaries	Employee Benefits	Purchase Services	Supplies & Materials	Capital Outlay		
Program	General Instruction							
10	General Elementary	\$8,432,837	\$2,971,533	\$ 3,300	\$ 313,993	\$ 297,750	\$12,019,413	10.95%
18	General K-8	10,124,204	3,613,416	12,000	409,342	20,500	14,179,461	12.92%
20	General Middle/Jr	3,411,441	1,073,929	-	16,160	9,367	4,510,897	4.11%
30	General High School	5,424,399	2,059,927	8,500	234,638	40,376	7,767,840	7.08%
40	General Preschool	-	-	-	800	-	800	0.00%
50	General Post Sec/K-12	-	-	108,060	17,000	600	125,660	0.11%
70	Gifted and Talented	-	200	8,500	20,611	3,000	32,311	0.03%
71	General AVID Education	6,000	1,320	-	28,205	61,000	96,525	0.09%
80	General Instruction	-	-	-	53,527	500	54,027	0.05%
92	Detention Instruction	-	-	225,000	-	-	225,000	0.21%
100	Agriculture	120,402	42,231	-	6,000	-	168,633	0.15%
200	Art	-	-	-	26,450	500	26,950	0.02%
300	Business	38,488	12,623	-	3,500	-	54,611	0.05%
400	Distributive/Market	38,488	12,623	-	-	-	51,111	0.05%
510	Language Skills	-	-	-	26,500	-	26,500	0.02%
511	Reading	-	-	-	36,500	-	36,500	0.03%
543	Journalism	-	-	-	4,000	-	4,000	0.00%
560	Dramatic Arts	-	-	-	7,500	300	7,800	0.01%
569	Other Dramatic Arts	70,398	24,430	-	3,250	-	98,077	0.09%
590	CLD	2,248,228	1,051,791	-	8,700	200	3,308,919	3.02%
600	World Languages	-	-	-	6,000	-	6,000	0.01%
700	Health Occupations	58,558	21,162	-	6,000	-	85,720	0.08%
790	Biomedical Science	282,905	93,082	-	11,500	2,200	389,687	0.36%
800	Physical Educ Curriculum	-	-	-	16,300	7,700	24,000	0.02%
891	Air Force ROTC	269,614	83,413	-	-	-	353,027	0.32%
900	Consumer Family	67,111	23,523	-	5,750	-	96,384	0.09%
933	Food Services	67,770	23,704	-	13,250	-	104,724	0.10%
1000	Industrial Arts/Tech	-	-	-	6,000	-	6,000	0.01%
1010	Construction	60,332	21,652	-	10,500	-	92,484	0.08%
1022	Graphic Arts	59,736	21,487	-	4,000	-	85,223	0.08%
1032	Engineering Drawing	238,067	76,826	-	4,250	3,200	322,343	0.29%
1100	Mathematics	-	-	-	24,100	400	24,500	0.02%
1200	Music	-	-	355	15,100	1,200	16,655	0.02%
1240	Vocal Music	-	-	-	9,500	400	9,900	0.01%
1251	Band, Concert	-	-	-	40,450	2,300	42,750	0.04%
1254	Orchestra, Chamber	-	-	-	10,400	2,450	12,850	0.01%
1300	Natural Science	-	-	-	70,450	500	70,950	0.06%
1340	Earth/Space Science	-	-	-	4,000	-	4,000	0.00%
1500	Natural Science	-	-	-	27,500	-	27,500	0.03%
1600	Social Sciences	85,615	28,950	-	30,720	-	145,284	0.13%
1700	Special Education	4,874,010	2,363,772	1,000	284,800	11,778	7,535,361	6.87%
1710	Physical Disability	328,573	102,686	-	-	-	431,260	0.39%
1770	Speech/Lang Disability	962,495	312,049	-	-	-	1,274,544	1.16%
Total General Instruction		37,269,670	14,036,328	366,715	1,817,246	466,221	53,956,181	49.17%

Westminster Public Schools
10- General Fund - Expenditures by Program
Fiscal Year 2022-2023

	0100-0199 Salaries	0200-0299 Employee Benefits	0300-0399 Purchase Services	0400-0699 Supplies & Materials	0700-0999 Capital Outlay	Total	Percent
Program Indirect Instruction							
2100 Support Services-Students	21,566	6,576	49,000	9,606	-	86,748	0.08%
2110 Social Work Services	499,351	158,821	-	-	-	658,172	0.60%
2112 Attendance Services	23,000	5,300	100,000	4,500	1,500	134,300	0.12%
2120 Guidance Services	1,428,072	472,898	-	10,600	-	1,911,570	1.74%
2124 Parent PASS Program	17,000	3,740	4,000	13,800	-	38,540	0.04%
2134 Nursing Services	-	-	485,000	6,008	-	491,008	0.45%
2140 Psychological Services	1,091,170	349,263	-	-	-	1,440,433	1.31%
2150 Nursing Services	113,593	33,144	-	-	-	146,737	0.13%
2190 Psychological Services	731,195	290,396	-	-	-	1,021,591	0.93%
2200 Support Svc-Instructional	2,281,892	1,167,557	880,673	134,961	65,056	4,530,139	4.13%
2212 Instruct/Curric/Dev Svc	415,216	132,600	23,000	31,299	15,000	617,115	0.56%
2213 Instruct Support Substitutes	91,526	22,036	160,000	74,335	440	348,337	0.32%
2214 Instructional Staff Development	66,650	14,014	439,100	27,950	24,150	571,864	0.52%
2220 Academic Student Assessmt	253,370	90,930	-	-	-	344,300	0.31%
2221 Educational Library Services	457,736	167,335	-	-	-	625,071	0.57%
2231 Supv/Special Education	3,500	2,500	265,000	13,350	1,500	285,850	0.26%
2232 Supv/CTE Program	139,241	42,430	-	-	-	181,671	0.17%
Total Indirect Instruction	7,634,078	2,959,539	2,405,773	326,409	107,646	13,433,445	12.24%
Program Other Programs							
2310 District Governance Svc	-	-	38,835	95,614	11,000	145,449	0.13%
2314 Election Services	-	-	40,000	-	-	40,000	0.04%
2315 Legal Services	-	-	250,000	-	-	250,000	0.23%
2316 Tax Assessment/Collection	-	-	68,000	-	-	68,000	0.06%
2317 Audit Services	-	-	60,000	-	-	60,000	0.05%
2318 Staff Rel/Negotiations	76,424	25,093	-	-	-	101,518	0.09%
2320 Executive Administration	751,837	231,907	-	-	-	983,744	0.90%
2321 Office Of Superintendent	-	-	600	41,914	6,775	49,289	0.04%
2400 School Admin Support	6,373,516	2,344,992	16,500	230,671	32,980	8,998,659	8.20%
2510 Business/Fiscal Servies	837,505	266,823	346,500	43,878	4,000	1,498,706	1.37%
2520 Purchasing Services	314,778	99,821	5,000	87,900	10,950	518,449	0.47%
2530 Warehousing/Distributing	566,200	302,837	100,000	30,400	518,150	1,517,587	1.38%
2600 Aux Services	15,000	4,140	-	-	-	19,140	0.02%
2610 Aux Serv - General	408,922	132,863	9,872	3,994	-	555,651	0.51%
2620 Aux Serv - Custodial	2,825,851	1,312,172	23,660	182,771	25,825	4,370,279	3.98%
2621 Utilities	-	-	-	2,509,152	-	2,509,152	2.29%
2630 Aux Serv - Ground	558,126	175,836	24,500	146,000	56,380	960,842	0.88%
2640 Aux Serv - Utilites	1,706,124	544,743	128,126	369,316	177,000	2,925,309	2.67%
2641 Maintenance	-	-	-	7,500	-	7,500	0.01%
2642 Maintenance Operations	-	-	-	2,500	-	2,500	0.00%
2650 Vehicle Operation/Maint	-	-	-	68,765	1,822	70,587	0.06%
2660 Security Services	574,945	210,405	167,000	81,500	14,500	1,048,350	0.96%
2710 Supervision/Student Trans	331,338	124,373	82,737	40,310	4,295	583,052	0.53%
2720 Vehicle Operation/Maint	1,388,942	535,777	-	-	-	1,924,719	1.75%
2740 Vehicle Servicing/Maint	305,424	100,714	-	230,301	1,882	638,321	0.58%
2820 Communications	474,909	151,075	80,000	93,563	5,250	804,797	0.73%
2830 Supervision/Student Trans	954,208	279,139	53,610	38,510	11,100	1,336,568	1.22%
2832 Vehicle Operation Svc	-	-	21,000	38,650	-	59,650	0.05%
2840 Vehicle Servicing/Maint	1,011,560	319,190	1,404,597	255,015	945	2,991,307	2.73%
2890 Other Support Services	-	-	-	400,000	-	400,000	0.36%
2900 Staff Services	-	-	147,500	27,000	400,000	574,500	0.52%
3300 Recruitment/Placement Svc	50,000	15,000	633,000	43,600	-	741,600	0.68%
3301 Community Services	-	-	-	1,600	-	1,600	0.00%
3302 Parent Liasion Services	82,676	30,819	-	-	-	113,495	0.10%
3310 Other Support Svc-Central	352,181	229,891	-	-	-	582,072	0.53%
5100 Capital Lease	-	-	-	-	4,901,000	4,901,000	4.47%
Total Other Programs	19,960,467	7,437,610	3,701,037	5,070,424	6,183,854	42,353,391	38.59%
Grand Total	\$ 64,864,215	\$ 24,433,477	\$ 6,473,525	\$ 7,214,079	\$ 6,757,721	\$ 109,743,017	100.00%

Westminster Public Schools
10- General Fund - Per Pupil Spending
Fiscal Year 2022-2023

School/Department		Projected Student Count	Total Budget	Per Student Cost
100-199 Elementary Schools	100 Elem -District Wide	743.0	\$ 561,620	\$ 756
	105 Early Childhood Center @ Gregory Hill	17.0	630,934	37,114
	125 Harris Park Elementary	229.0	2,427,267	10,599
	135 Mesa Elementary	279.0	3,087,627	11,067
	145 Sherrelwood Elementary	218.0	2,544,296	11,671
Total Elementary Schools		743.0	9,251,743	12,452
200-299 Middle Schools	200 Middle School - District Wide	570.0	26,420	46
	215 Shaw Heights Middle School	570.0	6,125,703	10,747
Total Middle Schools		570.0	6,152,123	10,793
300-399 High School	300 High School - District Wide	2,200.0	116,232	53
	305 Westminster High School	2,200.0	13,373,443	6,079
Total High Schools		2,200.0	13,489,675	6,132
500-599 Combination Schools	505 Hidden Lake High School	389.0	3,739,471	9,613
	510 Gifted/Talented	326.0	95,833	294
	515 Instructional Service Center	26.0	1,191,709	45,835
	525 Colorado STEM Academy	400.0	3,473,459	8,684
	530 Westminster Academy for International Studies	300.0	2,257,366	7,525
	535 John E Flynn a Marzano Academy	285.0	2,668,350	9,363
	545 Metropolitan Arts Academy	340.0	2,500,278	8,990
	540 Hodgkin's Leadership Academy	600.0	6,315,923	10,527
	110 Fairview Elementary	304.0	2,658,314	8,744
	155 Sunset Ridge Elementary	300.0	3,395,258	11,318
	555 Orchard Park Academy	550.0	3,590,339	10,411
	550 Colorado Sports Leadership Academy	430.0	6,558,760	12,707
	560 Tennyson Knolls Preparatory School	368.0	3,915,423	9,432
Total Combination Schools		4,292.0	42,360,481	9,870
600-699 Centralized Services	600 Admin Building	7,762.0	655,823	84
	190 Orchard Court Conference Center	7,762.0	12,400	1.60
	605 Board of Education	7,762.0	666,567	86
	610 Superintendent	7,762.0	1,040,033	134
	615 Community Relations	7,762.0	810,517	104
	625 Learning Services	7,762.0	4,909,942	633
	630 Special Education	7,762.0	2,188,189	282
	640 Graduation	400.0	54,106	135
	645 Human Resources	7,762.0	5,602,034	722
	650 Financial Services	7,762.0	1,495,306	193
	655 Operations Office	7,762.0	1,928,377	248
	660 Creative Pipeline	7,762.0	470,782	61
	665 Bob Landgraph Confrence Center	7,762.0	15,700	2
700-799 Service Centers	710 Operation & Maintenance	7,762.0	4,095,349	528
	715 Purchasing & Materials Management	7,762.0	1,943,166	250
	720 Technology Services	7,762.0	1,888,557	243
	725 Transportation	7,762.0	3,249,690	419
800-899 District-Wide Costs	805 District Wide	7,762.0	7,462,458	961
Total Department & Program Costs		7,762.0	38,488,994	961
Average Cost Per Student		7,762.0	\$ 109,743,017	\$ 14,138
State Funding				9,997

Westminster Public Schools
10- General Fund - Expenditures by School/Department
Fiscal Year 2022-2023

School/Department	0100-0199	0200-0299	0300-0399
	Salaries	Employee Benefits	Purchase Services
100 Elem - Distwide	\$ 47,144	\$ 17,012	\$ 15,800
105 Early Learning Center Gregory Hill	462,742	157,717	-
125 Harris Park Elementary	1,742,144	553,164	3,300
135 Mesa Elementary	2,236,161	735,964	140
145 Sherrelwood Elementary	1,852,783	601,380	115
200 Middle School - Distwide	-	-	-
215 Shaw Heights Middle School	4,029,762	1,639,050	78,750
300 High School - Distwide	-	-	-
305 Westminster High School	8,062,783	3,973,589	6,500
505 Hidden Lake Alternative High	2,373,572	770,456	323,000
110 Fairview Elementary	1,913,549	602,501	3,000
155 Sunset Ridge Elementary	2,469,337	784,966	100
510 Gifted/Talented	60,566	12,056	8,500
515 Instructional Services Center	860,626	286,154	1,000
525 Colorado Stem Academy	2,458,212	799,849	7,000
530 Westminster Academy for Intern Studies	1,554,598	527,969	-
535 John E Flynn a Marzano Academy	1,899,511	629,465	-
540 Hodgkin's Leadership Academy	4,585,042	1,492,661	6,000
545 Metropolitan Arts Academy	1,724,473	578,355	-
550 Colorado Sports Leadership Academy	4,201,231	1,692,321	385,250
555 Skyline Vista K-8	2,311,359	1,077,025	14,750
560 Tennyson Preparatory School	2,828,720	932,749	16,000
600 Admin Building	50,000	15,000	590,823
190 Orchard Court Conference Center	-	-	-
605 Board of Education	76,424	25,093	456,835
610 Superintendent	752,837	237,907	600
615 Community Relations	474,909	156,795	80,000
625 Learning Services	2,771,427	1,020,098	853,960
630 Special Education	867,636	278,645	750,000
640 Co-Curricular	-	-	45,000
645 Human Resources	3,882,748	1,556,416	74,610
650 Financial Services	837,505	273,423	336,500
655 Operations Office	1,197,250	418,626	192,000
660 Creative Pipeline	293,090	95,393	23,000
665 Bob Langraph Confrence Center	-	-	-
710 Operation & Maintenance	2,077,108	1,003,846	166,158
715 Purchasing & Marterials Management	864,204	288,262	105,000
720 Technology Services	1,026,560	437,897	224,994
725 Transportation	2,018,204	761,674	82,737
805 Districtwide	-	-	1,622,102
Total Expenditures	\$ 64,864,215	\$ 24,433,477	\$ 6,473,524

Westminster Public Schools
10- General Fund - Expenditures by School/Department
Fiscal Year 2022-2023

0400-0699	0700-0999		
Supplies & Materials	Capital Outlay	Total	School/Department
\$ 207,385	\$ 274,279	561,620	100 Elem - Distwide
10,476	-	630,934	105 Early Learning Center Gregory Hill
124,459	4,200	2,427,267	125 Harris Park Elementary
114,362	1,000	3,087,627	135 Mesa Elementary
90,018	-	2,544,296	145 Sherrelwood Elementary
11,700	14,720	26,420	200 Middle School - Distwide
361,225	16,917	6,125,703	215 Shaw Heights Middle School
25,205	91,027	116,232	300 High School - Distwide
1,259,471	71,100	13,373,443	305 Westminster High School
268,742	3,700	3,739,471	505 Hidden Lake Alternative High
139,264	-	2,658,314	110 Fairview Elementary
140,355	500	3,395,258	155 Sunset Ridge Elementary
11,711	3,000	95,833	510 Gifted/Talented
37,250	6,678	1,191,709	515 Instructional Services Center
208,398	-	3,473,459	525 Colorado Stem Academy
168,300	6,500	2,257,366	530 Westminster Academy for Intern Studies
139,374	-	2,668,350	535 John E Flynn a Marzano Academy
232,220	-	6,315,923	540 Hodgkin's Leadership Academy
191,450	6,000	2,500,278	545 Metropolitan Arts Academy
275,358	4,600	6,558,760	550 Colorado Sports Leadership Academy
180,005	7,200	3,590,339	555 Skyline Vista K-8
128,274	9,680	3,915,423	560 Tennyson Preparatory School
-	-	655,823	600 Admin Building
12,400	-	12,400	190 Orchard Court Conference Center
97,214	11,000	666,567	605 Board of Education
41,914	6,775	1,040,033	610 Superintendent
93,563	5,250	810,517	615 Community Relations
199,711	64,746	4,909,942	625 Learning Services
285,408	6,500	2,188,189	630 Special Education
9,106	-	54,106	640 Co-Curricular
77,160	11,100	5,602,034	645 Human Resources
43,878	4,000	1,495,306	650 Financial Services
103,000	17,500	1,928,377	655 Operations Office
44,299	15,000	470,782	660 Creative Pipeline
15,700	-	15,700	665 Bob Langraph Confrence Center
592,532	255,705	4,095,349	710 Operation & Maintenance
156,600	529,100	1,943,166	715 Purchasing & Marterials Management
199,106	-	1,888,557	720 Technology Services
379,076	7,999	3,249,690	725 Transportation
538,411	5,301,945	7,462,458	805 Districtwide
\$ 7,214,079	\$ 6,757,721	\$109,743,017	

Westminster Public Schools
RESOURCE ALLOCATION - ALL SCHOOLS
Purchased Services, Materials and Supplies
Fiscal Year 2022-2023

	Projected Funded Students	Projected At-Risk Free Students	K-12 Instructional Allocation @ \$90	K-12 At-Risk Instructional Allocation @ \$60	Total Instructional Allocation
Elementary Schools					
Early Childhood	60.00	29.00	5,400	1,740	7,140
Fairview	304.00	180.00	27,360	10,800	38,160
Harris Park	229.00	157.00	20,610	9,420	30,030
Mesa	279.00	211.00	25,110	12,660	37,770
Sherrelwood	218.00	155.00	19,620	9,300	28,920
Sunset Ridge	300.00	173.00	27,000	10,380	37,380
Total Elementary School	1,390	905	125,100	54,300	179,400
Middle Schools/K-8					
			@ \$110	@ \$80	
CSLA	430.00	359.00	47,300	28,720	76,020
Hodgkins	600.00	440.00	66,000	35,200	101,200
Orchard Park	550.00	260.00	60,500	20,800	81,300
Tennyson Knolls	368.00	260.00	40,480	20,800	61,280
Shaw Heights	505.00	347.00	55,550	27,760	83,310
WAIS	300.00	280.00	33,000	22,400	55,400
STEM	400.00	350.00	44,000	28,000	72,000
MAA	340.00	300.00	37,400	24,000	61,400
Flynn	285.00	270.00	31,350	21,600	52,950
Total Middle/K-8 Schools	3,778	1,666	415,580	229,280	644,860
High Schools					
			\$150/\$60	@ \$120	
Westminster	2,200.00	1,287.00	330,000	154,440	484,440
Westminster Virtual	73.00	30.00	10,950	3,600	14,550
CTE	1,250.00	-	75,000	-	75,000
Hidden Lake	316.00	208.00	47,400	24,960	72,360
Total High Schools	2,589	1,525	463,350	183,000	646,350
Grand Total	7,757	4,096	1,004,030	466,580	1,470,610

Westminster Public Schools
RESOURCE ALLOCATION - ALL SCHOOLS
Purchased Services, Materials and Supplies
Fiscal Year 2022-2023

Non-Instructional Allocation	Instructional Building Allotment Substitutes	Total Allocation	Total Allocation	
@\$40	@\$35	@ 100%	@ 90%	
				Elementary Schools
2,400	2,100	11,640	10,476	Early Childhood
12,160	10,640	60,960	54,864	Fairview
9,160	8,015	47,205	42,485	Harris Park
11,160	9,765	58,695	52,826	Mesa
8,720	7,630	45,270	40,743	Sherrelwood
12,000	10,500	59,880	53,892	Sunset Ridge
55,600	48,650	283,650	255,285	Total Elementary Schools
@ \$50	@ \$35			Middle Schools/K-8
21,500	15,050	112,570	101,313	CSLA
30,000	21,000	152,200	136,980	Hodgkins
27,500	19,250	128,050	115,245	Orchard Park
18,400	12,880	92,560	83,304	Tennyson Knolls
25,250	17,675	126,235	113,612	Shaw Heights
15,000	10,500	80,900	75,150	WAIS
20,000	14,000	106,000	114,848	STEM
17,000	11,900	90,300	75,150	MAA
14,250	9,975	77,175	62,474	Flynn
188,900	132,230	965,990	878,076	Total Middle/K-8 Schools
@ \$60/\$15	@ \$35			High Schools
132,000	77,000	693,440	624,096	Westminster
4,380	2,555	21,485	19,337	Westminster Virtual
18,750	-	93,750	84,375	CTE
18,960	11,060	102,380	92,142	Hidden Lake
174,090	90,615	911,055	819,950	Total High Schools
418,590	240,520	2,160,695	1,953,310	Grand Total

Staffing

Job Class	2021-2022	2022-2023
100 - Principal	17	16
100 - Assistant Principal	16	18
100- Other	24.63	24
200 - Regular Teacher	359	341.5
200 - Other Teacher	143.38	149.54
200 - Counselors	17.75	20.50
200 - Certified Library/Media	1	1
300- Other Professionals	24	16
400 - Instructional Paraprofessional	18.5	18.5
400 - Specialized Paraprofessional	44	43.6
400 - Classified Library/Media	17	15
400 - Other Professional	36.6	35.40
500 - Secretarial	65	63
600 - Custodial	62	56
600 - Other	73	873
Total General Fund Staff	918.86	901.04

Explanation of changes in staffing schools:

- Schools
 - Teachers and classroom support staff were reduced & increased due to a decline in enrollment and a lower class size having ESSR funds.
 - Increased special education staff.
 - Reduced ESP staff to schools based on their enrollment numbers.
 - Re-adjusted and increased counselors staff throughout the District.
 - Closed a school
- Instructional Departments
 - Added security officer
 - Reduced custodians
 - Reduced bus drivers

Salaries and Benefits

One of the highest priorities of the Board of Education is to attract and retain the best teachers and staff. Therefore, compensation for the fiscal year 2022-2023 is a major component of the resource allocation plan. The District added \$4.3 million to the salary compensation that included steps, lanes, PERA retirement increase, horizontal moves and health/dental increases.

The District provides funding for several mandatory and District sponsored employee benefits plans. The mandatory plans include participation in the Public Employees Retirement Association (PERA) of Colorado and the Medicare insurance program.

- PERA
The District contribution to PERA will increase to 21.40% for the fiscal year, for each employee's qualifying compensation; employee contribution will also increase to 11%.
- Medicare Insurance Tax

In accordance with federal law, a Medicare insurance charge of 1.045% is paid by the District salary for individuals hired after March 31, 1988. Employees also have 1.045% deducted from their salary as required by law.

- **Benefits Plans**

The district-sponsored employee benefits plans for which District funding is provided include medical, dental and optical insurance as well as long-term life insurance, disability insurance, vision and a voluntary life insurance contribution. The District added \$450,000 to the plan to stay consistent paying 100% of the employee-only coverage for medical, dental, vision and long-term life and disability insurance plans.

- **Unemployment**

Workers compensation and unemployment insurance are provided in accordance with state law.

Defined Benefit Pension Plan

The District contributes to The School Division Trust Fund (SDTF), a cost-sharing multiple-employer defined benefits pension plan administered by the Public Employees' Retirement Association of Colorado (PERA). SDTF provides retirement and disability, annual increases and death benefits for members or their beneficiaries. All employees of the District are members of the SDTF. Title 24, Article 51 of the Colorado Revised Statutes (CRS), as amended, assigns the authority to establish benefits provisions to the State Legislature. PERA issues a publicly available annual financial report that includes financial statements and required supplementary information for SDTF. That report may be obtained by writing to PERA of Colorado, 1301 Pennsylvania Street, Denver, Colorado 80203 or by calling PERA at 303-832-9550.

The GASB issued Statement No. 68, Accounting and Financial Reporting for Pensions (Statement No. 68), which revises and establishes new financial reporting requirements for most governments that provide their employees with pension benefits. The District provides its employees with pension benefits through a multiple employer cost-sharing defined benefits retirement program administered by the Public Employees' Retirement Association of Colorado (PERA).

Statement No. 68 requires cost-sharing employers participating in the PERA program, such as the District, to record their proportionate share, as defined in Statement No. 68, of PERA's unfunded pension liability. The District has no legal obligation to fund this shortfall nor does it have any ability to affect funding, benefits, or annual required contribution decisions made by PERA. The requirement of Statement No. 68 to record a portion of PERA's unfunded liability will negatively impact the District's future unrestricted net position. Statement No. 68 was effective for the fiscal year 2016. At this time, District management is unable to estimate the magnitude of this impact. Information regarding PERA's current funding status can be found in its Comprehensive Annual Financial Report.

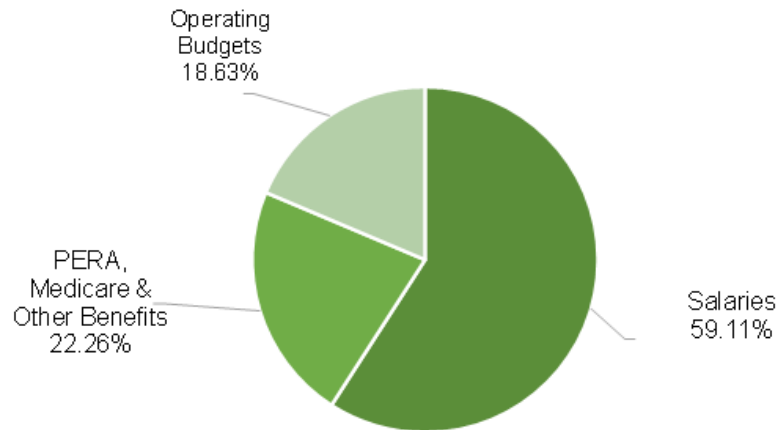
Postemployment Healthcare Benefits

The District contributes to the Health Care Trust Fund (HCTF), a cost-sharing multiple-employer post-employment healthcare plan administered by the PERA. The HCTF provides a health care premium subsidy to PERA participating benefits recipients and their eligible beneficiaries. Title 24, Article 51, Part 12 of the CRS, as amended, assigns the authority to establish the HCTF benefits provisions to the State Legislature. PERA issues a publicly available annual financial report that includes financial statements and required supplementary information for the HCTF. That report may be obtained by writing to PERA of Colorado, 1301 Pennsylvania Street, Denver, Colorado 80203 or by calling PERA at 303-832-9550 or 1-800-759-PERA (7372).

**10-General Fund – Summary of Job Classifications by Object
Fiscal Years 2019-2020 to 2022-2026**

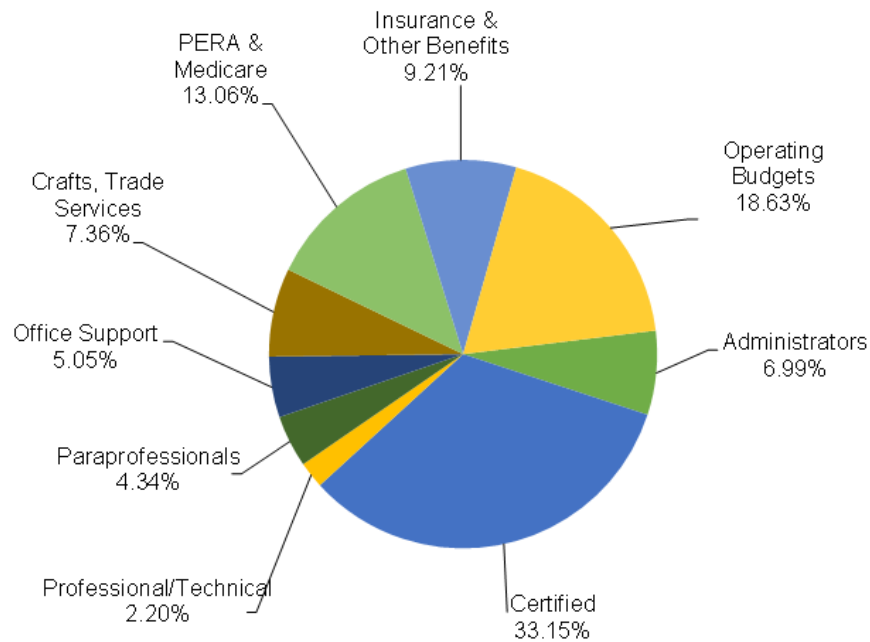
	Actual 2019	Actual 2020	Actual 2021	Amended 2022	Projected Actual 2022
Salaries by Job Code					
100-Administrators	\$ 6,144,610	\$ 7,226,091	\$ 6,825,712	\$ 9,476,560	\$ 7,066,852
200-Certified	34,982,217	39,523,119	35,212,544	28,798,790	37,947,975
300-Professional/Technical	1,434,030	1,597,669	1,954,745	2,118,966	2,259,506
400-Paraprofessionals	3,682,874	4,044,967	4,395,804	3,228,689	3,466,885
500-Office Support	3,718,427	4,552,204	4,586,760	4,303,887	4,612,782
600-Crafts, Trade Services	6,125,342	6,786,731	6,572,692	6,412,140	6,654,695
Total Salaries	56,087,500	63,730,780	59,548,256	54,339,032	62,008,695
Benefits					
PERA & Medicare	11,765,933	13,483,419	12,962,720	15,551,799	13,795,907
Insurance & Other Benefits	8,312,269	9,815,784	7,147,717	10,470,657	7,736,673
Total Benefits	20,078,202	23,299,203	20,110,436	26,022,456	21,532,580
Operating Budgets	13,516,005	17,896,204	12,192,512	25,521,051	20,445,325
Total Expenditures	\$ 89,681,707	\$ 104,926,187	\$ 91,851,204	\$ 105,882,539	\$ 103,986,600

Salary, Benefits & Operating Budgets 2022-2023



10-General Fund – Summary of Job Classifications by Object
Fiscal Years 2019-2020 to 2022-2026 *Continued*

Proposed 2023	Adopted 2023	Projected 2024	Projected 2025	Projected 2026	
					Salaries by Job Code
\$ 7,675,986	\$ 7,675,986	\$ 9,292,868	\$ 9,571,654	\$9,858,804	Administrators
36,382,938	36,382,938	39,071,469	37,118,879	37,876,258	Certified
2,417,775	2,417,775	2,168,593	2,233,651	2,300,660	Professional/Technical
4,759,416	4,759,416	2,465,610	2,539,579	2,365,766	Paraprofessionals
5,547,242	5,547,242	3,797,658	3,161,588	2,639,294	Office Support
8,080,858	8,080,858	7,229,950	6,541,060	6,737,292	Crafts, Trade Services
64,864,215	64,864,215	64,026,148	61,166,410	61,778,074	Total Salaries
					Benefits
14,328,053	14,328,053	13,900,480	15,624,663	16,093,403	PERA & Medicare
10,105,424	10,105,424	8,765,415	9,028,378	9,299,229	Insurance & Other Benefits
24,433,477	24,433,477	22,665,896	24,653,041	25,392,632	Total Benefits
20,445,325	20,445,325	26,159,302	26,944,081	27,752,404	Operating Budgets
\$ 109,743,017	\$ 109,743,017	\$ 112,851,346	\$ 112,763,532	\$ 114,923,110	Total Expenditures



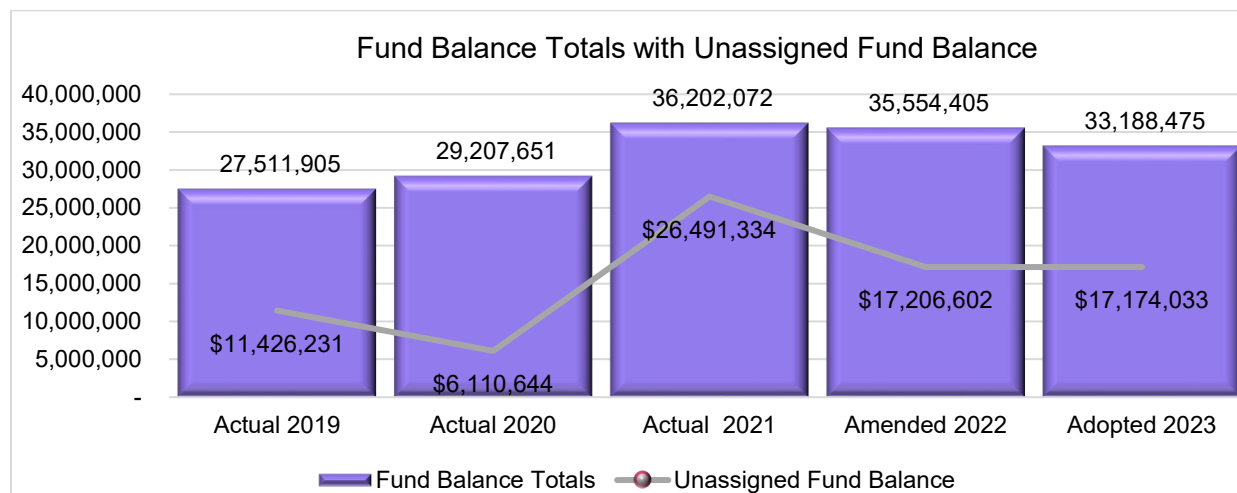
Reserves/Fund Balance

With the uncertainty of program revenue from the state, the TABOR Amendment and Amendment 23 restrictions, and limited resources to fund education at the proper level, it is financially prudent to reserve a fixed percentage of expenditures for use in the event that any of these aforementioned conditions affects the District.

State statute 22-44-106 Contingency Reserve, allows a Board of Education to provide a reserve in the General Fund, which shall not exceed fifteen percent of the amount budgeted to the General Fund for the current fiscal year. Said reserve shall not be appropriated nor shall any moneys therein be expended during the fiscal year covered by the budget, but such moneys shall be a continuing reserve and be considered as a beginning General Fund balance for the next following fiscal year.

The Board of Education has elected to establish a five percent (5%) reserve for such emergency financial situations. The monies should not be used for recurring expenditures such as salaries and benefits. The reserve may only be accessed with Board approval.

The Districts fund balance has grown throughout the years. While the District shows a decline for fund balance for 2019-2020. The District is expecting an increase in fund balance due to ESSR funding continuing into 2022-2023. Colorado has had a teacher shortage, so many positions budgeted will not be expended. According to the investment firms, our financials are stable, steady and in good shape.



Article X, Section 20 of the Colorado Constitution (TABOR)

The District must calculate the School Finance mill levy and resulting property taxes in accordance with the Taxpayers' Bill of Rights (TABOR). See the above discussion of this compliance requirement.

District voters approved removing the TABOR revenue and spending limitations in November 1998. As a result, these limitation requirements are no longer considered in the development of the annual budget.

In addition, TABOR requires that all state and local government set aside three percent (3%) emergency reserve. In general, federal revenues, charitable donations and voter-approved taxes are outside the reserve requirement. The District has budgeted the entire three percent (3%) reserve amount in the General Fund.

In summary, we have been conservative in our revenue estimates and student enrollment projections for the fiscal year 2021-2022. If new revenues become available due to any number of factors, the additional funds would help the District moving forward in terms of declining enrollment and loss of state funds. Additional expenditures along with additional revenues would be brought to the Board of Education for consideration and approval in a supplemental budget appropriation.

**10-General Fund – Revenues by Source, Expenditures by Object, & Fund Balance
Fiscal Years 2019-2020 to 2021-2022**

Sources of Revenue	Actual 2019	Actual 2020	Actual 2021	Amended 2022
1000-1999 Local Sources				
1100-1199 Taxes	\$ 39,851,965	\$ 50,315,243	\$ 50,757,027	\$ 53,996,985
1300-1399 Tuition	4,015	945	-	-
1500-1599 Earnings on Investments	1,373,821	1,651,121	122,381	300,000
1700-1799 Pupil Activities	-	-	-	-
1900-1999 Other Revenue from Local Sources	1,869,680	1,715,935	2,547,992	3,358,293
Subtotal Local	43,099,481	53,683,244	53,427,400	57,655,277
3000-3009 State Sources				
3000-3009 State Sources	4,722,209	6,729,346	7,773,200	4,627,236
3010-3019 State Revenue from Other State Agencies	1,861,617	-	-	-
3110-3199 State Share Equalization	58,047,564	56,006,992	49,106,752	54,247,002
3200-3209 Adjustments to Categorical Revenues	(25,030)	(7,892)	(109,804)	(500,000)
3210-3299 Equalization Adjustment	(93,820)	-	(126,895)	(250,000)
Subtotal State Sources	64,512,540	62,728,446	56,643,253	58,124,238
4000-4999 Federal Sources				
4020-4899 Federal Revenue from the Federal Govt	59,183	74,303	68,351	75,946
Subtotal Federal Sources	59,183	74,303	68,351	75,946
Total Revenue Allocation Before Transfer				
Allocations	107,671,205	116,485,993	110,139,004	115,855,461
Expenditures				
0100-0199 Salaries	56,087,501	63,730,780	59,548,256	54,339,032
0200-0299 Employee Benefits	20,078,202	23,299,203	20,110,436	26,022,455
0300-0399 Purchased Services	4,400,063	6,268,135	4,447,225	10,795,536
0400-0499 Purchased Property Services	1,027,596	1,009,481	993,217	751,876
0500-0599 Other Purchased Services	855,645	797,655	723,682	1,611,077
0600-0699 Supplies	3,369,170	3,272,818	3,714,919	4,177,183
0700-0799 Property	1,947,968	1,212,869	1,629,287	985,796
0800-0899 Other Objects	1,023,233	3,415,246	684,182	3,044,910
0900-0999 Other Uses of Funds	892,331	1,920,000	-	2,074,501
Total Expenditures	89,681,707	104,926,187	91,851,204	103,802,367
5000-5999 Other Sources/Transfer Allocations				
5223 Transfer To Athl/Activity	660,000	700,000	756,500	1,300,000
5626 Transfer To Daycare Program	356,000	400,000	900,000	700,000
5243 Transfer To Capital Reserve	5,498,415	3,473,099	3,630,367	4,707,684
5618 Transfer To Insur Reserve	1,662,830	1,761,490	1,911,490	1,628,725
5619 Transfer To Colorado Preschool Program	5,089,630	3,529,472	4,095,022	4,364,352
Total Transfer Allocations	13,442,618	9,864,061	11,293,379	12,700,761
Prior Year Obligations	-	-	-	-
Total Transfer Allocations, Expenditures & Prior Year Obligations	103,124,325	114,790,248	103,144,583	116,503,128
Net Change in Fund Balance	4,546,879	1,695,745	6,994,422	(647,667)
Beginning Fund Balance (Deficit)	22,965,025	27,511,905	29,207,650	36,202,072
Ending Fund Balance	27,511,905	29,207,650	36,202,072	35,554,405
Reserves				
Nonspendable:				
Inventories	112,556	263,412	132,000	135,000
Restricted:				
TABOR	3,225,644	3,493,530	3,304,170	3,475,664
Committed:				
Performance Incentive	-	-	-	-
Assigned:				
Other Purposes	220,946	260,250	767,618	3,044,366
Purchases on Order	1,345,417	1,206,306	-	-
Contingency Reserve	5,485,085	5,485,085	5,506,950	5,792,773
Subsequent Year Expenditures	5,696,026	12,388,424	-	5,900,000
Total Expenditures with Reserves	119,242,599	137,887,255	112,855,321	134,850,930
Fund Balance Ending (Unassigned)	\$ 11,426,231	\$ 6,110,643	\$ 26,491,334	\$ 17,206,602

Projected Actual 2022	Proposed 2023	Adopted 2023	% Change	Projected 2024	Projected 2025	Projected 2026
\$ 53,803,069	\$ 54,625,000	\$ 54,625,000	1%	\$ 56,247,470	\$ 57,184,894	\$ 57,400,441
-	-	-		-	-	-
300,000	80,000	80,000	-73%	82,400	84,872	87,418
-	-	-		-	-	-
2,702,299	2,025,612	2,025,612	-40%	2,078,224	2,115,571	2,154,038
56,805,367	56,730,612	56,730,612	-2%	58,408,094	59,385,337	59,641,897
10,451,123	4,865,085	4,865,085	5%	4,391,053	4,172,785	3,974,968
-	-	-		-	-	-
55,104,128	58,486,987	58,486,987	8%	52,874,412	50,960,644	48,489,464
(500,000)	(500,000)	(500,000)	0%	(300,000)	(30,450)	(31,364)
(250,000)	(200,000)	(200,000)	-20%	(156,000)	(65,000)	(66,950)
64,805,251	62,652,072	62,652,072	8%	56,809,465	55,037,979	52,366,118
35,658	54,587	54,587	-28%	78,224	80,571	82,988
35,658	54,587	54,587	-28%	78,224	80,571	82,988
121,646,276	119,437,271	119,437,271	3%	115,295,783	114,503,887	112,091,003
62,008,695	64,864,784	64,864,784	19%	69,161,309	66,236,148	68,223,233
21,532,580	24,432,908	24,432,908	-6%	22,665,896	24,653,041	25,392,632
7,848,387	6,473,525	6,473,525	-40%	7,167,731	7,382,762	7,604,245
951,116	1,268,439	1,268,439	69%	1,306,492	1,345,686	1,386,057
703,094	1,509,268	1,509,268	-6%	1,554,546	1,601,182	1,649,218
3,837,012	4,436,373	4,436,373	6%	4,569,464	4,706,548	4,847,744
1,510,583	1,057,032	1,057,032	7%	155,487	160,152	164,956
14,719	5,547,504	5,547,504	82%	8,713,929	8,975,347	9,244,608
9,584	153,185	153,185	-93%	2,691,654	2,772,404	2,855,576
98,415,770	109,743,017	109,743,017	6%	117,986,507	117,833,271	121,368,269
1,300,000	1,300,000	1,300,000	0%	800,000	800,000	800,000
700,000	500,000	500,000	-29%	400,000	400,000	300,000
4,707,684	13,277,400	13,277,400	182%	1,641,578	1,690,825	1,741,550
1,628,725	1,603,548	1,603,548	-2%	1,628,725	1,677,587	1,711,138
4,364,352	3,598,920	3,598,920	-18%	3,578,760	3,400,000	3,360,000
12,700,761	20,279,868	20,279,868	60%	8,049,063	7,968,412	7,912,688
-	1,250,000	1,250,000		-	-	-
111,116,531	131,272,885	131,272,885	13%	126,035,570	125,801,682	129,280,957
10,529,745	(11,835,614)	(11,835,614)	1727%	(10,739,787)	(11,297,796)	(17,189,954)
36,202,072	46,731,817	46,731,817	29%	34,896,203	24,156,416	12,858,620
46,731,817	34,896,203	34,896,203	-2%	24,156,416	12,858,620	(4,331,334)
135,000	135,000	135,000	0%	142,000	148,748	151,547
3,649,388	3,292,291	3,292,291	-5%	3,458,873	3,435,117	3,362,730
-	-	-		-	-	-
3,044,366	2,400,000	2,400,000	-21%	1,821,337	1,875,977	1,932,257
-	-	-	0%	-	-	-
6,082,314	5,487,151	5,487,151	5%	5,764,789	5,725,194	5,604,550
5,900,000	3,900,000	3,900,000	-34%	-	-	-
129,927,599	146,487,327	146,487,327	9%	137,222,570	136,997,207	141,574,540
\$ 27,920,749	\$ 19,681,761	\$ 19,681,761	14.38%	\$ 12,969,416	\$ 1,673,584	\$ (15,382,418)

Other District Funds

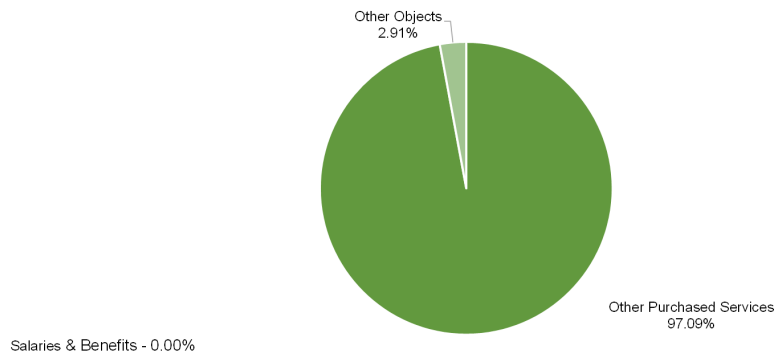
General Fund – Risk Management Sub-Fund

The Risk Management Sub-Fund is used to maintain a self-balancing set of records for insurance reserve requirements. The District uses the Risk Management Fund to account for risk and insurance management related activities. For fiscal year 2022-2023, the allocation from the general fund is \$1.6 million. The District's claims have been low for the last few years so the fund is doing better than other school districts in the state.

18 –Risk Management Summary Fiscal Years 2019-2020 to 2025-2026

	Actual 2019	Actual 2020	Actual 2021	Amended 2022	Projected Actual 2022	Proposed 2023	Adopted 2023	Projected 2024	Projected 2025	Projected 2026
Sources of Revenue by Object										
1000-1999 Local Sources	\$ 167,563	\$ 877,208	\$976,350	\$ 925,789	\$ 925,789	\$ 925,789	\$ 925,789	\$ 953,563	\$ 982,170	\$ 1,011,635
3000-3999 State Sources	-	-	-	-	-	-	-	-	-	-
4000-4999 Federal Sources	-	-	-	-	-	-	-	-	-	-
5000-5999 Other Sources	1,662,830	1,761,490	1,911,490	1,628,725	1,628,725	1,603,548	1,603,548	1,793,364	1,770,924	1,750,524
Total Revenue Allocation	1,830,393	2,638,698	2,887,840	2,554,514	2,554,514	2,529,337	2,529,337	2,746,927	2,753,094	2,762,159
Expenditures by Object										
0100-0199 Salaries	-	-	-	-	-	-	-	-	-	-
0200-0299 Employee Benefits	-	-	-	-	-	-	-	-	-	-
0300-0399 Purchased Services	-	-	-	-	-	-	-	-	-	-
0400-0499 Purchased Property Services	-	-	-	-	-	-	-	-	-	-
0500-0599 Other Purchased Services	1,554,850	1,485,253	\$1,690,212	\$1,546,717	\$2,062,289	\$2,165,401	\$2,165,401	2,381,941	2,429,580	2,478,172
0600-0699 Supplies	-	-	-	-	-	-	-	-	-	-
0700-0799 Property	-	-	-	-	-	-	-	-	-	-
0800-0899 Other Objects	47,872	12,983	58,666	64,878	51,234	64,878	64,878	189,150	183,476	187,145
Total Expenditures	1,602,722	1,498,236	1,748,877	1,611,595	2,113,523	2,230,279	2,230,279	2,571,091	2,613,055	2,665,317
Total Excess over (under) Expenditures	227,671	1,140,462	1,138,963	942,919	440,991	299,058	299,058	175,836	140,038	96,842
Fund Balance Beginning	419,974	647,645	1,788,107	1,381,317	2,927,069	3,368,060	3,368,060	3,667,118	3,842,953	3,982,992
Fund Balance Ending	647,645	1,788,107	2,927,069	2,324,236	3,368,060	3,667,118	3,667,118	3,842,953	3,982,992	4,079,834
Restricted for Insurance Pool	\$ 647,645	\$ 1,788,107	\$ 2,927,069	\$ 2,324,236	\$ 3,368,060	\$ 3,667,118	\$ 3,667,118	\$ 3,842,953	\$ 3,982,992	\$ 4,079,834

Risk Management Summary of Expenditures 2022-2023



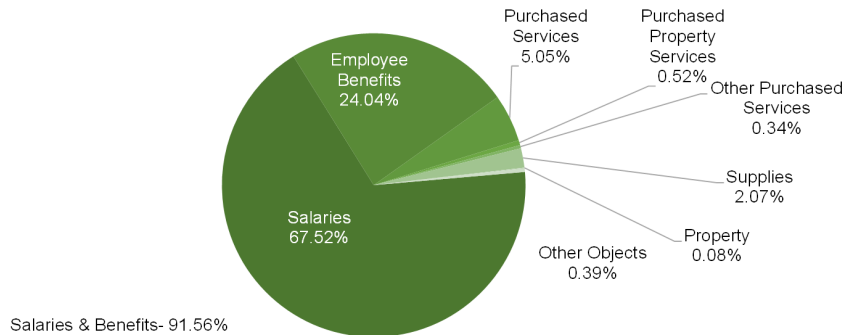
General Fund – Colorado Preschool Sub-Fund

District uses the Colorado Preschool (CPP) Fund to account for the expenditures associated with preschool aged CPP students. Most of the students are at-risk and the state gives the District a number of slots to use based on your program. Districts are no longer required to account for CPP resources in a separate fund. However, since the amount is significant, the District will continue its use the fund. The transfer to the Colorado Preschool Fund from the General Fund will be \$3.5 million for the fiscal year 2022-2023.

19 – Colorado Preschool Fund Fiscal Years 2019-2020 to 2024-2025

	Actual 2019	Actual 2020	Actual 2021	Amended 2022	Projected Actual 2022	Proposed 2023	Adopted 2023	Projected 2024	Projected 2025	Projected 2026
Sources of Revenue by Object										
1000-1999 Local Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3000-3999 State Sources	-	14,409	-	-	-	-	-	-	-	-
4000-4999 Federal Sources	-	-	-	-	-	-	-	-	-	-
5000-5999 Other Sources	5,089,630	3,529,472	4,095,022	4,364,352	4,364,352	3,598,920	3,598,920	3,578,760	3,400,000	3,360,000
Total Revenue Allocation	5,089,630	3,543,881	4,095,022	4,364,352	4,364,352	3,598,920	3,598,920	3,578,760	3,400,000	3,360,000
Expenditures by Object										
0100-0199 Salaries	3,289,621	2,960,028	2,795,103	3,835,506	2,405,550	2,673,713	2,673,713	2,580,427	2,523,364	2,475,700
0200-0299 Employee Benefits	1,172,238	1,097,939	1,058,803	1,036,570	924,352	952,083	952,083	785,064	706,558	761,045
0300-0399 Purchased Services	15,047	20,469	20,515	33,000	194,049	199,871	199,871	20,220	18,198	20,018
0400-0499 Purchased Property Services	27,136	7,956	15,605	62,411	20,159	20,764	20,764	35,454	31,909	35,099
0500-0599 Other Purchased Services	4,284	6,611	110,185	4,000	13,184	13,579	13,579	4,600	4,140	4,554
0600-0699 Supplies	54,628	286,987	165,614	64,500	79,398	81,780	81,780	55,678	50,110	55,121
0700-0799 Property	65,167	4,625	-	3,169	2,892	2,979	2,979	10,120	9,108	10,019
0800-0899 Other Objects	9,534	60,051	3,499	11,600	14,848	15,294	15,294	28,290	25,461	28,007
Total Expenditures	4,637,655	4,444,666	4,169,324	5,050,756	3,654,433	3,960,063	3,960,063	3,519,853	3,368,848	3,389,564
Total Excess over (under) Expenditures	451,975	(900,785)	(74,302)	(686,404)	709,918	(361,143)	(361,143)	58,907	31,152	(29,564)
Fund Balance Beginning	1,268,382	1,720,357	819,572	745,270	745,270	1,455,189	1,455,189	1,094,046	1,152,952	1,184,105
Fund Balance Ending	1,720,357	819,572	745,270	58,866	1,455,189	1,094,046	1,094,046	1,152,952	1,184,105	1,154,541
Restricted for Colorado Preschool Program	\$ 1,720,357	\$ 819,572	\$ 745,270	\$ 58,866	\$ 1,455,189	\$ 1,094,046	\$ 1,094,046	\$ 1,152,952	\$ 1,184,105	\$ 1,154,541

Colorado Preschool Program Summary of Expenditures 2022-2023



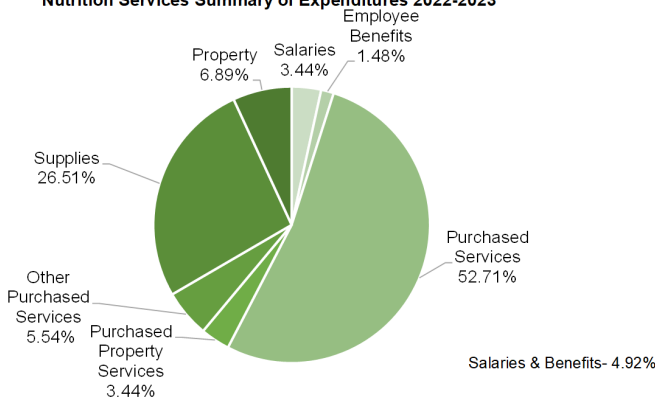
Special Revenue Funds – Nutrition Services Fund

The Nutrition Service Fund is used to record financial transactions related to food service operations. The food service operations in the District are provided under a management contract with Chartwells. The fund is self-supporting and is expected to have an ending fund balance of \$2.3 at the end of the fiscal year 2022-2023.

21 – Nutrition Services Fiscal Years 2019-2020 to 2025-2026

	Actual 2019	Actual 2020	Actual 2021	Amended 2022	Projected Actual 2022	Proposed 2023	Adopted 2023	Projected 2024	Projected 2025	Projected 2026
Sources of Revenue by Object										
1000-1999 Local Sources	\$ 378,993	\$ 435,804	\$ 553,462	\$ 265,000	\$ 200,547	\$ 100,000	\$ 100,000	\$ 357,700	\$ 542,393	\$ 350,546
3000-3999 State Sources	116,308	102,089	38,160	264,000	74,685	125,012	125,012	269,280	274,666	280,159
4000-4999 Federal Sources	4,884,548	5,647,647	6,184,481	5,150,000	6,357,987	6,105,784	6,105,784	5,077,013	5,178,553	5,282,124
5000-5999 Other Sources	175,743	126,902	-	200,000	-	-	-	177,600	181,152	184,775
Total Revenue Allocation	5,555,591	6,312,442	6,776,103	5,879,000	6,633,219	6,330,796	6,330,796	5,881,593	6,176,764	6,097,604
Expenditures by Object										
0100-0199 Salaries	760,266	925,438	243,676	220,000	201,547	220,000	220,000	250,986	258,516	266,271
0200-0299 Employee Benefits	321,668	391,936	88,644	95,000	63,784	95,000	95,000	91,303	94,042	96,864
0300-0399 Purchased Services	1,471,742	1,458,454	2,425,795	3,374,874	2,987,457	3,374,874	3,374,874	3,476,120	3,580,404	3,687,816
0400-0499 Purchased Property Services	85,736	88,770	94,773	220,000	140,106	220,000	220,000	97,616	100,545	103,561
0500-0599 Other Purchased Services	335,363	346,407	333,985	354,892	315,450	354,892	354,892	344,005	354,325	364,954
0600-0699 Supplies	2,007,051	2,026,451	1,761,608	1,697,485	1,579,547	1,697,485	1,697,485	1,748,410	1,800,862	1,854,888
0700-0799 Property	61,664	51,667	1,780	1,376,874	935,874	441,000	441,000	75,874	78,150	80,495
0800-0899 Other Objects	1,064	325,520	174,826	-	-	-	-	180,071	185,473	191,037
Total Expenditures	5,044,555	5,614,643	5,125,087	7,339,125	6,223,765	6,403,251	6,403,251	6,264,385	6,452,316	6,645,886
Total Excess over (under) Expenditures	511,036	697,799	1,651,016	(1,460,125)	409,454	(72,455)	(72,455)	(382,792)	(275,553)	(548,282)
Fund Balance Beginning	1,082,839	1,593,875	2,291,674	3,942,690	3,942,690	4,352,144	4,352,144	4,279,689	3,896,898	3,621,345
Fund Balance Ending	1,593,875	2,291,674	3,942,690	2,482,565	4,352,144	4,279,689	4,279,689	3,896,898	3,621,345	3,073,063
Restricted for Nutrition Services Fund	\$ 1,593,875	\$ 2,291,674	\$ 3,942,690	\$ 2,482,565	\$ 4,352,144	\$ 4,279,689	\$ 4,279,689	\$ 3,896,898	\$ 3,621,345	\$ 3,073,063

Nutrition Services Summary of Expenditures 2022-2023



Special Revenue Funds – Governmental Designated Purpose Grant Fund

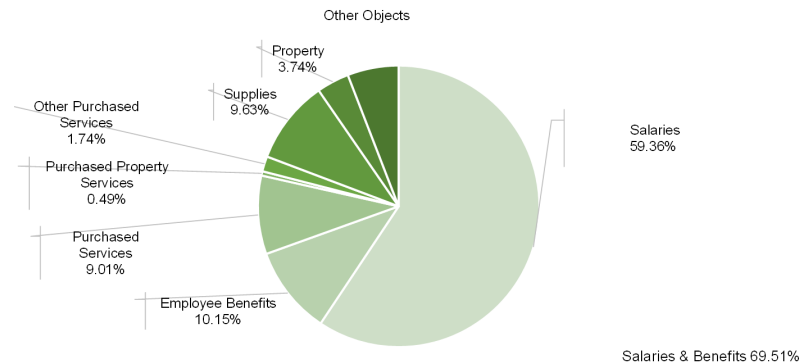
Government Designated Purpose grants are external resources that are for a particular need. Major grants are listed below. The District also receives smaller grants through the Westminster Public School Education Foundation. Below are some of the grants expected.

Title I	\$ 2,583,329
Title VI B and Preschool	2,043,436
Medicaid	1,404,563
Title II A	394,870
SWAP-School to Work	343,247
BEST Construction Grant	342,217
All COVID Related Grants	7,000,000
EARSS Targeted Interventions	255,709

22 – Governmental Designated Purpose Grants Fiscal Years 2019-2020 to 2025-2026

Sources of Revenue by Object	Actual 2019	Actual 2020	Actual 2021	Amended 2022	Projected Actual 2022	Proposed 2023	Adopted 2023	Projected 2024	Projected 2025	Projected 2026
1000-1999 Local Sources	\$ 407,408	\$ 197,663	\$ 7,550,000	\$ 550,000	\$ 545,500	\$ 550,000	\$ 550,000	\$ 400,500	\$ 412,515	\$ 420,765
3000-3999 State Sources	452,374	923,448	650,000	1,786,513	1,766,268	1,786,513	1,786,513	637,000	624,260	611,775
4000-4999 Federal Sources	7,636,387	9,649,553	18,836,784	31,567,800	29,567,800	31,567,800	31,567,800	15,213,946	14,633,049	14,415,040
5000-5999 Other Sources	-	-	-	-	-	-	-	-	-	-
Total Revenue Allocation	8,496,168	10,770,664	27,036,784	33,904,313	31,879,568	33,904,313	33,904,313	16,251,446	15,669,824	15,447,580
Expenditures by Object										
0100-0199 Salaries	4,973,388	4,910,135	6,178,413	20,125,470	19,125,470	20,125,470	20,125,470	9,383,702	9,029,765	8,912,396
0200-0299 Employee Benefits	1,656,725	1,601,346	1,862,344	3,442,030	3,392,030	3,442,030	3,442,030	2,815,111	2,708,930	2,673,719
0300-0399 Purchased Services	824,972	984,222	8,446,030	3,054,784	3,054,784	3,054,784	3,054,784	948,747	920,285	901,879
0400-0499 Purchased Property Services	1,463	1,431	1,467	165,874	165,874	165,874	165,874	1,501	1,531	1,535
0500-0599 Other Purchased Services	226,760	340,739	590,515	590,515	590,515	590,515	590,515	320,456	310,842	304,625
0600-0699 Supplies	149,352	576,254	4,500,257	3,265,745	2,291,000	3,265,745	3,265,745	598,546	580,590	568,978
0700-0799 Property	41,812	1,657,976	2,355,304	1,266,678	1,266,678	1,266,678	1,266,678	1,457,896	1,414,159	1,385,876
0800-0899 Other Objects	621,696	698,561	3,102,454	1,993,217	1,993,217	1,993,217	1,993,217	725,487	703,722	698,572
Total Expenditures	8,496,168	10,770,664	27,036,784	33,904,313	31,879,568	33,904,313	33,904,313	16,251,446	15,669,824	15,447,580
Total Excess over (under) Expenditures	-	-	-	-	-	-	-	-	-	-
Fund Balance Beginning	-	-	-	-	-	-	-	-	-	-
Fund Balance Ending	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Governmental Designated Purpose Grants Summary of Expenditures 2022-2023



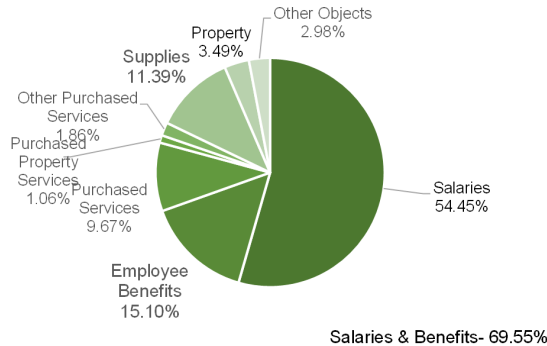
Special Revenue Funds – Student Athletics and Activity Fund

The Student Athletics and Activity Fund is used to record financial transactions related to school-sponsored pupil interscholastic and interscholastic athletic and other related activities. These activities are supported by revenue from pupils, gate receipts, and other fund-raising activities which usually equal about \$50,000. For the last two years we have been waving those fees to get more participation when it comes to athletics. We started a futures program last year and it has been very successful. We have over 2,000 students participating for k-8th grade. The General Fund will support the difference by an inter-fund transfer in the amount of \$1.3 million in the fiscal year 2022-2023

23 – Student Athletics and Activity Fiscal Years 2019-2020 to 2025-2026

	Actual 2019	Actual 2020	Actual 2021	Amended 2022	Projected Actual 2022	Proposed 2023	Adopted 2023	Projected 2024	Projected 2025	Projected 2026
Sources of Revenue by Object										
1000-1999 Local Sources	\$ 73,250	\$ 56,110	\$ 22,050	\$ 45,700	\$ 71,000	\$ 85,000	\$ 85,000	\$ 87,897	\$ 89,655	\$ 91,448
3000-3999 State Sources	-	-	-	-	-	-	-	-	-	-
4000-4999 Federal Sources	-	-	-	-	-	-	-	-	-	-
5000-5999 Other Sources	660,000	700,000	756,500	1,300,000	1,500,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
Total Revenue Allocation	733,250	756,110	778,550	1,345,700	1,571,000	1,385,000	1,385,000	1,387,897	1,389,655	1,391,448
Expenditures by Object										
0100-0199 Salaries	492,064	442,957	382,912	788,026	832,330	857,300	857,300	783,019	698,679	712,653
0200-0299 Employee Benefits	108,712	84,132	95,162	216,521	230,739	237,661	237,661	224,791	209,286	213,472
0300-0399 Purchased Services	40,562	38,802	12,435	126,745	147,814	152,249	152,249	156,816	159,953	163,152
0400-0499 Purchased Property Services	7,412	-	-	12,116	16,155	16,639	16,639	17,138	17,481	17,831
0500-0599 Other Purchased Services	4,019	840	1,268	24,050	28,446	29,299	29,299	30,178	30,782	31,397
0600-0699 Supplies	148,223	172,310	124,531	225,457	222,643	179,323	179,323	127,702	92,838	94,695
0700-0799 Property	35,806	1,789	4,626	10,000	-	55,000	55,000	10,000	10,200	10,404
0800-0899 Other Objects	71,193	46,085	33,653	35,678	45,536	46,902	46,902	48,309	49,275	50,261
Total Expenditures	907,992	786,915	654,587	1,438,593	1,523,662	1,574,372	1,574,372	1,397,953	1,268,494	1,293,864
Total Excess over (under) Expenditures	(174,742)	(30,805)	123,963	(92,893)	47,338	(189,372)	(189,372)	(10,056)	121,160	97,584
Fund Balance Beginning	268,207	93,465	62,661	186,624	186,624	233,961	233,961	44,589	34,533	155,693
Fund Balance Ending	\$ 93,465	\$ 62,661	\$ 186,624	\$ 93,731	\$ 233,961	\$ 44,589	\$ 44,589	\$ 34,533	\$ 155,693	\$ 253,277

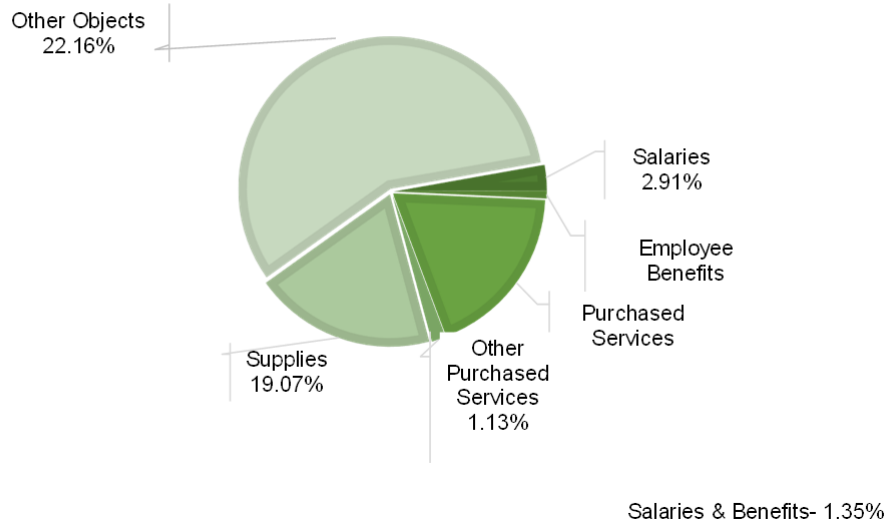
Student Athletics & Activity Summary of Expenditures 2022-2023



**23 – School Fundraising Activity Fiscal Years
2019-2020 to 2025-2026**

	Actual 2020	Actual 2021	Amended 2022	Projected Actual 2022	Proposed 2023	Adopted 2023	Projected 2024	Projected 2025	Projected 2026
Sources of Revenue by Object									
1000-1999 Local Sources	\$ 567,624	\$ 216,222	\$ 220,000	\$ 370,000	\$ 425,000	\$ 425,000	\$ 437,750	\$ 450,883	\$ 495,971
3000-3999 State Sources	-	-	-	-	-	-	-	-	-
4000-4999 Federal Sources	-	-	-	-	-	-	-	-	-
5000-5999 Other Sources	-	-	-	-	-	-	-	-	-
Total Revenue Allocation	567,624	216,222	220,000	370,000	425,000	425,000	437,750	450,883	495,971
Expenditures by Object									
0100-0199 Salaries	13,206	1,998	15,574	15,574	5,574	5,574	15,741	16,686	17,520
0200-0299 Employee Benefits	1,103	442	4,672	4,672	1,672	1,672	4,722	5,006	5,256
0300-0399 Purchased Services	3,716	306	288,700	288,700	38,700	38,700	289,861	207,023	200,374
0400-0499 Purchased Property Services	-	-	-	-	-	-	-	-	-
0500-0599 Other Purchased Services	779	2,150	6,038	6,038	3,157	3,157	6,133	6,501	6,826
0600-0699 Supplies	428,123	208,208	102,186	460,000	40,154	40,154	399,967	223,654	205,272
0700-0799 Property	-	-	-	-	-	-	-	-	-
0800-0899 Other Objects	88,877	27,400	118,738	118,738	118,738	118,738	115,000	41,642	43,723
Total Expenditures	535,804	240,504	535,908	893,722	207,995	207,995	831,424	500,511	478,970
Total Excess over (under) Expenditures	31,821	(24,282)	(315,908)	(523,722)	217,005	217,005	(393,674)	(49,629)	17,000
Fund Balance Beginning	742,481	774,303	750,021	750,021	226,299	226,299	443,303	49,629	0
Fund Balance Ending	774,303	750,021	434,113	226,299	443,303	443,303	49,629	-	17,001
Restricted for School Activity Fund	\$ 774,303	\$ 750,021	\$ 434,113	\$ 226,299	\$ 443,303	\$ 443,303	\$ 49,629	-	\$ 17,001

School Activity Fund Summary of Expenditures 2022-2023



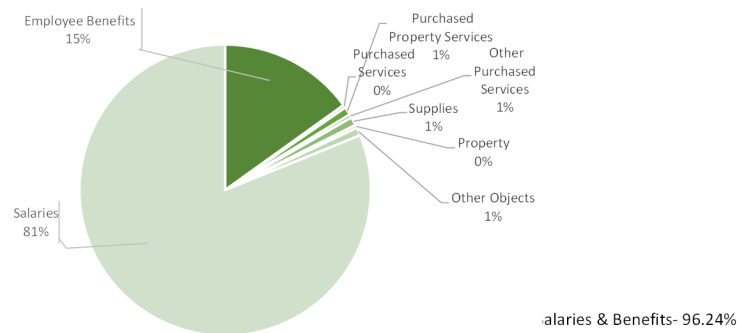
Special Revenue Funds – Daycare Fund

The daycare fund accounts for all transactions associated with running the center for students three and under. Over 94% of all transactions in the fund are associated with salary and benefits. The General Fund will transfer \$400,000 to assist the fund in 2022-2023.

26 – Daycare Fiscal Years 2019-2020 to 2025-2026

Sources of Revenue by Object	Actual 2020	Actual 2021	Amended 2022	Projected Actual 2022	Proposed 2023	Adopted 2023	Projected 2024	Projected 2025	Projected 2026
1000-1999 Local Sources	\$ 294,849	\$ 671,844	\$ 1,200,000	\$ 850,000	\$ 1,000,000	\$ 1,000,000	\$ 1,236,000	\$ 1,273,080	\$ 1,311,272
3000-3999 State Sources	-	-	-	-	-	-	-	-	-
4000-4999 Federal Sources	-	-	-	-	-	-	-	-	-
5000-5999 Other Sources	400,000	900,000	700,000	700,000	500,000	500,000	500,000	500,000	500,000
Total Revenue Allocation	694,849	1,571,844	1,900,000	1,550,000	1,500,000	1,500,000	1,736,000	1,773,080	1,811,272
Expenditures by Object									
0100-0199 Salaries	71,018	902,284	1,893,701	1,145,853	1,559,580	1,559,580	1,516,367	1,561,858	1,608,714
0200-0299 Employee Benefits	-	341,589	499,010	437,341	290,000	290,000	198,700	159,661	167,926
0300-0399 Purchased Services	-	21,607	5,100	8,433	6,300	6,300	6,489	6,684	6,884
0400-0499 Purchased Property Services	-	17,830	27,600	29,943	17,300	17,300	9,819	10,114	10,417
0500-0599 Other Purchased Services	-	160	6,600	735	7,200	7,200	7,416	7,638	7,868
0600-0699 Supplies	-	71,729	33,417	74,416	18,000	18,000	18,540	19,096	19,669
0700-0799 Property	-	2,294	9,000	6,348	6,500	6,500	6,695	6,896	7,103
0800-0899 Other Objects	418,199	240	2,000	1,479	17,000	17,000	17,510	18,035	18,576
Total Expenditures	489,217	1,357,733	2,476,428	1,704,547	1,921,880	1,921,880	1,781,536	1,789,982	1,847,157
Total Excess over (under) Expenditures	205,632	214,111	(576,428)	(154,547)	(421,880)	(421,880)	(45,536)	(16,902)	(35,885)
Fund Balance Beginning	156,685	362,317	576,428	576,428	421,880	421,880	-	(45,536)	(62,439)
Fund Balance Ending	362,317	576,428	-	421,880	-	-	(45,536)	(62,439)	(98,323)
Restricted for Daycare Program	\$ 362,317	\$ 576,428	\$ -	\$ 421,880	\$ -	\$ -	\$ (45,536)	\$ (62,439)	\$ (98,323)

Daycare Program Summary of Expenditures 2022-2023



Debt Services Fund - Bond Redemption Fund

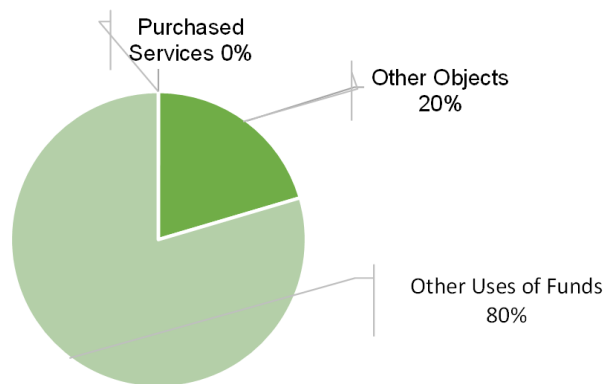
Colorado Revised Statutes require that the revenues from a tax levy for the purpose of satisfying bond obligations, both principal and interest, be recorded in the Bond Redemption Fund. The amount necessary to service the voter-approved long-term debt in the District is over \$8 million for the fiscal year 2022-2023. We are estimating that the assessed valuation will stay similar to the last few years. Any adjustments of the mill levy rates happen in December.

The District issued \$98.6 million in new General Obligation Bonds in December 2006. This debt was refinanced in February 2021 in order to take advantage of lower interest rates and with end result of significant savings to our taxpayers in the long run. The debt will be paid off in 2027.

31 – Bond Redemption Fiscal Years 2020-2021 to 2025-2026

	Actual 2020	Actual 2021	Adopted 2022	Amended 2022	Projected Actual 2022	Proposed 2023	Adopted 2023	Projected 2024	Projected 2025	Projected 2026
Sources of Revenue by Object										
1000-1999 Local Sources	\$8,665,217	\$ 8,539,906	\$ 8,457,781	\$ 8,657,781	\$ 8,657,781	\$ 8,657,781	\$ 8,657,781	\$ 8,917,514	\$ 9,185,040	\$ 9,460,591
3000-3999 State Sources	-	-	-	-	-	-	-	-	-	-
4000-4999 Federal Sources	-	-	-	-	-	-	-	-	-	-
5000-5999 Other Sources	-	34,240,000	-	-	-	-	-	-	-	-
Total Revenue Allocation	8,665,217	42,779,906	8,457,781	8,657,781	8,657,781	8,657,781	8,657,781	8,917,514	9,185,040	9,460,591
Expenditures by Object										
0100-0199 Salaries	-	-	-	-	-	-	-	-	-	-
0200-0299 Employee Benefits	-	-	-	-	-	-	-	-	-	-
0300-0399 Purchased Services	500	282,545	500	500	900	600	600	750	750	750
0400-0499 Purchased Property Services	-	-	-	-	-	-	-	-	-	-
0500-0599 Other Purchased Services	-	-	-	-	-	-	-	-	-	-
0600-0699 Supplies	-	-	-	-	-	-	-	-	-	-
0700-0799 Property	-	-	-	-	-	-	-	-	-	-
0800-0899 Other Objects	2,090,953	1,352,977	688,481	1,856,872	411,812	1,931,872	1,931,872	1,593,253	1,281,731	955,494
0900-0999 Other Uses of Funds	6,280,000	40,442,954	7,520,000	6,485,000	7,520,000	7,520,000	7,520,000	6,755,000	7,120,000	7,495,000
Total Expenditures	8,371,453	42,078,476	8,208,981	8,417,372	8,007,712	9,452,472	9,452,472	8,349,003	8,402,481	8,451,244
Total Excess over (under) Expenditures	293,764	701,430	248,800	240,409	650,069	(794,691)	(794,691)	568,511	782,559	1,009,347
Fund Balance Beginning	9,650,889	9,944,653	10,260,062	10,646,083	10,886,492	11,536,561	11,536,561	10,741,870	11,310,381	12,092,940
Fund Balance Ending	9,944,653	10,646,083	10,508,862	10,886,492	11,536,561	10,741,870	10,741,870	11,310,381	12,092,940	13,102,287
Restricted for Bond Fund	\$9,944,653	\$10,646,083	\$ 10,508,862	\$ 10,886,492	\$ 11,536,561	10,741,870	10,741,870	\$11,310,381	\$12,092,940	\$13,102,287

Bond Redemption Summary of Expenditures 2022-2023



Salaries & Benefits- 0.00%

**Bond General Obligation Debt
Series 2021, 2012 and 2013**

Year	Series 2021 Refunding Bonds			Series 2012 Refunding Bonds			Series 2013 Refunding Bonds		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2022	\$ 765,000	\$199,965	\$ 964,965	\$ 6,690,000	\$ 486,338	\$ 7,176,338	\$ 65,000	\$ 2,178	\$ 67,178
2023	645,000	198,669	843,669	7,050,000	176,250	7,226,250	70,000	744	70,744
2024	8,140,000	185,331	8,325,331						
2025	8,150,000	153,887	8,303,887						
2026	8,195,000	105,354	8,300,354						
2027	8,345,000	37,803	8,382,803						
Total	\$34,240,000	\$881,008	\$35,121,008	\$13,740,000	\$ 662,588	\$14,402,588	\$ 135,000	\$ 2,922	\$137,922

Legal Debt Limit Calculation

Year	Assessed Value	Debt Limit (20% of assessed)	Debt Applicable to Limit General Obligation Bonds	Debt Margin	Total Debt as a percentage of Debt Limit
2022	\$924,345,980	\$184,869,196	40,595,000	144,274,196	21.96%
2021	\$850,738,420	\$170,147,684	48,115,000	122,032,684	28.28%
2020	\$851,039,720	\$170,207,944	52,160,000	118,047,944	30.64%
2019	682,441,830	\$136,488,366	58,440,000	78,048,366	42.82%
2018	689,735,170	\$137,947,034	64,515,000	73,432,034	46.77%
2017	573,590,860	\$114,718,172	70,430,000	44,288,172	61.39%
2016	572,968,570	\$114,593,714	76,774,625	37,819,089	67.00%
2015	527,230,520	\$105,446,104	81,525,000	23,921,104	77.31%
2014	536,276,080	\$107,255,216	86,735,000	20,520,216	80.87%
2013	527,994,880	\$105,598,976	91,960,000	13,638,976	87.08%
2012	512,605,120	\$102,521,024	92,910,000	9,611,024	90.63%
2011	518,806,580	\$103,761,316	95,910,000	7,851,316	92.43%
2010	517,295,650	\$103,459,130	99,335,000	4,124,130	96.01%
2009	551,961,890	\$110,392,378	102,290,000	8,102,378	92.66%
2008	549,665,460	\$109,933,092	104,535,000	5,398,092	95.09%

Debt Services
Westminster Public Schools Certificates of Participation, Series 2019, 2020A and 2020B

Period Ending	2019 Principal	2019 Interest	2020A Principal	2020A Interest	2020B Principal	2020B Interest	Total Fiscal Year
6/30/2023	-	-	-	480,000	-	437,305	917,305
6/30/2024	1,385,000	3,178,813	720,000	465,600	-	437,305	6,186,718
6/30/2025	1,455,000	3,107,813	745,000	436,300	-	437,305	6,181,418
6/30/2026	1,525,000	3,033,313	780,000	405,800	-	437,305	6,181,418
6/30/2027	1,600,000	2,955,188	810,000	374,000	-	437,305	6,176,493
6/30/2028	1,680,000	2,873,188	840,000	341,000	-	437,305	6,171,493
6/30/2029	1,765,000	2,787,063	875,000	306,700	-	437,305	6,171,068
6/30/2030	1,855,000	2,696,563	915,000	270,900	-	437,305	6,174,768
6/30/2031	1,945,000	2,601,563	950,000	233,600	-	437,305	6,167,468
6/30/2032	2,045,000	2,501,813	990,000	194,800	-	437,305	6,168,918
6/30/2033	2,145,000	2,397,063	1,030,000	154,400	-	437,305	6,163,768
6/30/2034	2,255,000	2,298,338	1,070,000	112,400	-	437,305	6,173,043
6/30/2035	2,345,000	2,206,338	1,115,000	68,700	-	437,305	6,172,343
6/30/2036	2,440,000	2,098,438	1,160,000	23,200	-	437,305	6,158,943
6/30/2037	2,560,000	1,973,438	-	-	1,210,000	418,550	6,161,988
6/30/2038	2,690,000	1,842,188	-	-	1,250,000	380,420	6,162,608
6/30/2039	2,820,000	1,725,588	-	-	1,285,000	341,128	6,171,715
6/30/2040	2,920,000	1,610,175	-	-	1,330,000	300,595	6,160,770
6/30/2041	3,055,000	1,474,956	-	-	1,370,000	258,745	6,158,701
6/30/2042	3,190,000	1,333,519	-	-	1,415,000	215,224	6,153,743
6/30/2043	3,335,000	1,185,613	-	-	1,460,000	169,943	6,150,555
6/30/2044	3,485,000	1,030,894	-	-	1,505,000	123,244	6,144,138
6/30/2045	3,645,000	865,325	-	-	1,555,000	75,049	6,140,374
6/30/2046	3,820,000	688,200	-	-	1,605,000	25,279	6,138,479
6/30/2047	4,000,000	502,575	-	-	-	-	4,502,575
6/30/2048	4,190,000	308,100	-	-	-	-	4,498,100
6/30/2049	4,390,000	104,300	-	-	-	-	4,494,300
Total	68,540,000	49,380,356	12,000,000	4,347,400	13,985,000	8,867,750	157,120,506

Debt Services Fund – Capital Reserve Fund

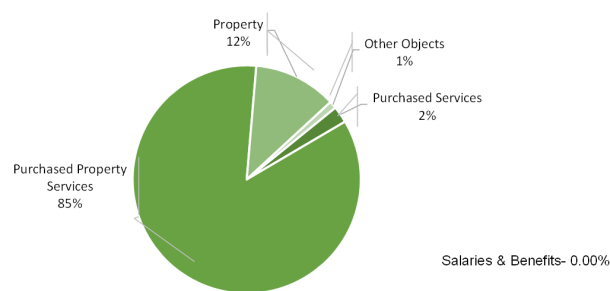
The expenditures from the Capital Reserve Fund are limited by Colorado Revised Statutes to be used for the acquisition of land, improvements, construction of structures, or additions to existing structures, and acquisition of equipment and furnishings where:

1. Alterations and improvements to existing structures where the total estimated cost of such projects for labor and materials is in excess of \$2,500
2. Acquisition of school buses or other equipment, the estimated cost of which, including any necessary installation, is in excess of \$1,000
3. Any installment purchase agreements or lease agreements with an option to purchase for a period not to exceed twenty years and any lease agreement without the option to purchase entered into by a school district or a charter school
4. Any software licensing agreement in excess of \$1,000.

43 – Capital Reserve Fiscal Years 2019-2020 to 2025-2026

	Actual 2019	Actual 2020	Actual 2021	Amended 2022	Projected Actual 2022	Proposed 2023	Adopted 2023	Projected 2024	Projected 2025	Projected 2026
Sources of Revenue by Object										
1000-1999 Local Sources	\$ 800	\$ 397,582	\$ 758	\$ 12,430	\$ 12,430	\$ 22,547	\$ 22,547	\$ 9,578	\$ 9,865	\$ 10,161
3000-3999 State Sources	-	-	-	-	-	-	-	-	-	-
4000-4999 Federal Sources	-	-	-	-	-	-	-	-	-	-
5000-5999 Other Sources	5,498,415	3,473,099	32,487,887	4,707,684	4,707,684	13,277,400	13,277,400	1,632,000	1,680,960	1,731,389
Total Revenue Allocation	5,499,215	3,870,681	32,488,645	4,720,114	4,720,114	13,299,947	13,299,947	1,641,578	1,690,825	1,741,550
Expenditures by Object										
0100-0199 Salaries	-	-	-	-	-	-	-	-	-	-
0200-0299 Employee Benefits	-	-	-	-	-	-	-	-	-	-
0300-0399 Purchased Services	91,161	1,030,720	844,132	575,000	113,105	575,000	575,000	721,000	742,630	764,909
0400-0499 Purchased Property Servic	1,660,120	1,973,431	3,452,835	2,010,000	1,688,821	20,510,000	20,510,000	1,848,850	1,904,316	1,961,445
0500-0599 Other Purchase Services	-	5	-	-	-	-	-	-	-	-
0600-0699 Supplies	-	-	-	-	-	-	-	-	-	-
0700-0799 Property	926,421	2,592,486	3,614,536	2,850,000	1,955,259	2,850,000	2,850,000	1,421,400	1,464,042	1,507,963
0800-0999 Other Objects	(88,967)	198,105	15,276,493	250,000	-	250,000	250,000	257,500	265,225	273,182
Total Expenditures	2,588,735	5,794,747	23,187,996	5,685,000	3,757,185	24,185,000	24,185,000	4,248,750	4,376,213	4,507,499
Total Excess over (under) Expenditu	2,910,480	(1,924,066)	9,300,649	(964,886)	962,929	(10,885,053)	(10,885,053)	(2,607,172)	(2,685,387)	(2,765,949)
Fund Balance Beginning	3,639,762	6,550,242	4,629,243	13,929,892	13,929,892	14,892,821	14,892,821	4,007,768	1,400,596	(1,284,791)
Fund Balance Ending	6,550,242	4,626,176	13,929,892	12,965,006	14,892,821	4,007,768	4,007,768	1,400,596	(1,284,791)	(4,050,740)
Restricted for Grant Match	1,684,447	2,254,433	2,254,433	3,188,742	3,188,742	3,188,742	3,188,742	3,458,873	3,435,117	3,362,730
Restricted for Capital Reserve Projects	\$4,865,795	\$2,371,743	\$11,675,459	\$ 9,776,264	\$ 11,704,079	\$ 819,026	\$ 819,026	\$ (2,058,277)	\$ (4,719,908)	\$ (7,413,470)

Capital Reserve Summary of Expenditures 2022-2023



Capital Improvement Plan

Enhancing the overall condition of schools, safety and security improvements, creating environments conducive to learning through current technology, maintaining an acceptable level of web accessibility and addressing deferred maintenance continues to be the focus of Westminster Public Schools. To that end, we are:

- continuing our program of upgrading mechanical systems at the elementary schools to include air conditioning;
- completing our roof replacement cycle at the elementary schools;
- upgrading main entryways to enhance security;
- supporting educational initiatives requiring unique learning spaces and current technology; and,
- addressing our priority deferred maintenance needs to ensure our facilities support student success.

2022-2023 Capital Reserve Projects

Department	Project Name	Item Requested	2022-2023
	Replacement Cycles/Lease Agreements		
Culinary Services	Kitchen Equipment Replacement Cycle	Infrastructure Upgrades	100,000
Maintenance & Operations	Operations Equipment Replacement Cycle	Aux Services Equipment Replacement Cycle (Custodial, Grounds, Maint, Purchasing, Transportation, Warehouse)	300,000
Procurement	Lewan Copier Lease	Copier Lease	200,000
Procurement	Instructional Equipment Replacement Cycle	School Equipment Replacement Cycle	340,000
Technology Services	Computer Replacement Cycle	Desktops, Laptops, Chromebooks	700,000
TOTAL	TOTAL FOR REPLACEMENT CYCLES/LEASE AGREEMENTS		1,640,000
	Professional Services		
Maintenance & Operations	Professional Services	Engineering, Architectural and Design Fees	150,000
TOTAL	TOTAL FOR PROFESSIONAL SERVICES		150,000
	Priority Maintenance Activities		
	HVAC Projects		
Maintenance & Operations	Contracted HVAC	Monthly Maintenance on HVAC Units	50,000
	Plumbing Projects		
Maintenance & Operations	Main Sewer Line	Replace Sewer Lines at Sherrelwood, Fairview, STEM	70,000
Maintenance & Operations	Main Water Line and Valve Replacement	Replace Water Lines at Stadium North Building, Mesa, Flynn, WAIS, Ranum, STEM, Union	75,000
Maintenance & Operations	Bathroom Upgrades	Replace Partitions and Hardware Tennyson, Harris Park, Mesa, Flynn, Ranum, HLHS, WAIS	160,000
	Electrical Projects		
Maintenance & Operations	Security, Cameras and Server Replacement	Install Cameras, Security and Server Replacement	50,000
Maintenance & Operations	Electrical Upgrades	Lighting Panels and Controls WHS and Hodgkins	200,000
Maintenance & Operations	Access Control	Door Access at WHS - Update FOB Access System	50,000
Maintenance & Operations	LAN Cabling, Fire Alarm, Intercom System and A/V Classroom	New Servers, Voice Evacuation to Upgrade System. Replace Intercom and A/V Systems in Classrooms	250,000
	Infrastructure Projects		
Maintenance & Operations	Door Replacement per Div. of Fire & Safety Code 1010.1.11	Replace Doors and Hardware. Remaining schools TKE, Harris Park, Flynn, SHMS, Ranum, HLHS, Hodgkins, STEM (both sites), WHS, Mesa	250,000
Maintenance & Operations	Elevators	Elevator Upgrades	125,000
Maintenance & Operations	Hand Rails	Exterior Hand Rails	10,000
Transportation	EV Program	Supplement EV Purchase/Charging Station for 20 Buses and White Fleet Vehicles	750,000
	Grounds Projects		
Maintenance & Operations	Landscaping/Fencing, Replace Outdated Playground Equipment	Landscaping, Fencing and Tree Trimming Projects. Replace Playground Equipment	100,000
Maintenance & Operations	Playground EWF (wood fibers)	Purchase, Deliver and Install EWF at ECC and Fairview	40,000
Maintenance & Operations	Irrigation Controls	To Replace Irrigation Control Clocks	25,000
	Technology Projects		
Technology Services	LAN Network Switch Upgrades - Schools (With E-Rate)	Non-E-Rate Portion of Network Switches	140,000
Technology Services	UPS Battery Replacements (With E-Rate)	Non-E-Rate Portion of UPS Battery Replacements in Schools	60,000
Technology Services	Wi-Fi Upgrades (With E-Rate)	Non-E-Rate Portion for Next Generation Wi-Fi	200,000
Technology Services	Data Center Storage and Compute Upgrades	Ongoing Storage and Computer Equipment Upgrades and Expansions	45,000
Technology Services	VoIP Phone Upgrades	Third phase of VoIP Telephone Upgrades	5,000
Technology Services	Cybersecurity Equipment and Licensing Upgrades	Upgrade and Replacement of Security Layers	50,000
TOTAL	TOTAL FOR PRIORITY MAINTENANCE ACTIVITIES		2,705,000
	Preventative Maintenance Activities		
	Electrical Projects		
Maintenance & Operations	Electrical Maintenance	Repair AV, installs and Maintenance	75,000
	Grounds Projects		
Maintenance & Operations	Asphalt	Repair and Replace Asphalt/Concrete	300,000
	Infrastructure Projects		
Maintenance & Operations	Roof Repairs	Minor Roof Repairs	50,000
Maintenance & Operations	Painting	Interior and Exterior Painting, WHS and ESC	200,000
Maintenance & Operations	Flooring	Flooring Repairs	100,000
Maintenance & Operations	Gym Floors	Sand, Paint and Refinish Wood Gym Floors	50,000
Maintenance & Operations	Door/Hardware Maintenance	Door/Hardware Maintenance	20,000
TOTAL	TOTAL FOR PREVENTATIVE MAINTENANCE ACTIVITIES		795,000
	Contingency		
District Wide	Contingency	Project Contingency	200,000
TOTAL	TOTAL FOR CONTINGENCY		200,000
	GRAND TOTAL		\$ 5,490,000

Certificates of Participation (COP)

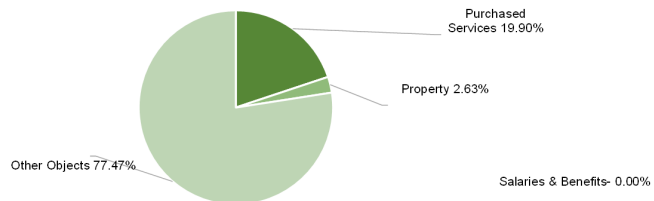
In November 2018, the District's voters approved a ballot measure requesting additional mill levies. Some of the funds were to be used for purposes vehicle replacement, capital improvements as well as other educational priorities. In order to maximize the value of the dollars, the district issued Certificates of Partition (COPs) for its capital construction needs for \$80.4 million. COP's allow the District to use the funds up-front as well as take advantage of a competitive interest rate. The funds will be expended in 2023-2024.

43 – Capital Reserve Certificates of Participation Fiscal Years 2019-2020 to 2025-2026

	Actual 2019	Actual 2020	Actual 2021	Amended 2022	Projected Actual 2022	Proposed 2023	Adopted 2023	Projected 2024	Projected 2025	Projected 2026
Sources of Revenue by Object										
1000-1999 Local Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3000-3999 State Sources	-	-	-	-	-	-	-	-	-	-
4000-4999 Federal Sources	-	-	-	-	-	-	-	-	-	-
5000-5999 Other Sources	80,930,143	-	-	-	-	-	-	-	-	-
Total Revenue Allocation	80,930,143	-	-	-	-	-	-	-	-	-
Expenditures by Object										
0100-0199 Salaries	-	-	-	-	-	-	-	-	-	-
0200-0299 Employee Benefits	-	-	-	-	-	-	-	-	-	-
0300-0399 Purchased Services	2,065,343	25,922,912	28,416,465	10,908,722	8,285,000	2,568,979	2,568,979	-	-	-
0400-0499 Purchased Property Services	578,000	469,949	-	-	2,986	-	-	-	-	-
0500-0599 Other Purchase Services	-	-	-	-	-	-	-	-	-	-
0600-0699 Supplies	-	538	7,309	5,000	6,522	5,000	5,000	-	-	-
0700-0799 Property	301,657	570,700	1,343,549	340,000	45,235	340,000	340,000	-	-	-
0800-0899 Other Objects	-	-	-	10,000,000	250,000	10,000,000	10,000,000	-	-	-
Total Expenditures	2,945,000	26,964,098	29,767,323	21,253,722	8,589,743	12,913,979	12,913,979	-	-	-
Total Excess over (under) Expenditures	77,985,143	(26,964,098)	(29,767,323)	(21,253,722)	(8,589,743)	(12,913,979)	(12,913,979)	-	-	-
Fund Balance Beginning	80,930,143	77,985,143	51,021,045	21,253,722	21,253,722	12,663,979	12,663,979	-	-	-
Fund Balance Ending	77,985,143	51,021,045	21,253,722	--	12,663,979	--	--	--	--	--
Contingency	14,000,000	10,000,000	10,000,000	-	-	-	-	-	-	-
Restricted for COP Projects	\$ 63,985,143	\$41,021,045	\$11,253,722	\$ (0)	\$ 12,663,979	\$ -	\$ -	\$ -	\$ -	\$ -

Capital Reserve Summary of Expenditures 2022-2023

Certificates Of Participation Project Summary	
Early Learning Center @ FM Day	7,000,000
Colorado Leadership Academy Project	15,000,000
Network Enhancements	600,000
Safety/Mecanical Upgrades	6,600,000
ECC Upgrade	7,000,000
Orchard Park Academy Project	30,000,000
Metropolitan Arts Academy	4,000,000
	\$70,200,000



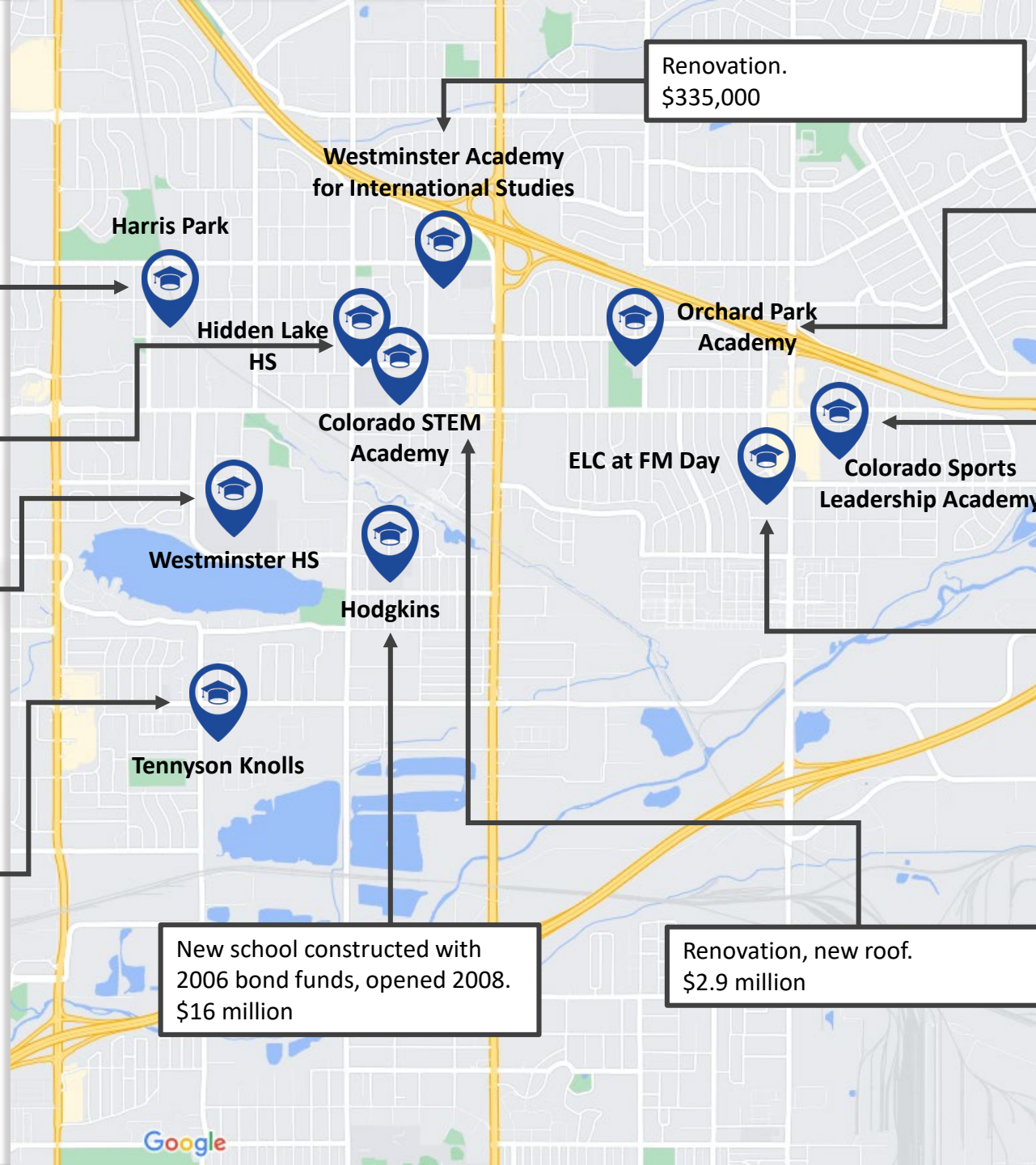
2006 Bond to Present

HVAC upgrade to include air conditioning, renovation. \$4.5 million

Café/kitchen renovation, new roof, restroom renovation, Boys & Girls Club. \$1.9 million

New school constructed with 2006 bond funds, opened 2010. \$90 million

HVAC upgrade to include air conditioning, front office remodel, new roof, landscaping. \$1.9 million



Renovation. \$335,000

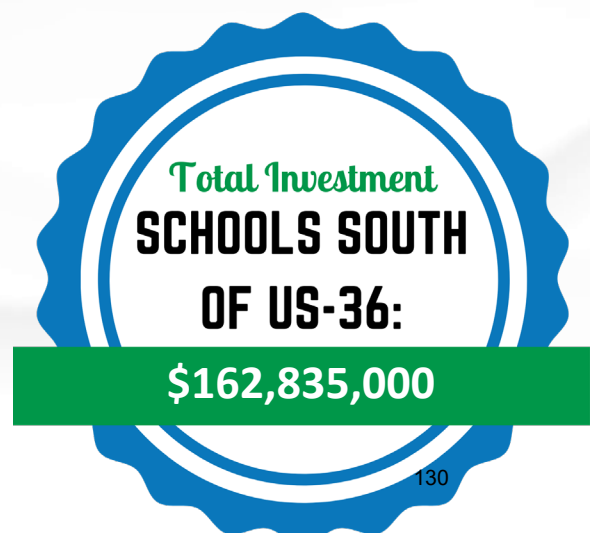
New school, opened 2021. \$26 million

Renovation, landscaping, new roof, Boys & Girls Club. \$11 million

School converted to child care center – renovation, new roof, playground. \$8.3 million

Renovation, new roof. \$2.9 million

New school constructed with 2006 bond funds, opened 2008. \$16 million



HVAC upgrade to include air conditioning, renovation.
\$1.4 million

Renovation, new roof.
\$1.2 million

Renovation.
\$2.4 million

Renovation, new roof.
\$4.6 million

Renovation, new roof.
\$7.6 million

Renovation, new roof.
\$4.6 million

Renovation
\$1.5 million

Ranum Reimagined...

Renovation, new roof.
\$2 million

Shaw Heights MS

Sunset Ridge

Mesa

John E. Flynn
Marzano Academy

Metropolitan
Arts Academy

Sherrelwood

ELC at Gregory Hill

Ranum MS

Fairview

Total Investment
SCHOOLS NORTH
OF US-36:

\$25,300,000

Expendable Trust and Agency Funds – School Activity Fund

The School Activity Fund was used to record financial transactions related to school-sponsored pupil organizations and fundraising. The District no longer uses fund 74. All student activity transactions are now reported within Fund 23.

	Actual 2020	Actual 2021
Sources of Revenue by Object		
1000-1999 Local Sources	\$ 56,110	\$ 22,050
3000-3999 State Sources	-	-
4000-4999 Federal Sources	-	-
5000-5999 Other Sources	700,000	756,500
Total Revenue Allocation	756,110	778,550
Expenditures by Object		
0100-0199 Salaries	442,957	382,912
0200-0299 Employee Benefits	84,132	95,162
0300-0399 Purchased Services	38,802	12,435
0400-0499 Purchased Property Services	-	-
0500-0599 Other Purchased Services	840	1,268
0600-0699 Supplies	172,310	124,531
0700-0799 Property	1,789	4,626
0800-0899 Other Objects	46,085	33,653
Total Expenditures	786,915	654,587
Total Excess over (under) Expenditures	(30,805)	123,963
Fund Balance Beginning	93,465	62,661
Fund Balance Ending	\$ 62,661	\$ 186,624

Anticipated Projects & Contracts Over \$50,000
Proposed
Fiscal Year 2022-2023

Board Policy DJ- Excluding insurance premiums, the Board of Education must approve all purchases, financial commitments and contracts for services, that are not included in the District's Adopted Budget and that involve the expenditure of District funds of \$50,000 or more per fiscal year. Exceptions may be made by the Superintendent of Schools in cases of emergencies, which shall be reported to the Board no later than its next regular meeting.

Board Policy DJ-A- The Superintendent or his/her designee shall have the responsibility and authority to issue purchase orders for those items and services authorized in the District's adopted budget and purchased in conformity with the District's purchasing procedures. If the purchase of items or services is \$50,000 or more and is not included in the District's Approved Budget, the purchase must be approved by the Board of Education. The Director of Finance shall provide a quarterly report to the Board of Education listing all purchases of \$100,000 or more.

Board Policy DJ-R- Any payments to the same vendor above \$50,000 not included in the budget must go to the Board of Education for approval.

If any of the projects listed go over the budgeted amount and are not included on this list they will need to go to the board to get the overage approved by the Board of Education

Department Name	Anticipated \$ Amount	Purpose / Additional Information / Description
Athletics & Activities		
Denver Athletic	\$ 125,000	Sports Equipment & Uniforms
BSN Sports	650,000	Sports Equipment & Uniforms
Gemini Imprints	300,000	Spirit Gear
Total	\$	1,075,000
Learning Services		
Adams County Head Start	250,000	Early Childhood Care Program
Advance Education	100,000	Cognia Coaching, Dues & Fees
Apple Inc	191,580	School & Department Purchases
Art Drotar	80,000	Math Instruction Consultant
AVID	60,000	AVID
BrainPOP LLC	55,000	Computer Subscription
Colorado Digital Learning Solutions	475,000	Westminster Virtual Academy/Curriculum
Cognia	300,000	Fees
Denver Museum of Nature and Science	60,000	Teacher & Students Professional Development
Emergenetics/Step LLC	100,000	SEL Training and Licenses
Empower	100,000	Recording & Reporting
Flex Academies	750,000	Afterschool Program
Follett School Solutions Inc	65,000	Curriculum
Front Range Community College	101,000	ASCENT & Concurrent Enrollment
IB	60,000	Combined CP, Diploma & Testing Fees
Illuminate	65,000	Data Warehouse
IXL Learning	175,000	Math, Literacy & Science Curriculum
Kagan	75,000	Kagan Training, Professional Development
Lakeshore Learning	150,000	Early Childhood Care Program
Lexia Core5/Powerup	495,000	Powerup Licenses, Core5 & Training
Lexia	100,000	Early Childhood Care Program
Marriott Westminster	100,000	District SB Conference
Marzano	300,000	District Partnership
McGraw Hill	200,000	Curriculum
Nearpod	75,000	Online Instructional Tool
Pachellos Printing	50,000	Printing
Panorama Education	150,000	Survey Program
Paper Education Company Inc	150,000	High Impact Tutoring
Project Lead the Way	250,000	CTE Science & Technology
Reading Partners	250,000	Early Childhood Care Program
Renaissance	300,000	District Assessment
SucessMaker/SAVVAS	350,000	Software
TCI/History Alive	200,000	Middle School History Program
Westminster Learning Center	100,000	Early Childhood Care Program
Voyager Sopris Learning LLC	100,000	Books & Educational Services
Zspace	60,000	Training
Total	\$	5,901,000
Special Services		
Adams Co. School District #12	300,000	Deaf and Hard of Hearing Program
Kids First Health Care	485,000	Nurses and Summer Help Services
Laradon Hall Developmental Center	300,000	Students for Special Education
Spectra	175,000	Students for Special Education Needs
Soliant Health LLC	100,000	Purchase Services
The Community Reach Center	300,000	School Based Therapists
Total	\$	1,660,000
Finance Department		
DocuSign	85,000	eSignature Program
Time Clock Plus/Data Management	55,000	Integrated Time Clock & Sub System
Tyler Technologies	160,000	iVisions: Accounting, HR, Payroll, Purchasing, Warehouse
Total	\$	300,000
Technology Services		
Iturity	150,000	Chromebook Repair
CDW-G	2,000,000	Computer Equipment, Software & Supplies

Department Name	Anticipated \$ Amount	Purpose / Additional Information / Description
Darkrace	300,000	Network
Dirsec	400,000	Network Management Tools
EPS USA	300,000	Network Equipment, Software, Security
NexusTEK	700,000	Helpdesk Contract Services
HP	100,000	Computer Replacement Hard Software
Raceway	500,000	LAN Cabling
Lumen	200,000	DDoS Arbor Cloud Services
Kajeet	500,000	Mobile Hotspots
Converge 1	300,000	Network Equipment Upgrades
OneNeck	500,000	Network Equipment Upgrades
PEAK Resources	300,000	Computer Storage
SHI	400,000	Network Management Tools
Sterling Communication Technologies Inc.	76,500	Safety & Security
Computer Information Systems (CIC)	300,000	Tableau
Zoom	100,000	Video Conferencing
Zunesis	200,000	Virtual Server Infrastructure
Comcast Buisness	100,000	WAN Circuits, SIP
Unite Private Networks	200,000	WAN Fiber & Internet
Total	\$	7,626,500
Purchasing		
Amazon Business	500,000	Various Warehouse Stock
Arnold Machinery Company	100,000	Equipment & Repairs
Colorado Storage Systems	350,000	Storage Containers
Lakeshore Learning	500,000	Furniture
Lewan & Associates	185,000	Copying Services
Meteor Education	750,000	Furniture
Moving and Storage (Prestige/Baileys)	400,000	Moving & Storage
Quadiant	150,000	Postage
Office Depot	750,000	Supplies & Materials
Home Depot	150,000	Various Warehouse Stock, Appliances & Maintenance Supplies
School Specialty	50,000	Furniture
Staples/Office Depot	100,000	Districtwide supplies
Xerox Financial Services LLC	200,000	Copying Services & Repairs
Virco	1,750,000	Furniture
Total	\$	5,935,000
Board of Education		
BKD LLP	125,000	Auditor
Sample, Farrington	500,000	Attorney Fees
Total	\$	625,000
Communications		
360	60,000	School Advertising
Blackboard INC	70,000	Website Management
BR Printers	50,000	District Advertising
Total	\$	70,000
Operations Office		
Boys & Girls Club	850,000	Boys and Girls Club and PACE Program
School Innovations & Achievement	100,000	Truancy Services
YESS Program	200,000	Middle School & K-8 Program
Westminster Police Department	130,000	Student Security
Total	\$	1,280,000
Maintenance & Operations		
Adams County Community Development	250,000	
ADI	350,000	Video/Intercom
Adolfson & Peterson Construction	50,000,000	General Contractor Construction
Alpine Roofing	750,000	Roof
Alpha Route	150,000	Consulting & Software - Transportation
ARC Abatement/Unknown Vendor	2,250,000	Asbestos Removal
ARCO Concrete Inc	1,500,000	Concrete
Arlun Inc	100,000	Gym Floor/Refinish/Paint/Replace
Ballard Group	500,000	
Blue Mesa	225,000	Radon Testing/Air Clear
Bobcat of the Rockies	275,000	Grounds Equipment
BPA	100,000	Access Control Replacement
BSN	500,000	Apparel, Signs, Spirit Gear ect
Central Mechanical Inc	500,000	HVAC
Colorado Doorway	500,000	Door Replacement
CPS	100,000	Sprinkler Irrigation
Daktronics Inc/Unknown vendor	300,000	Exterior Signs/Scoreboards
DAO Architecture	3,500,000	Design Plans
Deere and Company	154,111	Equipment & Repairs
EAP Glass	1,000,000	Glass
Elite Surface Infrastructure	1,000,000	Asphalt/Concrete
Ferguson	500,000	Plumbing
Gary Leimer	1,000,000	Flooring
Gonzales Painting/ Unknown Vendor	300,000	Painting/Drywall

Department Name	Anticipated \$ Amount	Purpose / Additional Information / Description
Gray Manufacturing Company Inc	55,000	Steel
Ground Engineering Consultants	250,000	3rd Party Inspection
Group 14 Engineering	250,000	Commissioning & Professional Services
Gym Floor Redesign	150,000	HS Gym Floor
Hallmark	700,000	Concrete
Hill Petroleum	400,000	Vehicle Gas
Innovative Openings	150,000	Window Shades
James Nursery	100,000	Trees & shrubs
JK Concepts	500,000	Cabinet Work
KD Service Group	100,000	Equipment Repairs
Ken Graff Ford Greeley	1,200,000	Vehicles
Landgraf Plumbing & Heating	2,500,000	Building Maintenance & Repairs
LL Johnson	250,000	Grounds Equipment
Luminosity	250,000	Lighting
McCandless Truck Center LLC	750,000	Yellow Fleet
McJenkins	125,000	Roof Repairs
MEI Precision Elevator/Unknown	500,000	Elevator Repairs
Merchant Metals	250,000	Fencing Materials
Meteor Education	500,000	Furniture
Miracle Method	1,000,000	Restroom Upgrades
MP Contracting LLC	76,875	Concrete Removal
Norcon	450,000	Bleacher Replacement
Performance Recreation	1,500,000	Playground Equipment
Pioneer Athletics	75,000	Athletic & Activity Purchases
Pioneer Sand and Gravel	150,000	Landscaping Materials
Ponders Electric	250,000	Electrical
Potestio Brothers Equipment Inc	300,000	Vehicles
Red Arrow Manufacturing	450,000	Bus Wash & Install
RMI Cooling Towers	100,000	Cooling Tower Maintenance at WHS
Set Point	300,000	Control Replacements
Silver Crown Landscape Materials	300,000	Landscaping Materials
Spectra Centers LLC	200,000	
SRDK	140,000	Roof Design
Sterling Communications & Technology	250,000	Access Control Replacement
Sterling Design Associates LLC	75,000	Exterior Design Fees
Tech Electronics	75,000	Fire Alarms
Turn Key LLC	3,000,000	General Contractor
Unknown Vendor	750,000	Asbestos Removal
Unknown Vendor	20,000,000	General Contractor
Unknown Vendor	250,000	EV / Electrical Vehicle
Unknown Vendor	525,000	Door Replacement - Access Control Replacement
Unknown Vendor	1,000,000	Roof
Unknown Vendor	50,000	Custodial Lunch Tables
Unknown Vendor	250,000	Demo
Unknown Vendor	75,000	Exterior Design Fees
Unknown Vendor	50,000	Custodial Lunch Tables
Unknown Vendor	250,000	Demo
Arlun or All City	750,000	Gym Floors
Precision	500,000	AV Upgrades
Vulcan Fire & Security	300,000	Fire Alarms
Waxie Enterprises	250,000	Custodial Supplies & Equipment
Wilderness Construction	750,000	Lockers
Total	\$	109,225,986
Districtwide		
BOCES Insurance Pool	2,500,000	District Risk Insurance
CenterPoint Energy	600,000	Utility Gas
City of Thornton	150,000	Water & Sewer
City of Westminster	800,000	Water & Sewer
Colorado Dept of Labor	412,000	Unemployment Insurance
Commerce Bancshares Inc	3,000,000	Purchasing Card Program & Leases
Crestview Water	350,000	Water & Sewer
Symmetry Energy Solutions LLC	700,000	Utility Gas
Excel Energy	2,000,000	Electrical & Gas
Waste Management of Colorado Inc	200,000	Trash
Total	\$	10,712,000
Nutrition		
Colorado Commercial Refrigeration	400,000	Kitchen Equipment Repairs/Equipment
Compass Group Inc	6,000,000	District Partner for Nutrition Services
Grady's Equipment & Supplies	2,000,000	Kitchen Equipment Repairs/Equipment
Priority One Group	200,000	Kitchen Equipment Repairs/Equipment
Total	\$	8,600,000
Total for all Budgets/Departments	\$	153,010,486

APPROPRIATION RESOLUTION

WHEREAS, the Board of Education of Westminster Public Schools of Adams County and the State of Colorado has duly adopted official budgets for the ensuing fiscal year beginning July 1, 2021, and ending June 30, 2022, as required by law; and

WHEREAS, said Board of Education adopted in December 2021, a resolution certifying the mill levy rates, which will identify the amount of money to collect from ad valorem property taxes in 2022; and

WHEREAS, Colorado Revised State Statute 22-44-110 provides that after the adoption of the budget the Board of Education may review and change the budget, with respect to both revenues and expenditures, at any time prior to January 31 of the fiscal year for which the budget was adopted; and

WHEREAS, said Board of Education is required by law to adopt a resolution appropriating the monies to be expended during such ensuing fiscal year in each fund.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF EDUCATION OF WESTMINSTER PUBLIC SCHOOLS SCHOOL DISTRICT IN ADAMS COUNTY AND THE STATE OF COLORADO that the amounts in the following schedule be appropriated to each fund as specified in the "Adopted Budget" for the ensuing fiscal year beginning July 1, 2022, and ending June 30, 2023.

Westminster Public Schools				
Adopted Budget Appropriation				
Fiscal Year June 1, 2022-June 30, 2023				
		Budgeted Revenues	Appropriated Expenditures	Appropriated Reserves
Operating Funds				
General Fund		\$ 119,437,271	\$131,272,885	\$ 11,835,614
Risk Management Fund		2,529,337	2,230,279	-
Colorado Preschool Program Fund		3,598,920	3,960,063	361,143
Governmental Designated Grant Fund		33,904,313	33,904,313	-
Student Athletic & Activities Fund		1,500,000	1,782,367	27,633
Daycare Program Fund		1,800,000	1,921,880	421,880
Capital Reserve Fund		13,299,947	37,098,979	23,799,032
Nutrition Services Fund		5,879,000	6,403,251	72,455
Bond Redemption Fund		8,657,781	9,452,472	794,691
Total Budget		\$191,068,365	\$228,026,491	\$37,312,448

Consolidated Budget Summary

Westminster Public Schools District Code: 0070 Adopted Budget Adopted: June 08, 2021 Budgeted Pupil Count: 7988		Object Source	10 General Fund	18 Insurance Reserve / Risk- Management	19 Preschool and Kindergarten	21 Food Service	22 Governmental Designated Grants Fund
Beginning Fund Balance (Includes All Reserves)			46,731,817	3,368,060	1,455,189	4,352,144	-
Revenues							
Local Sources	1000 - 1999		56,730,612	925,789	-	100,000	550,000
Intermediate Sources	2000 - 2999			-	-	125,012	-
State Sources	3000 - 3999		62,652,072	-	-	-	1,786,513
Federal Sources	4000 - 4999		54,587	-	-	6,105,784	31,567,800
Total Revenues			119,437,271	925,789	-	6,330,796	33,904,313
Total Beginning Fund Balance and Reserves			166,169,088	4,293,849	1,455,189	10,682,940	33,904,313
Total Allocations To/From Other Funds	5600,5700, 5800	(14,577,400)		-	-	-	-
Transfers To/From Other Funds	5200 - 5300	(5,702,468)		1,603,548	3,598,920	-	-
Other Sources	5100,5400, 5500,5900, 5990, 5991	-		-	-	-	-
Available Beginning Fund Balance & Revenues (Plus Or Minus (If Revenue) Allocations And Transfers)			145,889,220	5,897,397	5,054,109	10,682,940	33,904,313
Expenditures							
Instruction - Program 0010 to 2099							
Salaries	0100	37,269,670		-	2,673,713	-	20,125,470
Employee Benefits, including object 0280	0200	14,036,328		-	952,083	-	3,442,030
Purchased Services	0300,0400, 0500	366,715		-	199,871	-	3,811,173
Supplies and Materials	0600	1,817,246		-	116,124	-	3,265,745
Property	0700	466,221		-	2,979	-	1,266,678
Other	0800, 0900	-		-	15,294	-	1,993,217
Total Instruction			53,956,181	-	3,960,063	-	33,904,313
Supporting Services							
Students - Program 2100							
Salaries	0100	3,924,947		-	-	-	-
Employee Benefits, including object 0280	0200	1,320,137		-	-	-	-
Purchased Services	0300,0400, 0500	638,000		-	-	-	-
Supplies and Materials	0600	44,514		-	-	-	-
Property	0700	1,500		-	-	-	-
Other	0800, 0900	-		-	-	-	-
Total Students			5,929,099	-	-	-	-
Instructional Staff - Program 2200							
Salaries	0100	3,709,131		-	-	-	-
Employee Benefits, including object 0280	0200	1,639,402		-	-	-	-
Purchased Services	0300,0400, 0500	1,767,773		-	-	-	-
Supplies and Materials	0600	281,895		-	-	-	-
Property	0700	106,146		-	-	-	-
Other	0800, 0900	-		-	-	-	-
Total Instructional Staff			7,504,347	-	-	-	-

Westminster Public Schools District Code: 0070 Adopted Budget Adopted: June 08, 2021 Budgeted Pupil Count: 7988		Object Source	10 General Fund	18 Insurance Reserve / Risk- Management	19 Preschool and Kindergarten	21 Food Service	22 Governmental Designated Grants Fund
General Administration - Program 2300, including Program 2303 and 2304							
Salaries	0100		828,261	-	-	-	-
Employee Benefits, including object 0280	0200		257,000	-	-	-	-
Purchased Services	0300,0400,						
	0500		457,435	-	-	-	-
Supplies and Materials	0600		137,528	-	-	-	-
Property	0700		17,775	-	-	-	-
Other	0800, 0900		-	-	-	-	-
Total School Administration			1,697,999	-	-	-	-
School Administration - Program 2400							
Salaries	0100		6,373,516	-	-	-	-
Employee Benefits, including object 0280	0200		2,344,992	-	-	-	-
Purchased Services	0300,0400,						
	0500		16,500	-	-	-	-
Supplies and Materials	0600		230,671	-	-	-	-
Property	0700		32,980	-	-	-	-
Other	0800, 0900		-	-	-	-	-
Total School Administration			8,998,659	-	-	-	-
Business Services - Program 2500, including Program 2501							
Salaries	0100		1,718,483	-	-	-	-
Employee Benefits, including object 0280	0200		669,481	-	-	-	-
Purchased Services	0500		451,500	-	-	-	-
Supplies and Materials	0600		162,178	-	-	-	-
Property	0700		533,100	-	-	-	-
Other	0800, 0900		-	-	-	-	-
Total Business Services			3,534,742	-	-	-	-
Operations and Maintenance - Program 2600							
Salaries	0100		6,088,969	-	-	-	-
Employee Benefits, including object 0280	0200		2,380,159	-	-	-	-
Purchased Services	0300,0400,						
	0500		353,158	-	-	-	-
Supplies and Materials	0600		3,371,499	-	-	-	-
Property	0700		275,527	-	-	-	-
Other	0800, 0900		-	-	-	-	-
Total Operations and Maintenance			12,469,311	-	-	-	-
Student Transportation - Program 2700							
Salaries	0100		2,025,704	-	-	-	-
Employee Benefits, including object 0280	0200		760,864	-	-	-	-
Purchased Services	0300,0400,						
	0500		82,737	-	-	-	-
Supplies and Materials	0600		270,611	-	-	-	-
Property	0700		6,177	-	-	-	-
Other	0800, 0900		-	-	-	-	-
Total Student Transportation			3,146,093	-	-	-	-

Westminster Public Schools District Code: 0070 Adopted Budget Adopted: June 08, 2021 Budgeted Pupil Count: 7988		Object Source	10 General Fund	18 Insurance Reserve / Risk- Management	19 Preschool and Kindergarten	21 Food Service	22 Governmental Designated Grants Fund
Central Support - Program 2800, including Program 2801							
Salaries	0100		2,440,677	-	-	-	-
Employee Benefits, including object 0280	0200		749,404	-	-	-	-
Purchased Services	0300,0400,			2,165,401	-	-	-
	0500		1,559,207	-	-	-	-
Supplies and Materials	0600		825,738	-	-	-	-
Property	0700		17,295	-	-	-	-
Other	0800, 0900		-	64,878	-	-	-
Total Central Support			5,592,321	2,230,279	-	-	-
Other Support - Program 2900							
Salaries	0100		-	-	-	-	-
Employee Benefits, including object 0280	0200		-	-	-	-	-
Purchased Services	0300,0400,			-	-	-	-
	0500		147,500	-	-	-	-
Supplies and Materials	0600		27,000	-	-	-	-
Property	0700		400,000	-	-	-	-
Other	0800, 0900		-	-	-	-	-
Total Other Support			574,500	-	-	-	-
Food Service Operations - Program 3100							
Salaries	0100		-	-	-	220,000	-
Employee Benefits, including object 0280	0200		-	-	-	95,000	-
Purchased Services	0300,0400,			-	-	3,949,766	-
	0500		-	-	-	1,697,485	-
Supplies and Materials	0600		-	-	-	441,000	-
Property	0700		-	-	-	-	-
Other	0800, 0900		-	-	-	-	-
Total Other Support			-	-	-	6,403,251	-
Enterprise Operations - Program 3200							
Salaries	0100		-	-	-	-	-
Employee Benefits, including object 0280	0200		-	-	-	-	-
Purchased Services	0300,0400,			-	-	-	-
	0500		-	-	-	-	-
Supplies and Materials	0600		-	-	-	-	-
Property	0700		-	-	-	-	-
Other	0800, 0900		-	-	-	-	-
Total Enterprise Operations			-	-	-	-	-
Community Services - Program 3300							
Salaries	0100		484,856	-	-	-	-
Employee Benefits, including object 0280	0200		275,710	-	-	-	-
Purchased Services	0300,0400,			-	-	-	-
	0500		633,000	-	-	-	-
Supplies and Materials	0600		45,200	-	-	-	-
Property	0700		-	-	-	-	-
Other	0800, 0900		-	-	-	-	-
Total Community Services			1,438,766	-	-	-	-
Education for Adults - Program 3400							
Salaries	0100		-	-	-	-	-
Employee Benefits, including object 0280	0200		-	-	-	-	-
Purchased Services	0300,0400,			-	-	-	-
	0500		-	-	-	-	-
Supplies and Materials	0600		-	-	-	-	-
Property	0700		-	-	-	-	-
Other	0800, 0900		-	-	-	-	-
Total Education for Adults Services			-	-	-	-	-

Westminster Public Schools District Code: 0070 Adopted Budget Adopted: June 08, 2021 Budgeted Pupil Count: 7988						
	Object Source	10 General Fund	18 Insurance Reserve / Risk-Management	19 Preschool and Kindergarten	21 Food Service	22 Governmental Designated Grants Fund
Total Supporting Services		50,885,836	2,230,279	-	6,403,251	-
Property - Program 4000						
Salaries	0100	-	-	-	-	-
Employee Benefits, including object 0280	0200	-	-	-	-	-
Purchased Services	0300,0400,0500	-	-	-	-	-
Supplies and Materials	0600	-	-	-	-	-
Property	0700	-	-	-	-	-
Other	0800, 0900	-	-	-	-	-
Total Property		-	-	-	-	-
Other Uses - Program 5000s - including Transfers Out and/or Allocations Out as an						
Salaries	0100	N/A	N/A	N/A	N/A	N/A
Employee Benefits, including object 0280	0200	N/A	N/A	N/A	N/A	N/A
Purchased Services	0300,0400,0500	N/A	N/A	N/A	N/A	N/A
Supplies and Materials	0600	N/A	N/A	N/A	N/A	N/A
Property	0700	N/A	N/A	N/A	N/A	N/A
Other	0800, 0900	6,151,000	-	-	-	-
Total Other Uses		6,151,000	-	-	-	-
Total Expenditures		110,993,017	2,230,279	3,960,063	6,403,251	33,904,313
APPROPRIATED RESERVES						
Other Reserved Fund Balance (9900)	0840	-	-	-	-	-
Other Restricted Reserves (932X)	0840	-	-	-	-	-
Reserved Fund Balance (9100)	0840	-	-	-	-	-
District Emergency Reserve (9315)	0840	-	-	-	-	-
Reserve for TABOR 3% (9321)	0840	-	-	-	-	-
Reserve for TABOR - Multi-Year Obligations (9322)	0840	-	-	-	-	-
Total Reserves		-	-	-	-	-
Total Expenditures and Reserves		110,993,017	2,230,279	3,960,063	6,403,251	33,904,313
BUDGETED ENDING FUND BALANCE						
Non-spendable fund balance (9900)	6710	135,000	-	-	-	-
Restricted fund balance (9900)	6720	-	-	-	-	-
TABOR 3% emergency reserve (9321)	6721	3,292,291	-	-	-	-
TABOR multi year obligations (9322)	6722	-	-	-	-	-
District emergency reserve (letter of credit or real	6723	-	-	-	-	-
Colorado Preschool Program (CPP) (9324)	6724	-	-	1,094,046	-	-
Risk-related / restricted capital reserve (9326)	6726	-	3,667,118	-	-	-
BEST capital renewal reserve (9327)	6727	-	-	-	-	-
Total program reserve (9328)	6728	-	-	-	-	-
Committed fund balance (9900)	6750	-	-	-	-	-
Committed fund balance (15% limit) (9200)	6750	-	-	-	-	-
Assigned fund balance (9900)	6760	11,787,151	-	-	4,279,689	-
Unassigned fund balance (9900)	6770	-	-	-	-	-
Net investment in capital assets (9900)	6790	-	-	-	-	-
Restricted net position (9900)	6791	-	-	-	-	-
Unrestricted net position (9900)	6792	19,681,761	-	-	-	-
Total Ending Fund Balance		34,896,203	3,667,118	1,094,046	4,279,689	-
Total Available Beginning Fund Balance & Revenues Less Total Expenditures & Reserves Less Ending Fund Balance (Shall Equal Zero		0	0	0	0	0
Use of a portion of beginning fund balance resolution required?		Yes	No	Yes	Yes	No

						Westminster Public Schools District Code: 0070 Adopted Budget Adopted: June 08, 2021 Budgeted Pupil Count: 7988	
23 Pupil Activity	(26-29) Other Special Revenue	31 Bond Redemption	43 Capital Reserve Capital Projects	74 Pupil Activity Custodial	TOTAL	Object Source	
460,260	421,880	11,536,561	27,556,800	-	95,882,711		Beginning Fund Balance (Includes All Reserves)
510,000	1,000,000	8,657,781	22,547	-	68,496,729	1000 - 1999	Revenues Local Sources
-	-	-	-	-	125,012	2000 - 2999	Intermediate Sources
-	-	-	-	-	64,438,585	3000 - 3999	State Sources
-	-	-	-	-	37,728,171	4000 - 4999	Federal Sources
510,000	1,000,000	8,657,781	22,547	-	170,788,497		Total Revenues
970,260	1,421,880	20,194,342	27,579,347	-	266,671,208		Total Beginning Fund Balance and Reserves
1,300,000	-	-	13,277,400	-	-	5600,5700, 5800	Total Allocations To/From Other Funds
-	500,000	-	-	-	-	5200 - 5300	Transfers To/From Other Funds
-	-	-	-	-	-	5100,5400, 5500,5900, 5990, 5991	Other Sources
2,270,260	1,921,880	20,194,342	40,856,747	-	266,671,208		Available Beginning Fund Balance & Revenues (Plus Or Minus (If Revenue) Allocations And Transfers)
862,875	-	-	-	-	60,931,728	0100	Expenditures Instruction - Program 0010 to 2099 Salaries
239,332	-	-	-	-	18,669,773	0200	Employee Benefits, including object 0280
236,887	-	-	-	-	4,614,646	0300,0400, 0500	Purchased Services
182,480	-	-	-	-	5,381,595	0600	Supplies and Materials
95,154	-	-	-	-	1,831,032	0700	Property
165,640	-	-	-	-	2,174,151	0800, 0900	Other
1,782,368	-	-	-	-	93,602,925		Total Instruction
-	-	-	-	-	3,924,947	0100	Supporting Services Students - Program 2100 Salaries
-	-	-	-	-	1,320,137	0200	Employee Benefits, including object 0280
-	-	-	-	-	638,000	0300,0400, 0500	Purchased Services
-	-	-	-	-	44,514	0600	Supplies and Materials
-	-	-	-	-	1,500	0700	Property
-	-	-	-	-	-	0800, 0900	Other
-	-	-	-	-	5,929,099		Total Students
-	-	-	-	-	3,709,131	0100	Instructional Staff - Program 2200 Salaries
-	-	-	-	-	1,639,402	0200	Employee Benefits, including object 0280
-	-	-	-	-	1,767,773	0300,0400, 0500	Purchased Services
-	-	-	-	-	281,895	0600	Supplies and Materials
-	-	-	-	-	106,146	0700	Property
-	-	-	-	-	-	0800, 0900	Other
-	-	-	-	-	7,504,347		Total Instructional Staff

						Westminster Public Schools District Code: 0070 Adopted Budget Adopted: June 08, 2021 Budgeted Pupil Count: 7988	
23 Pupil Activity	(26-29) Other Special Revenue	31 Bond Redemption	43 Capital Reserve Capital Projects	74 Pupil Activity Custodial	TOTAL	Object Source	
-	-	-	-	-	828,261	0100	General Administration - Program 2300, including Program 2303 and 2304
-	-	-	-	-	257,000	0200	Salaries
-	-	-	-	-	457,435	0300,0400,	Employee Benefits, including object 0280
-	-	-	-	-	137,528	0500	Purchased Services
-	-	-	-	-	17,775	0600	Supplies and Materials
-	-	-	-	-	-	0700	Property
-	-	-	-	-	-	0800, 0900	Other
-	-	-	-	-	1,697,999		Total School Administration
-	-	-	-	-	6,373,516	0100	School Administration - Program 2400
-	-	-	-	-	2,344,992	0200	Salaries
-	-	-	-	-	16,500	0300,0400,	Employee Benefits, including object 0280
-	-	-	-	-	230,671	0500	Purchased Services
-	-	-	-	-	32,980	0600	Supplies and Materials
-	-	-	-	-	-	0700	Property
-	-	-	-	-	-	0800, 0900	Other
-	-	-	-	-	8,998,659		Total School Administration
-	-	-	-	-	1,718,483	0100	Business Services - Program 2500, including Program 2501
-	-	-	-	-	669,481	0200	Salaries
-	-	-	-	-	451,500	0500	Employee Benefits, including object 0280
-	-	-	-	-	162,178	0600	Purchased Services
-	-	-	-	-	533,100	0700	Supplies and Materials
-	-	-	-	-	-	0800, 0900	Property
-	-	-	-	-	-		Other
-	-	-	-	-	3,534,742		Total Business Services
-	-	-	-	-	6,088,969	0100	Operations and Maintenance - Program 2600
-	-	-	-	-	2,380,159	0200	Salaries
-	-	-	23,403,979	-	23,757,137	0300,0400,	Employee Benefits, including object 0280
-	-	-	5,000	-	3,376,499	0500	Purchased Services
-	-	-	3,190,000	-	3,465,527	0600	Supplies and Materials
-	-	-	10,250,000	-	10,250,000	0700	Property
-	-	-	-	-	-	0800, 0900	Other
-	-	-	36,848,979	-	49,318,290		Total Operations and Maintenance
-	-	-	-	-	2,025,704	0100	Student Transportation - Program 2700
-	-	-	-	-	760,864	0200	Salaries
-	-	-	-	-	82,737	0300,0400,	Employee Benefits, including object 0280
-	-	-	-	-	270,611	0500	Purchased Services
-	-	-	-	-	6,177	0600	Supplies and Materials
-	-	-	-	-	-	0700	Property
-	-	-	-	-	-	0800, 0900	Other
-	-	-	-	-	3,146,093		Total Student Transportation

						Westminster Public Schools District Code: 0070 Adopted Budget Adopted: June 08, 2021 Budgeted Pupil Count: 7988	
23 Pupil Activity	(26-29) Other Special Revenue	31 Bond Redemption	43 Capital Reserve Capital Projects	74 Pupil Activity Custodial	TOTAL	Object Source	
-	-	-	-	-	2,440,677	0100	Central Support - Program 2800, including Program 2801
-	-	-	-	-	749,404	0200	Salaries
-	-	-	-	-	3,724,608	0300,0400,	Employee Benefits, including object 0280
-	-	-	-	-	825,738	0500	Purchased Services
-	-	-	-	-	17,295	0600	Supplies and Materials
-	-	-	-	-	64,878	0700	Property
-	-	-	-	-	-	0800, 0900	Other
-	-	-	-	-	7,822,600		Total Central Support
-	-	-	-	-	-	0100	Other Support - Program 2900
-	-	-	-	-	-	0200	Salaries
-	-	-	-	-	147,500	0300,0400,	Employee Benefits, including object 0280
-	-	-	-	-	27,000	0500	Purchased Services
-	-	-	-	-	400,000	0600	Supplies and Materials
-	-	-	-	-	-	0700	Property
-	-	-	-	-	-	0800, 0900	Other
-	-	-	-	-	574,500		Total Other Support
-	-	-	-	-	220,000	0100	Food Service Operations - Program 3100
-	-	-	-	-	95,000	0200	Salaries
-	-	-	-	-	3,949,766	0300,0400,	Employee Benefits, including object 0280
-	-	-	-	-	1,697,485	0500	Purchased Services
-	-	-	-	-	441,000	0600	Supplies and Materials
-	-	-	-	-	-	0700	Property
-	-	-	-	-	-	0800, 0900	Other
-	-	-	-	-	6,403,251		Total Food Service Operations
-	-	-	-	-	-	0100	Enterprise Operations - Program 3200
-	-	-	-	-	-	0200	Salaries
-	-	-	-	-	-	0300,0400,	Employee Benefits, including object 0280
-	-	-	-	-	-	0500	Purchased Services
-	-	-	-	-	-	0600	Supplies and Materials
-	-	-	-	-	-	0700	Property
-	-	-	-	-	-	0800, 0900	Other
-	-	-	-	-	-		Total Enterprise Operations
-	1,559,580	-	-	-	2,044,436	0100	Community Services - Program 3300
-	290,000	-	-	-	565,710	0200	Salaries
-	30,800	600	-	-	664,400	0300,0400,	Employee Benefits, including object 0280
-	18,000	-	-	-	63,200	0500	Purchased Services
-	6,500	1,931,872	-	-	1,938,372	0600	Supplies and Materials
-	17,000	7,520,000	-	-	7,537,000	0700	Property
-	-	-	-	-	-	0800, 0900	Other
-	1,921,880	9,452,472	-	-	12,813,118		Total Community Services
-	-	-	-	-	-	0100	Education for Adults - Program 3400
-	-	-	-	-	-	0200	Salaries
-	-	-	-	-	-	0300,0400,	Employee Benefits, including object 0280
-	-	-	-	-	-	0500	Purchased Services
-	-	-	-	-	-	0600	Supplies and Materials
-	-	-	-	-	-	0700	Property
-	-	-	-	-	-	0800, 0900	Other
-	-	-	-	-	-		Total Education for Adults Services

						Westminster Public Schools District Code: 0070 Adopted Budget Adopted: June 08, 2021 Budgeted Pupil Count: 7988	
23 Pupil Activity	(26-29) Other Special Revenue	31 Bond Redemption	43 Capital Reserve Capital Projects	74 Pupil Activity Custodial	TOTAL	Object Source	
-	1,921,880	9,452,472	36,848,979	-	107,742,697	Total Supporting Services	
-	-	-	-	-	-	0100	Property - Program 4000
-	-	-	-	-	-	0200	Salaries
-	-	-	-	-	-	0300,0400,	Employee Benefits, including object 0280
-	-	-	-	-	-	0500	Purchased Services
-	-	-	-	-	-	0600	Supplies and Materials
-	-	-	-	-	-	0700	Property
-	-	-	-	-	-	0800, 0900	Other
-	-	-	-	-	-	Total Property	
N/A	N/A	N/A	N/A	N/A	-	0100	Other Uses - Program 5000s - including
N/A	N/A	N/A	N/A	N/A	-	0200	Transfers Out and/or Allocations Out as an
N/A	N/A	N/A	N/A	N/A	-	0300,0400,	Salaries
N/A	N/A	N/A	N/A	N/A	-	0500	Employee Benefits, including object 0280
N/A	N/A	N/A	N/A	N/A	-	0600	Purchased Services
N/A	N/A	N/A	N/A	N/A	-	0700	Supplies and Materials
-	-	-	-	-	6,151,000	0800, 0900	Property
-	-	-	-	-	6,151,000		Other
-	-	-	-	-	-	Total Other Uses	
1,782,368	1,921,880	9,452,472	36,848,979	-	207,496,622	Total Expenditures	
-	-	-	-	-	-	0840	APPROPRIATED RESERVES
-	-	-	-	-	-	0840	Other Reserved Fund Balance (9900)
-	-	-	-	-	-	0840	Other Restricted Reserves (932X)
-	-	-	-	-	-	0840	Reserved Fund Balance (9100)
-	-	-	-	-	-	0840	District Emergency Reserve (9315)
-	-	-	-	-	-	0840	Reserve for TABOR 3% (9321)
-	-	-	-	-	-	0840	Reserve for TABOR - Multi-Year Obligations (9322)
-	-	-	-	-	-	Total Reserves	
1,782,368	1,921,880	9,452,472	36,848,979	-	207,496,622	Total Expenditures and Reserves	
-	-	-	-	-	135,000	6710	BUDGETED ENDING FUND BALANCE
-	-	-	-	-	-	6720	Non-spendable fund balance (9900)
-	-	-	-	-	3,292,291	6721	Restricted fund balance (9900)
-	-	-	-	-	-	6722	TABOR 3% emergency reserve (9321)
-	-	-	-	-	-	6722	TABOR multi year obligations (9322)
-	-	-	-	-	-	6723	District emergency reserve (letter of credit or real
-	-	-	-	-	1,094,046	6724	Colorado Preschool Program (CPP) (9324)
-	-	-	-	-	3,667,118	6726	Risk-related / restricted capital reserve (9326)
-	-	-	3,188,742	-	3,188,742	6727	BEST capital renewal reserve (9327)
-	-	-	-	-	-	6728	Total program reserve (9328)
-	-	-	-	-	-	6750	Committed fund balance (9900)
-	-	-	-	-	-	6750	Committed fund balance (15% limit) (9200)
487,892	-	10,741,870	819,026	-	28,115,629	6760	Assigned fund balance (9900)
-	-	-	-	-	-	6770	Unassigned fund balance (9900)
-	-	-	-	-	-	6790	Net investment in capital assets (9900)
-	-	-	-	-	-	6791	Restricted net position (9900)
-	-	-	-	-	19,681,761	6792	Unrestricted net position (9900)
487,892	-	10,741,870	4,007,768	-	59,174,586	Total Ending Fund Balance	
0	0	0	0	0	0	Total Available Beginning Fund Balance & Revenues Less Total Expenditures & Reserves Less Ending Fund Balance (Shall Equal Zero (0))	
No	Yes	Yes	Yes	No	Yes	Use of a portion of beginning fund balance resolution required?	

Three- Year Forecast of Incremental Resources and Use of Assumptions

A three-year budget forecast is prepared each year as part of the budget development process and provided for public information. These forecasts also includes the fiscal year 2022-2023 Adopted Budget as the (base year). The budget forecast is one of many tools used in the budget development process. The parameters utilized in projecting revenues and expenditures that are detailed below. All figures are subject to change and, therefore, the projection should only be used as one of many decision-making tools.

Revenue Assumptions:

1. With 7,988 being the District's projected pupil counts for 2022-2023, the projections for the following years are as follows:

Year End June 30 th	Students
2024	8,780
2025	8,598
2026	8,393

2. The base funding per pupil for the School Finance Act is assumed to increase 2% even though it would increase at an estimated change in Consumer Price Index (CPI) as required for the School Finance Act. Due to the Budget Stabilization Factor that the State has adjusted Districts each year. This budget wanted to be conservative on revenues.
3. While the School Finance Act no longer requires minimum mandatory allocations to the Capital Reserve and Risk Management Funds, the District will invest a minimum funding amount of \$594 per student. This will allow the District to meet capital reserve and risk management funding needs.
4. The override revenues will very and \$23 million is projected for 2022-2023 and are being maintained at that level.
5. All except State equalization revenue is being decreased by an average of 3% being the ecomony situation and no knowing what is happening from COVID-19. In 2024-2025 a 3% increase because ecomony was assumed to pick up.

Expenditure Assumptions:

1. The mandatory TABOR emergency reserve is maintained at three percent (3%) of appropriated expenditures.
2. Board policy requires the contingency reserve to be maintained at five percent (5%) of budgeted expenditures.
3. For projection purposes, all expenses are increased by an average of 2% each year in the projections through June 30, 2026. Furthermore, it is assumed that staffing ratios and class size will remain unchanged.
4. Benefits are increased 5% each year for healthcare.
5. The purchased services, supplies and materials, capital outlay and other expenditure budgets are adjusted 3% each year.
6. All other funds are forecasted to included are assumed to have a 2% increase in most of the revenues and expenditures over the next three years.

Budget Forecast: General Fund

	Adopted 2023	Projected 2024	Projected 2025	Projected 2026
Revenues				
Local	\$56,730,612	\$58,408,094	\$59,385,377	\$59,641,879
State Sources	62,652,072	56,809,465	55,037,979	52,366,118
Federal Sources	54,587	78,224	80,571	82,988
Total Revenue	\$119,437,271	\$ 115,295,783	\$114,503,887	\$ 112,091,003
Expenditures				
Salaries	\$64,864,784	\$69,161,309	\$66,236,148	\$68,223,233
Employee Benefits	24,432,908	22,665,896	24,653,041	25,392,632
Purchased Services	6,473,525	7,167,731	7,382,762	7,604,245
Purchased Property Svcs	1,268,439	1,306,492	1,345,686	1,386,057
Other Purchased Svcs	1,509,268	1,554,546	1,601,182	1,649,218
Supplies	4,436,373	4,569,464	4,706,548	4,847,744
Property	1,057,032	155,487	160,152	164,956
Other Objects	5,547,504	8,713,929	8,975,347	9,244,608
Other Uses of Funds	153,185	2,691,654	2,772,404	2,855,576
Total Expenditures	\$109,743,017	\$117,986,507	\$117,833,271	\$121,368,269

Budget Forecast: Other Funds

Revenue Summary of All Funds	Adopted 2023	Projected 2024	Projected 2025	Projected 2026
10 General Fund	\$119,437,271	\$2,746,927	\$114,503,887	\$112,091,003
18 Risk Management Fund	2,529,337	2,746,927	2,753,094	2,762,159
19 Colorado Preschool & Kindergarten Fund	3,598,920	3,578,760	3,400,000	3,360,000
21 Nutrition Services	6,330,796	5,881,593	6,176,764	6,097,604
22 Government Designated Purpose Grants Fund	33,904,313	16,251,446	15,669,824	15,447,580
23 Student Athletic & Activity Fund	1,810,000	1,825,647	1,840,537	1,887,419
26 Daycare Program	1,500,000	1,736,000	1,773,080	1,811,272
31 Bond Redemption Fund	8,657,781	8,917,514	9,185,040	9,460,591
43 Capital Reserve	13,299,947	1,641,578	1,690,825	1,741,550
Total	\$191,068,365	\$45,326,392	\$156,993,050	\$154,659,178

Budget Forecast: All Funds

Expenditure Summary of All Funds	Adopted 2023	Projected 2024	Projected 2025	Projected 2026
10 General Fund	\$131,272,885	\$126,035,570	\$125,801,682	\$129,280,957
18 Risk Management Fund	2,230,279	2,571,091	2,613,055	2,665,317
19 Colorado Preschool & Kindergarten Fund	3,960,063	3,519,853	3,368,848	3,389,564
21 Nutrition Services	6,403,251	6,264,385	6,452,316	6,645,886
22 Government Designated Purpose Grants Fund	33,904,313	16,251,446	15,669,824	15,447,580
23 Student Athletic & Activity Fund	1,782,367	2,229,378	1,769,006	1,772,835
26 Daycare Program	1,921,880	1,781,536	1,789,982	1,847,157
31 Bond Redemption Fund	9,452,472	8,349,003	8,402,481	8,451,244
43 Capital Reserve	37,098,979	4,248,750	4,376,213	4,507,499
Total	\$238,026,491	\$171,251,012	\$170,243,407	\$174,008,038

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Economic Outlook

Summary

While the labor market continues its strong recovery, high inflation and tightening monetary conditions dampen the economic outlook for the US and Colorado. The downward pressure stems primarily from the response to Federal Reserve's interest rate hikes and forward guidance for 2022 and 2023; however, ongoing pressures from supply and demand mismatch for consumer goods, energy products, and labor create headwinds during the forecast period. This forecast expects economic activity to slow in the fourth quarter of 2022, dipping just below 1 percent annualized GDP growth in mid-2023 before recovering to historical averages in 2024. Consumer and corporate spending are projected to be a drag on growth, as high prices and rising interest rates curb consumption. Further, consumer spending habits are expected to shift towards services over the next year, while durable goods spending falls as a share of spending. These shifts will put additional downward pressure on consumer spending in mid-2023 as durable goods' share will have troughed while services spending begins to revert back to a more normal share of expenditures. The shift away from durable goods spending will likely continue to impact equity values for large retailers. Government expenditures are also projected to drag on growth as federal government stimulus continues to roll off.

Slower growth combined with high inflation will have mixed effects on the economy. A cooling economy should reduce the gap between supply and demand in the labor market, pulling labor force participation up slightly while decreasing the strong demand and wage pressures the U.S. and Colorado are currently facing. Further, changing financial conditions may limit household savings and motivate individuals currently not looking for work back into the labor market. That said, the U.S. unemployment rate has already returned to approximately pre-pandemic levels across all races, and Black and Hispanic households experienced greater income growth than White households between 2019 and 2021, thereby lessening racial gaps in median income. Conversely, elevated mortgage rates will reduce housing demand in most markets, which also typically curbs consumer spending on some durable and nondurable goods, and may help even out the high demand for homes.

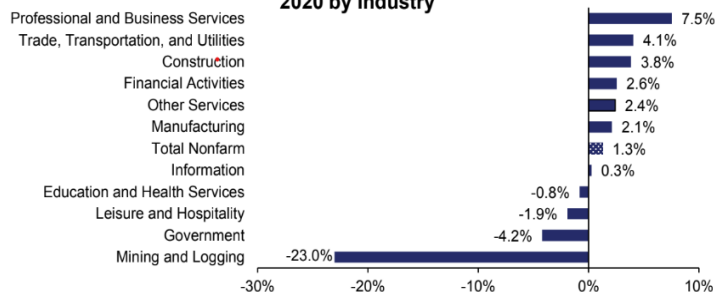
The conflict between Russia and Ukraine and resultant shortages of oil, natural gas, and certain agricultural commodities will continue to exacerbate inflation throughout most of 2022, as will the supply chain constraints from China's zero-COVID policy. These ongoing constraints are causing the global economic growth outlook to cool as well, putting developing nations in a much more precarious position as they continue to grapple with the impacts of the pandemic. The dollar is appreciating on tighter monetary conditions in the US, which often creates dire consequences for U.S. exporters and dollar-denominated debt holders, especially in a low-growth environment.

Overall, while the outlook has softened from the March forecast, a deep or protracted recession is not currently expected. The strength of the labor market and high wages and salaries will help buoy the US and Colorado economies through the anticipated slowdown next year.

Employment

Labor market conditions are tight in Colorado and across the U.S., as labor demand continues to exceed supply. The unemployment rate has dropped since the last forecast, reaching 3.5 percent for Colorado and 3.6 percent in the U.S. in May. Combined with an uptick in labor force participation and strong employment growth, the lower unemployment rate signifies that more non-employed workers are being

Figure 6. CO Percent Change in Employment since February 2020 by Industry



Source: Bureau of Labor Statistics, Current Employment Statistics

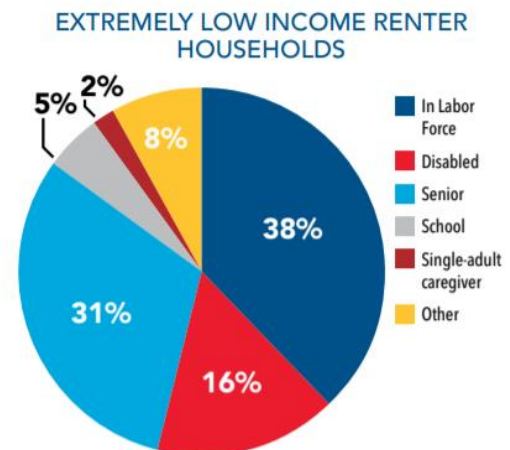
matched with jobs. OSPB expects Colorado's unemployment rate to continue to drop slightly for the rest of 2022, down to a low of 3.4 percent by the end of the year (for an annual average of 3.6 percent), as the effects of expanded unemployment benefits and stimulus payments on household savings decline, and strong wage growth draws more workers into employment. Similarly, it is expected that the U.S. will drop throughout the year to 3.4 percent by the end of 2022, for an annual average of 3.5 percent.

Colorado's labor force participation rate ticked up slightly since the March forecast to 69.4 percent in May, surpassing its February 2020 level of 68.9 percent for the second consecutive month. This is in contrast to the U.S., for which the labor force participation rate has stayed flat in 2022 at 62.3 percent, 1.1 percentage points below its pre-pandemic level of 63.4 percent. Colorado's labor force participation rate historically tends to be higher than the nation's. Reasons for the state's high labor force participation may include higher educational attainment, lower fertility rates, demographic factors, and a higher cost of living. OSPB expects the labor force participation rate in Colorado and the U.S. to increase slightly throughout the year as high wages draw more workers off the sidelines and into the labor force, and the accumulation of excess savings declines.

While total Colorado employment has rebounded to pre-pandemic levels, the employment recovery has varied greatly by industry. Figure 6 shows the percent change in employment by industry from February 2020 to May 2022, where a positive number means there are more jobs now than there were in February 2020. In general, high wage industries have recovered more robustly than low wage industries. Professional and Business Services and Trade, Transportation, and Utilities are the two largest industries by employment, and are the two industries driving the employment recovery. Professional and Business Services experienced a smaller hit to employment in 2020 and has grown fairly close to trend since, likely due to more opportunities for flexibility including remote work, flexible work schedules, floating free days, and upskilling. Employment in Trade, Transportation, and Utilities declined by over ten percent in April 2020 but has rebounded strongly as demand for warehouse workers surged with strong demand for goods.

Housing

The mortgage market is also beginning to show signs of cooling. The Mortgage Bankers Association's weekly market composite index, which tracks mortgage loan application volume, dropped 6.5 percent in early June to its lowest level in 22 years, and its fourth consecutive week of decline. Both purchase and refinance applications dropped sharply on a year-over-year basis, by 21 percent and 75 percent, respectively. Mortgage rates alone are estimated to have increased the cost of owning a home 30 percent since the beginning of the year. Rental units have also become increasingly unaffordable for a growing number of Coloradans as the drop-in home affordability has pushed rental demand higher. Average annual apartment rents in metro Denver rose 14.4 percent year-over-year in the first quarter.³ According to Zumper's Observed Rent Index, one-bedroom and two-bedroom apartments in Denver saw 27 percent and 15 percent year-over-year rent growth in May, with those in Colorado Springs seeing 15 percent each, although growth rates have slowed in recent months. U.S. Census Bureau data shows Colorado's rental vacancy rate during the first quarter was just 3.4 percent, tied for fifth lowest in the U.S. and well below the national average of 6.1 percent. According to Zillow, between January 2014 and April 2022 rents have increased by 63 percent in Denver, 76 percent in Colorado Springs, 47 percent in Fort Collins, and 51 percent in Boulder, compared to a 52 percent average across 108 U.S. cities measured. Recent legislation enacted in Colorado may eventually dent these rapid rent increases, particularly Senate Bill 22-159 and House Bill 22-1304, which provide \$328 million in grants and revolving loans for affordable housing development, and House Bill 22-1051, which invests at least \$420 million over 14 years in the development of affordable rental units. Overall, we expect this drop in housing demand to lead to more stable home price appreciation and potentially even price decreases by late 2022, although the effect should be more muted in



Colorado due to higher household incomes driving stronger underlying demand for homes relative to the U.S. This may have spillover effects on the rental market, although it's too early to tell if recent legislation will boost rental affordability.

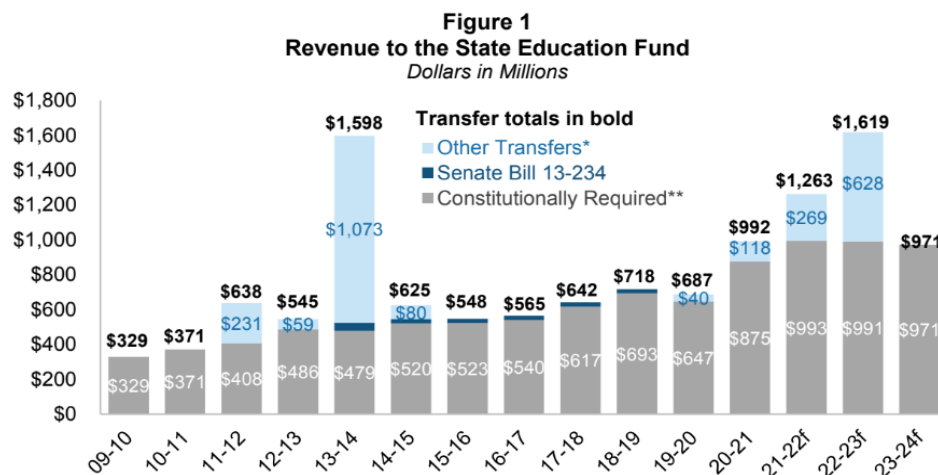
General Fund Revenue Outlook

General Fund revenue collections are expected to match, but not exceed, FY 2021-22 revenue, as the economy faces significant headwinds in high inflation and the attendant monetary policy response. Following enactment of the budget package and other legislation, the General Fund is expected to end FY 2022-23 with a 13.6 percent reserve, \$190.6 million below the statutorily required 15.0 percent reserve. Increased expectations for cash fund revenue subject to TABOR have increased the anticipated General Fund obligation for TABOR refunds, causing expectations for the reserve to fall below the level at which the budget was balanced. Revenue is expected to exceed the Referendum C cap by \$3.02 billion.

State Education Fund

State Education Fund Figure 1 shows revenue to the State Education Fund. The Colorado Constitution requires the State Education Fund to receive one-third of one percent of taxable income. In FY 2021-22, the State Education Fund will receive \$993.5 million as a result of this requirement, with similar amounts expected in FY 2022-23 and FY 2023-24. Relative to the March 2022 forecast, expectations for the constitutionally required transfer were revised up on higher expectations for taxable income.

In addition, the General Assembly has at different times authorized the transfer of additional moneys from the General Fund to the State Education Fund.



Most recently:

- House Bill 20-1420 included transfers of \$113 million in FY 2020-21 and \$23 million in FY 2021-22;
- Senate Bill 21-208 included a \$100 million transfer in FY 2021-22;
- Senate Bill 22-238 included a \$200 million transfer in FY 2022-23; and
- House Bill 22-1390 included a \$290 million transfer in FY 2022-23, net of an amendment to the transfer amount enacted in Senate Bill 22-202.

Finally, Proposition EE, which was approved by voters in the November 2020 election, also transfers new revenue from increased cigarette, tobacco and nicotine taxes to the State Education Fund for three fiscal years. These amounts are currently estimated at \$4.9 million in FY 2020-21, \$146.4 million in FY 2021-22, and \$137.6 million in FY 2022-23. These amounts represent a portion of the transfers from the General Fund to the 2020 Tax Holding Fund under House Bill 20-1427.

Demographics and Property Tax Information

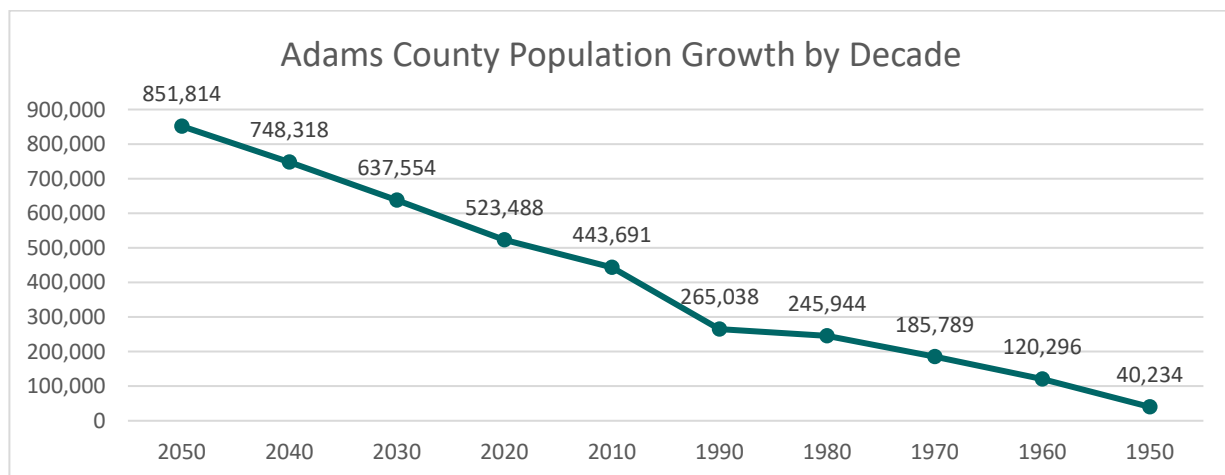
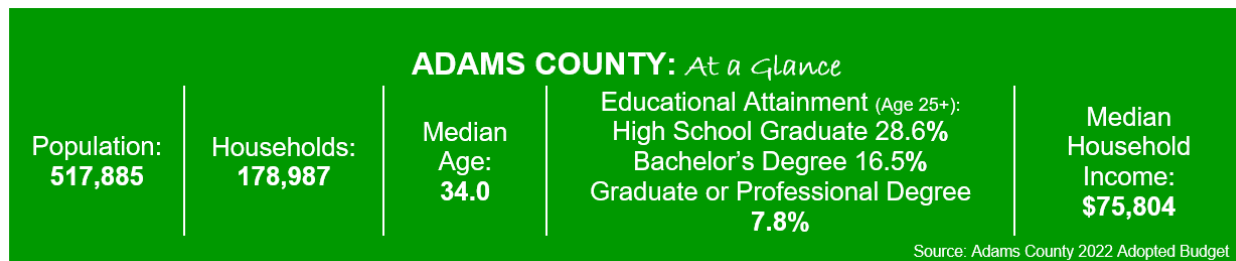
Adams County, Colorado is located in the metropolitan region of Colorado. It was established in 1902. The county is named after Alva Adams, a popular former governor. Adams County has an exceptionally diverse community with continuous population growth.

Westminster Public Schools, formerly Adams County School District 50, is located in the southwest corner of the county and serves predominately the southern part of City of Westminster, with a small extension into City of Denver and City of Arvada. The geographic area of the District is 17.5 square miles. The first school in Westminster dates back to 1877. Four districts served the Westminster area from this time to the early 1900s—Utah Junction, Westminster District, Baker District, and Berkeley Garden District. In 1928, three of the Districts, Westminster, Baker and Berkeley Gardens, joined together and built a high school that opened its doors in 1929. The first graduating class had four students—the class of 1931. In May of 1946 the three districts formed School District No.50 and in May of 1954, Utah Junction was added.

On February 23rd, 2016, Adams County School District 50 Board of Education voted to change the name of the school district to Westminster Public Schools. The vote comes after extensive research and outreach to the community which included the use of focus groups, surveys and public discussions. Westminster Public Schools is a school district that is rich in diversity and culture, and is committed to honoring the past while embracing the future. The goal is to ensure students' skills and knowledge meet and exceed the requirements of a successful 21st Century citizen.

Adams County, Colorado's estimated population is 517,885 with a growth rate of 1.16% in the past year according to the most recent United States census data. Adams County, Colorado is the null largest county in Colorado. There has been over a 20% growth since 2010.

Adams County Profile

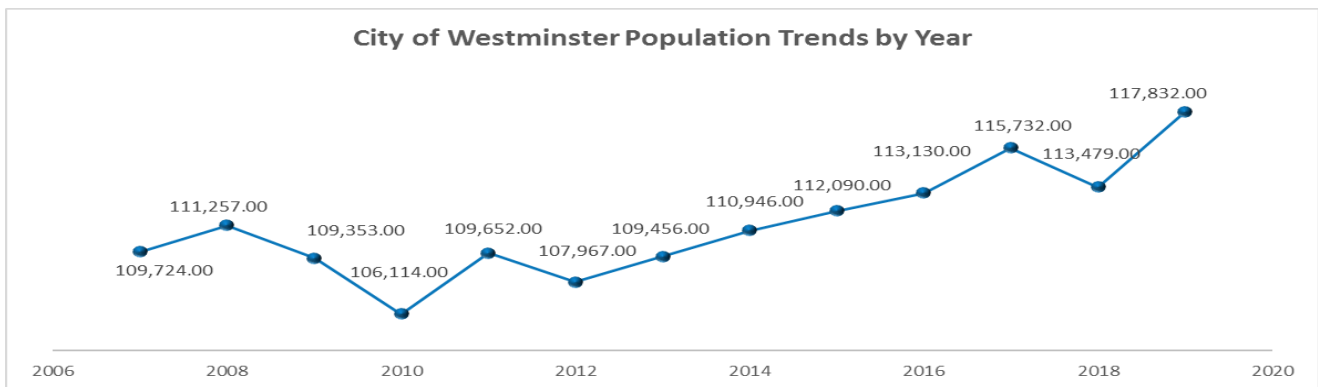


City of Westminster Profile

CITY OF WESTMINSTER: <i>At a Glance</i>				
Population: 118,929	Households: 46,686	Median Age: 37.2	Educational Attainment (Age 25+): Bachelor's degree or higher 39.5% Master's, professional or doctorate 14.5%	Average Disposable Income: \$77,138
Source: City of Westminster 2022 Adopted Budget				

City of Westminster Demographic and Economic Statistics				
Fiscal Year	Population	Total Personal Income	Per Capita Personal Income (Weighted Avg.)	Unemployment Rate
2011	109,652	4,475,336,728	40,814	8.9%
2012	107,967	4,477,067,589	41,467	8.0%
2013	109,456	4,511,010,128	41,213	6.0%
2014	110,946	4,630,553,202	41,737	4.1%
2015	112,090	4,941,599,740	44,086	3.4%
2016	113,130	5,092,094,430	45,011	2.8%
2017	115,732	5,657,045,328	48,312	3.0%
2018	117,094	5,384,894,228	46,947	3.9%
2019	117,832	5,985,394,272	53,634	2.4%
2020	118,931	6,378,745,254	53,634	8.7%

Source: City of Westminster most recent CAFR



District Profile

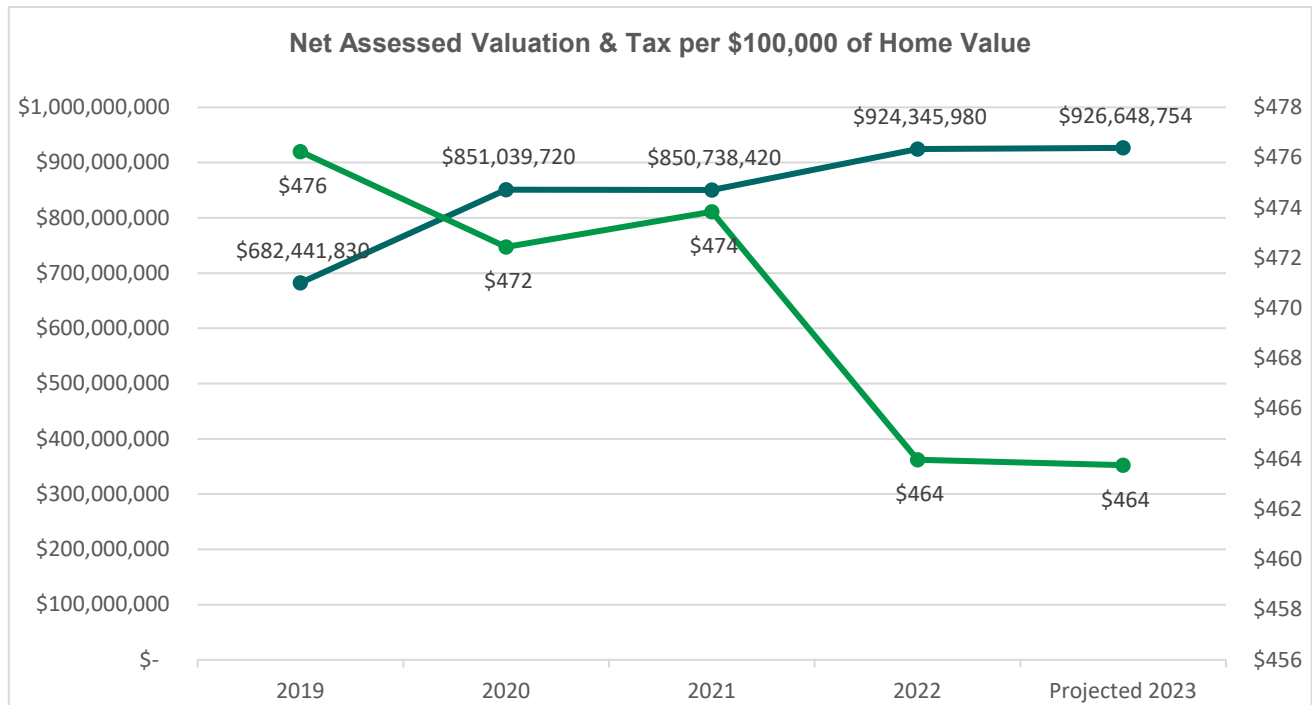
Our Facilities		Instruction Program Service Type	Languages Spoken at the District:	
		Total 20-21		
Early Learning Centers	2	Pupil Membership	8,410	
Elementary	3	Gifted and Talented	272	
Middle	1	Special Education	1,101	
PK-8	6	Migrant Education	42	
Senior High	1	Homeless	497	
Alternative High	1	Culturally and Linguistically Diverse Ed.	3,206	
Innovations	4	Immigrant	109	
		Title 1	3,077	
		CLDE*	2,406	
		Online	17	
		The following have a count of 1: Afrikaans, Akan, Anuak, Chin Falam, Farsi Western, German Standard, Japanese, Persian Iranian, Tajiki, and Urdu.		

Source: District October Count, 2021-22

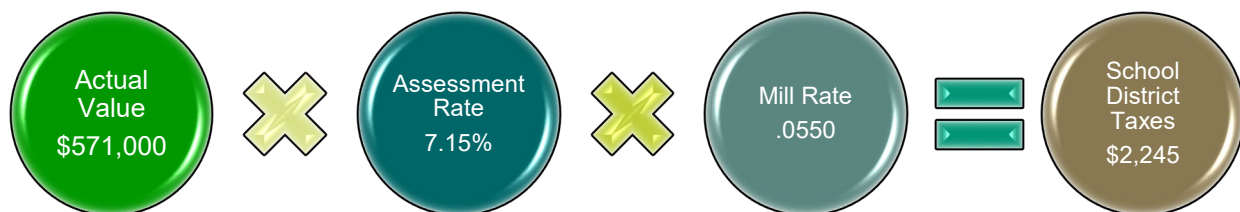
Property Tax Information, Principal Taxpayers and Employers

School districts and school boards across Colorado have had to make difficult budget decisions over the past several years due to funding reductions. Most districts' school finance revenue comes from both state and local sources. Property tax is the primary local source of funding.

Generally, a residential property is re-assessed every 24 months. The assessor determines the market value or "actual value" for all real estate and personal property. The actual value is reduced by an assessment ratio to determine the assessed value. Like all Denver Metro counties, Adams County too experienced growth and increases in value. The assessed value, less any exempted amount, is then multiplied by the applicable tax rate to determine the taxes owed.



For example, City of Westminster Economic Development Office reports that an average sale price of a single family detached home is \$571,000. As a result the property tax calculation would be as follows:



The assessment ratio of residential property may change from year to year based on a constitutionally mandated requirement to keep the ratio of the assessed value of commercial property at the same level as it was in the property tax year commencing January 1, 1985 as part of the Gallagher Amendment. Passed by the 2017 Colorado General Assembly, HB17-1349 lowers the Colorado Residential Assessment Rate from 7.20% to 7.15% in keeping with the required guidelines of the Gallagher Amendment of 1982.

The following charts and graphs show the assessed valuation and the total property tax revenues, WPS principal taxpayers, and City of Westminster principal employers' information.

Westminster Public Schools Mill Levy Information

School District Mill Levy	2015	2016	2017	2018	2019	2020	2021	2022
General Fund Mills School Finance Act	27.000	27.000	27.000	27.000	27.000	27.000	27.000	27.000
Mill Levy Override	14.880	14.062	13.946	11.522	26.022	28.028	28.029	28.029
Hold Harmless – School Finance Act	0.984	0.905	0.904	0.752	0.761	0.609	0.611	0.611
Bond Redemption Mills	16.283	15.027	15.046	12.533	12.676	10.159	10.177	10.177
Net Assessed Valuation	\$527,230,520	\$572,968,570	573,590,860	689,735,170	682,441,830	851,039,720	850,738,420	850,738,420
Total Mills	59.695	56.994	56.896	51.807	66.514	65.984	66.179	66.179
Total Taxes	\$31,473,026	\$32,655,771	\$32,635,026	\$35,732,816	\$45,392,451	\$56,155,093	\$56,300,916	\$56,300,916

Top Ten Taxpayers, Authority: Westminster Public Schools

Taxpayer	Actual Value	Assessed Value
PUBLIC SERVICE CO OF COLORADO (XCEL)	\$ 76,368,535	\$ 22,146,930
QWEST CORP/KA US WEST	58,168,965	16,869,000
CENTRO GA WESTMINSTER LLC	32,160,556	9,326,570
CELLCO PARTNERSHIP DBA VERIZON	29,682,148	8,607,810
IMT Capital V Hyland Hills LLC	116,111,996	8,302,010
COORS DISTRIBUTING COMPANY LLC	16,822,291	4,878,470
CL ROCKY MOUNTAINS LP UND 83.358548% AND	67,275,000	4,810,160
EH Westminster LLC	14,830,000	4,300,700
RPAI Owner LLC and BMC Villas LLC	54,061,751	3,865,430
Westminster JSK LLC	53,930,683	3,856,040

Source: Adams County Assessor's Office.

Westminster Principal Employers

Employers	Industry	Employees	Rank
Ball Corporation	Aerospace and Packaging	1,252	1
Maxar	Geospace Technologies	1,071	2
St. Anthony's North Hospital	Healthcare Provider	1,015	3
Trimble navigation	Repositioning Technologies	733	4
Alliance Data Systems	Network Credit Authorization	677	5
Tri-State Generation	Electric Energy Wholesaler	541	6
MTech Mechanical Technologies Group	HVAC Systems	535	7
ReedGroup	Human Resources Management	496	8
Epsilon	Marketing Agency	454	9
CACI International	Research and Technology	407	10

Source: City of Westminster most recent CAFR

Schedule of Bond Payments

General Obligation Debt

Year	Series 2021 Bonds			Series 2012 Refunding Bonds			Series 2013 Refunding Bonds		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2023	\$ 645,000	\$198,669	\$ 843,669	\$7,050,000	\$176,250	\$7,226,250	\$70,000	\$744	\$70,744
2024	8,140,000	185,331	8,325,331						
2025	8,150,000	153,887	8,303,887						
2026	8,195,000	105,354	8,300,354						
2027	8,345,000	37,803	8,382,803						
Total	\$34,240,000	\$881,008	\$35,121,008	\$13,740,000	\$662,588	\$14,402,588	\$135,000	\$2,922	\$137,922

Legal Debt Limit Calculation

Colorado Revised Statutes (CRS) provide three alternative methods for determining the legal debt margin for school districts. The Standard Muses 20% of assessed valuation. For certain fast growing school districts, 25 % of assessed valuation could be used in the calculation. Finally, the CRS permits using 6% of market value in the calculation. However, this method has not been tested in Colorado courts to be in compliance with the Tax Payers Bill of Rights (TABOR). While this method yields a very high debt margin, the district's bond council has not provided an opinion to permit the District to use the method to determine the amount of bonds that could be sold. The following legal debt margin calculation for 2021 is based on the standard method and uses the assessed valuation as of December 2020.

Year	Assessed Value	Debt Limit (20% of assessed)	Debt Applicable to Limit General Obligation Bonds	Debt Margin	Total Debt as a percentage of Debt Limit
2022	\$924,345,980	\$184,869,196	40,595,000	144,274,196	21.96%
2021	\$850,738,420	\$170,147,684	48,115,000	122,032,684	28.28%
2020	\$851,039,720	\$170,207,944	52,160,000	118,047,944	30.64%
2019	682,441,830	\$136,488,366	58,440,000	78,048,366	42.82%
2018	689,735,170	\$137,947,034	64,515,000	73,432,034	46.77%
2017	573,590,860	\$114,718,172	70,430,000	44,288,172	61.39%
2016	572,968,570	\$114,593,714	76,774,625	37,819,089	67.00%
2015	527,230,520	\$105,446,104	81,525,000	23,921,104	77.31%
2014	536,276,080	\$107,255,216	86,735,000	20,520,216	80.87%
2013	527,994,880	\$105,598,976	91,960,000	13,638,976	87.08%
2012	512,605,120	\$102,521,024	92,910,000	9,611,024	90.63%
2011	518,806,580	\$103,761,316	95,910,000	7,851,316	92.43%
2010	517,295,650	\$103,459,130	99,335,000	4,124,130	96.01%
2009	551,961,890	\$110,392,378	102,290,000	8,102,378	92.66%
2008	549,665,460	\$109,933,092	104,535,000	5,398,092	95.09%

Bond Debt Services

Westminster Public Schools issued Certificates of Participation (COP) in 2018 to finance a number of capital improvement projects. The decision to issue COP allow the district to maximize the value of the additional mills approved by the voters in November. The COP capital projects include items like safety upgrades, various mechanical and network enhancement, FM Day, Metropolitan Art Academy K8, Skyline K8, ECC, and Scott Carpenter K8 Projects.

➤ What is a Certificate of Participation?

A certificate of participation (COP) is a type of financing where an investor purchases a share of the lease revenues of a program rather than the bond being secured by those revenues. COPs are secured by revenues. Colorado government entities have been issuing COPs for more than 35 years. There has been more than \$1.5 billion in COPs issued by Colorado school districts in the last five years, in response to population growth, the need to build new schools and make structural improvements to existing schools. The Colorado Supreme Court has ruled on two occasions that COPs are exempt from TABOR, and therefore do not require prior voter approval.

➤ How COPs Work

A lease-financing agreement is used by a municipality or local government to acquire real property or update current property. A COP is a tax-exempt lease-financing agreement that is sold to investors as securities resembling bonds. The local government makes regular payments over the annually renewable contract for the acquisition and use of the property. A COP contrasts with a bond, in which the investor loans the government or municipality money to make these improvements.

Bond Debt Services Debt Services Westminster Public Schools Certificates of Participation, Series 2019, 2020A and 2020B

Period Ending	2019 Principal	2019 Interest	2020A Principal	2020A Interest	2020B Principal	2020B Interest	Total Fiscal Year
6/30/2023	-	-	-	480,000	-	437,305	917,305
6/30/2024	1,385,000	3,178,813	720,000	465,600	-	437,305	6,186,718
6/30/2025	1,455,000	3,107,813	745,000	436,300	-	437,305	6,181,418
6/30/2026	1,525,000	3,033,313	780,000	405,800	-	437,305	6,181,418
6/30/2027	1,600,000	2,955,188	810,000	374,000	-	437,305	6,176,493
6/30/2028	1,680,000	2,873,188	840,000	341,000	-	437,305	6,171,493
6/30/2029	1,765,000	2,787,063	875,000	306,700	-	437,305	6,171,068
6/30/2030	1,855,000	2,696,563	915,000	270,900	-	437,305	6,174,768
6/30/2031	1,945,000	2,601,563	950,000	233,600	-	437,305	6,167,468
6/30/2032	2,045,000	2,501,813	990,000	194,800	-	437,305	6,168,918
6/30/2033	2,145,000	2,397,063	1,030,000	154,400	-	437,305	6,163,768
6/30/2034	2,255,000	2,298,338	1,070,000	112,400	-	437,305	6,173,043
6/30/2035	2,345,000	2,206,338	1,115,000	68,700	-	437,305	6,172,343
6/30/2036	2,440,000	2,098,438	1,160,000	23,200	-	437,305	6,158,943
6/30/2037	2,560,000	1,973,438	-	-	1,210,000	418,550	6,161,988
6/30/2038	2,690,000	1,842,188	-	-	1,250,000	380,420	6,162,608
6/30/2039	2,820,000	1,725,588	-	-	1,285,000	341,128	6,171,715
6/30/2040	2,920,000	1,610,175	-	-	1,330,000	300,595	6,160,770
6/30/2041	3,055,000	1,474,956	-	-	1,370,000	258,745	6,158,701
6/30/2042	3,190,000	1,333,519	-	-	1,415,000	215,224	6,153,743
6/30/2043	3,335,000	1,185,613	-	-	1,460,000	169,943	6,150,555
6/30/2044	3,485,000	1,030,894	-	-	1,505,000	123,244	6,144,138
6/30/2045	3,645,000	865,325	-	-	1,555,000	75,049	6,140,374
6/30/2046	3,820,000	688,200	-	-	1,605,000	25,279	6,138,479
6/30/2047	4,000,000	502,575	-	-	-	-	4,502,575
6/30/2048	4,190,000	308,100	-	-	-	-	4,498,100
6/30/2049	4,390,000	104,300	-	-	-	-	4,494,300
Total	68,540,000	49,380,356	12,000,000	4,347,400	13,985,000	8,867,750	157,120,506

District Enrollment Information

A good enrollment forecast 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.

The District hires an outside consultant to perform the projection process. The projection process begins by reviewing the number of students currently enrolled. This will be used as the “base” for the projections. Cohort data, which considers mobility rates, choice, and other factors that have occurred for the last several years, is used in the projection process. The Consultant then communicates with local builders, cities, and economic development agencies to determine the expected level of growth. The information obtained from these sources is used to add growth to the projections. The final step involves review and input of the enrollment projections by District staff, including principal input. The enrollment projections have been within 1% of actual enrollment for the last several years, which adds additional confidence to the enrollment projection process.

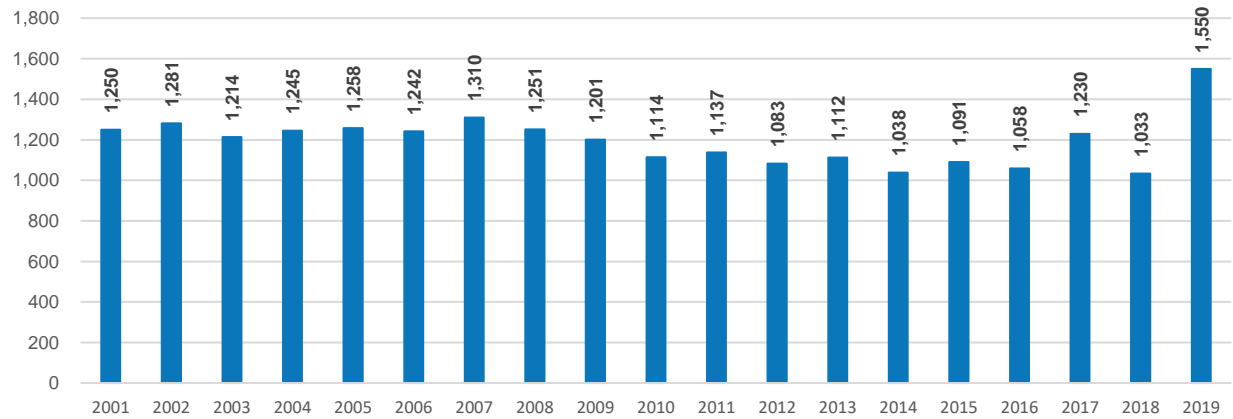
October Pupil Count Summary of Pupil Counts for Specific Schools

School & Grade	K	1	2	3	4	5	6	7	8	9	10	11	12	Totals
Fairview Elementary	38	39	47	39	47	57								267
Harris Park Elementary	43	55	29	35	28	38								228
Mesa Elementary	50	53	51	42	48	37								281
Sherrelwood Elementary	38	32	38	35	37	41								221
Sunset Ridge Elementary	49	41	41	46	50	46								273
Coloardo Stem Academy K-8	35	37	41	44	35	38	47	54	58					389
Westminster Academy for Intern Studies K-8	40	30	29	34	32	36	28	33	26					288
John E Flynn a Marzano Academy K-8	42	39	41	39	35	36	22	29	11					294
Hodgkins Leadership Academy K-8	68	68	66	67	73	65	62	71	64					604
Metropolitan Arts Academy K-8	33	29	43	42	26	34	51	38	32					328
Colorado Sports Leadership Academy K-8	30	38	29	37	38	31	43	55	67					368
Orchard Park Academy K-8	76	48	46	65	52	63	67	61	35					513
Tennyson Preparatory School K-8	37	52	37	42	51	39	40	35	29					362
Ranum Middle School							94	125	157					376
Shaw Heights Middle School							121	151	170					442
Westminster High School										574	531	473	504	2082
Hidden Lake High School							13	12	23	29	63	102	247	489
Total	579	561	538	567	552	561	588	664	672	603	594	575	751	7805

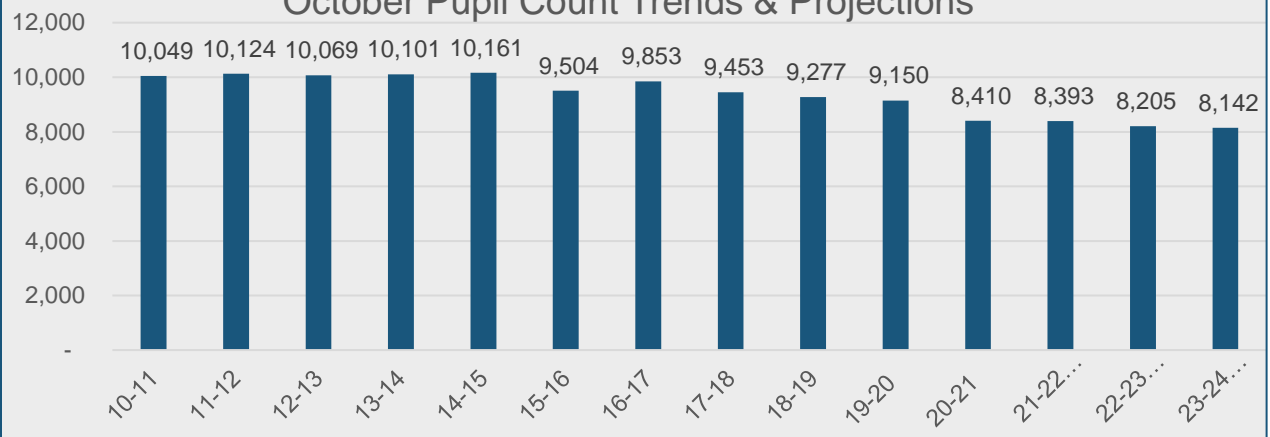
Note: Early Learning Centers not included in this data

The following tables, graphs and charts represent enrollment trends and projections in the district. Enrollment is in part affected by land development in the district, which has continued to remain dormant. Birth rate has stabilized at approximately 1,100 per year but continues to inch downward slightly.

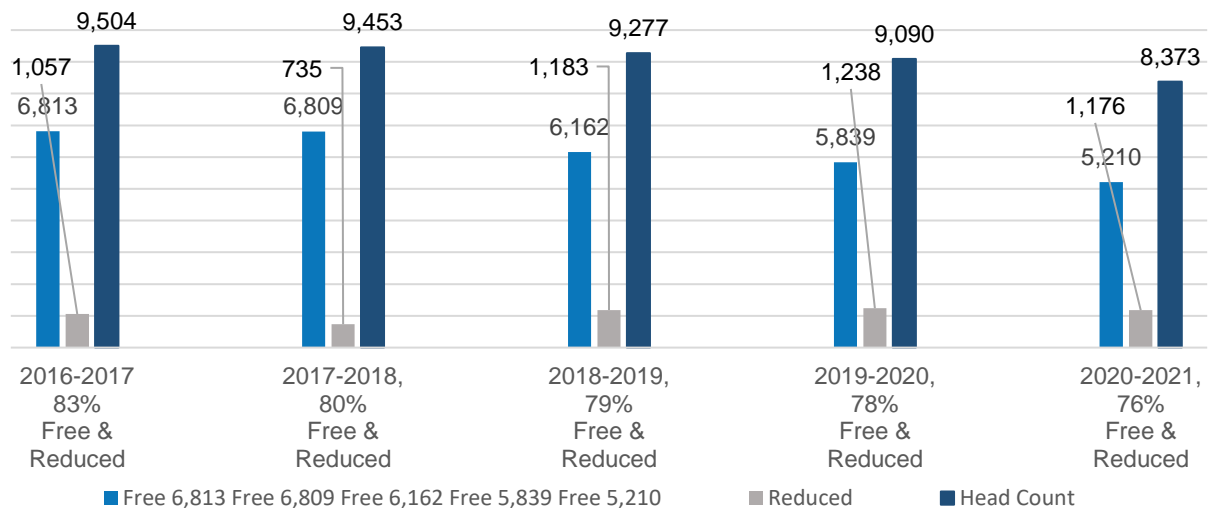
Births - Westminster Public School District 2001 - 2019



October Pupil Count Trends & Projections



Free/Reduced Meal Count Trends



District Achievement

State Accreditation

All schools in the Westminster Public Schools must meet rigorous performance standards in order to earn the state's quality seal of accreditation. In addition to the Board of Education's regular and thorough monitoring of the District's performance, the state of Colorado has established an accountability system to measure and evaluate the performance of schools and school districts, State Accreditation. The Education Accountability Act of 2009 aligned the state accountability measures for districts and schools. The Act requires the Colorado Department of Education (CDE) to release District and School Performance Framework reports with an initial accreditation category for each district and an initial plan type assignment for each school.

Factors Considered for State Accreditation

Districts must submit to the Department the accreditation category that the district has assigned to each school and the performance framework used by the district for that accreditation assignment, including evidence of the school's level of attainment on the State's key performance indicators: Academic Achievement, Academic Growth, and Postsecondary and Workforce Readiness. State identified measures and metrics for each of these performance indicators are combined to arrive at an overall evaluation of a school's or a district's performance. For districts, the overall evaluation leads to their accreditation. For schools, the overall evaluation leads to the type of plan schools will implement. Districts will continue to accredit schools, and they may do so using the state's performance framework or using their own more exhaustive or stringent framework.

District Accreditation Categories <i>The District Performance Framework assigns to each district one of five accreditation categories:</i>	School Plan Categories <i>The School Performance Framework assigns to each school one of four plan types:</i>
1. <u>Accredited with Distinction</u> The district meets or exceeds statewide attainment on the performance indicators and is required to adopt and implement a Performance Plan	1. <u>Performance Plan</u> The school meets or exceeds statewide attainment on the performance indicators and is required to adopt and implement a Performance Plan
2. <u>Accredited</u> The district meets statewide attainment on the performance indicators and is required to adopt and implement a Performance Plan.	2. <u>Improvement Plan</u> The school is required to adopt and implement an Improvement Plan
3. <u>Accredited with Improvement Plan</u> The district has not met state expectations for attainment on the Performance Indicators and is required to adopt and implement an Improvement plan.	3. <u>Priority Improvement Plan</u> The school is required to adopt and implement a Priority Improvement Plan
4. <u>Accredited with Priority Improvement Plan</u> The district has not met state expectations for attainment on the Performance Indicators and is required to adopt and implement a Priority Improvement plan	4. <u>Turnaround Plan</u> The school is required to adopt and implement a Turnaround Plan
5. <u>Accredited with Turnaround Plan</u> the district has not met state expectations for attainment on the Performance Indicators and is required to adopt, with the commissioner's approval, and implement a Turnaround plan.	

Westminster Public Schools Accreditation

WPS took the bold step of reinventing itself as a Competency Based System of PK-12 education to best meet the needs of its changing and highly mobile student population where the majority of students are First Generation College bound. The most notable differences from traditional schooling is the grouping of students by their performance levels rather than their age and embracing new technology to better utilize

personalized academic data. Essentially, there are five central concepts at the core of competency based learning:

1. Students advance when they master the content and skills, not because they squeaked by with a C or a D grade;
2. Transparency about where students stand data wise empowers them and enables educators to better tailor instruction to their individual needs;
3. Assessment is a continual part of the learning cycle, not a final judgment at a time when a student has no hope of changing the outcome;
4. Teachers offer timely support, often daily, on any part of the required material;
5. Students must be able to demonstrate that they can transfer their knowledge to new contexts, applying skills to challenges they have never seen before.

Creating systemic structures and practices to implement these core concepts enables WPS to truly build education around each student's needs, with time becoming the variable and learning the constant. In the CBS, students are individually engaged in 21st century skills, working at their own developmental performance levels in each content area and advancing only when they have demonstrated proficiency or mastery. While Westminster Public Schools has pioneered the use of CBS, states and schools across the country are realizing its value.

WPS was once a turnaround school district facing state sanctions because of low test scores, but after turning to CBS, students have made notable and steady improvements. Due to steadily improving achievement and growth scores by students, Westminster Public Schools (WPS) has moved off the state accountability clock and is now rated as an "Improvement" school district. It is a major accomplishment for WPS and a validation of its Competency Based System (CBS).

WPS Accreditation Ratings from 2016 through 2022

2016		2017		2018		2019		2022 (Transitional)	
Schools	Points	Schools	Points	Schools	Points	Schools	Points	Schools	Points
Col. STEM Academy	75.9	Col. STEM Academy	78.6	Col. STEM Academy	88.0	Col. STEM Academy	90.7	Sherrelwood	77.7
Mesa ES	59.3	Westminster Academy	65.7	Metz ES	67.7	Skyline Vista ES	68.5	Flynn Marzano	70.8
Sunset Ridge ES	55.7	Shaw Heights MS	56.7	Mesa ES	64.2	Westminster Academy	66.6	Mesa ES	69.9
Hidden Lake HS	58.8*	Hodgkins ES	56.7	Westminster Academy	64.2	Shaw Heights MS	62.8	Col. STEM Academy	67.1
Sherrelwood ES	52.1	Hidden Lake HS	55.7*	Fairview ES	60.4	Metz ES	59.9	WAIS	63.8
Tennyson Knolls ES	52.1	Tennyson Knolls ES	52.8	Skyline Vista ES	60.4	Hodgkins ES	58.0	Hidden Lake HS	61.1*
Skyline Vista ES	49.8	Scott Carpenter MS	50.5	Scott Carpenter MS	55.9	Sunset Ridge ES	55.2	Fairview ES	59.0
Scott Carpenter MS	47.8	Harris Park ES	49.4	Hodgkins ES	54.6	Hidden Lake HS	54.3*	Shaw Heights MS	47.2
Hodgkins ES	46.1	Sherrelwood ES	49.2	Sunset Ridge ES	54.3	Fairview ES	50.7	Orchard Park Academy	47.1
Westminster ES	42.6	Flynn ES	47.9	Hidden Lake HS	54.3*	Ranum MS	49.8	Hodgkins LA	45.6
Metz ES	40.0	Mesa ES	47.5	FM Day ES	52.7	Scott Carpenter MS	49.6	Sunset Ridge ES	44.3
Shaw Heights MS	39.5	Sunset Ridge ES	45.2	Sherrelwood ES	50.9	Harris Park ES	48.6	Westminster HS	44.3
Westminster HS	37.7	Fairview ES	40.7	Flynn ES	50.7	Flynn ES	48.4	Tennyson Knolls Prep	42.6
Flynn ES	36.0	Metz ES	40.0	Ranum MS	50.3	Mesa ES	46.3	Colorado Sports LA	35.9
FM Day ES	35.4	FM Day ES	39.3	Shaw Heights MS	49.2	Westminster HS	42.3	Harris Park ES	31.4
Ranum MS	35.2	Ranum MS	38.7	Harris Park ES	45.8	FM Day ES	42.3		
Harris Park ES	34.2	Skyline Vista ES	38.5	Tennyson Knolls ES	42.9	Sherrelwood ES	40.5		
Fairview ES	26.1	Westminster HS	37.5	Westminster HS	40.8	Tennyson Knolls ES	38.9		
								MET Insufficient Data	NR

District 39.9		District 41.5		District 44.5		District 44.2		District 44.6	
Academic Achievement	26.9	Academic Achievement	29.2	Academic Achievement	34.3	Academic Achievement	35.0	Academic Achievement	31.0
Academic Growth	49.4	Academic Growth	51.4	Academic Growth	61.3	Academic Growth	58.3	Academic Growth	57.0
Postsecondary Readiness	40.3	Postsecondary Readiness	40.3	Postsecondary Readiness	31.9	Postsecondary Readiness	34.6	Postsecondary Readiness	42.3

School Plan Assignment	Points	District Plan Assignment	Points
*Distinction	> 74	Distinction	> 74
Performance	53 - 73.9	Performance	56 - 73.9
Improvement	42 - 52.9	Improvement	44 - 55.9
Priority Improvement	34 - 41.9	Priority Improvement	34 - 43.9
Turnaround	< 33.9	Turnaround	< 33.9

Updated: September 6, 2022

Note: WPS Began recognition of schools of Distinction in 2018

*Hidden Lake High School is designated an Alternative Education Campus and lives under a separate accreditation calculation.

However, despite the growth and improvement in results obtained during the TCAP era, a negative shift in results was observed in some schools when the new PARCC was administered. In 2016, eight schools moved back onto year one of the accountability clock. Consequently, the District entered Year 6 Priority Improvement.

Cognia

The District earned an additional accreditation from Cognia. Westminster Public Schools is the second district in the state to receive this accreditation but is the first in a competency based system to receive this accreditation. Cognia's accreditation, which focuses on instruction and continuous improvement, will complement the Colorado Department of Education's (CDE) Accountability and Accreditation process which was paused last year by the state legislature.

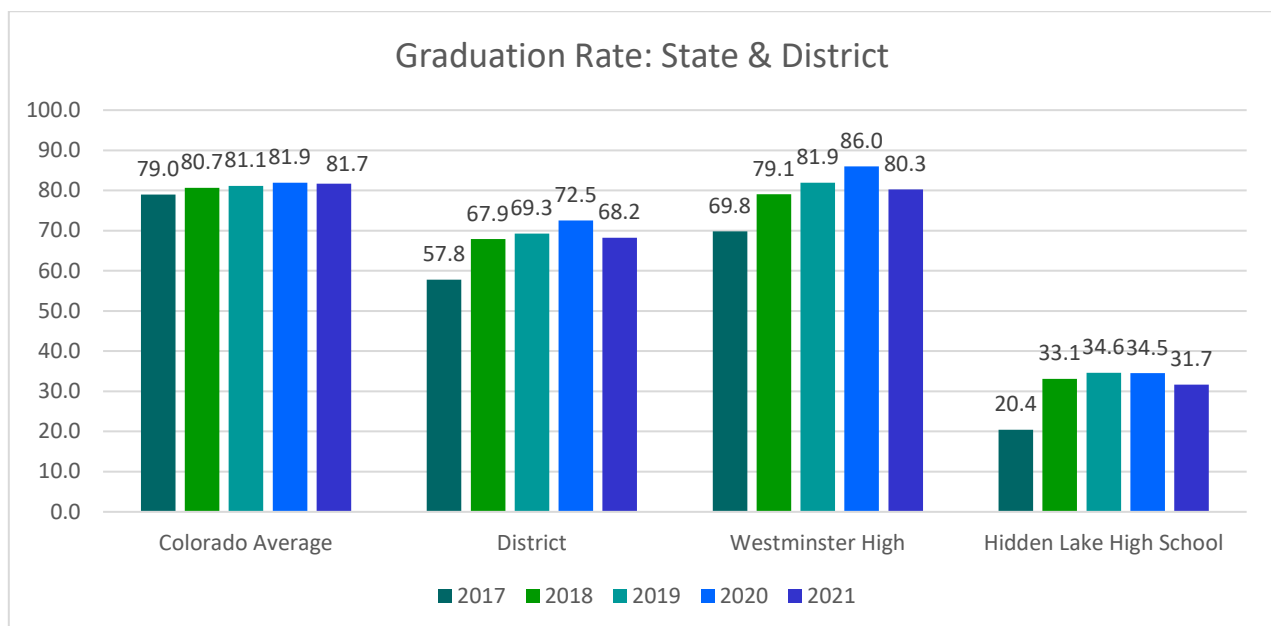
Even more exciting, Cognia is expanding its support for competency-based learning. While Cognia will be providing support to us, the company will also be turning to us to provide our expertise for emerging districts and educators.

The new name comes from the Latin word *cognitio*, which means knowledge and, according to the company press release, "the name change reflects the nonprofit's belief that knowledge is the key to helping people reach their aspirations—regardless of circumstance or background."

Graduation and Drop-Out Rates

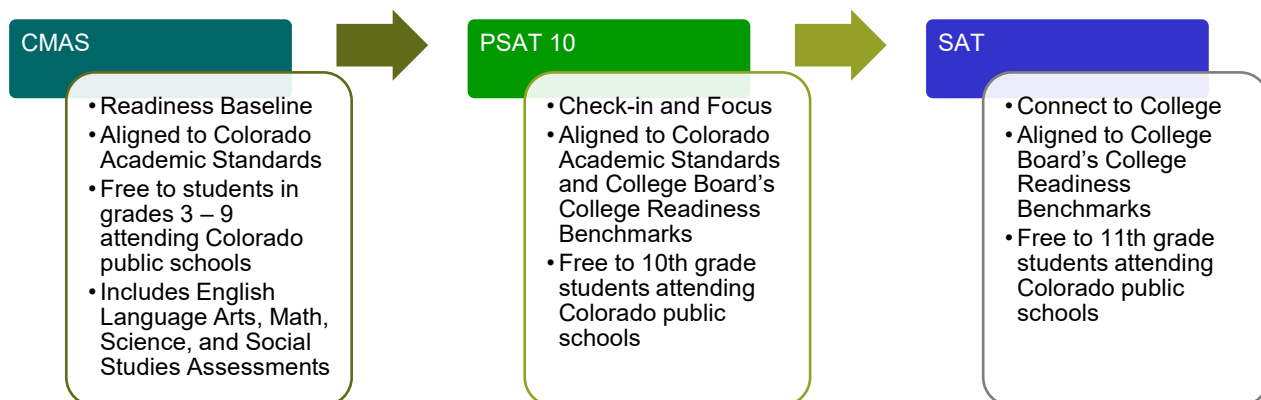
Due to COVID-19, there has been a pause on 2020-21 and 2021-22 State Accountability System. The District's current four-year graduation rates for class of 2019 increased two percent, according to data released on Jan.16 by the Colorado Department of Education (CDE). The four-year rate for Westminster High School graduates improved to 81.9 percent compared to 79.1 percent in 2018, while rates at Hidden Lake High School, the district's alternative high school, increased from 33.1 percent to 34.6 percent.

Five-year graduation rates also showed continued improvement, which is consistent with a Competency Based Education approach that places an emphasis on mastery of content as opposed to seat time. The five-year rate at Westminster High School is 82.3 percent and 41.8 percent at Hidden Lake High School.



State Testing Trends and Results

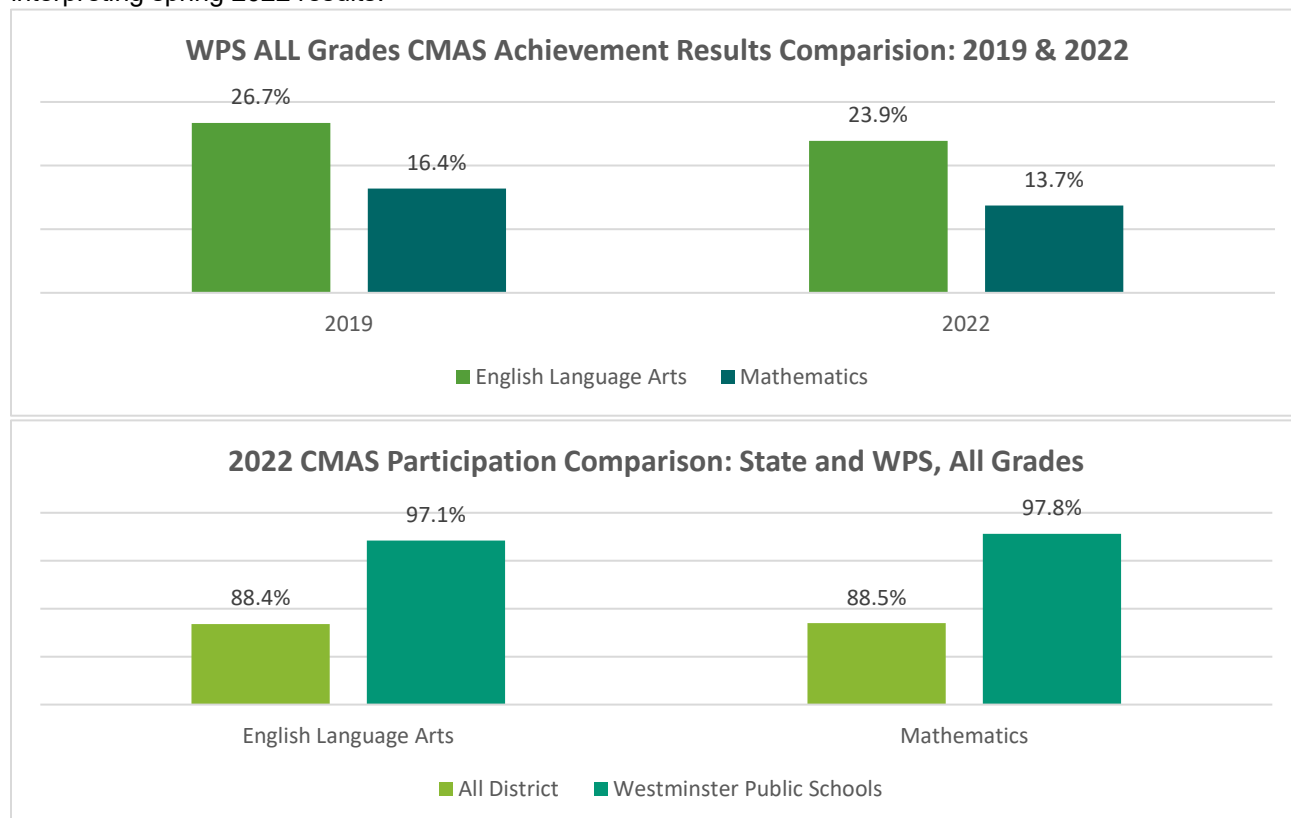
Pause on 2020-21 and 2021-22 State Accountability System Due to COVID-19



CMAS

Colorado Measures of Academic Success (CMAS) are the system of statewide tests in English language arts, math, science, and social studies that are given to all Colorado students in grades three through high school. Students in grades three through eight take the CMAS tests in math and English language arts. Students in fifth, eighth and 11th grade take the CMAS science assessments. A sampling of students in grades four, seven and 11 in about one-third of schools take the CMAS assessments in social studies.

States that accept federal funds to support the education of children in poverty, English language learners, and students with disabilities are required to administer statewide assessments to all students. Currently, Colorado receives approximately \$350 million in federal funds for these and related purposes. While schools continued to transition to increased normalcy throughout the 2021-22 school year, the pandemic's sustained impact on learning experiences for some students should be taken into consideration when interpreting spring 2022 results.



Colorado PSAT 10 and SAT

Colorado has given a college entrance exam each spring to all 11th graders enrolled in public schools since 2001. In 2015 the Colorado legislature passed House Bill 15-1323, requiring the state to competitively bid for a new 10th grade exam that is aligned to both the Colorado Academic Standards and an 11th grade college entrance exam. The legislation also added the opportunity for students to take an additional, optional essay as part of their college entrance exam at no cost to the student. The selection committee chose the PSAT for 10th graders and the SAT for the 11th grade college entrance exam because of their alignment to the high school Colorado Academic Standards and because the College Board's reports and free test preparation services could be used by all students. For 2018, the PSAT 8/9 was added for students in grade 9. Students who choose to participate in services offered by The College Board will be connected to resources and activities designed to help identify next steps for extra support or possible acceleration.

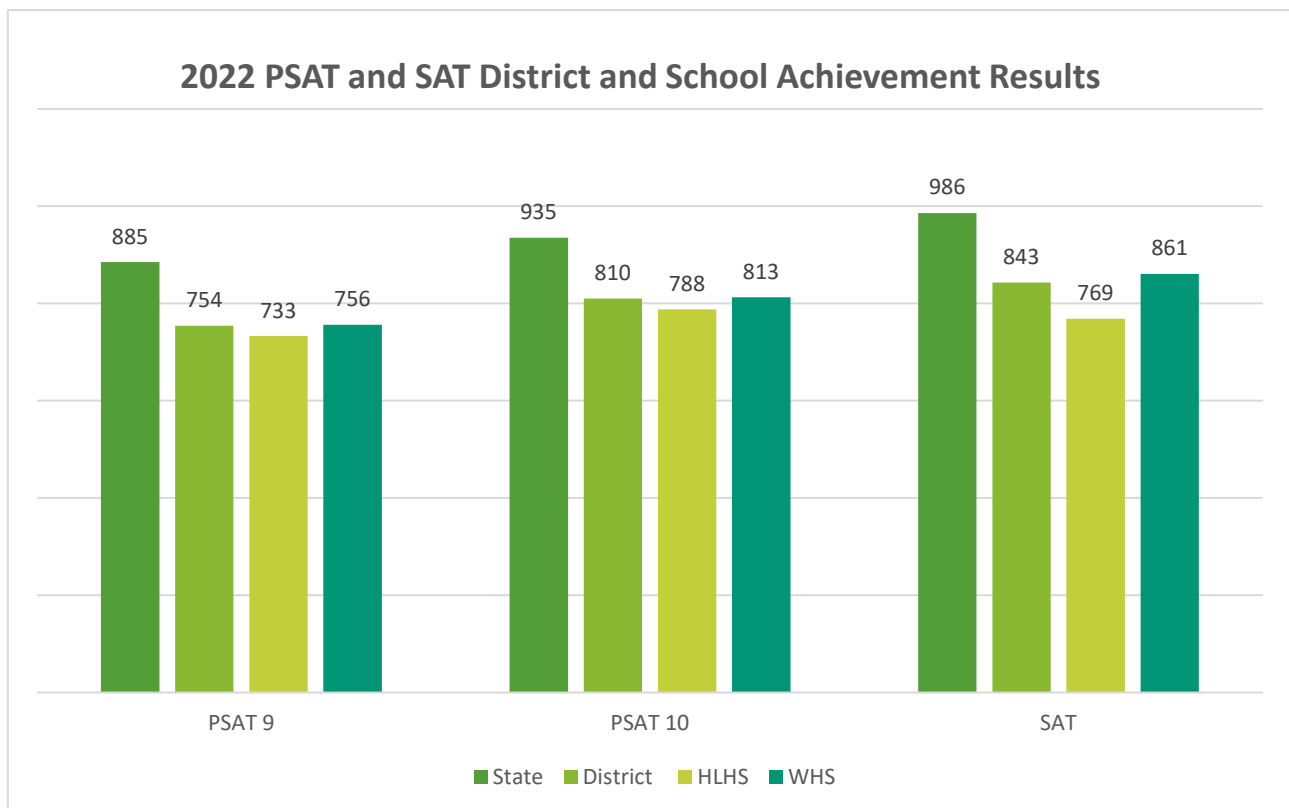
The SAT is closely aligned to challenging classroom work of Colorado schools and focuses on the key skills and concepts that evidence shows matter most for college and career readiness, including:

Mathematical concepts, skills, and practices important for success in career training programs.

Reading, comprehending, and writing high-quality essays supported by evidence.

The SAT also serves as an admission test and is accepted by every college in the United States. At the time of testing, students can send their scores to up to four colleges for free. The SAT essay can also be taken as part of the Colorado school day SAT administration. The SAT essay is optional and voluntary and can be added at no cost to students.

Ninth graders attending public schools in Colorado began taking the PSAT 8/9 in the spring of 2018. Tenth graders began taking PSAT 10 in the spring 2016 and public school 11th graders began taking the SAT in spring, 2017. The CO PSAT and CO SAT will be given each spring for the following five years.



**Per CDE data, the value for the PSAT9 HLHS field is not displayed in order to project student privacy.*

STAFFING SUMMARY

Westminster Public Schools seeks to recruit, retain, and develop a diverse cadre of the highest quality licensed personnel, educational support professionals, and administrators. Keeping its commitment to the community to “attract and retain high-quality staff”, bargaining units for WPS and Westminster Education Association reached an agreement that allows starting teachers to earn over \$56,000 a year with an opportunity for long-term teachers to earn over \$113,000. The agreement shows how much the district values its staff and keeps its promise to the voters. A large portion of the mill-levy funds passed in November of 2018 go towards the employees of the district. Those dollars, combined with a projected increase in funding from the state of Colorado, will pay for the salary and benefits increases offered to the district employees.

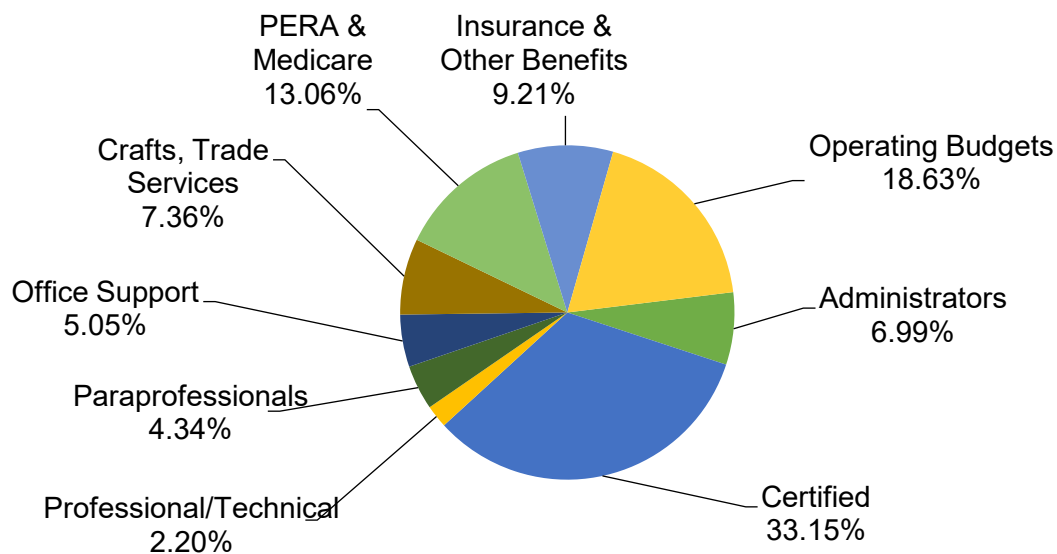
The major portion of any school district budget is allocated to support personnel in order to provide services to students. For 2022-2023 fiscal year, salaries and benefits represent 78.76% of the District's General Fund budget. Considering the District's Vision 2030 Plan, input from District Leadership, and other variables, the primary objective of the staffing outline is to equitably distribute available human resources and to provide the most effective and efficient instructional setting possible.

2022-2023 Staffing Positions by Program

Position	Administrator	Instructional Licensed	Professional Technical	Para-Professional	Office/ Admin Support	Craft/ Trades/ Services	Total
School Based Staff	35	341.39	-	155	30	39.08	35
2100 - Support Services		112	-	22	-	-	
2200 – Instructional Support Services	12	6	5	-	7	-	12
2300 – General Administration	1	-	1	-	3	-	5
2500 – Business Services	1	-	1	-	3	-	1
2600 – Operation & Maintenance	2	-	6	-	4	32	43
2700 – Transportation Services	3	-	3	-	5.5	8	3
2800 – Central Services	6	1	7	-	7.5	5	25.5
3000 – Other Non-Instructional Services	2	-	6	-	4	35	2
Total Staff by Job Class	60.57	460.39	23	177	61	119.08	901.04

Staffing by Job Class

Total Staff by Program Group	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
100 - Principal	18.00	18.00	18.00	18.00	18.00	17.00	16.00
100 - Assistant Principal	11.00	12.00	12.00	13.00	16.00	18.00	17.00
100- Other	22.83	26.01	25.00	23.63	26.63	29.00	27.50
	51.83	56.01	55.00	54.63	60.63	64.00	60.50
200 - Regular Teacher	349.50	362.50	370.50	388.00	376.00	359.50	341.00
200 - Other Teacher	183.45	175.04	167.95	142.08	163.58	143.61	141.54
200 - Counselors	12.00	12.50	16.40	17.40	19.50	17.75	21.00
200 - Certified Library/Media	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	545.95	551.04	555.85	548.48	560.08	521.86	504.54
300- Other Professionals	12.50	16.10	19.10	19.50	21.00	23.00	23.00
	12.50	16.10	19.10	19.50	21.00	23.00	23.00
400 - Instructional Paraprofessional	43.80	44.00	44.00	33.00	41.00	42.00	43.00
400 - Specialized Paraprofessional	50.80	52.00	53.00	55.00	41.30	53.00	53.00
400 - Classified Library/Media	18.00	18.00	18.00	18.00	17.00	14.00	14.00
400 - Other Professional	42.45	42.45	38.64	45.00	41.00	41.00	45.00
	155.05	156.45	153.64	151.00	140.30	150.00	155.00
500 - Secretarial	43.00	43.00	66.00	48.00	67.00	62.00	60.00
	43.00	43.00	66.00	48.00	67.00	62.00	60.00
600 - Custodial	65.00	65.00	65.00	65.00	62.00	65.00	62.00
600 - Other	68.75	69.68	46.49	73.80	62.00	33.00	36.00
	133.75	134.68	111.49	138.80	124.00	98.00	98.00
Total Staff by Program Group	945.08	957.28	961.08	960.41	973.01	918.86	901.04



SALARY

LICENSED Salary Schedule

2022-2023

*A Doctorate stipend of \$1,500 will be paid to eligible employees.

**A stipend of \$1,000 will be paid to eligible employees who have completed 25 or more years of service.

	BA+0	BA+15	BA+30	BA+45	MA+0	MA+15	MA+30	MA+45	MA+60	MA+75	MA+90	DOC
A	56,690	57,457	58,645	61,901	65,810	68,421	71,680	74,939	78,192	86,011	93,832	93,832
B	57,076	58,202	59,295	62,682	66,465	69,073	72,333	75,590	79,171	86,986	94,806	94,806
C	57,788	58,784	59,951	63,469	67,118	69,726	72,982	76,242	80,144	87,963	95,788	95,788
D	57,995	59,372	60,599	64,246	67,767	70,375	73,633	76,892	81,124	88,943	96,765	96,765
E	58,575	59,965	61,249	65,028	68,416	71,028	74,288	77,542	82,102	89,922	97,742	97,742
F	59,161	60,566	61,905	65,814	69,069	71,680	74,939	78,197	83,081	90,899	98,717	98,717
G		61,171	62,556	66,598	69,720	72,333	75,589	78,847	84,054	91,872	99,695	99,695
H			63,204	67,376	70,369	72,982	76,236	79,500	85,035	92,854	100,671	100,671
I			63,860	68,161	71,023	73,634	76,890	80,151	86,007	93,831	101,648	101,648
J			64,509	68,939	71,674	74,287	77,542	80,801	86,986	94,805	102,624	102,624
K			65,158	70,374	72,327	74,941	78,317	81,453	87,965	95,784	103,599	103,599
L			65,810	71,806	72,981	75,690	79,100	82,267	88,945	96,764	104,578	104,578
M			66,468	72,524	73,711	76,446		83,090	89,834	97,742	105,558	105,558
N				73,250	74,449				90,732	98,720	106,614	106,614
O										99,707	107,680	110,970
P										100,704	108,757	112,080
Q												113,200

ADMINISTRATOR Salary Schedule

2022-2023

*A Doctorate Stipend of \$2,000 will be paid to eligible employees

*A Longevity stipend and other additional pay to eligible employees can be located in the Employee Handbook. Refer to the Administrator Handbook for more details.

	CHIEF OFFICER	EXEC DIRECTOR	CHIEF/ INSTR/ EXEC DIRECTOR	SUPPORT DIRECTOR	HIGH PRINCIPAL	HIGH ASST PRINCIPAL	MID SCH PRINCIPAL	MID SCH ASST PRINCIPAL	K-8 PRINCIPAL	K-8 ASST PRINCIPAL
A	\$147,035	\$136,427	\$124,270	\$99,747	\$122,884	\$103,980	\$114,124	\$101,443	\$116,452	\$103,513
B	\$150,396	\$139,155	\$127,643	\$103,382	\$126,262	\$106,697	\$117,272	\$104,161	\$119,655	\$106,205
C	\$153,757	\$141,938	\$131,017	\$107,015	\$129,640	\$109,415	\$120,420	\$106,878	\$122,858	\$108,896
D	\$157,118	\$144,777	\$134,391	\$110,650	\$133,017	\$112,132	\$123,567	\$109,595	\$126,060	\$111,587
E	\$160,479	\$147,673	\$137,764	\$114,284	\$136,395	\$114,849	\$126,715	\$112,312	\$129,264	\$114,278
F	\$163,839	\$150,626	\$141,138	\$117,918	\$139,773	\$117,567	\$129,863	\$115,029	\$132,467	\$116,970
G	\$167,200	\$153,639	\$144,512	\$121,553	\$143,150	\$120,284	\$133,010	\$117,746	\$135,670	\$119,661
H	\$170,561	\$156,711	\$147,885	\$125,187	\$146,528	\$123,002	\$136,157	\$120,464	\$138,873	\$122,353
I	\$173,922	\$159,846	\$151,259	\$128,821	\$149,905	\$125,719	\$139,305	\$123,181	\$142,076	\$125,044
J	\$177,283	\$163,043	\$154,633	\$132,455	\$153,283	\$128,436	\$142,452	\$125,898	\$145,279	\$127,734
K	\$180,644	\$166,303	\$158,006	\$136,089	\$156,661	\$131,154	\$145,600	\$128,615	\$148,481	\$130,426
L	\$184,005	\$169,629	\$161,380	\$139,724	\$160,039	\$133,871	\$148,748	\$131,332	\$151,684	\$133,117
M	\$187,366	\$173,022	\$164,754	\$143,358	\$163,417	\$136,589	\$151,895	\$134,050	\$154,887	\$135,809
N	\$190,726	\$176,483	\$168,414	\$146,992	\$166,794	\$139,306	\$155,043	\$136,767	\$158,090	\$138,500
O	\$194,086	\$180,012	\$171,501	\$150,627	\$170,172	\$142,024	\$158,190	\$139,484	\$161,293	\$141,192

EDUCATIONAL SUPPORT PERSONNEL (ESP) Salary Ranges

2022-2023

INSTRUCTIONAL SUPPORT SALARY SCHEDULE				
INST 01 20.10 - 23.38 – 30.60	INST 02 21.53 - 25.42 - 33.38	INST 03 23.61 - 27.67 - 35.79		
Inst Asst GenEd	Audiologist Asst Hearing Interpreter Inst Asst Career Program Inst Asst SpEd/CLD Library Media Technician	Braillist Inst Service Coordinator Librarian Vision/Hearing Screener		
NON - INSTRUCTIONAL SUPPORT SALARY SCHEDULE				
NONINST 01 20.00 - 21.20 - 27.70	NONINST 02 21.14 - 24.61 - 32.36	NONINST 03 22.10 - 25.98 - 34.00	NONINST 04 24.27 - 28.16 - 36.25	NONINST 05 28.50 - 32.99 - 41.15
Building Aide	Office Assistant Receptionist	Bookkeeper Department Assistant	Administrative Assistant Buyer Campus Monitor Community Liaison Secretary to Principal Systems Specialist	Service Coordinator
AUXILIARY/TECHNICAL SUPPORT SALARY SCHEDULE				
AUX/TECH 01 20.00 - 23.62 - 30.15	AUX/TECH 02 21.53 - 25.42 - 33.38	AUX/TECH 03 22.95 - 26.85 - 34.21	AUX/TECH 04 26.45 - 30.94 - 39.12	AUX/TECH 05 35.30 - 39.21 - 45.74
Bus Monitor Custodian	Mail Delivery Warehouse	Bus Driver Head Custodian Elementary	*Dept./Warehouse Lead Utility Repair Welder	Athletic Trainer Educational Interpreter *Licensed Electrician *Licensed HVAC Tech Locksmith Plumber Safety Coordinator Speech and Lang Asst System Administrator
		AUX/TECH 03.1 26.21 - 30.12 - 36.64 Bus Dispatcher Maintenance Specialist	AUX/TECH 04.1 27.81 - 31.45 - 39.38 Driver Trainer Technology Trainer	
			AUX/TECH 04.2 31.15 - 33.48 - 39.76 Head Custodian Secondary	* Lead position receives \$2,500 stipend each year
			AUX/TECH 04.3 33.09 - 35.43 - 40.12 *Carpenter Custodial Trainer Mechanic Sprinkler Technician	
A stipend of \$1,000 will be paid to eligible employees who have completed 16 or more years of service.				
PLEASE NOTE: Some of the positions included on the ESP Salary Ranges are not eligible for membership in the bargaining unit				

EXTRA DUTY Salary Schedule

2022-2023

A	B	C	D
Head HS Band Head HS Basketball Head HS Choir Head HS Football	Head HS Baseball Head HS Cheerleading Head HS Softball Head HS Volleyball Head HS Wrestling HS Drama MS Athletic Director	Head HS Gymnastic Head HS Soccer Head HS Swimming Head HS Track HS Football Off/Def Coordinators HS Newspapers HS Student Council HS Yearbook	Assistant HS Band Assistant HS Basketball Assistant HS Choir Assistant HS Football Head HS Orchestra Head HS Tennis HS AVID Coordinator
E	F	G	Stipends
Assistant HS Cheerleader Assistant HS Baseball Assistant HS Softball Assistant HS Wrestling Assistant HS Volleyball Head HS Cross Country Head MS Cheerleader HS Golf HS Junior-Class Sponsor HS Speech	Assistant HS Gymnastic Assistant HS Soccer Assistant HS Swimming Assistant HS Track HS Fresh/Soph/Sr Class Sponsors IB Coordinator MS Yearbook	ALL MS Coaches AFJROTC Coordinator Assistant HS Cross Country Assistant HS Orchestra Assistant HS Tennis HS Intramural HS Knowledge Bowl HS Link Coordinator HS National Honor Society HS Strength Coach/per season MS AVID Coordinator MS Band MS Choir MS Orchestra MYP Coordinator	El.Mus. Dir. (10) - \$400 two Perform. minimum El. Mus. Dir. (10) - \$200 ea. extra perf. 4 max HS AVID Ldrshp Team (5) - \$500 each HS Link Ldrshp Team (3) - \$500 each MS AVID Ldrshp Team (5) - \$400 each MS Drama Dir. (3) - \$1,000 two play minimum MS Jr. Honor Society Advisor (3) - \$500 MS WEB Leader (3) - \$500

	A	B	C	D	E	F	G
1	4,253	3,402	3,333	2,902	2,698	1,779	1,425
2	4,485	3,659	3,590	3,155	2,955	2,037	1,680
3	4,742	3,915	3,848	3,413	3,188	2,294	1,938
4	4,998	4,171	4,104	3,646	3,420	2,549	2,195
5	5,232	4,404	4,338	3,880	3,655	2,783	2,427
6	5,465	4,638	4,570	4,113	3,887	3,017	2,660
7	5,698	4,871	4,804	4,347	4,119	3,250	2,893
8	5,931	5,105	5,037	4,580	4,353	3,483	3,128
9	6,165	5,338	5,271	4,813	4,586	3,716	3,361
10	6,398	5,571	5,505	5,046	4,820	3,951	3,593

MIDDLE MANAGER Salary Schedule 2022-2023

	Support Manager
A	\$73,166
B	\$75,068
C	\$76,971
D	\$78,873
E	\$80,776
F	\$82,676
G	\$84,578
H	\$86,481
I	\$88,383
J	\$90,919
K	\$93,455
L	\$95,990
M	\$98,527
N	\$101,317
O	\$101,950
P	\$104,725
Q	\$107,499
R	\$110,151

PROFESSIONAL TECHNICAL Salary Schedule 2022-2023

	IT Support	Professional Technical Support
A	\$73,166	\$58,330
B	\$75,068	\$60,550
C	\$76,971	\$62,769
D	\$78,873	\$64,988
E	\$80,776	\$67,207
F	\$82,676	\$69,743
G	\$84,578	\$72,278
H	\$86,481	\$74,814
I	\$88,383	\$77,351
J	\$90,919	\$79,886
K	\$93,455	\$82,741
L	\$95,990	\$85,593
M	\$98,527	\$88,445
N	\$101,317	\$91,299
O	\$101,950	\$94,153
P	\$104,725	\$97,006
Q	\$107,499	\$99,859
R	\$110,151	\$102,512

Budget Policies

DA FISCAL MANAGEMENT GOALS

Administration Goals/Priority Objectives

The purpose of school administration is to help create and foster an environment in which students can learn most effectively. All administrative duties and functions shall be appraised in terms of the contribution that they make to better instruction and to higher student motivation and achievement.

The Board of Education shall rely on the Superintendent of Schools to provide the professional administrative leadership that such a goal demands.

The design of the administrative organization shall be such that all departments of the District and all schools are part of a single system subject to the policies set forth by the Board of Education and implemented through a single chief administrator, the Superintendent.

The principals of all schools and the administrators of all divisions and departments are expected to administer their units in accordance with Board of Education policy and regulations. However, the mere execution of directives cannot and should not by itself be construed as good administration. Vision, initiative, resourcefulness, leadership, and consideration and concern for staff members, students and parents are essential in effective administration of the schools.

Revised: June 26, 2012

DAB FINANCIAL ADMINISTRATION

Financial Administration

With respect to the actual, ongoing financial condition and activities of the District, the Superintendent shall not cause or allow fiscal jeopardy or a material deviation from the annual budget or any budget policies adopted by the Board, or any fiscal condition that is inconsistent with achieving the District's objectives.

Expending District Funds

The Superintendent shall take reasonable steps to ensure that only funds that have been received in the fiscal year to date are expended, unless authorized by Board resolution.

Reporting to Board and Community

Audits

All District funds and accounts shall be audited by an independent auditor annually in accordance with state law and Board Policy DIE. All District funds and accounts shall be audited internally on a quarterly basis. Timely and appropriate corrective actions shall be taken in accordance with any internal or external audit findings.

The Board shall receive all audit reports and be informed of all corrective actions taken.

Financial Reports

Quarterly Reports

The Superintendent or designee shall prepare and submit to the Board a quarterly fiscal actions report of all District funds. The quarterly report shall include:

- The actual amounts spent and received as of the date of the report from the general fund for the fiscal year, expressed as dollar amounts and as percentages of the annual budget.
- The actual amounts spent and received for the general fund for the same period in the preceding fiscal year, expressed as dollar amounts and as percentages of the annual budget.
- The expected year-end fund balances, expressed as dollar amounts and as percentages of the annual budget.
- A comparison of the expected year-end fund balances with the amount budgeted for that fiscal year.
- Details on the District's major tax and revenue sources, with variance analysis that shows the factors that are affecting revenue inflow.

The format and basis for reporting shall be consistent with the adopted budget and the past year's generally accepted accounting procedures results.

Reconciliation Report

The Superintendent or designee shall prepare for the Board an itemized reconciliation between the fiscal year-end fund balances based on the budgetary basis of accounting and the modified accrual basis of accounting. The reconciliation shall include, but is not limited to, the liability for accrued salaries and related benefits. The reconciliation shall be included with the final version of the amended budget and the annual audited financial statements.

The Board shall receive all financial reports in a timely manner and be informed of all corrective actions taken.

The Superintendent or designee shall conduct quarterly financial reviews with the Board using reports described above.

The Board may request other financial reports as needed.

Oral Notification

The Superintendent shall assure that immediate verbal notification be given to the Board regarding any potential financial problem or any matter that may affect the District's financial condition or ability to achieve its mission.

Available to Public

All financial and audit reports shall be made available to the public and shall be posted online in accordance with the Public School Financial Transparency Act. See exhibit DAB-E.

Legally-required Reports

Reports and filings required by state and federal law and agencies shall be accurately and timely filed.

Record Keeping

Complete and accurate financial records shall be kept for all District funds and accounts.

Operating Losses or Deficits

The Superintendent, as well as all fund directors, program directors, department heads and school principals, shall take all reasonable steps to identify funds, programs, departments or schools that may end the fiscal year with an operating loss or deficit. A corrective action plan shall be developed and implemented within 30 days of such identification.

The Superintendent, as well as all fund directors, program directors, department heads and school principals, shall develop and implement processes whereby variations or deviations in cash flow, revenues or other important financial indicators can be identified and dealt with in a timely manner.

Employee Reporting

The Superintendent shall develop and implement procedures to encourage all District employees to report suspected financial problems or wrongdoing. No adverse employment decisions shall be taken in response to a good faith report by an employee.

Contingency Planning

The Superintendent or designee shall continually be aware of the financial and political landscape both internally and externally and shall develop contingency plans against possible events.

Adopted: March 12, 2002

Last Revised: June 26, 2012

LEGAL REFS.: C.R.S. § 22-32-109(1)(i), (j), (k), (l) (*Board policy must ensure proper record keeping and annual audit*)
C.R.S. § 22-42-101, *et seq.* (bonded indebtedness)
C.R.S. § 24-18-201 (*employees of district may not be interested in contract made by district*)
C.R.S. § 29-1-601, *et seq.* (*local government audit law*)

DAB-E FINANCIAL ADMINISTRATION - EXHIBIT

Financial Administration

(Timeline for Online Posting of Financial Information)

The Public School Financial Transparency Act, C.R.S. § 22-44-301 *et seq.* (the Act) requires the District to post financial information online, in a downloadable format, for free public access, in accordance with the following timeline. The Act requires the District to update any required information within sixty days of the District's completion or receipt of the applicable report, statement or document. Once posted, the Act requires the District to maintain the prior two budget years' financial information online until the end of the current budget year.

Commencing July 1, 2010 and on a continuing basis thereafter

- Annual budget
- Annual audited financial statements
- Quarterly financial statements
- Salary schedules or policies pertaining to salaries [C.R.S. § 22-44-304(1)(a)]

Commencing July 1, 2011 and on a continuing basis thereafter

Accounts payable check registers and credit, debit and purchase card statements [C.R.S. § 22-44-304(1)(b)]

Commencing July 1, 2012 and on a continuing basis thereafter

Investment performance reports [C.R.S. § 22-44-304(1)(c)]

LEGAL REF: C.R.S. § 22-44-301, *et seq.* (Public School Financial Transparency Act)
C.R.S. § 22-44-304, *et seq.* (Public School Financial Transparency Act)

Last Revised: June 26, 2012

The annual budget is the financial plan for the operation of the school system. It provides the framework for both expenditures and revenues for the year and future years and translates into financial terms for the educational programs and objectives of the District.

Five-year Budget Plan

The Superintendent or designee is directed to develop, subject to annual approval by the Board of Education, a five-year budget plan that assures the future financial viability of the District and achievement of the District's objectives and takes into account future revenue, including tax and non-tax revenue, and future increases in operating expenses.

Budget Process

Public school budgeting is regulated and controlled by statutes and by requirements of the State Board of Education that prescribe the form of District budgets in order to ensure uniformity throughout the state.

The budget shall be presented in a summary format that is understandable by any layperson. The budget format shall itemize expenditures of the District by fund and by student. It shall describe the expenditure and show the amount budgeted for the current fiscal year and the amount budgeted for the ensuing fiscal year. When budgeting for any enterprise funds, the District shall use the full accrual basis of accounting. The budget shall summarize revenues by revenue source and expenditures by function, fund and object.

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

The Board of Education assigns to the Superintendent overall responsibility for annual budget preparation, budget presentation and budget administration. As part of the Superintendent's budget responsibility, the Superintendent shall cause to be prepared a budget preparation calendar that shall ensure that all deadlines established by law for budget presentation, hearings and adoption and for certification of amounts to be raised by school tax levies are met by the school District. The budget calendar shall take into consideration the possible need to submit a request to raise additional local revenue to a vote by the District's electorate. The Superintendent shall have authority to delegate portions of his or her budget responsibility to the Chief Financial Officer.

The budget preparation/presentation by the Superintendent shall be consistent with the budget priorities of the Board of Education as established in policy DBD.

Operating Reserve

Maintaining a fiscal year-end fund balance as an operating reserve in the general fund is a beneficial and sound financial management practice. The Board of Education assigns to the Superintendent or designee the responsibility of accumulating and maintains a general fund balance amounting to 5% of the District's current fiscal year adopted budget as an operating reserve. This amount will be in excess of the emergency reserve required by Article X, Section 20 of the Colorado Constitution (Taxpayer's Bill of Rights).

The operating reserve is intended to serve as a "rainy day" fund and will be used only for an unexpected loss of revenue or an extraordinary expenditure. Expenditures from this reserve shall be reported to the Board of Education.

If any part of the operating reserve is used in any fiscal year to cover an unexpected loss of revenue or an extraordinary expenditure, funds will be reallocated to restore the year-end fund balance in the operating reserve before any other budget allocations in the subsequent fiscal year, unless the Board of Education approves otherwise.

Capital Reserve

Maintaining resources in the capital reserve fund is a beneficial and sound business practice and protects the public's investment in school District facilities. The Board of Education directs the Superintendent or designee to budget an amount up to \$800/ per funded student each year to the capital reserve account for capital outlay expenditures authorized in state law. Funded students include those counted as part of the Colorado Preschool Program. This amount shall be transferred from the general fund to the capital reserve fund. The amount transferred from the general fund may be reduced by any money collected from the sale of land, buildings or both or any payments collected from the dedication of lands or voluntary contributions from a developer

Adopted: March 12, 2002

Last Revised: January, 2011
June 26, 2012

LEGAL REFS.: C.R.S. § 22-11-302(1)(a) (district accountability committee budget recommendations)
C.R.S. § 22-11-402(1)(a) (school level accountability committee budget recommendations)
C.R.S. § 22-32-109(1)(b)
C.R.S. §§ 22-44-101 through 117 (school district budget law, Board shall cause a proposed budget to be prepared and shall adopt a budget for each fiscal year)
C.R.S. § 22-44-106 (operating reserve)
C.R.S. § 22-44-301, *et seq.* (Public School Financial Transparency Act)
C.R.S. § 22-45-103(1)(c) (authorized expenditures from capital reserve fund)
C.R.S. § 29-1-103(3) (budget to reflect lease-purchase payment obligations)

DBD

DETERMINATION OF BUDGET PRIORITIES

All resources of the District shall be directed toward ensuring that all students reach their learning potential, including that they meet or exceed state and District content standards.

In order to fulfill its trustee obligation with regard to District resources, the Board of Education must know how resources are currently allocated, whether such allocation is effective and what changes should be made to achieve the greatest educational returns. The Superintendent shall develop a comprehensive and ongoing system to collect and analyze resource allocation information. The analysis of this information shall form the basis for the budget prepared by the Superintendent for presentation to the Board of Education. The system shall:

1. Determine how resources are currently allocated by school, grade and program
2. Link specific inputs with results for students and determine whether the current allocation of resources is effective in raising student achievement
3. Identify ways to better use resources to achieve the District's educational objectives and improve teaching and learning

As part of the budget preparation process, each school-level accountability committee shall make recommendations to the principal relative to priorities for expenditures of District funds by the school. The principal shall consider these recommendations when formulating budget requests to be presented to the Superintendent. The Superintendent shall also consider the accountability committee recommendations when preparing the budget to be presented to the Board of Education. A copy of the school-level

accountability recommendations shall be sent to the District Accountability Advisory Committee and to the Board of Education.

The District Accountability Advisory Committee shall make recommendations to the Board of Education or the Board's designee relative to priorities for expenditures of District funds and provide a copy of the recommendations to the Superintendent. The Board of Education shall consider these priorities when it adopts the annual budget. The Superintendent shall consider the District Accountability Advisory Committee recommendations when preparing the budget to be presented to the Board of Education.

Accordingly, the budget prepared and presented by the Superintendent shall:

1. Be derived from a five-year plan
2. Include contingency plans in the event budget assumptions prove erroneous
3. Be in summary format understandable by a lay person
4. Itemize District expenditures by fund
5. Include information regarding school-level expenditures
6. Adequately describe proposed expenditures
7. Show the amount budgeted for the current fiscal year and the amount budgeted for the ensuing fiscal year
8. Consider recommendations made by each school-level accountability committee relative to priorities for expenditures of District funds
9. Contain enough information to enable credible projection of revenue and expenses
10. Disclose budget planning assumptions
11. Not excessively rely on nonrecurring revenue
12. Not provide for expenditures, interfund transfers or reserves in excess of available revenues and beginning fund balances
13. Not include the use of beginning fund balance unless the Board of Education has adopted a resolution as described in state law specifically authorizing such use
14. Not reduce without approval of the Board of Education, the current cash reserves at any time to less than the minimum amount required by the spending limitations set forth in the state constitution
15. Provide adequate and reasonable budget support for Board of Education development and other governance priorities, including the cost of fiscal audit, Board of Education and committee meetings, Board of Education memberships and District legal fees
16. Take into consideration fiscal soundness in future years and plans for the building of organizational capabilities sufficient to achieve the Board of Educations' goals in future years
17. Reflect anticipated changes in employee compensation including inflationary adjustments, step increases, performance increases and benefits
18. Achieve a 5% operating reserve in the unallocated general fund balance
19. Comply with state and federal law

20. Provide sufficient resources to address the District's facility needs

Last Revised: June 26, 2012

LEGAL REFS.: C.R.S. § 22-11-302(1)(a) (district accountability committee budget recommendations)
C.R.S. § 22-11-402(1)(a) (school-level accountability committee budget recommendations)
C.R.S. § 22-44-105(1.5) (budget parameters regarding expenses not exceeding revenue and use of beginning fund balance)

DBG BUDGET ADOPTION PROCEDURES

A proposed budget, developed under the direction of the Superintendent, shall be presented to the Board of Education no later than June 1 for the next fiscal year. Together with the preliminary budget, a statement shall be submitted describing the major objectives of the District's educational program for the ensuing fiscal year, and the manner in which the budget proposes to fulfill such objectives.

The Board of Education shall notify the public that it has received a proposed budget from the administration. The proposed budget shall be available for public inspection at the office of the Superintendent, and public notices shall be posted to that effect.

It shall be the Board of Education's responsibility to review the proposed budget in open session, make such changes as it deems necessary, and adopt a budget and appropriation resolution no later than June 30 for the ensuing fiscal year.

Once the budget is adopted, it shall become the plan and legal authority for receiving and expending money during the fiscal year, except that, the Board of Education may review and change the budget with respect to both revenues and expenditures (prior to January 31 of the fiscal year for which the budget was adopted).

Authorization for Revenue Increase

The District may call an election to seek voter approval of an increase in the District's Authorized revenue base, in accordance with applicable law. If the District is authorized to raise and spend additional local revenues, the Board of Education may adopt a supplemental budget.

Last Revised: June 26, 2012

DBG-E DEADLINES IN BUDGETING PROCESS SET BY STATUTE

Note: The Colorado Department of Education annually notifies each district of critical dates in accordance with statutory requirements below.

By December 15

Board of Education must certify to Board of County Commissioners the separate amounts necessary to be raised by taxes for the school District's general, bond redemption, transportation and special building funds [C.R.S. § 22-40-102(1); C.R.S. § 39-5-128]

By June 1	Proposed budget must be submitted to Board of Education for tentative approval [C.R.S. § 22-44-108(1)]
Within 10 days of above	Notice of proposed budget must be published; budget must be made available for public inspection [C.R.S. § 22-44-109(1)]
Before final adoption	Public hearings must be held [C.R.S. § 22-44-110(1)]
Before end of fiscal year (June 30)	Board of Education must adopt official budget and appropriations resolution [C.R.S. § 22-44-103(1), 22-44-107(1), 22-44-110(4)]
Within 60 days of final adoption	District must post the Board of Education's adopted budget online, in a downloadable format, free for public access [C.R.S. § 22-44-304(1)(a)(I), (3)(a)]
By January 31	Board of Education may review and change the budget with respect to both revenues and expenditures [C.R.S. § 22-44-110(5)]

Additional deadlines if District seeks authorization to raise additional local revenues at an election:

At least 60 days prior to election	Ballot question must be delivered to county clerk and recorder [C.R.S. § 1-5-203(3)]
First Tuesday in November in odd-numbered years; general election date in even-numbered years	District may request authorization to raise additional local revenues subject to limitations set forth in law [Colorado Constitution, Article X, Section 20; C.R.S. § 22-54-108]
Following election	If the District is authorized to raise and spend additional local revenues, Board of Education may adopt a supplemental budget [C.R.S. § 22-44-110(6)]

LEGAL REF: Colo. Const. Art X, Sec. 20
C.R.S. § 22-44-103
C.R.S. §§ 22-44-107 through 110
C.R.S. § 22-54-108

Last Revised: June 26, 2012

**DBGA
MILL LEVY OVERRIDES**

If the Board of Education is of the opinion that revenues in excess of those provided through equalization program funding are necessary to provide for the needs of the District, the Board of Education may seek authorization at an election to raise additional local property tax revenues. The requested amount shall not exceed 20 percent of the District's total program funding for the budget year in which the limitation was reached or \$200,000, whichever is greater.

The Board of Education shall call an election to raise additional local revenues if an initiative petition containing signatures of at least five percent of the registered electors in the District is properly submitted to the Board of Education. An initiative petition shall be submitted at least 90 days prior to the election date in order to be valid.

Such elections shall be held on the first Tuesday in November in odd-numbered years in conjunction with the regular biennial school election or on general election day in even-numbered years.

If other jurisdictions that have overlapping boundaries or the same electors as the school District are conducting an election on the same day, the county clerk and recorder shall conduct the election as a coordinated election to allow voters to vote on all ballot issues at one polling place. The decision whether the election will be conducted as a polling place election or by mail ballot is one which shall be made by the county clerk.

The election shall be conducted pursuant to an intergovernmental agreement between the District and the county clerk and recorder. The agreement shall allocate responsibilities between the county clerk and the District for the preparation and conduct of the election and shall be signed no less than 60 days prior to the election. The Board of Education shall designate a school election official to whom some election responsibilities may be delegated pursuant to the agreement.

As an alternative, the District may have the option of conducting the election by mail ballot in accordance with rules promulgated by the secretary of state when the county clerk is conducting a polling place election. This decision should be made after consultation with the county clerk. However, mail ballot elections may not be held for mill levy elections on the same day as elections are held to elect members of Congress.

Transportation Mill Levies

The Board of Education may submit the question of whether to impose a mill levy for the payment of excess transportation costs at an election held in conjunction with the regular biennial election in odd-numbered years or with the general election in even-numbered years.

Excess transportation costs are defined as the current operating expenditures for student transportation minus any state reimbursement entitlement based on amounts expended and received in a 12-month period as specified in state law.

If the measure passes, the District shall deposit the resulting revenue in the transportation fund.

Election information

Expenditures of any school District funds or in kind services to otherwise inform voters about election issues must be specifically authorized by the Board of Education. The District may dispense a factual summary which includes arguments both for and against the proposal without any conclusion or opinions in favor of or against any particular issue addressed by the summary.

LEGAL REF: Article X, Section 20, Constitution of Colorado
 C.R.S. § 1-1-101, *et seq.* (Uniform Election Code of 1992)
 C.R.S. § 1-45-117 (Fair Campaign Practices Act)
 C.R.S. § 22-54-108
Last Revised: June 26, 2012

DBJ BUDGET TRANSFERS

Unencumbered moneys shall not be transferred from one fund to another unless authorized in advance by the Board of Education. When a contingency occurs, the Board of Education by resolution may transfer any unencumbered moneys from the contingency reserve account, which is within the general fund, to any other fund or function.

The Board of Education shall not transfer moneys from the bond redemption fund, the special building fund or the transportation fund.

School Budget Accounts

Principals and their designees are responsible for funds budgeted to that school and may transfer moneys between their discretionary accounts. The Superintendent and/or Chief Financial Officer shall be notified of such transfers. However, moneys in school staffing salary and benefit accounts cannot be transferred without Superintendent or designee approval.

Program Budget Accounts

Program managers and their designees are responsible for funds budgeted to that program and may transfer discretionary moneys according to procedures established by the program manager. Transfers between programs must have the approval of each program manager's immediate supervisor. The Superintendent and/or designee shall be notified of such transfers.

LEGAL REF: C.R.S. § 22-32-107 (duties of treasurer)
 C.R.S. § 22-44-102(3) (definition of contingency)
 C.R.S. § 22-44-112 (transfer of moneys)
 C.R.S. § 22-44-113 (borrowing from funds)
 C.R.S. § 22-45-103(1)(a)(II) (general fund)
 C.R.S. § 24-10-115 (authority for public entities to obtain insurance)

Last Revised: June 26, 2012

DBK FISCAL EMERGENCIES

If the Board of Education determines, during any budget year, that the anticipated revenues and amounts appropriated for expenditure in the budget exceed actual revenues available to the district due, in whole or in part, to action of the legislature or governor, the Board of Education may declare a fiscal emergency. Such action shall require the affirmative vote of two-thirds of the members of the Board of Education.

If a fiscal emergency is declared by the Board of Education, the Board of Education may implement a reduction in salaries for all employees of the District on a proportional basis or may alter the work year of employees. Such reduction in salaries may be made notwithstanding any adopted salary schedule or policy. Prior to taking such action, the Board of Education shall hold at least one public hearing.

LEGAL REF: C.R.S. § 22-44-115.5 (reduction in salaries or alteration of work year due to fiscal emergency)
 C.R.S. § 22-45-112(2)(a) (sales of real property if fiscal emergency)
 C.R.S. § 22-54-110(2)(d) (loans in form of lease-purchase agreements with state treasurer if fiscal emergency)

Last Revised: June 26, 2012

DCA CAPITAL RESERVE FUND BUDGET PLANNING

Capital outlay expenditures

"Capital outlay expenditures" means those expenditures which result in the acquisition of fixed assets or additions to fixed assets which the Board of Education anticipates will have benefits for more than one year. They are expenditures for land or existing buildings, improvements of grounds, construction buildings, additions to buildings, remodeling of buildings or initial additional or replacement equipment.

Capital reserve fund

Maintaining resources in the capital reserve fund is a beneficial and sound business practice and protects the public's investment in school District facilities. The Board of Education directs the Superintendent or

designee to budget an amount up to \$800/per funded student each year to the capital reserve account for capital outlay expenditures authorized by state law. The funded students will include all students counted and funded through the October count process. Unencumbered moneys in the fund may be transferred by Board of Education resolution to the insurance reserve fund or any other risk management fund as defined in state law.

Expenditures from the fund will be limited to long-range capital outlay expenditures and may be made only for the following purposes:

1. Acquisition of land or improvements and construction of structures thereon or acquisition of land with existing structures, equipment and furnishings.
2. Construction of additions to existing buildings.
3. Procurement and installation of equipment for new buildings and additions to existing buildings.
4. Alterations and improvements to existing structures where the total estimated cost of such project for labor and materials is in excess of \$2,500.
5. Acquisition of school buses or other equipment, the estimated unit cost of which including any necessary installation is in excess of \$1,000.
6. Installment purchase agreements or lease agreements with an option to purchase for a period not to exceed 20 years under which the school District becomes entitled to the use of the real property and related equipment for a school site, building or structure.

Expenditures from the fund will be authorized by Board of Education resolution along with the adoption of all of the budgets which specifically sets forth the purpose, estimated total cost and location and/or description of any school buses or equipment to be purchased or projects to be funded. Any expenditures that will exceed the approved budget must be brought back to the Board of Education for additional action.

Capital Reserve Committee (Capital Fixtures Equipment Assessment Team – Capital FEAT)

1. Chief Financial Officer
2. Director of Finance
3. Director of Purchasing and Materials Management
4. Director of Auxiliary Services
5. One member of District-level Curriculum and Instruction Department
6. Manager of Materials Management

Appointments will be for one year to ensure District-wide opportunity to participate in the capital reserve process. However, the finance and support services representatives will be permanent members.

The finance representative will chair the meetings as appropriate.

Procedures

1. Each building Principal and/or department head will prepare and submit a list of capital reserve needs by March 1. This list will be in priority order.
2. The Director of Auxiliary Services will meet with each facility administrator prior to March 1, to discuss the long-range facilities plan and review building project requests.

3. The Finance/Operations Division will meet as determined by the Chief Financial Officer and prepare a recommendation of items to be considered for the budget year. The committee will submit its recommendations no later than March 30 of each year.
4. The Finance/Operations Division will review and recommend to the Superintendent the priority for purchase of capital reserve items.
5. The Superintendent will review the proceedings of the Finance/Operations Division and prioritized capital reserve expenditures, and make his/her recommendations to the Board of Education for inclusion in the budget with the presentation of the preliminary budget in May.
6. The Board of Education will examine the recommendations and provide direction to the Superintendent for capital reserve projects. It will adopt the capital reserve project list along with all other budgets.
7. Each year at the end of the school year the Capital FEAT Committee will tour all buildings to review requests and conditions of equipment and buildings for future planning needs.

LEGAL REF.: C.R.S. § 22-45-103

Last Revised: January, 2011
June 26, 2012

DE REVENUES FROM TAX SOURCES

Local Funds

The Board of Education, in accordance with state law, shall file a "Certification of Tax Levies" with the Board of County Commissioners, which shall levy the property tax rate required to raise the amount of funds requested. A copy shall also be forwarded to the County Assessor.

The District also shall receive a portion of specific ownership tax on personal property.

State Funds

The District is entitled to receive equalization and categorical funds from the State of Colorado. The District shall file the required reports and forms to secure the amount of state funds to which it is entitled.

Federal Funds

Applications shall be made for federal funds, when available provided that none of the conditions of acceptance conflicts with Board of Education policies, District objectives or state law.

Last Revised: June 26, 2012

LEGAL REFS.: C.R.S. § 22-40-102 (certification of tax revenues)

DEA FUNDS FROM LOCAL TAX SOURCES

Mill Levies

If the Board of Education is of the opinion that revenues in excess of those provided through equalization program funding are necessary to provide for the needs of the District, the Board of Education may seek

authorization at an election to raise additional local property tax revenues. The requested amount shall not exceed 25 percent of the District's total program funding for the budget year in which the limitation was reached or \$200,000.00, whichever is greater.

The Board of Education shall call an election to raise additional local revenues if an initiative petition containing signatures of at least five percent of the registered electors in the District is properly submitted to the Board of Education. An initiative petition shall be submitted at least 90 days prior to the election date in order to be valid.

Such elections shall be held on the first Tuesday in November in odd-numbered years in conjunction with the regular biennial school election or on general election day in even-numbered years. The election shall be conducted by the county clerk and recorder in accordance with applicable law. The superintendent shall notify the State Board of Education prior to the election about the District's proposed use of the additional property tax revenues. The proposed use may include capital construction projects.

Transportation Mill Levies

The Board of Education may submit the question of whether to impose a mill levy for the payment of excess transportation costs at an election held in conjunction with the regular biennial election in odd-numbered years or with the general election in even-numbered years.

Excess transportation costs are defined as the annual operating expenditures for student transportation minus any state reimbursement entitlement based on amounts expended and received in a 12-month period as specified in state law. The term also includes annual expenditures for the purchase or lease of pupil transportation vehicles or other capital outlays related to pupil transportation.

If the measure passes, the District shall deposit the resulting revenue in the Transportation Fund.

Kindergarten Mill Levy

The Board of Education may submit the question of whether to impose a mill levy for additional local property tax revenues to provide funding for excess full-day kindergarten program costs. The Board of Education may include a question of whether to impose an additional mill levy of a stated amount and limited duration to meet the initial capital construction needs of the District associated with a full-day kindergarten program. "Excess full-day kindergarten program costs" are defined in state law as the costs that exceed the revenues the District receives from the school funding formula for kindergarten.

Bonded Indebtedness

Upon the approval of the electorate, the Board of Education may incur a bonded indebtedness which does not exceed amounts specified by law.

The Board of Education may authorize the issuance of debt to achieve the following goals and objectives:

1. To provide capital improvements which satisfy the District's physical plant needs.
2. To provide the capability of financing District equipment needs.
3. To refinance existing debt when it is in the best interests of the District.

To accomplish these goals the Board of Education has developed the following guidelines for managing the District's debt.

1. The Superintendent and a designee shall be responsible for implementing this policy and its procedures.
2. The Superintendent and a designee shall serve as the District's liaison with the investment banking community and will keep the Board of Education informed about investment banking activities, changes in laws which affect the issuance of debt, and any topics which bear on the District's financial activities and needs.

3. When developing the District's financial plan, the Superintendent shall analyze the need for financial advisory or investment banking assistance in defining the District's financial goals and objectives, establishing its financial plan and preparing for the issuance of debt or the refinancing of existing debt. Based on that analysis, the Superintendent may recommend that the District secure the services of financial advisory and/or investment bankers.
4. The type of financial advisory or investment banking services and the method of selecting the firm or firms to provide such services shall be determined by the Board of Education.
5. All investment banking firms or financial advisors employed by the District shall comply with the provisions and rules of the Municipal Securities Regulatory Board of Education when performing services for the District.
6. The Superintendent and Chief Financial Officer shall recommend to the Board of Education whether to use a competitive bid or negotiated sale method for each transaction. All financing completed by the District shall be conducted in compliance with state and federal statutes and regulations.

Notice to public

At least 20 days prior to any election wherein the Board of Education has submitted a ballot issue concerning the creation of any debt or other financial obligation, the District shall post on its website (or if the District does not have a website, at the District's main administrative office) a notice regarding financial information as specified in state law. This notice is in addition to other notices required by law.

LEGAL REF: Constitution of Colorado, Article X, Section 20
 C.R.S. §§ 1-1-101 through 1-13-108, *et seq.* (Uniform Election Code of 1992)
 C.R.S. § 1-7-908 (financial information district must post prior to any financial
 election)
 C.R.S. § 1-45-117 (Fair Campaign Practices Act)
 C.R.S. § 22-42-101, *et seq.* (bonded indebtedness)
 C.R.S. § 22-54-108
 C.R.S. § 22-54-108.5 (mill levy to fund full-day kindergarten)

Last Revised: June 26, 2012

Abbreviations, Acronyms & Glossary

ADA
Americans with Disabilities Act

ELA
English Language Acquisition

ALT
Achievement Level Test

AP
Advanced Placement

ASBO
Association of School Business Officials
International

ASCA
American School Counselor Association

AUT
Autism

AVID
Advancement via Individual Determination

C4T
Computers for Teachers

CAFR
Comprehensive Annual Financial Report

CAP
Community Asset Project

CARE
Collaborative Action Research for Equity

C.A.R.E.
Core Academic Re-Engagement

C.A.R.E. Line
Concern, Assistance, Responsibility, and
Empowerment Line

CBS
Competency Based System

CDE
Colorado Department of Education

CMAS
Colorado Measures of Academic Success

CIS
Curriculum Integration Services

CLDE
Culturally and Linguistically Diverse Education

CPI
Consumer Price Index

CPI-U
Consumer Price Index for All Urban Consumers

COP
Certificates of Participation

CPP
Colorado Preschool Program

C.R.S.
Colorado Revised Statutes

CSA
Colorado STEM Academy

CSAP
Colorado Student Assessment Program

CSDSIP
Colorado School Districts' Self Insurance Pool

CTE
Career and Technical Education

DAAC
District Accountability Advisory Committee

D.A.R.E.
Drug Abuse Resistance Education

DECA
Distributive Education Clubs of America

DVD
Digital Video Disc

DVR
Digital Video Recorder

EBC
Education and Behavior Consultant

ECARE
Early Childhood At-Risk Enhancement

ECC
Early Childhood Center

ECE
Early Childhood Education

ECEA
Exceptional Children's Education Act

ECS
Extended Child Services

ED
Emotional Disabilities

EIG
Educator Initiative Grant

ELA
English Language Acquisition

ELC
Early Learning Center

ELL
English Language Learners

ELPA
English Language Proficiency Act

ERCM
Emergency Response and Crisis Management

ERP
Enterprise Resource Planning

ET/IL
Educational Technology/Information Literacy

FBLA
Future Business Leaders of America

FCC
Federal Communications Commission

FTE
Full Time Equivalent

GAAP
Generally Accepted Accounting Principles

GASB
Governmental Accounting Standards Board

GFOA
Government Finance Officers Association

G/T
Gifted and Talented

GVC
Guaranteed and Viable Curriculum

HLHS
Hidden Lake High School

H.O.P.E.
Hispanic Opportunity in Public Education

HR
Human Resources

HVAC
Heating, Ventilating, and Air-Conditioning

IB
International Baccalaureate

IDEA
Individuals with Disabilities Education Act

IEP
Individual Education Plan

ILC
Integrated Learning Center

ISDB
Individual School and Department Budgets

LAN
Local Area Network

LD
Learning Disabilities

MAA
Metropolitan Arts Academy

MAP
Measures of Academic Progress

NCLB Act
No Child Left Behind Act

PARCC
Partnership for Assessment of Readiness for College and Careers

PBS
Positive Behavior System
PCD
Perceptual/Communicative Disability

PERA
Public Employees' Retirement Association

P.R.E.P.
Proficient, Responsive, Experiential,
Personalized

PPOR
Per Pupil Operating Revenue

PTO
Parent Teacher Organization

RISE
Resources to fund success for all students
Image of the school district's success
established in the district and community
Sustained Excellence in achievement for all
students

RTI
Response to Intervention

SAIP
Student Achievement Incentive Plan

SAR
School Accountability Report

SAS
Student Achievement Services or
Student Achievement Specialist

SASID
State Assigned Student Identifier

SAT
Scholastic Assessment Test

SIED
Significant Identifiable Emotional Disability

SIS
Student Information System

SRO
School Resource Officers

STEM
Science, Technology, Engineering, Math

SWAP
School to Work Alliance Program

TABOR
Taxpayer's Bill of Rights

USDA
United States Department of Agriculture

VCR
Video Cassette Recorder

VSP
Vision Service Providers

WAIS
Westminster Academy for International Studies

WIDA
Wisconsin, Delaware, Arkansas

WHS
Westminster High School

WPS
Westminster Public Schools

YESS
Youth Empowerment Support Services

Abatements

Abatements are complete or partial cancellations of a tax levy. Abatements usually apply to tax levies, special assessments, and service charges.

Access Success

The Access Success endeavor is to strengthen and improve the Cherry Creek School District high schools in ways that will increase our graduates' opportunities to access a college education, and ensure academic success at the college or university level.

Account

A record used to summarize all increases and decreases in an asset, liability, fund equity, revenue, or expenditure.

Accrual Basis of Accounting

A method of accounting under which revenue is recognized when earned and expenditures are recognized when incurred, regardless of the timing of related cash flows.

Activity

The activity provides the function and program components for reporting to the Colorado Department of Education. C.R.S. 22-44-110(1) and C.R.S. 22-44-105(4) require the Board of Education to review the functions and objects of the proposed budget and to collect comparable data by program and school site.

Agency Fund

A fund used to account for assets held by a district or other governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds.

Amendment 1 (TABOR Amendment)

An amendment to the Colorado Constitution approved by voters in November 1992, which limits governmental mill levies, revenue, and expenditures. Also referred to as the TABOR Amendment, which is the acronym for Taxpayers Bill of Rights.

Amendment 23

An amendment to the Colorado Constitution approved by voters in November 2000, which provides for state funding increases each year of at least the rate of inflation plus one percent for fiscal years 2001-02 through 2010-11 and annually by at least the rate of inflation for fiscal years thereafter. Other financial provisions relating to school district funding are also included.

Appropriation

A budgeted amount of money, which is approved by the Board of Education via a resolution, to spend for designated purposes.

Assessed Valuation

The current assessed valuation is based on 7.96 percent of the market value of residential property and 29 percent of market value of commercial property as determined by the Arapahoe County Assessor. Property taxes are paid on the basis of a property's assessed valuation, which is based on a percentage of the property's market value.

Asset Building

Forty developmental assets developed by the Search Institute that help students make choices in life and build school/community partnerships. This is a philosophy rather than a curriculum.

Attendance Rate

The average daily student attendance expressed as a percentage.

AVID

A 6th grade through high school elective program which prepares students in the academic middle with potential for success in rigorous secondary curriculum for four-year college eligibility. It is based on writing as a tool of learning, inquiry method and collaborative grouping. Three main components are academic instruction, tutorial support and motivational activities.

Average Cost per Student

Total site level budget for regular educational services, divided by the projected full-time equivalent (FTE) student enrollment. Average cost per student will fluctuate due to various factors: length of service and additional education for professional staff members, differences in utility costs, and basic staffing requirements.

Balanced Budget

A budget with total expenditures not exceeding total revenue and monies available in the fund balance within an individual fund.

Behavior Code

The Board, in accordance with state law, shall adopt and approve a written code of conduct for students based on the principle that every student is expected to show respect for and to obey persons in authority. The code shall also emphasize that certain behavior, especially behavior that disrupts the classroom and learning environment, is unacceptable and may result in disciplinary action. The code shall be enforced uniformly, fairly and consistently for all students.

Benchmarks

Describe what the student should know and be able to do at various levels (i.e., first and third grades), as determined by the State, in order to attain the performance standards. District describes four levels of performance: Advanced, Proficient, Basic, and PreBasic.

Bond Issue

In general, bond issues are voted to pay the cost of school construction. The items, which these funds can be used for, are stated on the ballot when the issue is presented to the people. Money can be spent only for these authorized purposes. Proceeds from bond issues cannot be used to pay the daily operating expenses of a school district.

Bonds

A certificate of debt issued by the school district guaranteeing payment of the original investment plus interest by a specified future date. This is associated with costs for capital facilities.

Budget

An annual financial plan which identifies allocated dollar amounts that will be spent and revenue that will be generated over a given period of time. The Cherry Creek School District budget specifies the type and level of services by activity, and object for each fund, school and department.

Budget Override Election

C.R.S. 22-54-108 allows for the authorization of additional local revenue. A district may submit for voter approval, a request to raise and expend additional local property tax revenue, subject to the limitations specified within the law. The request shall be submitted at an election held in accordance with section 20 of Article X of the state constitution and Title 1, C.R.S.

Capital Outlay (Expenditures)

An expenditure that results in the acquisition of fixed assets or additions to fixed assets that are presumed to have a life expectancy of more than one year and a value in excess of \$1,000. Examples include expenditures for land or existing buildings, improvements of grounds, construction of buildings, additions to buildings, remodeling of buildings, furniture, vehicles, and equipment.

Categorical Programs

Categorical Programs are specific programs that are funded separately from the District's total program funding under the School Finance Act. Examples include Vocational Education, Special Education, Gifted and Talented, English Language Acquisition, and Pupil Transportation. State funds for categorical programs must be used specifically for the program and are generally distributed based on a formula prescribed by law.

Central Services

Services provided to the District through one centralized department, including human resources, assessment and evaluation, risk management, planning, communications, and information systems.

Certificates of Participation (COP)

Financial instruments issued to provide capital in return for payment of principal and interest.

Charter School

A charter school in Colorado is a public school operated by a group of parents, teachers and/or community members as a semi-autonomous school of choice within a school district, operating under a contract or "charter" contract between the members of the charter school community and the local Board of Education.

Child Find

Child Find is a federally mandated program that identifies, evaluates, and assists with locating services for children who may have special needs or developmental delays. Some examples could include delay in talking, playing, interacting, seeing, hearing, thinking, or moving. For the Adam County School District, this program is designed for infants, toddlers, and preschoolers from birth to kindergarten age.

Colorado English Language Assessment (CELA)

The Colorado Department of Education has recently identified content standards in English proficiency for English language learners. Federal and state legislation have mandated a new English proficiency test, the CELA, to assess these standards. All kindergarten through twelfth grade students who have been identified as having a language background other than English in the state of Colorado will participate in a statewide assessment in the areas of English proficiency in reading, writing, speaking, listening and comprehension.

Colorado State Model Content Standards

Challenging academic standards developed by the Colorado General Assembly and the State Board of Education, which are the foundation for Colorado's educational system.

Colorado Revised Statutes

Colorado Revised Statutes (C.R.S.) are the official, currently revised, laws of the State of Colorado.

Colorado Student Assessment Program

The Colorado Student Assessment Program (CSAP) is a standards-based assessment designed to provide a picture of student performance to school districts, educators, parents, and the community. The primary purpose of the assessment program is to determine the level at which Colorado students meet the State Model Content Standards in the content areas that are assessed. The CSAP results are used by educators to improve curricula, instruction, and individual student learning.

Commodities

Foods donated by the United States Department of Agriculture for use in Child Nutrition Programs.

Common Assessments

Common assessments are measure-specific teaching targets that allow all children an equal chance to demonstrate their knowledge. They are administered across the District by course or by grade level.

Consumer Price Index

The Consumer Price Index (CPI) is a statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of cost of living and economic inflation.

Curriculum

Curriculum is all courses of study offered by an educational institution, or a group of related courses in a specific field of study, which allow students to acquire and integrate knowledge and skills.

Debt Service

Debt Service includes expenditures for the retirement of debt and expenditures for interest on debt, except principal and interest of current loans.

Depreciation

Depreciation is the systematic allocation of the cost basis of an asset to expense over the years or accounting periods making up its useful life.

Developmental Assets

The forty building blocks of healthy development that help young people grow up to be healthy, caring, and responsible individuals as identified by the Search Institute. (The Search Institute is an independent nonprofit organization that generates and communicates new knowledge, and brings together community, state, and national leaders).

Disadvantaged

This term is used in the Designated Purpose Grants Fund, specifically Title I. Disadvantaged refers to the poverty rates of students enrolled in the districts which Title I uses as criteria to allocate its resources.

Dropout Rate

An annual rate reflecting the percentage of all students enrolled in grades 7-12 who leave school during the reporting period and are not known to transfer to other public or private schools.

E-Rate

A government plan directed by the Federal Communications Commission (FCC) that provides discounts to eligible schools and libraries for telecommunication, Internet access, internal connection and basic maintenance services. Also known as the Schools and Libraries Program of the Universal Service Fund.

Employee Benefits

Compensation, in addition to regular salary, provided to an employee. This compensation includes such benefits as health insurance, life insurance, disability, and Public Association (PERA) contributions.

Encumbrances

Purchase orders, contracts, and/or other commitments that are chargeable to an appropriation and for which a part of the appropriation is reserved.

Enterprise Fund

A fund used to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the cost of providing services to the general public be financed or recovered primarily through user charges or where it has been decided that periodic determination of revenue earned, expenses incurred, and/or net income is appropriate.

Entitlement

Payments guaranteed by the state legislature to eligible recipients for a certain period of time. The primary example is state equalization program payments.

Equalization Program Funding

The financial base of support for public education for school districts in Colorado as calculated by the Public School Finance Act. Equalization Program funding is provided by a combination of state funding, local property taxes, and specific ownership taxes as determined under the provisions of the Public School Finance Act.

Equalization Program Funding Per Pupil

The total equalization program funding of a district, as provided and amended under the Public School Finance Act, divided by the District's funded pupil count.

Essential Benchmarks

Newly defined standards essential to the District's goal of raising the achievement of all students and ensuring that all students meet them. These benchmarks are defined for each core content area of Reading, Writing, Mathematics, Science, and Social Studies.

Ethnic Diversity

Number of students officially denoted using State defined racial/ethnic group classifications, expressed as a percentage.

Excellence and Equity

The terms Excellence and Equity represent both the goals and focus of the District's academic program. The goal of the District is to provide every student with excellent academic preparation that will allow the students to successfully complete a post-secondary college program. Accomplishment of this goal represents excellence in K-12 education. The Equity goal is to increase the achievement of all students while narrowing the gap between the highest and lowest achieving students, and eliminating the racial predictability of who occupies the highest and lowest performing groups.

Fiscal Year

Fiscal Year is a 12-month accounting period witch for Adams 50 is July 1st and ends the following June 30th.

Fixed Assets

Land, buildings, machinery, furniture, and other equipment that the District intends to hold or continue to use over a multi-year period.

Focus/Magnet School

Schools operated by the school district with a special focus or educational program such as a Montessori school or a Math/Music/Science school. 4 Registered Trademark of ACT, Inc.

Full Time Equivalent

Full Time Equivalent (FTE) is used for both student and employee information. For student enrollment purposes, full time equivalent is based on the portion of a day that a student spends in an instructional setting. Half-day kindergarten students are considered .5 FTE. For staff position purposes, full time equivalent is based on the employee's work requirement in comparison to a whole day. A kindergarten teacher, for one session, teaching only half a day is considered a .5 FTE.

Fund

A fund is a fiscal and accounting entity, with a self-balancing set of accounts recording revenue, expenditures, financial resources, and all related liabilities and fund equities.

Fund Balance (Fund Equity)

Fund balance is the excess of assets (revenue) over liabilities (expenditures) of a fund.

Funded Pupil Count

A district's pupil count, for funding purposes, under the current School Finance Act, which provides for an October 1 enrollment count within a district's school year. The funded pupil count is expressed in full time equivalent (FTE) pupils. An FTE count is designed to reflect the amount of time a student spends in an instructional setting.

Gallagher Amendment

This 1982 state constitutional amendment requires that the residential property share of the total assessed value in the state be stabilized at approximately 45 percent of the total. This stabilization is done by decreasing the residential percentage used to determine residential assessed values. The current valuation ratios are 7.96 percent of the market value for residential properties and 29 percent of market for commercial properties.

Governmental Designated Purpose Grants

Grants received from federal, state, or local governments, or private sources to be used for a specific and designated purpose.

Governmental Funds

A generic classification adopted by the National Council on Governmental Accounting to refer to all funds other than proprietary and fiduciary funds. General fund, special revenue funds, capital projects funds, debt service funds and special assessment funds are all examples of governmental fund types.

Graduation Rate (High Schools Only)

Number of students, who completed locally defined requirements for graduation from high school, expressed as a percentage. The rate is a cumulative or longitudinal rate that calculates the number of students who actually graduate as a percentage of those who were in membership and could have graduated over a four-year period.

Highly Qualified

An objective of Title II is to ensure that all teachers of core academic subjects are "highly qualified". This requires that all teachers have state certification, hold a bachelor's degree, and have demonstrated subject area competency. Core subjects include English, reading or language arts, mathematics, science, foreign languages, civics and government, economics, arts, history, and geography.

Hold Harmless District (Eliminated in 1995)

The Public School Finance Act of 1994 included a "hold harmless" provision. Under hold harmless, any district that would receive less revenue per pupil than was allocated the previous year, would receive the previous year's revenue per pupil for all students currently enrolled. New students, from increased enrollment, would be funded at the lower per pupil amount resulting from the formula in the School Finance Act. This hold harmless provision was eliminated in 1995. The District is now eligible to receive an increase for inflation for all enrolled pupils. The District is no longer in a hold harmless status.

Incident Command System

A management tool used to manage and control critical incidents or special events, which allows First Responders and school personnel to work together in response to emergency situations. This system is a part of the National Incident Management System (NIMS), and is required by law (SB-181) to be integrated into the District's Emergency Response Crisis Management policy, plan, and operational procedures.

Instruction

Instruction includes the activities dealing with the teaching of pupils.

Instructional Supplies and Materials

Instructional supplies and materials include, but are not limited to textbooks, library books, periodicals, and other supplies and materials associated with instructional activities.

Inter-Fund Transfer

Money taken from one fund and added to another fund. Inter-fund transfers are not receipts or expenditures of the District.

International Baccalaureate Organization

The International Baccalaureate Organization (IBO), founded in 1968, is a recognized leader in the field of international education. It is a non-profit, mission-driven foundation that works with over 1,700 schools to develop and offer three challenging programs in over 120 countries to approximately 200,000 students.

Lease/Purchase Agreement

Contractual agreements that are termed leases, but that in substance are purchase contracts.

Mill

Local tax rates against property are always computed in mills. A mill is one one-thousandth (.001) of a dollar taxable value. One mill produces \$1 in tax income for every \$1,000 of property (taxable value).

Mill Levy

The rate of taxation based on dollars per thousand of taxable value.

Mission Statement

A mission statement is an entity's statement of its focus and priority or a summary describing the aims, values, and overall plan of an organization or individual.

Mobility Rate

Mobility rate is a calculation that reflects the total change in student enrollment over the full school year. The number of incoming students is added to the number of students who have left. That sum is divided by the number of students who are enrolled on the last day of school.

Modified Accrual Basis

The accrual basis of accounting adapted to the governmental fund-type measurement focus. Under it, revenue 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". Expenditures are recognized when the fund liability is incurred. Inventories of materials and supplies may be considered expenditures either when purchased or when used. Prepaid insurance and similar items may be considered expenditures either when paid for or when consumed.

Object

An accounting and budgeting account code used to record expenditures for a specific category of salaries, employee benefits, and goods or services purchased.

Operations and Maintenance

Activities keeping the physical plant of the school facilities open, comfortable and safe for use, and keeping the grounds, building, and equipment in an effective working condition and state of repair.

Per Pupil Operating Revenue

The equalization program funding of a district determined in accordance with the provisions of the Public School Finance Act, as amended; divided by the funded pupil count of the district; minus the minimum amount per pupil required to be transferred to the Capital Reserve Fund and insurance and risk related activity accounts.

Performance Assessments

Refers to a task or situation in which students are given an opportunity to demonstrate their understanding and thoughtfully apply knowledge and skills. The approach requires students to construct their own responses to questions or prompts rather than to select from alternatives that are presented. Performance assessments are developed in a variety of contexts to represent the multifaceted nature of a proficiency area.

Performance Level

Each performance level represents a range of scale scores that determine where the child is performing on each CSAP assessment. For a child to make a year's growth, he/she would need to maintain the same performance level attained the prior year. There are ten levels: unsatisfactory, unsatisfactory high, partially proficient low, partially proficient, partially proficient high, proficient low, and proficient, proficient high, advanced low, and advanced.

Property Tax

The general property tax is levied on land and buildings located within a school district. Every owner of private and business property in the district, including public utilities, pays this tax. Property owned by governmental, charitable, and religious institutions is exempt from taxation.

Public School Finance Act

C.R.S. 22-54-101, et seq., enacted in 1994 seeks to provide for a thorough and uniform system of public schools throughout the state. It requires that all school districts operate under the same finance formula. Equity considerations dictate that all districts are subject to the expenditure and maximum levy provisions of this act. Under the previous 1988 act, Colorado's 178 school districts were classified into eight categories with similar characteristics for funding purposes. The 1994 act, created under House Bill 94-1001, replaces the eight setting category groups with individually determined school district per pupil funding amounts. The 1995 legislature revised the 1994 act with the passage of House Bill 95-1327. This bill eliminated the hold harmless status of school district funding, provided for an increase for inflation, and provided for partial property tax equity for Cherry Creek School District.

Public Employees' Retirement Association

Public Employees' Retirement Association (PERA) provides retirement and other benefits to the employees of nearly 400 government agencies and public entities in the State of Colorado. Established by state law in 1931, PERA operates by authority of the Colorado General Assembly and is administered under Title 24, Article 51 of the Colorado Revised Statutes. It serves as a substitute for social security and uses actuarially established investment objectives with long-term goals and policies.

Pupil Activities Fund

This fund is provided to account for financial transactions related to school-sponsored pupil intra- and inter-scholastic athletic and activity related events.

Pupil Enrollment

Pupil enrollment can be presented as the full actual count or on a full time equivalent (FTE) basis.

Purchased Services

Amounts paid for personal services rendered by personnel, who are not on the District's payroll, and other services, which the District may purchase.

Referendum C

Referendum C, also known as the Colorado Economic and Recovery Act, allowed a portion of the tax revenue collected by the state to be available in the State budget to boost the economy during a time of recession. In November 2005, the voters of Colorado approved the ballot proposal known as Referendum C. This change allows the state to retain and spend the money it collects beyond a newly established set limit, for education and healthcare purposes over the next five years.

Retained Earnings

Retained earnings is an equity account that reflects the accumulated earnings of an enterprise.

Revenue

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.

Rubrics

Scoring guides for evaluating student work and for providing common agreement on evaluating performance. A set of statements explaining the criteria for specific level of performance.

Salaries

Amounts paid to employees of the District who are considered to be in positions of a permanent nature or hired temporarily, including personnel substituting for those in permanent positions.

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. Most Student Achievement Services costs are not included in the site budget. 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 (e.g., all schools have a building engineer, nurse, etc., regardless of student enrollment).

School of Choice

Colorado law allows students to enroll under open enrollment at a non-resident school, also known as School of Choice. These schools include Charter and Institute Charter schools, Home schools, online schools, Magnet/Focus/Option/Contract schools, and Private schools.

School Improvement Plan

A comprehensive plan that contains measurable goals and annual action plans for the improvement of student achievement and the learning environment of the building. Each school reviews their data, identifies areas for improvement, and develops an action plan based on those goals. The school is responsible for monitoring implementation and success of the plan on a routine basis.

Self-Insurance

The underwriting of one's own insurance rather than purchasing coverage from a private provider, by identifying specific areas of risk and assessing actuarially sound charges.

Special Revenue Fund

A fund established to account for the proceeds of specific revenue sources, including revenue requiring separate accounting due to legal or regulatory provisions that restrict expenditures to specified purposes. The Capital Reserve, Designated Purpose Grants, Extended Child Services, Pupil Activities, and Cherry Creek School District Capital Finance Corporation are examples of special revenue funds.

Specific Ownership Tax

An annual tax imposed upon each taxable item of personal property, including motor vehicles.

Stability Rate

The enrollment less the number of "outgoing" students since the beginning of the school year, divided by the number of students enrolled.

State Assigned Student Identifier

The state began using this system in 2003-04 to track all students by an individual ID #. This allows for more accurate accounting for the graduation and dropout rates while maintaining the privacy of a student's social security number.

State Equalization Aid

A school district's state aid, under the current school finance act, is equal to its total equalization program funding less the local share. The Public School Finance Act of 1994 requires the school district local share to be the revenue based on the annual property tax levy plus the amount of specific ownership tax other than the portion of the specific ownership tax attributable to a bond redemption tax levy or an operating revenue override tax levy.

Student Achievement Services

Those activities designed to assess and improve the well-being of students and to supplement the teaching process. Programs offered include those that serve students with disabilities and exceptional needs.

Supplemental Programs

Major unique or additional programs available at the site (may or may not be at other sites), for specific students or for all students at the site.

Supplies and Materials

Supplies and materials include textbooks, library books, and other instructional materials, office supplies, building maintenance parts, gasoline, tires, and custodial supplies. With the exception of some unique areas, such as maintenance supplies and transportation-related expenses, most materials are established in relation to the student population.

Tax Rate

The amount of tax paid for each increment (usually \$1,000) of assessed value of property.

Tax Assessment Year and Collection Year

The calendar year in which taxes are levied (December) is the tax assessment year. The calendar year in which tax bills are sent out (January) is the tax collection year. As an example, the calendar year tax bills, based on December 2008 tax assessments and billed in January 2009, are reflected as revenue to the District in fiscal year 2008-09.

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