

# Adopted Budget 2020-2021



  
**Westminster Public Schools**

Where Education is Personal

[www.westminsterpublicschools.org](http://www.westminsterpublicschools.org) | 7002 Raleigh Street | Westminster CO 80030

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# EXECUTIVE SUMMARY

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# Superintendent's Budget Message

June 23, 2020

Board of Education  
Westminster Public Schools  
7002 Raleigh Street  
Westminster, Colorado 80030

## Transmittal of the Adopted Budget for Fiscal Year 2020-2021

I am pleased to submit to you the Adopted Budget for the fiscal year 2020-2021. This Adopted Budget has been developed in compliance with Colorado laws and regulations. Projections for funded pupil count and certified mill levies are the basis for the development of this budget. These variables will be known with certainty in November and December 2020, and the budget will be adjusted accordingly. You will find all of the information related to budget development goals, revenue and expenditure assumptions, prior year comparison data and compliance requirements for each district fund in various sections of this document.

The process used in the development of this budget is intended to assure alignment of our fiscal resources with the District's mission and policies, along with the targets and goals adopted by the Board of Education. Since our resources are limited, it is critical that we focus on continuation and improvement of academic achievement. In keeping in line with our budget, Westminster Public Schools has set a bold five-part vision to achieve in five years:

- Vision 1.** 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.** 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.** 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.** Westminster Public Schools provides functional and safe infrastructure and facilities, which make a significant contribution to a positive student and workplace experience.
- Vision 5.** 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.

Westminster Public Schools believes that **Education is Personal**, and for this reason student achievement is the top priority in our District. Since implementing a Competency Based System (CBS), the District has shown sustained academic growth and has become a recognized leader in educational innovation. In fact, we have received accreditation from Cognia, a regional accreditation agency. Cognia's accreditation, which focuses on instruction and continuous improvement, will complement the Colorado Department of Education's (CDE) Accountability and Accreditation process.

Our schools, staff, and departments have very specific, measurable goals. This budget was developed by aligning our resources and putting a plan together that improves student achievement and provides a financial roadmap to support students, staff and the community in a 21<sup>st</sup>-century learning environment.

### **Student Academic Performance**

Our Competency-Based System (CBS) and implementation of the Colorado Academic Standards will continue in the District.

As a result of the efficacy of our collective efforts, including input from our Board of Education appointed Fiscal Oversight Committee, we anticipate that an increase in academic achievement will be realized in accordance with our District Unified Improvement Plan and our Board of Education goals.

The District staff used the following to guide them through the budget development process.

Key assumptions for budget planning:

- Enrollment to decline
- Salaries and benefits staying competitive
- Budget Stabilization Factor
- School Board Priorities
- Changing demographics
- Continuation of the Competency-Based System (K-12)
- New legislation – new mandates
- Non-salary contractual agreements

In addition, District schools/departments used a zero-based budgeting process to arrive at their 2020-2021 fiscal requests.

This executive 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,



Dr. Pamela Swanson  
Superintendent of Schools

## Financial Services Transmittal Letter

June 23, 2020

Dr. Pamela Swanson  
Westminster Public Schools  
7002 Raleigh Street  
Westminster, CO 80030

### **Subject: Transmittal of the Adopted Budget for the fiscal year 2020-2021**

The Financial Services staff is pleased to submit to you, and the Board of Education, the Adopted Budget for the fiscal year July 1, 2020 to June 30, 2021. The budget is presented in compliance with applicable Colorado Revised Statutes and Colorado Department of Education regulations. A balanced budget is presented for each of the District's funds with projected resources plus anticipated revenues equal to expenditures and other resource allocations. The budget presented was developed to accomplish the policies and goals in the Vision 2020 Plan established by the Board of Education. The Board identified the following priorities in the Vision 2020 Plan:

- Continue and strengthen the success of Competency Based Education.
- Maintain current momentum and success for student achievement in the District.
- Establish an accurate perception of Westminster Public Schools 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.

This document has been developed to assist the reader's understanding of the District's budget and the development process. Included in the document are the major assumptions used to prepare the budget as well as summarized and detailed information to accommodate the interest level of the various readers of the document. The budget is formatted as a communication document that is "reader friendly" for our parents, community and staff.

### **Budget Development Assumptions**

This fiscal year budget is built with a 13% cut in funding. The impacts of the COVID-19 pandemic and related economic contraction that began in March 2020 will result in a significant decline in General Fund revenue for the State of Colorado. As a result, an \$895.8 million General Fund deficit is expected at the end of FY 2019-20. The economic contraction will reduce the State of Colorado's General Fund revenue further in FY 2020-21. The State of Colorado has yet to adopt a budget for FY 2020-21. The State of Colorado is estimating to have a \$3.3 billion, or 25.3 percent, shortfall in revenue.

In addition, the per-pupil funding governed by state laws, the budget is based on a projection of a number of eligible students enrolled in our schools on October 1, 2020. An outside consultant performs a series of comprehensive projections to assist the District in projecting the number of students to attend each school year. The District's student enrollment is expected to decline for 2020-2021. With the COVID-19 pandemic we expect to see additional declines in enrollment. Final pupil counts will be verified in November, which will be used by the state to determine and adjust the District's actual fiscal year school finance funding level.

As well as, thanks to the support of the District's voters, Westminster Public Schools passed a mill levy election in November 2018. The election authorized additional 14.5 mills for the district. If the District did not pass that mill levy the Adopted Budget for 2020-2021 would have to be cut by at least \$5 million.

Property taxes are another major component of the budget development process. The two variables in property tax revenue for the District are assessed valuations for property and the allowed mill levies certified by the Board of Education. Assessed valuations within the District boundaries have had a significant increase since 2016, and was expected to continue to grow as well. The County Assessor is required to provide the assessed valuation notice to the District by August 25<sup>th</sup> each year, with any final adjustments due by December 10<sup>th</sup>. The COVID-19 pandemic has caused that process to be delayed until mid-October 2020. The Board must then certify mill levies by December 15<sup>th</sup>. Once levies are certified, a portion of local property tax revenue is used in the school finance act funding formula to determine the amount of state revenue paid to the District.

The Financial Services staff used the following guidelines in the development of the budget for the fiscal year 2020-2021:

- Legislative action related to school funding requirements
- Board of Education policies and approved budget goals
- Conservative estimates necessary to maintain long-term fiscal stability and support for continuous improvement in academic achievement
- Develop a budget document to clearly represent the fiscal operations of the District
- Use conservative and realistic assumptions for financial forecasting and fiscal impact analysis

In accordance with the Board of Education policy, the general fund has a reserve contingency of 5.0% of budgeted expenditures.

### **Budget Awards**

The Association of School Business Officials International (ASBO) determined that the District's budget for the fiscal year 2019-2020 met the stringent requirements of the Meritorious Budget Award Program. This is the eleventh year the District applied for and received this award. In order to earn the Meritorious Budget Award, the District must satisfy standards that grade the budget on effectiveness as an easily readable policy document, an operating guide, a financial plan and a communication device. This award is valid for a period of one year only.

The District's Finance Office chose not to submit the 2019-2020 budget to the Government Finance Officers Association of the United States and Canada (GFOA) for review. Instead, the District's Financial Services Department donated the funds to the Westminster Public Schools Education Foundation for student scholarship opportunities.

While every page of this document provides valuable information, the Executive Summary will assist the reader in obtaining an excellent overview of the fiscal operations of the District.

We would like to thank the Financial Services Staff, District Accountability Advisory Committee and the Fiscal Oversight Committee for their assistance and recommendations in the development of this document.

Finally, thank you and the Board of Education for your commitment to the students, community, and staff of the District and for your support of the District's budget development and accountability process.

Sincerely,

*Sandra Nees*

Sandra Nees  
Chief Financial Officer

*Brisa  
Montgomery*

Brisa Villalobos  
Director of Finance

## Acknowledgements and Awards

THE FINANCE DEPARTMENT OF WESTMINSTER PUBLIC SCHOOLS IS HONORED TO PRESENT THE FISCAL YEAR 2020-2021 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, 2019. 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 2019-2020 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. Ryan McCoy  
Board President



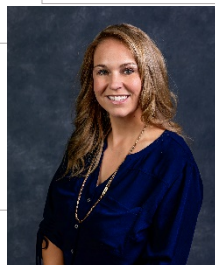
Mr. Joe Davidek  
Board Vice President



Mr. Ken Ciano  
Board Secretary



Mr. Max Math  
Board Treasurer



Mrs. Christine Duran  
Board Director

## Central Office Administration

Dr. Pamela Swanson  
Superintendent



### CENTRAL OFFICE ADMINISTRATION

Dr. James Duffy, Chief Operating Officer

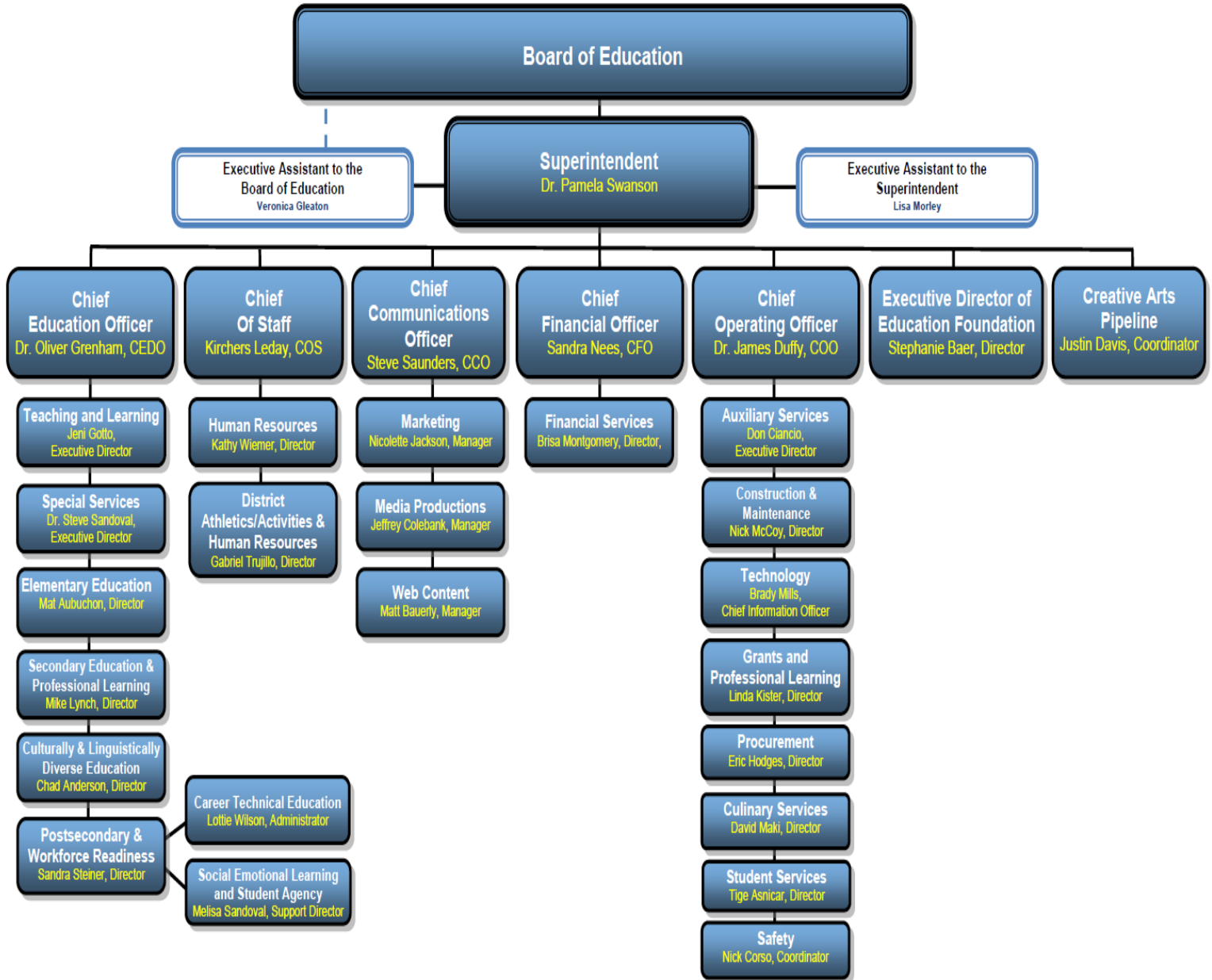
Dr. Oliver Grenham, Chief Education Officer

Mr. Kirchers Leday, Chief of Staff

Ms. Sandra Nees, Chief Financial Officer

Mr. Steve Saunders, Chief Communications Officer

# District Organization



## 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 2020-2021 for Westminster Public Schools. Information in this summary is based upon the 2020-2021 Adopted Budget to be approved by the Board of Education on June 23, 2020. 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](http://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 **2021**.

Since implementing a Competency Based System (CBS) in 2009, 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: VISION 2025

*Due to COVID-19, the Districts Vision 2025 will not be finalized until early 2020-2021.*

Westminster Public Schools has set a bold five-part vision to achieve in five years:

# OUR COLLECTIVE VISION

VISION 1



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



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



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



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

VISION 5



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: <b>117,832</b>	Households: <b>46,137</b>	Median Age: <b>37.2</b>	Educational Attainment (Age 25+): Bachelor's degree or higher 24.9% Master's, professional or doctorate 13.9%	Average Disposable Income: <b>\$73,017</b>
Source: Westminster City Profile, 2019-20				

ADAMS COUNTY: <i>At a Glance</i>				
Population: <b>511,469</b>	Households: <b>175,672</b>	Median Age: <b>33.4</b>	Educational Attainment (Age 25+): High School Graduate or Higher 83% Bachelor's Degree 16.0% Graduate or Professional Degree 7.6%	Median Household Income: <b>\$64,087</b>
Source: Adams County Adopted Budget 2020				

## Brief Overview of School Finance in Colorado

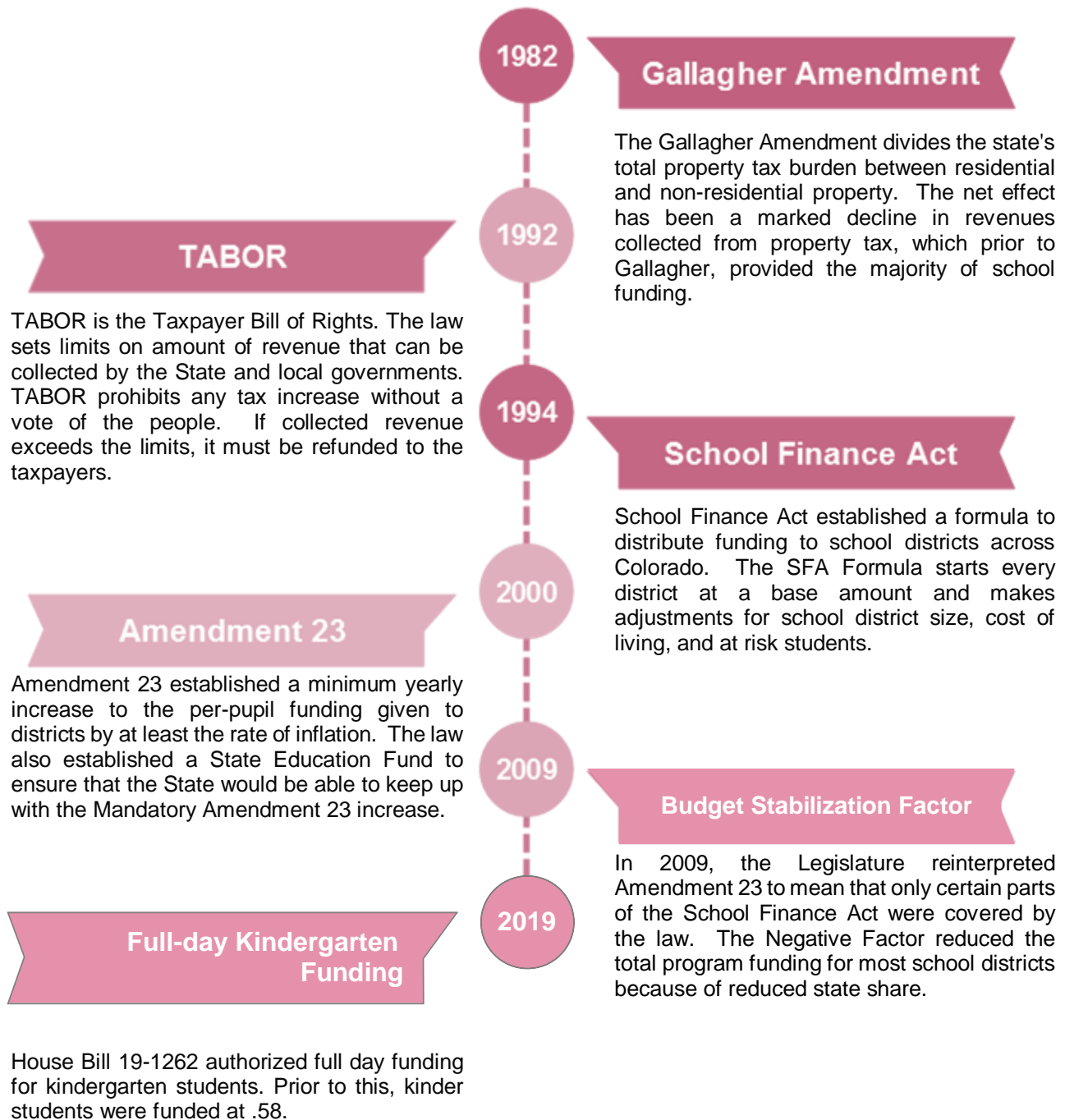
Every homeowner and business owner in Colorado pays property taxes for schools, along with sales taxes for police, fire, and other local public services. The Colorado state government is responsible for funding other public services such as prisons and transportation in addition to determining the funding 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.

Federal 49¢	State 24¢	Local 27¢
<ul style="list-style-type: none"> <li>Defense</li> <li>Health Care</li> <li>Social Security</li> <li>Human Services</li> <li>International Affairs</li> </ul>	<ul style="list-style-type: none"> <li>Education</li> <li>Health Care</li> <li>Human Services</li> <li>Courts &amp; Prisons</li> <li>Roads</li> </ul>	<ul style="list-style-type: none"> <li>Education</li> <li>Human Services</li> <li>Police &amp; Fire</li> <li>Roads</li> <li>Parks</li> </ul>

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.

Source: Colorado Joint Budget Committee, 2020-21

## Historical Funding Developments

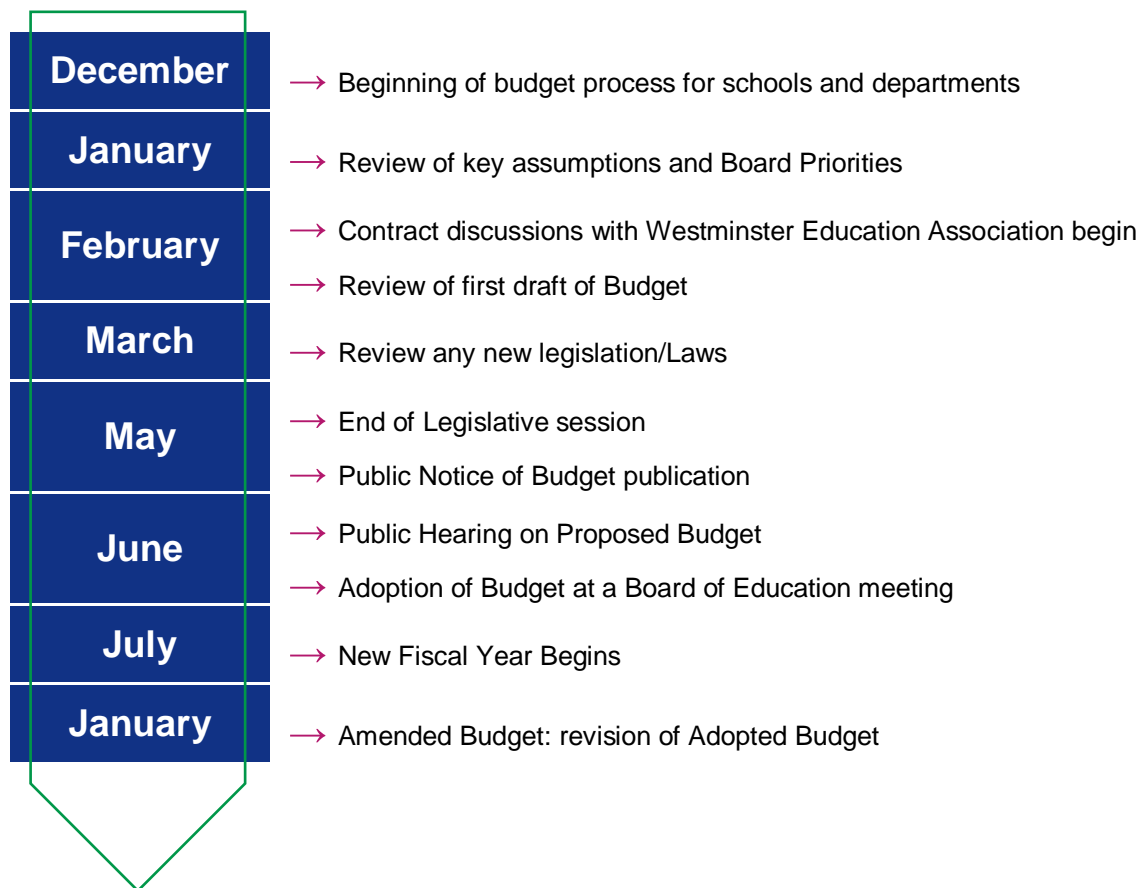


## Financial Budgeting and Accounting Basis

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 adopted 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 Education's 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 largest source of revenue is from state aid. 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 2018-2019. 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 events, 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

Over 50% of the revenue anticipated to be received by the General Fund is determined by the School Finance Act of 1994 and the 2014 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.

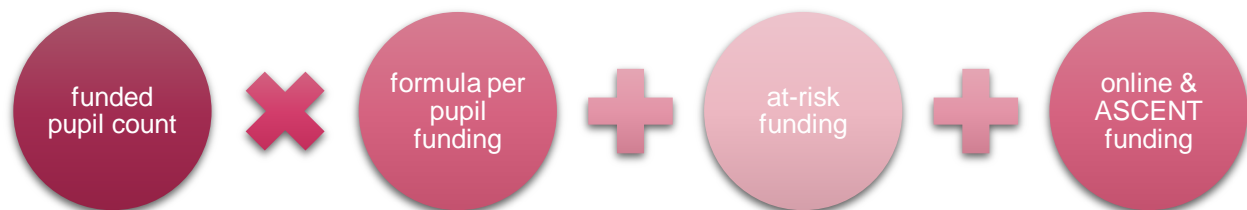
The assessed valuations for property located within the District have fluctuated in the last 5 years primarily due to the effect of the economy on the housing market. With the COVID-19 pandemic, it is unsure what will happen in the upcoming years.

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.

### 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 approximately \$24 million. The Adopted Budget is based on the following school finance factors:

- Base funding \$6,951.53
- Cost of living factor 1.215
- District size factor 1.0297
- Personnel cost factor 0.8874
- Non-personnel cost factor 0.1128
- Budget Stabilization Factor 7%

#### *Cost-of-living factor*

A cost-of-living factor is certified by the Legislative Council Staff to the Department of Education for each school district based upon the cost-of-living analysis. The cost-of-living factor reflects differences among the state's 178 districts in the costs of housing, goods, and services. A new cost-of-living analysis is required of the Legislative Council Staff every two years. The cost-of-living calculation changed in Fiscal Year 2004-2005, replacing inflation with the increase in household income level. 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 1.215.

#### *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 .8874 percent.

### Categorical Programs Funding

\*Per CDE. Rounded

While state legislators have provided modest increases to the total program funding formula in past years, minimal or, no increases have been provided for categorical programs for many years. 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.

### Student Based Budgeting for Innovation Schools

Westminster Public Schools implemented Student Based Budgeting for its Innovations Schools: Colorado STEM Academy, Westminster Academy for International Studies, and John E. Flynn a Marzano Academy, and Metropolitan Arts Academy. We believe every child deserves the same opportunity for an excellent education. That means every child must receive equitable funding based on his/her educational needs. Schools will now receive the per-pupil funding the district receives from the state:

- Student Funding Formula.
- Programs not consolidated - Includes initiatives that remain outside of SBB because of their unique funding structure or priority include items like Special Education, ELL, and Pre-K.
- All revenues collected from the district fees.

Student Based Budgeting makes spending flexible to allow for real budget planning.

## **Summary of Revenues and Expenditures: 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 have grown to account for a significant portion of the District's revenues. School districts throughout the state have to find ways to do more with less due to reductions in revenues.



Colorado lawmakers signed a bill into law in 2019-2020 that commits \$175 million to fund full-day kindergarten in the state. Westminster Public Schools Board of Education considers full day kindergarten a high priority and already offers tuition free full day kindergarten to its students.

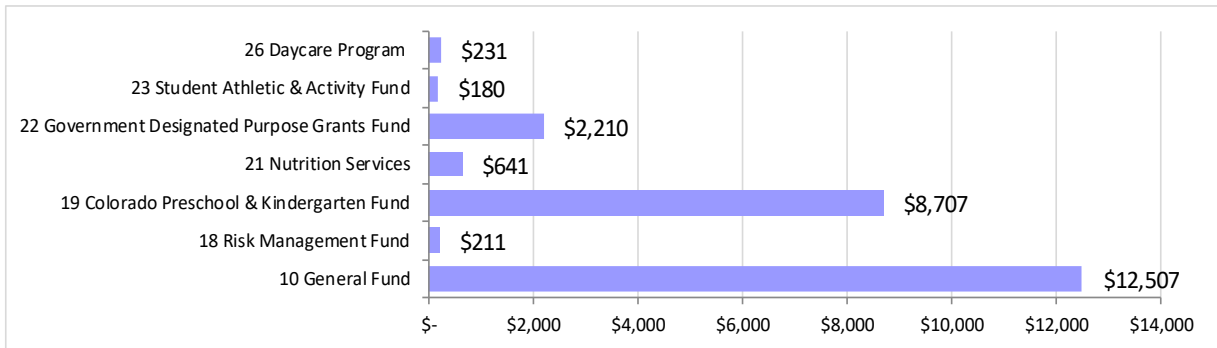
### Current and Previous FY Revenue Comparison for All Funds

	Amended	Adopted
Revenue Summary of All Funds	2020	2021
10 General Fund	\$ 113,441,796	\$ 107,721,169
18 Risk Management Fund	1,762,195	1,813,390
19 Colorado Preschool & Kindergarten Fund	3,529,472	3,526,335
21 Nutrition Services	5,370,000	5,519,000
22 Government Designated Purpose Grants Fund	10,435,624	19,036,784
23 Student Athletic & Activity Fund	1,591,004	1,549,454
26 Daycare Program	800,000	1,988,950
31 Bond Redemption Fund	8,644,344	8,644,344
43 Capital Reserve	3,997,150	3,600,000
74 School Activity Fund	-	-
<b>Total</b>	<b>\$ 149,571,585</b>	<b>\$ 153,399,426</b>

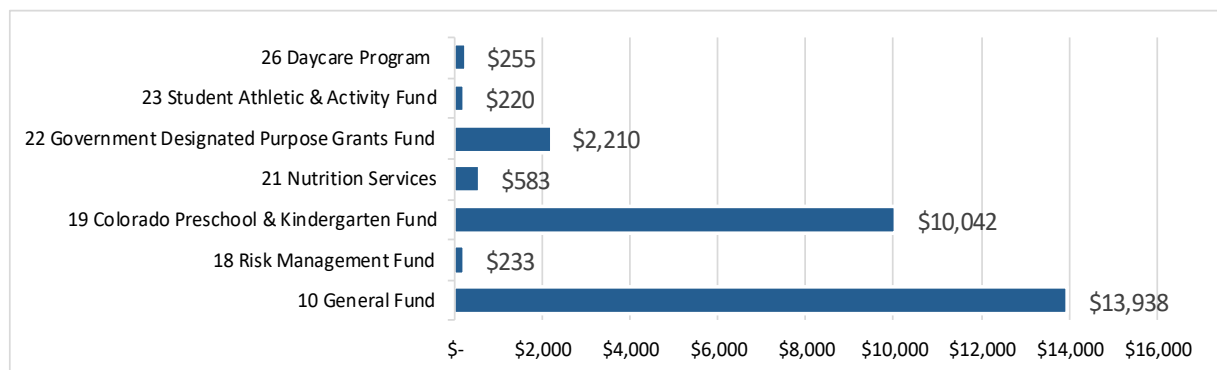
### Current and Previous FY Expenditure Comparison for All Funds

	Amended	Adopted
Expenditure Summary of All Funds	2020	2021
10 General Fund	\$ 122,712,595	\$ 120,044,593
18 Risk Management Fund	1,696,830	2,006,490
19 Colorado Preschool & Kindergarten Fund	4,519,035	4,067,182
21 Nutrition Services	6,532,025	5,018,167
22 Government Designated Purpose Grants Fund	10,435,624	19,036,784
23 Student Athletic & Activity Fund	1,641,004	1,894,827
26 Daycare Program	700,000	2,198,489
31 Bond Redemption Fund	8,384,172	8,371,715
43 Capital Reserve	52,930,833	24,979,191
74 School Activity Fund	-	-
<b>Total</b>	<b>\$ 209,552,118</b>	<b>\$ 187,617,437</b>

## All Funds - Expenditure Summary Per- Student 2020-2021



## All Funds - Expenditure Summary Per- Student 2020-2021

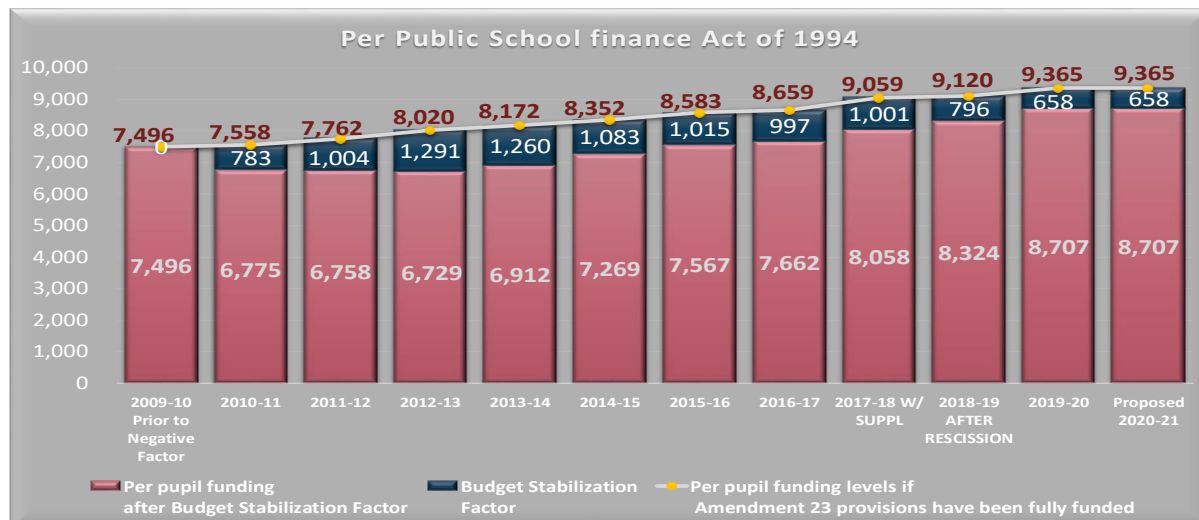


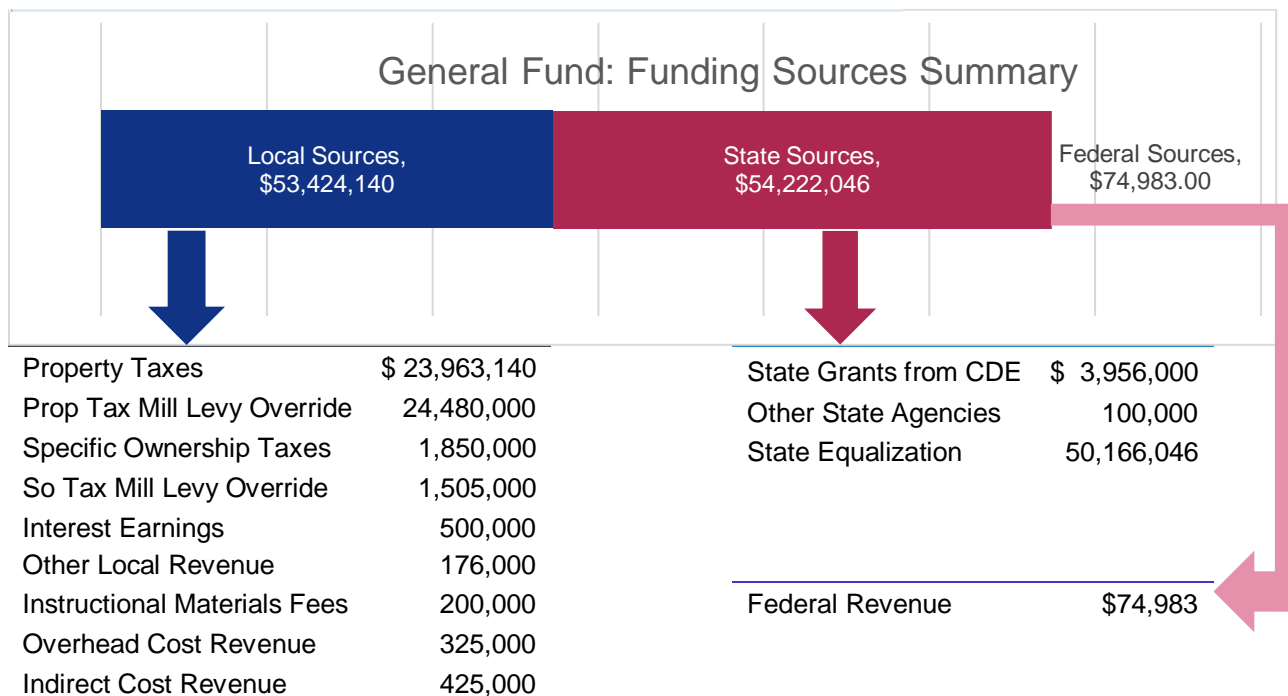
## General Fund Revenues and Expenditures

### 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 \$8,707. The Budget Stabilization Factor is expected to come in at just over 7%, which translates into \$6.9 million for Westminster Public Schools. The State has not approved the School Finance Act for 2020-2021, and is expected to cut the school district by 13%.

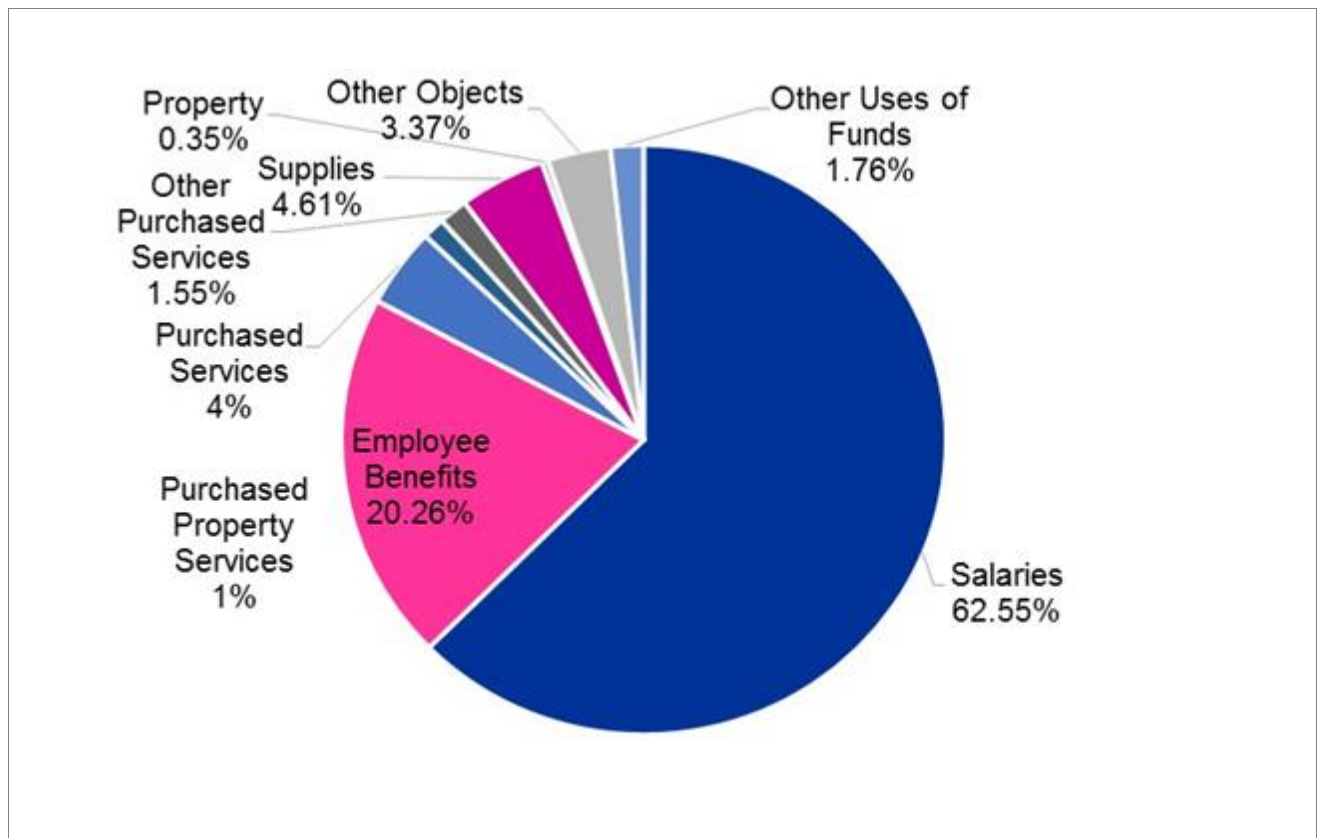




### Expenditure Summary

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	Expenditures by Object
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.	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 in the budget plan include:

- Preserve all programs
- Adjust CORE staffing calculations based on enrollment
- Increase utility budgets to reflect rate increase
- Expand preschool
- Open Colorado Sports Leadership Academy K-8
- Continue with capital projects
- Increase salary & benefit packages
- Open Tennyson Knolls Preparatory School K-8
- Expand 1:1 technology for home & school
- Continue free breakfast & lunch for elementary & free breakfast for middle and high
- Expand daycare program
- Continue YESS program at the middle schools
- Continue Boys & Girls Club
- Expand Safety & security
- Increase school/department budgets

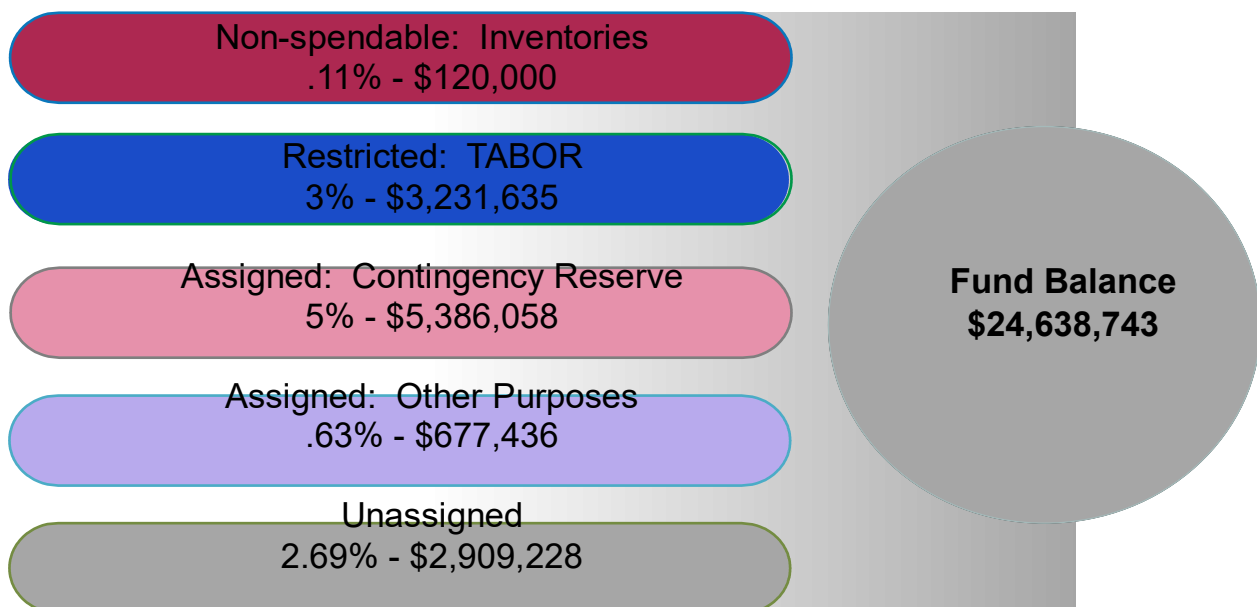
Overall, the budget for the 2020-2021 fiscal year will decrease from the last few years, but includes expansions in instructional programs. One of Westminster Public Schools goals is to offer quality, relevant and opportunity based instructional programs. The main reason is offering innovational programs can increase the student enrollment going forward. Creating innovative programs allows parents more choice and attracts other students to the District. 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.

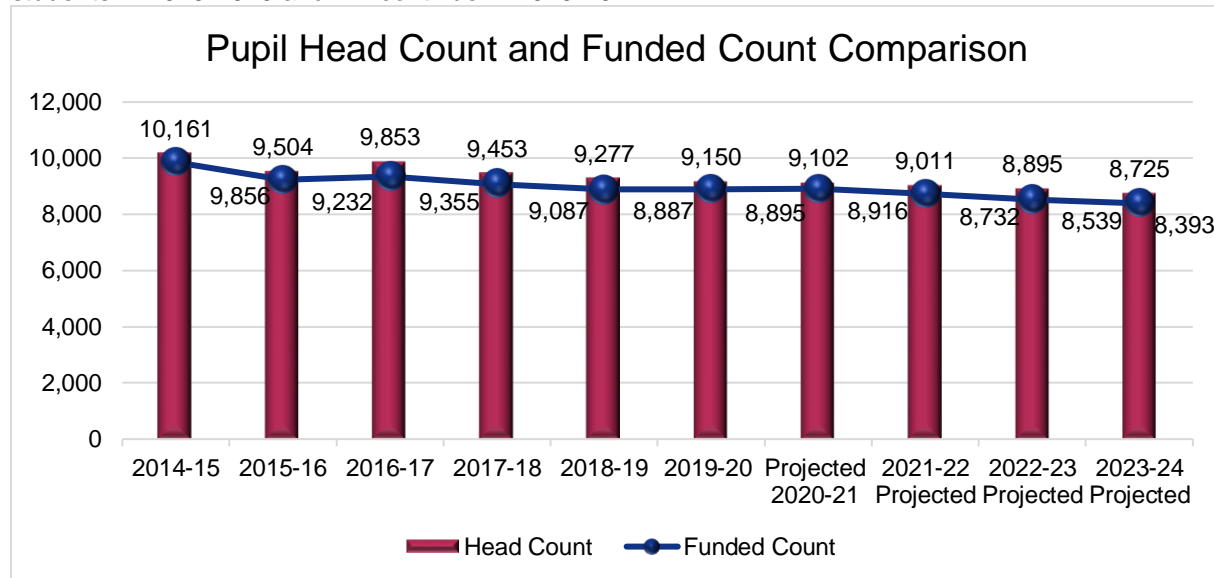
State statute 22-44-106 Contingency Reserve, allows a Board of Education to provide a reserve in the General Fund, which shall not exceed fifteen percent of the amount budgeted to the General Fund for the current fiscal year. Said reserve shall not be appropriated nor shall any moneys therein be expended 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. The State started funding full-day kindergarten students in 2019-2020 and will continue in 2020-2021.



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.

### Westminster Public Schools Student Demographic Data

POST-SECONDARY READINESS DATA (19-20)		STUDENT DEMOGRAPHICS*	
District Graduation Rate – 4 Year	81.1%	Male	48%
Westminster High School	81.9%	Female	52%
Hidden Lake High School	34.6%	Hispanic	76%
District Graduation Rate – 5 Year	84.9%	White (not Hispanic)	16%
Westminster High School	85.8%	Asian Islander	4%
Hidden Lake High School	59%	Black/Not Hispanic	1%
		Two or More	2%
		American Indian/ Alaskan Native; Native Hawaiian /Pacific Islander	Less than 1%

### PROGRAMS AND OTHER DEMOGRAPHICS INFORMATION\*

Total Count	9,150
Free Lunch Count	5,839
Reduced Lunch Count	1,238
Free and Reduced	77 %
Gifted and Talented	318 students
ELL (English Language Learners) Enrollment	3,042
Languages Spoken	36
Special Education	1,150
Homeless	646



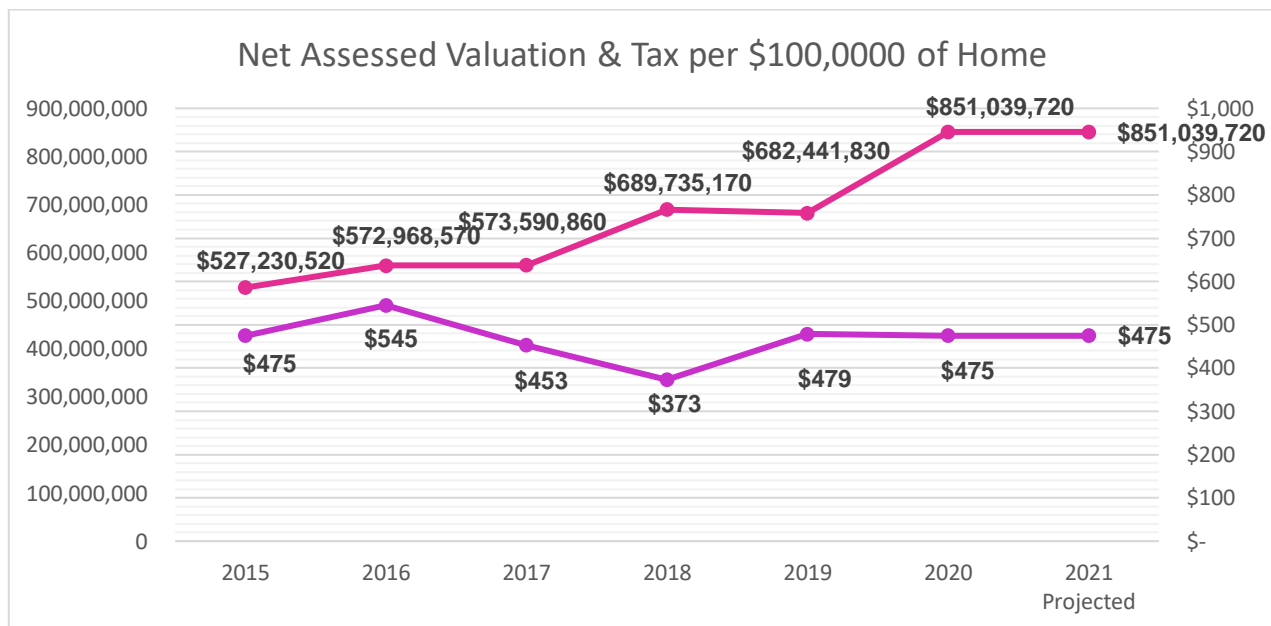


## Assessed Valuation, Property Tax Mill Levy, and Property Tax

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.

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.



Source: Adams County Treasurer Office and District's Financial Data

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 2020-2021 budget, the school finance General Fund mill levy for property tax to be collected in 2021, exclusive of any level for tax abatements, 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.

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 2020-2021 is based on the anticipated tax collections from July 2020 through June 2021. 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).

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%

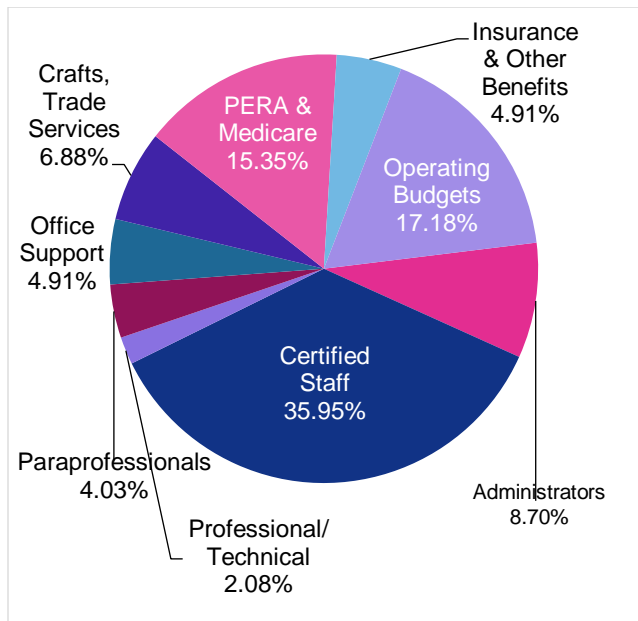
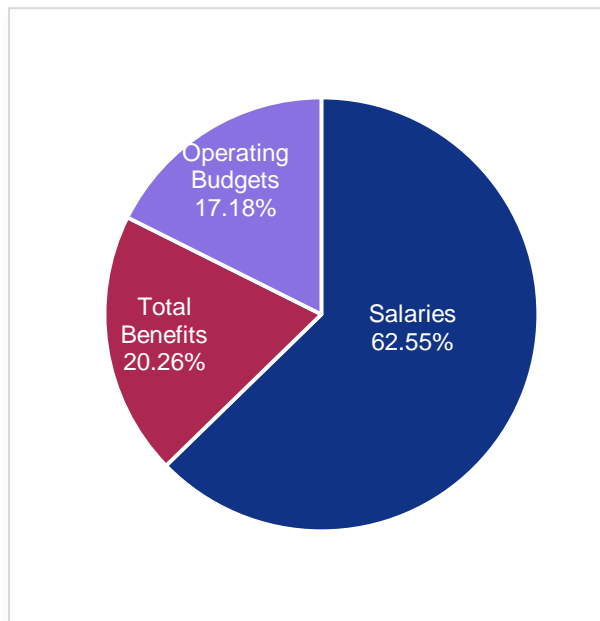
savings in the property tax, which will help to offset a portion of the tax increase that may result because of the increase in the value of the real estate.

## 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.

	Licensed	ESP	Administrators	Total
Elementary	142.85	64.20	9.00	216.05
Middle	67.00	27.80	4.00	98.80
K-8	170.60	64.00	12.00	246.60
High	143.24	40.50	8.00	191.74
Departments	36.39	134.80	48.63	219.82
Total	560.08	331.30	81.63	973.01

## Comparison of Salary, Benefits & Operating Budgets of Total Expenditures 2020-2021



## STAFF DEMOGRAPHICS

Average pupil / teacher ratio	18.32
Average teacher salaries (including benefits)	\$97,379
Teacher average years of experience	7.1 years
All employees average years of experience	7.4 years
Percentage of teachers with Master's Degree plus	61%

(Source: District Internal Reports and CDE 2018-19 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 2020-2021, anticipated transfer to the fund is \$1,813,390. 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 the amount is significant, 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 \$3,526,335 for the fiscal year 2020-2021.

### 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 \$2,094,708 at the end of the fiscal year 2020-2021.

#### 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 \$19,036,784 in grants for the fiscal year 2020-2021. This will be the fund that all the COVID-19 dollars will be recorded.

#### 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 about \$1,549,454. The general fund does support and will transfer funds in the amount of \$850,000 in the fiscal year 2020-2021.

#### 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 \$1,988,950, which includes a \$400,000 transfer. Salaries and benefits account for over 97% 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 \$8.6 million for the fiscal year 2020-2021.

In 2006, \$98.6 million in new General Obligation Bonds was passed. The 2006 debt was refinanced in December 2012 and January 2013 in order to take advantage of lower interest rates and with end result of significant savings to our taxpayers in the long-run. The District has six years left on that debt.

### Capital Projects Funds

#### 43- Capital Reserve Fund

The *Capital Reserve Fund* receives a transfer from the District each year for \$204 per student plus \$1 million dollars for technology, yellow and white fleet vehicles. Total funding allocated for the fiscal year 2020-2021 is \$3,600,000. For the fiscal year 2020-2021.

The district issued Certificates of Participation (COP) in 2018 for over \$80 million dollars that is allowing the District to maximize the value of the additional mills approved by the voters in November 2018. The COP capital projects include items like safety upgrades in 6 of our schools which include various mechanical and network enhancements, Create and expand early learning centers within the District, enhance Metropolitan Arts Academy K-8, Rebuild Skyline Vista K-8, Create a Sports Leadership Academy.

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 2020-2021 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 decrease 6%. The forecasts assumes the current teacher student ratio is 26.5:1 2-5 and 23:1 in K-1(Elementary); 25:1 (Middle School); 27:1 (High Schools); 18:1 (K-8 innovation).

**Governmental Designated-Purpose Grants – Special Revenue Fund** – Fiscal Year 2020-2021 reflects stable funding and expenditures. As the District continues 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. A 2% increase for expenditures was included for future years.

**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. No projections were completed for this fund.

**Capital Reserve Capital Projects Fund** – Since 2010, the District is no longer required to fund the Capital Reserve Fund due to changes in statute. However, the allocation to this fund is planned to remain level to continue to address capital needs. The District funds \$204 per student plus \$1 million being added for technology, furniture, yellow and white fleet vehicles. There is not an increase added in the three-year projection.

### Key assumptions for budget planning:

- Enrollment continuing to decline
- COVID-19 impact
- Salaries and benefits staying competitive
- State budget stabilization factor
- School Board priorities—Vision 2025 plan
- Changing demographics – At-risk students
- Competency-Based Systems will continue to be a vital part of the District's operating system
- Preserving class size as much as possible
- New legislation – new mandates
- Contractual agreements
- Schools will be 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 budgets will reflect all of the resources used to educate students including salaries & benefits of all staff, utilities, technology, etc.
- School priorities, demographics, blueprint and profile information will be used to establish needs

## Budget Forecast: General Fund

	Adopted 2021		Projected 2022	Projected 2023	Projected 2024
<b>Revenues</b>					
Local	\$ 53,424,140		\$ 51,821,416	\$ 50,266,773	\$ 51,272,109
State Sources	54,222,046		52,468,673	50,916,587	51,934,919
Federal Sources	74,983		72,734	70,552	71,963
<b>Total Revenue</b>					
<b>Allocation Before</b>	<b>\$</b>		<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Transfer Allocations</b>	<b>107,721,169</b>		<b>104,362,822</b>	<b>101,253,912</b>	<b>103,278,990</b>
<b>Expenditures</b>					
Salaries	\$68,188,138		\$60,687,443	\$57,046,196	\$58,187,120
Employee Benefits	22,087,270		19,657,670	18,478,210	18,847,774
Purchased Services	4,745,212		4,223,239	3,969,844	4,049,241
Purchased Property Services	1,291,216		1,149,182	1,080,231	1,101,836
Other Purchased Services	1,690,282		1,504,351	1,414,090	1,442,372
Supplies	5,024,257		4,471,589	4,203,293	4,287,359
Property	381,904		339,895	319,501	325,891
Other Objects	3,678,489		3,273,855	3,077,424	3,138,972
Other Uses of Funds	1,920,000		1,708,800	1,606,272	1,638,397
<b>Total Expenditures</b>	<b>\$109,006,768</b>		<b>\$97,016,024</b>	<b>\$91,195,062</b>	<b>\$93,018,963</b>

## Budget Forecast: Other Funds

	Adopted 2021	Projected 2022	Projected 2023	Projected 2024
<b>Revenue Summary of All Funds</b>				
18 Risk Management Fund	1,813,390	1,913,140	2,063,014	2,063,114
19 Colorado Preschool & Kindergarten Fund	3,526,335	3,384,287	3,317,929	3,384,287
21 Nutrition Services	5,519,000	5,355,330	5,218,560	5,063,865
22 Government Designated Purpose Grants Fund	19,036,784	11,583,830	11,236,315	11,059,448
23 Student Athletic & Activity Fund	1,549,454	1,502,970	1,539,372	1,570,159
26 Daycare Program	1,988,950	1,929,282	1,886,816	1,924,552
31 Bond Redemption Fund	8,644,344	8,644,344	8,644,344	8,644,344
43 Capital Reserve	3,600,000	3,387,240	3,454,985	3,890,247
74 School Activity Fund	-	-	-	-
<b>Total</b>	<b>\$ 153,399,426</b>	<b>\$ 142,063,245</b>	<b>\$ 138,615,246</b>	<b>\$ 140,879,008</b>
<b>Expenditure Summary of All Funds</b>				
18 Risk Management Fund	2,006,490	2,036,870	2,068,150	2,109,513
19 Colorado Preschool & Kindergarten Fund	4,067,182	3,384,287	3,282,758	3,224,911
21 Nutrition Services	5,018,167	5,168,712	5,323,773	5,483,487
22 Government Designated Purpose Grants Fund	19,036,784	11,583,831	11,236,316	11,059,448
23 Student Athletic & Activity Fund	1,894,827	1,739,811	1,610,422	1,581,348
26 Daycare Program	2,198,489	1,929,282	1,886,815	1,924,552
31 Bond Redemption Fund	8,371,715	8,488,981	8,584,925	8,605,938
43 Capital Reserve	24,979,191	18,617,360	13,175,881	3,271,157
74 School Activity Fund	-	-	-	-
<b>Total</b>	<b>\$ 187,617,437</b>	<b>\$ 159,870,691</b>	<b>\$ 148,166,871</b>	<b>\$ 140,230,412</b>

## 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. Beginning July 1, 2011, all districts in Colorado are required to post on their website their accounts payable check registers and credit, debit, and purchase card statements in a downloadable format to allow free public access. 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 2018-2019 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](http://www.westminsterpublicschools.org).

In compliance with C.R.S. 22-44-105, the 2020-2021 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.





## Significant Events

### Superintendent Dr. Pamela Swanson Named 2020 Colorado Superintendent of the Year

Dr. Pamela Swanson, a one-time principal in Westminster Public Schools (WPS), has been named the 2020 Colorado Superintendent of the Year by the Colorado Association of School Executives (CASE).

The announcement was made Thursday, October 24. Dr. Swanson joined Westminster Public Schools, then Adams County School District 50, in 1995 as Principal at Westminster Hills Elementary.

"This is a truly humbling honor and it would not have been possible without the incredible support I have had from our students, families, community, staff and the Board of Education," said Swanson. "I have always viewed WPS as a family, so this is really a celebration for all of us."



During her tenure, which began in 2011 as interim Superintendent, WPS has made significant academic progress while becoming the largest school district in the country to be entirely competency based. Competency based education does away with traditional grades and grade levels by requiring students to show mastery of learning topics before moving to the next level. This approach allows some students to progress quickly while others may take more time to fully learn a topic or fill in gaps in their learning.

Swanson and her team are recognized nationwide as leaders in competency based education and have become forceful advocates for reforming how schools and districts are evaluated.

"I believe this recognition validates our Competency Based System (CBS) and our willingness to take on the status quo in public education," said Swanson. "CBS is about equity in education and working to ensure that all students reach their full potential regardless of their background and circumstances."

The announcement from CASE included comments from Brenda Krage, president of the Colorado Association of Superintendents and Senior School Administrators. "What's especially unique and impressive about Pam is the unwavering commitment she demonstrated in transforming an entire district education system that impacts around 9,300 students," she said.

She really had to effectively lead this transformation at every single level of the organization, knowing that the CBS model is a major departure from our current system that emphasizes once a year, high stakes testing."

In addition to the implementation of CBS, in 2018, WPS passed its first mill levy override in 16 years. Under Swanson's leadership WPS also successfully rebranded the district, changing the name from Adams County School District 50 to Westminster Public Schools and adopting the tagline, "Where Education is Personal".

Dr. Swanson received her undergraduate degree in music from Winthrop University in Rock Hill, South Carolina. Her teaching credential was awarded from Cameron University in Oklahoma and she received her M.A. in Educational Administration from the University of Colorado at Denver. Dr. Swanson earned her doctorate in educational leadership and organizational development from NOVA Southeastern University in



Ft. Lauderdale, Florida. She also holds a Senior Professional in Human Resources (SPHR) industry designation.

## Tennyson Knolls Gets New Name, Mission



Tennyson Knolls Elementary will open next fall as Tennyson Knolls Preparatory School, meeting the community's request for a smaller PK-8 school. The Board of Education approved the name change at the regular board meeting on Tuesday, Feb. 11.

"I am so excited by what this change will mean for our community," said Principal Heather McGuire. "Our current fifth-grade students can stay at Tennyson Knolls (TK) if they choose and this is also an opportunity for future 7<sup>th</sup> and 8<sup>th</sup>-grade students to come back and join us at TK."

"Over the past year, we have had many families ask us to consider this change so that their entire family can attend one school," McGuire added. "We are also accepting applications from families from surrounding school districts as well."

Current 5th-grade students at Tennyson Knolls will be "rolled up" into the 6th-grade class during the registration process, but families are also free to select a traditional middle school as well.

Planning is well underway to expand classroom spaces and facilities for middle school-aged students.

## WPS Academic Scores Continue to Outpace State, Surrounding Districts

For the fourth consecutive year, elementary and middle school students in Westminster Public Schools (WPS) showed an increase in academic achievement in both English Language Arts and Math as measured by the Colorado Department of Education (CDE).

Even more impressive, high school students showed gains in PSAT and SAT scores, while the state as a whole and most of the surrounding school districts showed a decline.

"Our hard work in the classroom continues to pay off," said Superintendent Pamela Swanson. "We have made no secret that we don't think the state accountability model accurately measures our Competency Based System, but even when using the Colorado Department of Education's (CDE) assessments we continue to outpace the state and surrounding school districts."

WPS is the largest district in the country to implement a competency based learning system where students move to the next level only after showing mastery of a learning topic. CBS encourages students to advance more quickly through their studies when ready, while others, many of whom enter school behind their peers, are provided more time to fully understand the subject they are learning about.



The focus is on ensuring that all high school students are prepared for the day after graduation. Assessment and growth scores were made public last week during the meeting of the Colorado State Board of Education.

### **CMAS**

Last spring third through eighth-grade students took Colorado Measures of Academic Success (CMAS) assessments in English Language Arts and Math. Fifth, eighth and 11<sup>th</sup> graders took CMAS science assessments. In addition, fourth and seventh graders from schools drawn at random took CMAS social studies assessments.

Overall, the percentage of WPS students meeting or exceeding expectations in English Language Arts and Math continued to climb at the elementary and middle school level. Scores in science at the fifth and 8th-grade levels remained flat.

### **PSAT/SAT**

Ninth and 10th graders took the PSAT and 11th graders took the SAT, which is the Colorado college entrance exam.

On the 9th grade PSAT, WPS had the second-highest increase in total scale scores of any of the surrounding districts in the metro area and the highest scale score increase in Evidence-Based Reading and Writing. Math scores were flat, which is generally true across the state.

On the 10<sup>th</sup> grade PSAT, WPS showed slight overall scale score gains while most of the surrounding metro districts and the state of Colorado all declined.

SAT scores showed a similar trend. WPS showed an overall increase while surrounding metro districts, with one exception, and the state as a whole was down.

“We still have work to do, but it is clear to us that our Competency Based System is the most effective way to educate our children and meet the needs of a diverse group of students,” said Swanson. “Our Board of Education deserves a lot of credit for supporting an innovative approach to education and not going along with the status quo.”

## **Scott Carpenter Unveils New Name, More Details about Fall Opening**

The Colorado Sports Leadership Academy (CSLA) will be the home of the Goats when it opens its doors in the fall of 2020 as a K-8 school on the site of Scott Carpenter Middle School.

You can take that name two ways: The name is a nod to history and the nearby Goat Hill neighborhood and also an acronym describing the future - **G**reatest **O**f **A**ll **T**ime.



CSLA is a unique educational opportunity for students across the region who want a solid foundational education while also learning more about possible careers in a sports-related industry.

Under the leadership of Principal Camile Carlson, the school will offer students an introductory look at careers as diverse as 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.

## Governor Polis Praises WPS, Pushes for Expanded Preschool Slots



Governor Jared Polis took his first-ever “State of the State” speech on the road earlier this month giving a shout out to Colorado Superintendent of the Year Pam Swanson and praising the district’s effort to expand preschool programming opportunities.

The speech, sponsored by the Metro North Chamber of Commerce, was delivered at the Riverdale Regional Park in Brighton on January 16<sup>th</sup>. It followed his official “State of State” speech earlier in the month at the state capitol.

Polis noted that Westminster Public Schools has funded full-day kindergarten for more than a decade and is now expanding its preschool options every year. Last year, lawmakers approved a plan to provide free full-day kindergarten to all students in Colorado.

As part of his long-term agenda, Polis says he would like to have universal preschool access for 4-year olds by the end of his first term in 2023.

## A Virtual Celebration for the Class Of 2020

For almost two decades, parents have had a vision for what their child’s high school graduation would look like, but nobody could have guessed they would end up watching it on a computer screen.

That is exactly what happened for Westminster High School families on Saturday, May 16 and Hidden Lake High School families on Thursday, May 21. It wasn’t ideal, but it was still a celebration, complete with speeches, and music.

WPS worked with Vego Pictures to produce “Virtual” graduations for both schools so that every student could be recognized and honored for their hard work.

Students and families who logged on for the live stream listened to class leaders and school principals’ share memories and advice on how to move forward. Superintendent Pam Swanson added an important perspective reminding students that most of the were born in the aftermath of 9-11 and the attack on America: “I can assure you that now, as then, the good overcomes the bad, the future is brighter than the past, and we, as a community, will get through this.”



## Graduation Rates Continue To Climb As Dropout Rates Decline

Four-year graduation rates for Westminster Public Schools (WPS) class of 2019 increased by just more than two percent, surpassing the state average increase and meeting the district mission of “continuous improvement.”

Westminster High School’s four-year rate increased from 79.1% to 81.9% while the rate at Hidden Lake High School, the district’s alternative high school, also improved.

The state of Colorado’s graduation rate increased by just .4 percentage points to 81.1%.



“This is the continuation of an important trend in Westminster Public Schools where we improve every year and more and more of our students are fully prepared for life after high school,” said Superintendent Pam Swanson. “We mean it when we say that the most important day for our students is the day after graduation.”

Of significant note is the continued increase in the five-year graduation rate in the district.

The five-year graduation rate at Westminster High School is 85.8%, which exceeds the state average of 84.9%.



The WPS Competency Based System (CBS) recognizes the importance of students being fully proficient in all skills before graduating, even if it takes more time. This is especially true for students who enter the educational system behind their peers.

“There is nothing magical about getting a diploma in a fixed amount of time,” said Swanson. “Some of our students graduate in three years, while others take more time. What is important is that when they walk off the graduation stage they are ready for the next chapter in their lives.”

In addition, Westminster High School’s dropout rate declined from 2.0% to 1.6% while Hidden Lake’s figure dropped as well.

The state of Colorado dropout rate is now 2.0%

CDE has created interactive tools and maps to better illustrate how the graduation and dropout rates look across the state.

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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 Ryan McCoy, Board President, Joe Davidek, Board Vice President, Christine Martinez, Board Director, Ken Ciancio, Board Secretary, and Max Math, 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 pre-kindergarten 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, vocational programs, post-secondary classes, outdoor education, programs for the talented and gifted, 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](http://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.

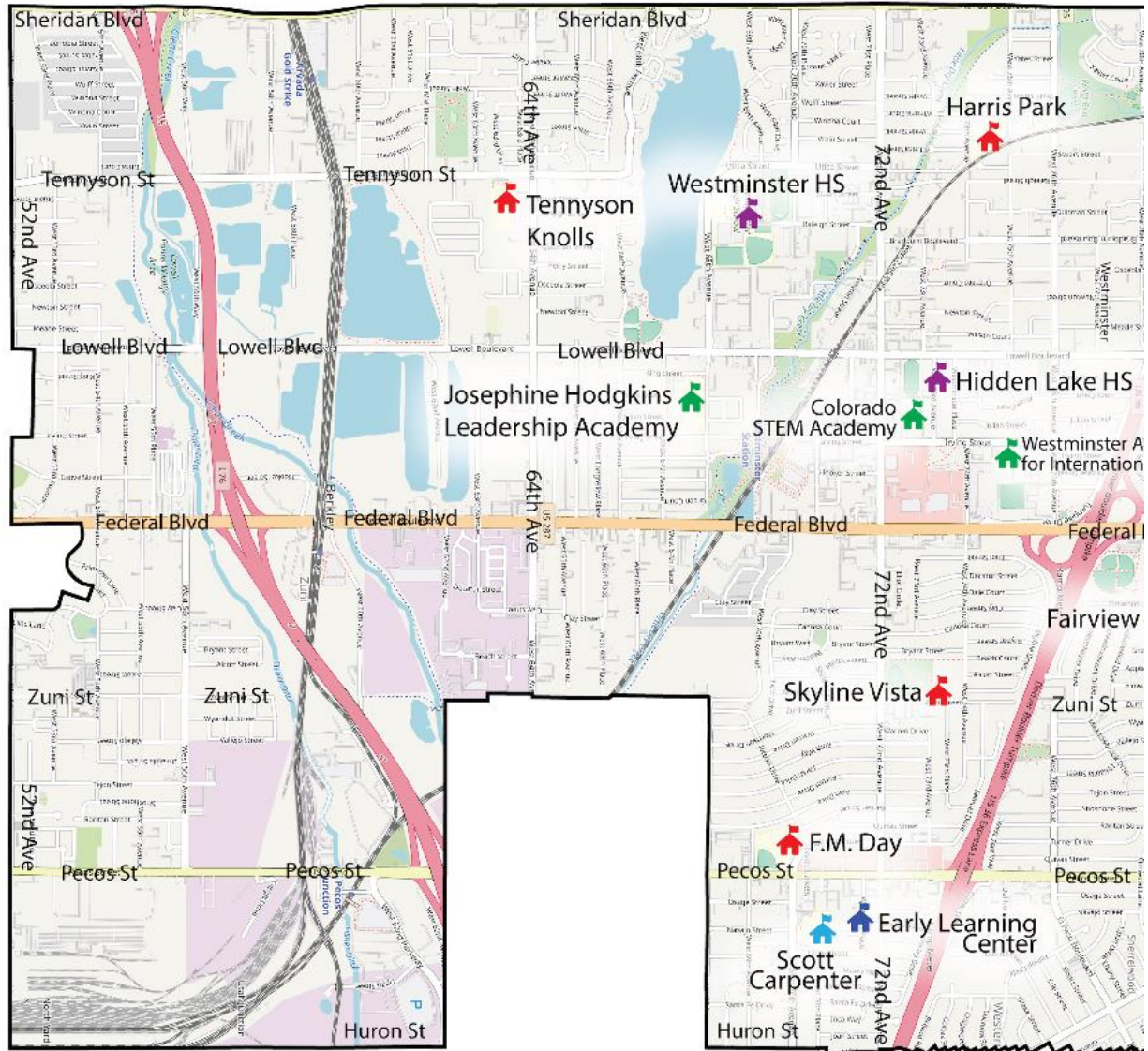


Expectations are consistent from class-to-class and school-to-school. Every teacher will use a scoring guide to make sure students are learning what they need to in each subject. Standards will be clearly defined, so teachers know what they are expected to teach and students are expected to learn. Students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

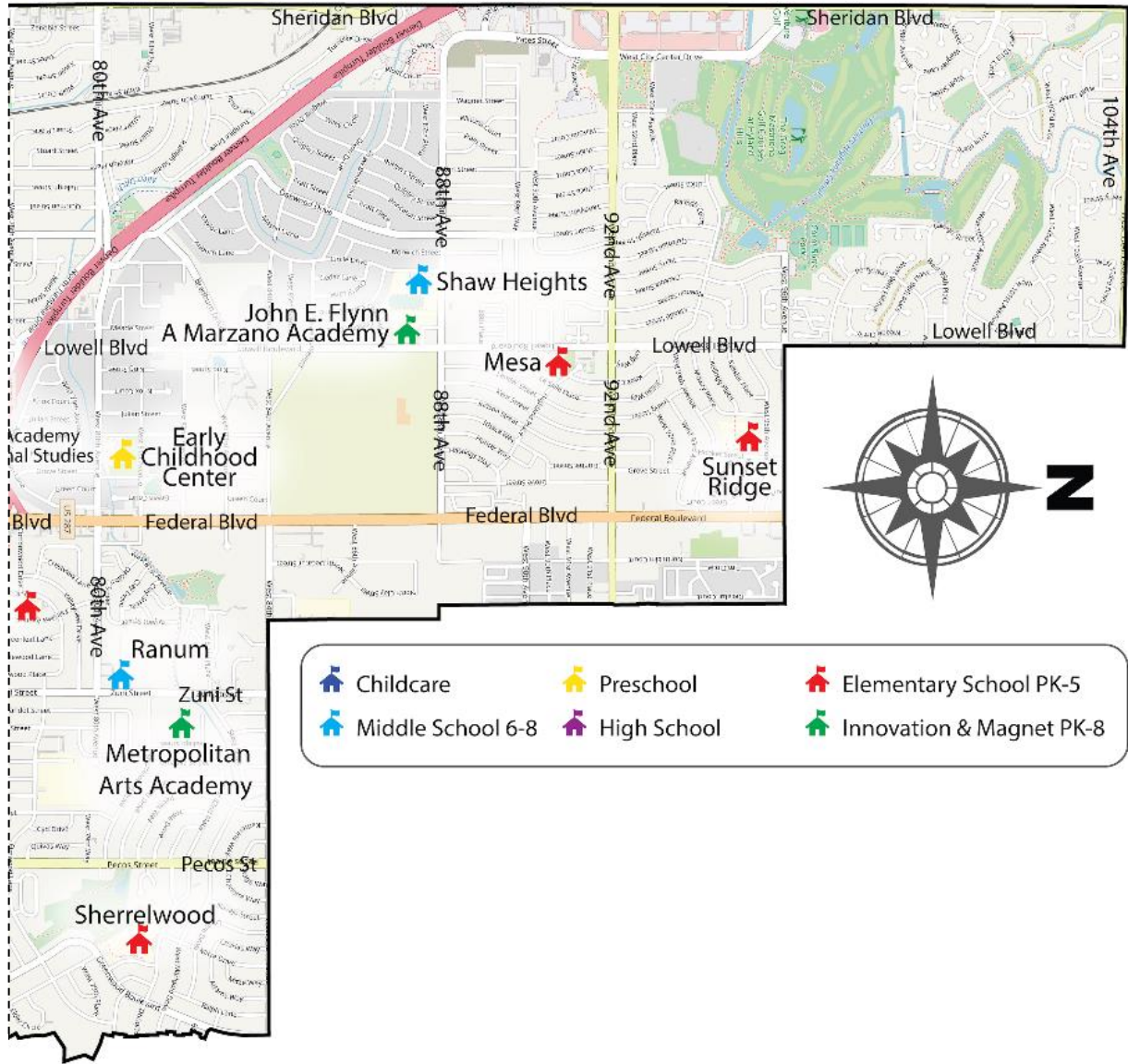
Student and staff food services needs are provided by the District's Nutrition Services Department. All students receive free school breakfast, and at the elementary level, all students will receive a free lunch.



## District Boundary Map







## 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

### Strategic Plan: VISION 2025

Due to Covid-19 the District's Vision 2025 will not be finalized until early 2020-2021



### 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.

## 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.

## DOES WESTMINSTER PUBLIC SCHOOLS HAVE A SPECIFIC VISION OF 21<sup>ST</sup> CENTURY EDUCATION AND AN IMPLEMENTATION STRATEGY TO MAKE IT ACTIONABLE?

## 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. In the 2014-2015 academic year, 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.

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 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.

## 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

In 2002, 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

## 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 \$13,498 per student from its main fund—the General Fund. Summary of revenues and transfers for all funds is as follows:

10 General Fund	\$ 107,721,169
18 Risk Management Fund	1,813,390
19 Colorado Preschool & Kindergarten Fund	3,526,335
21 Nutrition Services	5,519,000
22 Government Designated Purpose Grants Fund	19,036,784
23 Student Athletic & Activity Fund	1,549,454
26 Daycare Program	1,988,950
31 Bond Redemption Fund	8,644,344
43 Capital Reserve	3,600,000
	\$ 153,399,426



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.

\$56,301,329, which translates into over 52% of the district's General Fund budget, is spent on instruction and various instructional services.



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

With the passage of the additional mills in 2018, the district is committing additional \$500,000 per year to expand its Career and Technical Education programs and another \$500,000 to its Creative Arts Pipeline.

\$1,190,283 – Social Work and Other Support Services for Students

\$1,210,206 – Psychological Services

\$2,151,969– Guidance 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 1.4% of the district's General Fund budget: \$307,755 in Property, \$1,287,594 in Property Services. Additionally, The district's Capital Reserve expenditure budget is \$3.3 million as well as over \$80 million from the Certificates of Participation (COP) that the district issued in 2018-19. \$6.6 million will go towards various safety and mechanical upgrades. Other planned projects include FM Day Elementary, Scott Carpenter Middle, Early Childhood Center upgrade, Skyline K-8 project, Metz Academy, and others.

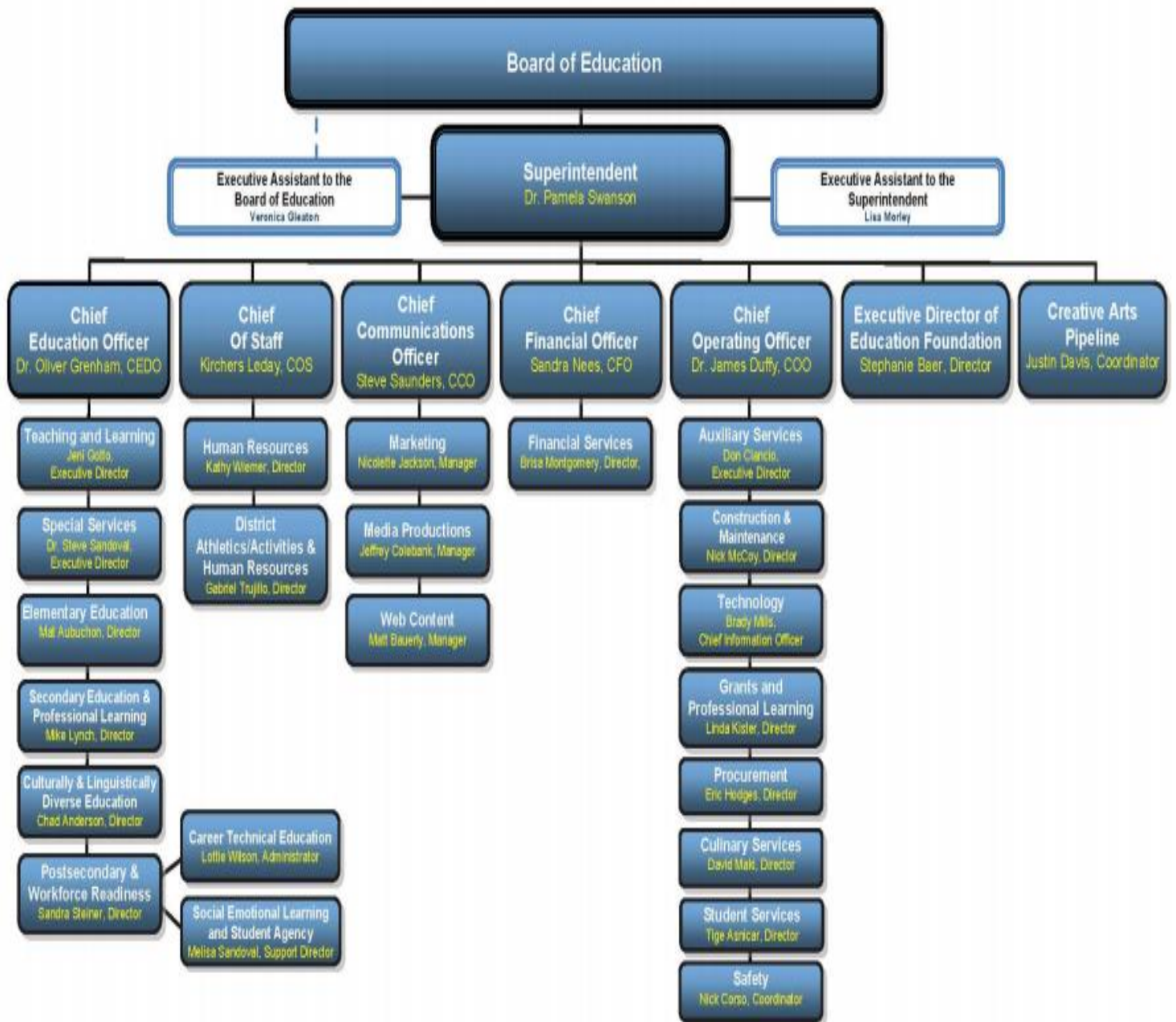


Westminster Public Schools is an employer of choice committed to fostering an environment of education innovation through a workplace that attracts, sustains, and inspires great people, working for a great purpose, while promoting diversity, equity, civility, and respect.

Salaries and Benefits represent over 77% of the district's General Fund budget: \$68,778,719 – Salaries and \$22,496,689 – 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 \$52,820. The district's ESP salary table is highly competitive as well.



# District Organizational Structure



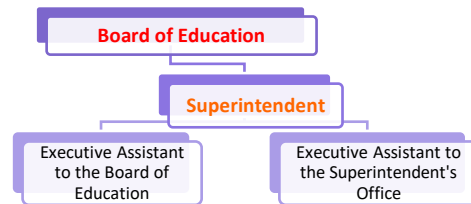
## Central Office Administration

### 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.

In December of 2018, The Colorado Association of School Boards (CASB) awarded the WPS Board of Education winners of the All-State Award.



#### Ryan McCoy | Board President | Elected Term: November 2017 to November 2021



Ryan McCoy was first elected to the Board of Education in 2013 and reelected in 2017. Ryan McCoy

McCoy has deep roots in the Westminster community, having graduated from Westminster High School in 2000. His father also graduated from Ranum High School. McCoy also has two kids who attend Westminster Public Schools.

#### Joe Davidek | Board Vice President | Elected Term: November 2017 to November 2021



Joe Davidek was first elected to the Board of Education in 2013 and reelected in 2017.

Davidek attended schools in the district his entire life, and graduated from Westminster High School in 1976. He has two children who also attended a school in Westminster Public Schools, and both graduated from Westminster High School.

#### Ken Ciano | Board Secretary | Elected Term: November 2015 to November 2023



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

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. Ciano 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 Treasurer | Elected Term: November 2015 to November 2023



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

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. Math attended the University of Colorado and the University of Phoenix, and received his degree in Business. He then received his master's in Public Administration from University of Southern California.

#### Christine Martinez | Board Director | Elected Term: November 2019 to November 2023



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

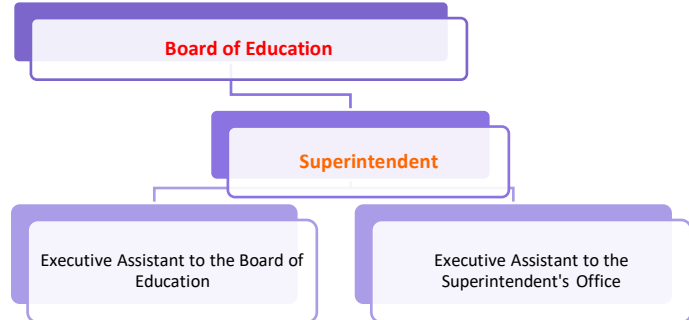
Christine graduated from Westminster High School in 2001, continuing a recent trend where all the members of the Board of Education are graduates of the school district.

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.

## SUPERINTENDENT'S OFFICE

School 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 six 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 in the fall of 2014 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:** 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. Oliver Grenham**

## 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.

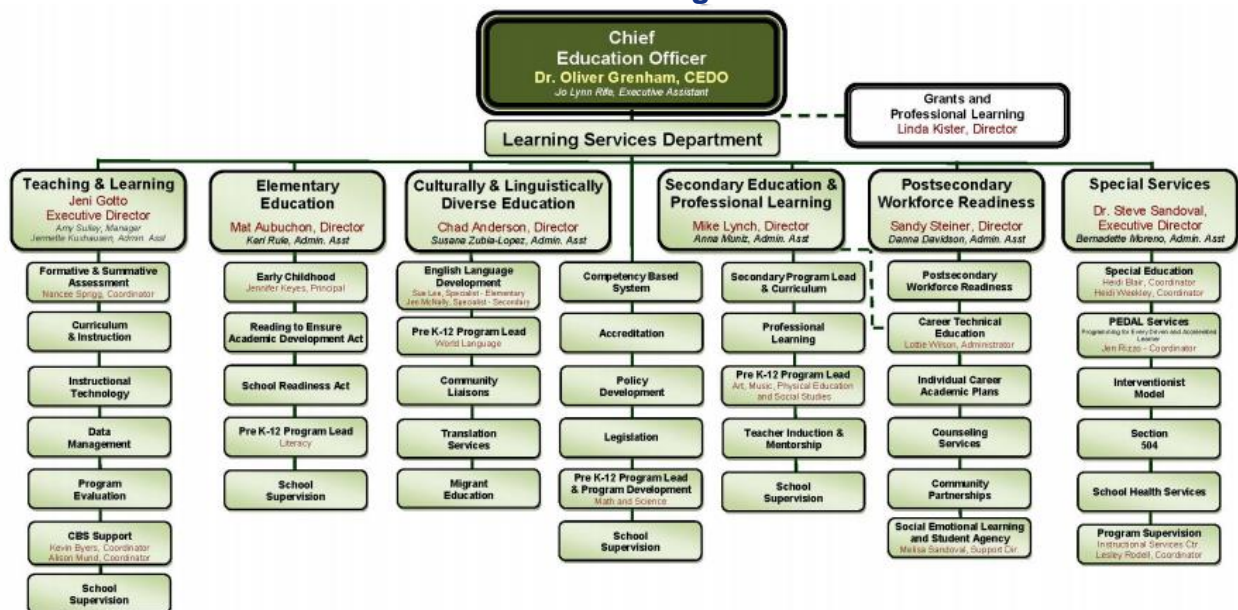
## Shared Purpose

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, Special Services,

## Chief Education Officer Organizational Chart





# HUMAN RESOURCES DEPARTMENT

Chief Of Staff: Kirschers Leday, MBA

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

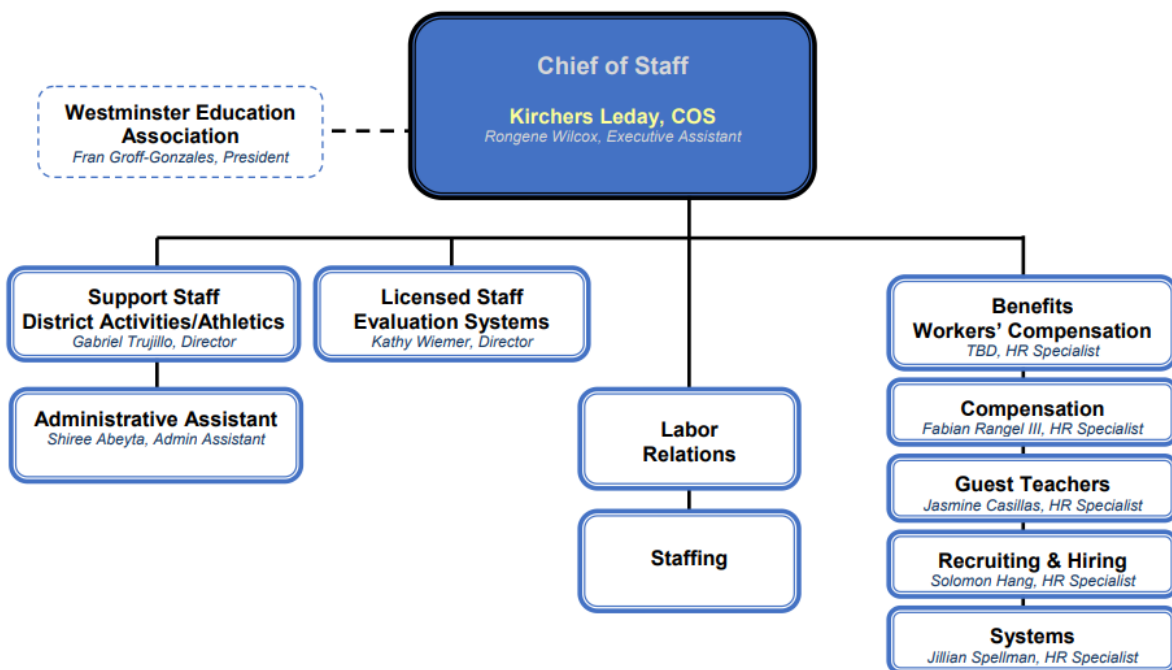
The Department of Human Resources is comprised of highly qualified and dedicated staff that provides excellent customer service to all stakeholders. One goal for the Human Resources department is to recruit, retain, and develop a diverse cadre of the highest quality licensed personnel, educational support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



## 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



July 2019

# FINANCIAL SERVICES DEPARTMENT

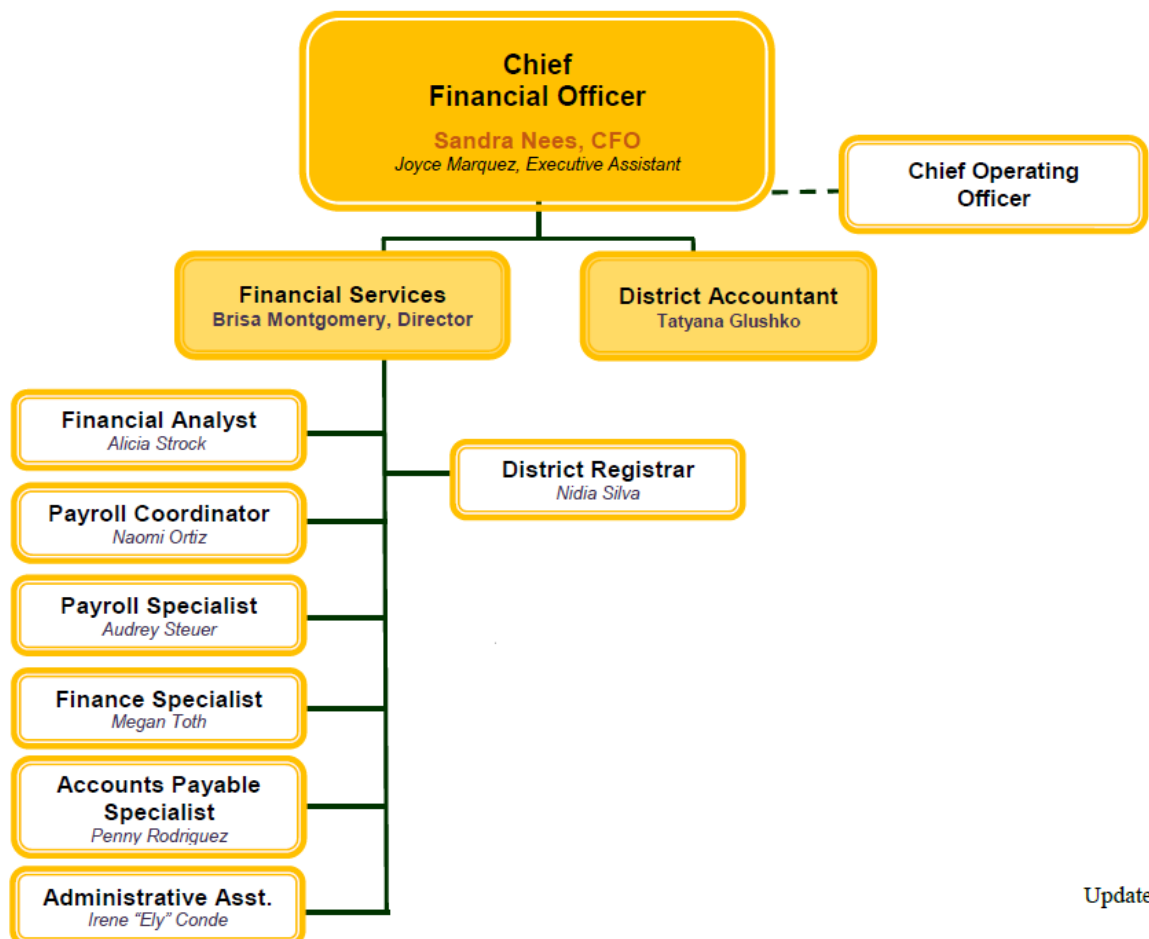
**Chief Financial Officer: Sandra Nees, MBA**

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 3/11/2020

# OPERATIONS

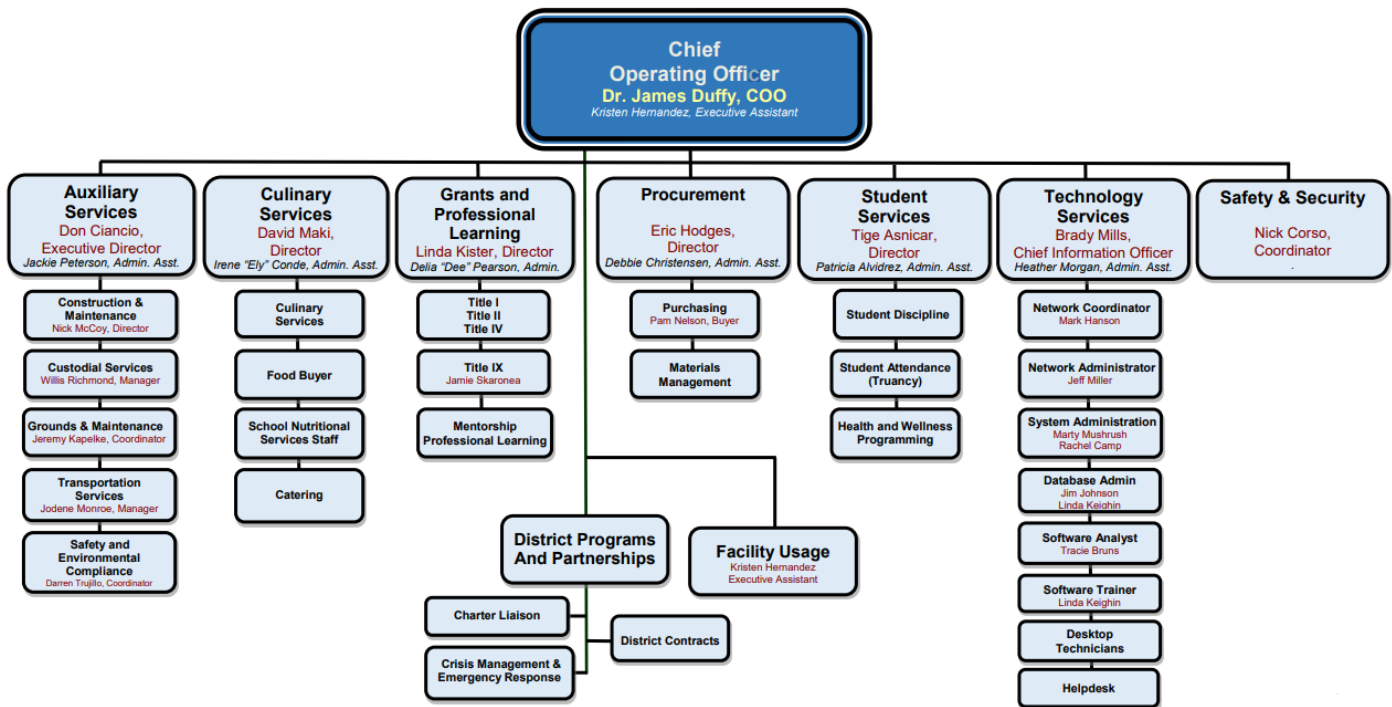
Chief Operating Officer: Dr. James Duffy

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

## Roles and Responsibilities

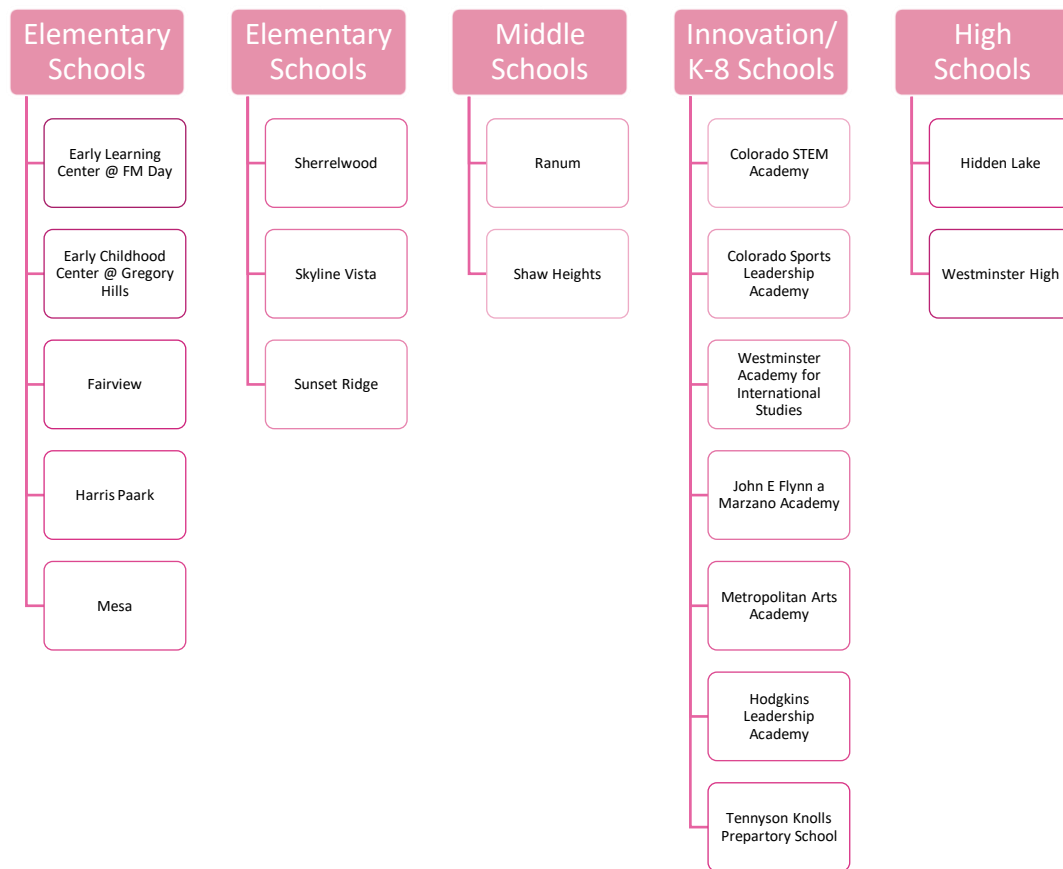
Oversee all functions of the Auxiliary Services, Culinary Services, Procurement & Materials Management, Technology Services, and Student Services Departments. Liaison to Financial Services & Grants, Special Programs & Partnerships, Crisis Management and Emergency Response, Safe & Drug Free Schools, Charter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

## Chief Operating Officer Organizational Chart





# OUR SCHOOLS



**School Supervision Organizational Chart**



# EARLY LEARNING CENTER AT PEARL MACK

7125 Mariposa Street Denver

303-650-7580

Coordinator Kelly Altizer



## 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 three months 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	\$ 566,212	Purchased Service	-
Benefits	118,788	Supplies & Materials	15,000
<b>Total Salaries &amp; Benefits %</b>	<b>98%</b>	Capital Outlay	-
<b>Total Projected Expenditures</b>			<b>\$700,000</b>

## Enrollment

2018-19 PK Count	37
2019-20 Projected Staff FTE	12

# EARLY LEARNING CENTER AT GREGORY HILL

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, plan and prepare for life-long learning.



Westminster 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 skills 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	\$ 578,554	Purchased Service	\$ -
Benefits	260,340	Supplies & Materials	9,900
<b>Total Salaries &amp; Benefits %</b>	<b>99%</b>	Capital Outlay	-
<b>Total Projected General Fund Expenditures</b>			<b>\$848,794</b>
<b>Projected Per Student Cost</b>			<b>\$3,423</b>

Enrollment		2019-20 Free & Reduced Lunch Data	
2019-20 PK-12 Count	248	Free Lunch Count	127
		Reduced Lunch Count	36
		Total Free & Reduced %	66%

# FAIRVIEW ELEMENTARY

7826 Fairview Ave Denver

303-428-1405

Principal Lisa Cyr



## VISION

Lead the Future.

Inspire **P.R.I.D.E.**:

**P**erseverance

**R**esponsibility

**I**ntegrity

**D**etermination

**E**xcellence



Fairview Elementary has a vision of kindness and service where students are taught to be kinder than you need to and to do more than you have to. This vision is evident not only within our school, but in our neighborhood where we are surrounded by great community support. Our students have several opportunities to participate in service projects where they get a chance to give back to their community. At Fairview, parents and community members receive adult education opportunities such as Motherread/Fatheread, health & nutrition lessons and parenting classes.

Fairview collaborates with organizations such as the Boys & Girls Club to provide students a safe and nurturing after-school program. We are also involved with Camp chief Ouray where students experience outdoor adventures in a traditional overnight camp, as well as after school Math Academy to enhance student's mathematical skills.

## General Fund Financial Data\*

Salaries	\$ 2,136,799	Purchased Service	\$ -
Benefits	\$ 962,662	Supplies & Materials	113,891
<b>Total Salaries &amp; Benefits %</b>	<b>96%</b>	Capital Outlay	3,500
<b>Total Projected General Fund Expenditures</b>			<b>\$ 3,216,853</b>
<b>Projected Per Student Cost</b>			<b>\$ 10,377</b>

## Enrollment

2019-20 K-12 Count	309
2020-21 Projected K-12 Enrollment	310
2020-21 Total Projected Staffing	21

## 2019-20 PK-12 Free & Reduced Lunch Data

Free Lunch Count	218
Reduced Lunch Count	45
Total Free & Reduced %	85%

\*Rounded to the nearest dollar



# HARRIS PARK ELEMENTARY

4300 W. 75th Avenue Westminster

303-428-1721

Principal Nancy Richey



## VISION

Happy lifelong learners. Passionate and positive in every way.

## MISSION

Children at Harris Park learn in a safe, challenging, and nurturing environment. In collaboration with teachers, students, families, and the community, each child realizes his or her potential through high expectations. We celebrate the strength in our diversity. Success inspires success, and therefore, each student's learning is everyone's responsibility, and each student's success is shared by all.

Harris Park was built in 1961. We are located in Old Westminster, and are bordered on the east and south by Denver, and to the west by Arvada. Our residential area is composed of small homes built in the 1960's, middle income single-family homes and a number of Section 8 multi-family dwellings and apartments.

Harris Park elementary educates every child from where they are and purposefully designs their daily schedule to provide the best opportunities for learning. As a leader in Me School, we honor the greatness in every child. We have a culture of leadership and our staff models and teaches Stephen Covey's "7 Habits of Highly Effective People" and Sean Covey's "7 Habits of Happy Kids".

At Harris Park, we are proud of the connectedness of our Westminster community and families. Community members serve on our Parent Teacher Association, making it a Community Parent Teacher Association. We have a rich and long-standing relationship with the San Marino Retirement Community, Reading Partners, Celebrate the Beat, Scholars Unlimited and Girls on the Run. These programs add tremendous value and depth for our students and families.

## General Fund Financial Data\*

Salaries	\$ 1,855,577	Purchased Service	\$ -
Benefits	1,007,741	Supplies & Materials	106,599
<b>Total Salaries &amp; Benefits %</b>	<b>96%</b>	Capital Outlay	3,200
<b>Total Projected General Fund Expenditures</b>			<b>\$ 2,973,118</b>
<b>Projected Per Student Cost</b>			<b>\$ 12,388</b>

## Enrollment

2019-20 K-12 Count	234
2020-21 Projected K-12 Enrollment	240
2020-21 Total Projected Staffing	25

## 2019-20 PK-12 Free & Reduced Lunch Data

Free Lunch Count	174
Reduced Lunch Count	35
Total Free & Reduced %	89%

\*Rounded to the nearest dollar

# MESA ELEMENTARY

9100 Lowell Blvd Westminster

303-428-2891

Principal Janelle Stastny



## VISION

To prepare better world citizens that have a strong academic foundation and lasting strength of character. Our goal is to work in partnership with our parents and community to create an environment where students are empowered to discover their strengths and to achieve their maximum potential.

## 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 5<sup>th</sup> 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	\$ 2,248,274	Purchased Service	\$ 140
Benefits	923,531	Supplies & Materials	102,347
<b>Total Salaries &amp; Benefits %</b>	<b>97%</b>	Capital Outlay	1,000
<b>Total Projected General Fund Expenditures</b>			<b>\$ 3,275,292</b>
<b>Projected Per Student Cost</b>			<b>\$ 11,997</b>

### Enrollment

2019-20 K-12 Count	289
2020-21 Projected K-12 Enrollment	273
2020-21 Total Projected Staffing	30

### 2019-20 PK-12 Free & Reduced Lunch Data

Free Lunch Count	203
Reduced Lunch Count	49
<b>Total Free &amp; Reduced %</b>	<b>87%</b>

\*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 and after school programs and clubs to meet the interests of our students including tennis, soccer, choir, math, literacy, basketball, Leadership Team, band, science investigations and more!

## General Fund Financial Data\*

Salaries	\$ 1,834,645	Purchased Service	\$ 115
Benefits	871,740	Supplies & Materials	91,951
<b>Total Salaries &amp; Benefits %</b>	<b>97%</b>	Capital Outlay	-
<b>Total Projected General Fund Expenditures</b>			<b>\$ 2,798,451</b>
<b>Projected Per Student Cost</b>			<b>\$ 10,520</b>

## Enrollment

2019-20 K-12 Count	263
2020-21 Projected K-12 Enrollment	266
2020-21 Total Projected Staffing	24

## 2019-20 PK-12 Free & Reduced Lunch Data

Free Lunch Count	191
Reduced Lunch Count	37
Total Free & Reduced %	87%

\*Rounded to the nearest dollar

# SKYLINE VISTA 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.



Skyline Vista is undergoing an exciting transformation. In the fall of 2020, the school will add a 6<sup>th</sup> grade class and when construction is complete on the Skyline Vista in 2021, the school will open as a PK – 8 school in a state of the art building.

Technology has become an embedded part of our curriculum, bringing the outside world to the fingertips and minds of our students. With daily periods of art, music and physical education classes, the whole child is the focus at Skyline Vista. Additional community resources such as Book Trust, Reading Partners, Springboard and Celebrate the Beat add depth, value and increased enrichment for our students. WE received the 2019 Center of Excellence Award – making Skyline Vista one of the top performing schools in the North Metro Area.

### General Fund Financial Data\*

Salaries	\$ 2,698,765	Purchased Service	\$ 200
Benefits	1,007,293	Supplies & Materials	121,407
<b>Total Salaries &amp; Benefits %</b>	<b>96%</b>	Capital Outlay	\$ 14,000
<b>Total Projected General Fund Expenditures</b>			<b>\$ 3,841,665</b>
<b>Projected Per Student Cost</b>			<b>\$ 10,411</b>

### Enrollment

2019-20 K-12 Count	321
2020-21 Projected K-12 Enrollment	369
2020-21 Total Projected Staffing	38

### 2019-20 PK-12 Free & Reduced Lunch Data

Free Lunch Count	261
Reduced Lunch Count	38
<b>Total Free &amp; Reduced %</b>	<b>93%</b>

\*Rounded to the nearest dollar

# SUNSET RIDGE ELEMENTARY

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	\$ 2,740,108	Purchased Service	\$ 100
Benefits	977,361	Supplies & Materials	130,378
<b>Total Salaries &amp; Benefits %</b>	<b>97%</b>	Capital Outlay	1,350
<b>Total Projected General Fund Expenditures</b>			<b>\$ 3,849,298</b>
<b>Projected Per Student Cost</b>			<b>\$ 12,457</b>

## Enrollment

2019-20 K-12 Count	297
2020-21 Projected K-12 Enrollment	309
2020-21 Total Projected Staffing	36

## 2019-20 PK-12 Free & Reduced Lunch Data

Free Lunch Count	189
Reduced Lunch Count	56
<b>Total Free &amp; Reduced %</b>	<b>82%</b>

\*Rounded to the nearest dollar

# TENNYSON KNOLLS PREPARATORY SCHOOL

6330 Tennyson Street Arvada

303-429-4090

Principal Heather McGuire



## 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 (TK) will open in the fall of 2020 as a PK – 8 school, meeting the needs of members in the community who asked for a small, high quality PK – 8 school serving the southwestern corner of the district.

TK Provides students with the foundational skills to become lifelong learners in a nurturing environment where staff is attentive to the needs of the whole child and their families. The school offers a rigorous curriculum and unique learning experiences.

The school partners with the Great Outdoors Colorado Grant Program to offer a free afterschool science program to a limited number of students.

### General Fund Financial Data\*

Salaries	\$ 2,393,779	Purchased Service	\$ 4,000
Benefits	904,817	Supplies & Materials	137,236
<b>Total Salaries &amp; Benefits %</b>	<b>96</b>	Capital Outlay	2,680
	%		
<b>Total Projected General Fund Expenditures</b>			<b>\$ 3,442,512</b>
<b>Projected Per Student Cost</b>			<b>\$ 9,432</b>

### Enrollment

2019-20 K-12 Count	302
2020-21 Projected K-12 Enrollment	365
2020-21 Total Projected Staffing	33

### 2019-20 PK-12 Free & Reduced Lunch Data

Free Lunch Count	214
Reduced Lunch Count	38
<b>Total Free &amp; Reduced %</b>	<b>83%</b>

\*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 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 21<sup>st</sup> 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	\$ 2,375,430	Purchased Service	\$ 4,000
Benefits	254,342	Supplies & Materials	71,515
<b>Total Salaries &amp; Benefits %</b>	<b>93%</b>	Capital Outlay	109,900
<b>Total Projected General Fund Expenditures</b>			<b>\$ 2,815,187</b>
<b>Projected Per Student Cost</b>			<b>\$ 7,038</b>

### Enrollment

2019-20 K-12 Count	402
2020-21 Projected K-12 Enrollment	400
2020-21 Total Projected Staffing	31

### 2019-20 PK-12 Free & Reduced Lunch Data

Free Lunch Count	150
Reduced Lunch Count	47
<b>Total Free &amp; Reduced %</b>	<b>52%</b>

\*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 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 8<sup>th</sup> graders, assuring that students not only “learn about” different cultures, but also get a chance to experience the cultures.

### General Fund Financial Data\*

Salaries	\$ 1,613,114	Purchased Service	\$ 3,000
Benefits	409,994	Supplies & Materials	147,781
<b>Total Salaries &amp; Benefits %</b>	<b>88%</b>	Capital Outlay	120,480
<b>Total Projected General Fund Expenditures</b>			<b>\$ 2,294,369</b>
<b>Projected Per Student Cost</b>			<b>\$ 8,224</b>

### Enrollment

2018-19 K-12 Count	267
2019-20 Projected K-12 Enrollment	279
2019-20 Total Projected Staffing	25

### 2018-19 PK-12 Free & Reduced Lunch Data

Free Lunch Count	203
Reduced Lunch Count	21
<b>Total Free &amp; Reduced %</b>	<b>84%</b>

\*Rounded to the nearest dollar



# JOHN E FLYNN A MARZANO ACADEMY

8731 Lowell Blvd Westminster

303-428-2161

Principal Brian Kosena



## 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	\$ 1,806,992	Purchased Service	\$ 250
Benefits	416,134	Supplies & Materials	59,312
<b>Total Salaries &amp; Benefits %</b>	<b>96%</b>	Capital Outlay	33,986
<b>Total Projected General Fund Expenditures</b>			<b>\$ 2,316,674</b>
<b>Projected Per Student Cost</b>			<b>\$ 8,742</b>

## Enrollment

2019-20 K-12 Count	258
2020-21 Projected K-12 Enrollment	265
2020-21 Total Projected Staffing	28

## 2019-20 PK-12 Free & Reduced Lunch Data

Free Lunch Count	149
Reduced Lunch Count	55
Total Free & Reduced %	79%

\*Rounded to the nearest dollar

# JOSEPHINE HODGKINS LEADERSHIP ACADEMY

3475 West 67th Avenue Denver

303-428-1121

Principal Amber Swieckowski



## VISION

**L**ead  
**E**mpathize  
**A**chieve  
**D**ream



Hodgkins Leadership Academy focuses in meeting our students exactly wwhere they are academically. Our classrooms are learner centered and 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. Advancing to the next level can occur any time during the course of the schools year rather than waiting only until they are age appropriate. We build on a astudent's strengths and guide them to set and achieve their academic goals.

Hodkins is also a Leadership School, which is based on the "7 Healthy Habits if 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 and by using the 7 Habits, our student leaders find their voice and become well rounded individuals who will become amazing citizens in their school community, neighborhoods, ciies and the world. Our leaders know how to plan and implement that plan for their broght and successful furtures.

### General Fund Financial Data\*

Salaries	\$ 3,998,340	Purchased Service	\$ 6,000
Benefits	1,074,631	Supplies & Materials	210,151
<b>Total Salaries &amp; Benefits %</b>	<b>96%</b>	Capital Outlay	5,000
<b>Total Projected General Fund Expenditures</b>			<b>\$ 5,294,121</b>
<b>Projected Per Student Cost</b>			<b>\$ 7,902</b>

### Enrollment

2019-20 K-12 Count	574
2020-21 Projected K-12 Enrollment	670
2020-21 Total Projected Staffing	55

### 2019-20 PK-12 Free & Reduced Lunch Data

Free Lunch Count	452
Reduced Lunch Count	80
Total Free & Reduced %	93%

\*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	\$ 1,989,867	Purchased Service	\$ 20,500
Benefits	1,016,336	Supplies & Materials	25,600
<b>Total Salaries &amp; Benefits %</b>	<b>98%</b>	Capital Outlay	4,149
<b>Total Projected General Fund Expenditures</b>			<b>\$ 3,056,452</b>
<b>Projected Per Student Cost</b>			<b>\$ 8,990</b>

## Enrollment

2019-20 K-12 Count	316
2020-21 Projected K-12 Enrollment	340
2020-21 Total Projected Staffing	24

## 2019-20 PK-12 Free & Reduced Lunch Data

Free Lunch Count	225
Reduced Lunch Count	50
<b>Total Free &amp; Reduced %</b>	<b>87%</b>

\*Rounded to the nearest dollar

# RANUM MIDDLE

2401 W. 80th Avenue Denver

303-428-9577

Principal Shannon Willy

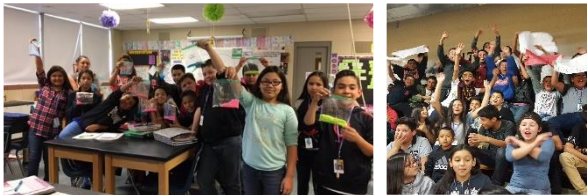


## VISION

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

## MISSION

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



At Ranum Middle School, home of the Knights, we empower students to excel through their levels as the demonstrate proficiency. Students who advance through the levels have an opportunity to leave Ranum with high school credits. We offer a variety of applied core classes including orchestra and band, choir, art, drama, stagecraft, piano, guitar, physical education, technology, Genius Hour, Advancement via Individual Determination (AVID) and four varieties of STEM.

We strongly value Social-Emotional Learning. Upon entering, students are grouped in a small Knighthood Families where they develop relationships with a teacher and others in the group throughout their three years here, so that together these students can learn to navigate education at the middle school level. Additionally, students receive direct instruction through our Connections classes in self-managing, being an effective participator, teamwork, reflective practices and being future minded. Our students also have multiple opportunities to demonstrate leadership through Where Everybody Belongs (WEB), Student Council and Youth Education and Safety in Schools (YESS).

### General Fund Financial Data\*

Salaries	\$ 3,920,089	Purchased Service	\$ 27,400
Benefits	1,558,796	Supplies & Materials	396,056
<b>Total Salaries &amp; Benefits %</b>	<b>93%</b>	Capital Outlay	6,320
<b>Total Projected General Fund Expenditures</b>			<b>\$ 5,908,661</b>
<b>Projected Per Student Cost</b>			<b>\$ 10,187</b>

### Enrollment

2019-20 K-12 Count	592
2020-21 Projected K-12 Enrollment	580
2020-21 Total Projected Staffing	56

### 2019-20 PK-12 Free & Reduced Lunch Data

Free Lunch Count	428
Reduced Lunch Count	86
Total Free & Reduced %	87%

\*Rounded to the nearest dollar



# COLORADO SPORTS LEADERSHIP ACADEMY

7001 Lipan Street Denver

303-428-8583

Principal Camile Carlson



## VISION

We empower kids to achieve their highest potential academically, socially, and personally on our course to becoming a World Class School.

### School-wide Code of Cooperation:

Active Learner  
Safe  
Trustworthy  
Respectful  
Optimistic  
Successful

The Colorado Sports Leadership Academy (CSLA) is 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	\$ 4,884,245	Purchased Service	\$ 30,000
Benefits	2,464,145	Supplies & Materials	241,918
<b>Total Salaries &amp; Benefits %</b>	<b>96%</b>	Capital Outlay	3,600
<b>Total Projected General Fund Expenditures</b>			<b>\$ 7,623,909</b>
<b>Projected Per Student Cost</b>			<b>\$ 12,707</b>

### Enrollment

2019-20 K-12 Count	410
2020-21 Projected K-12 Enrollment	600
2020-21 Total Projected Staffing	44

### 2019-20 PK-12 Free & Reduced Lunch Data

Free Lunch Count	307
Reduced Lunch Count	58
<b>Total Free &amp; Reduced %</b>	<b>90%</b>

\*Rounded to the nearest dollar

# SHAW HEIGHTS MIDDLE

8780 Circle Drive Westminster

303-428-9533

Principal Mike Carlson



## VISION

Together, we create genuine relationships to inspire students to face challenges, to be resilient and inquisitive, and to 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 cross-fit, and our YESS program attends to the social emotional aspects of being a teen in today's world. We offer six different STEM classes including Introduction to Engineering, flight and Space, Medical Detectives, Robotics, App Creators and Computer Programming. Additionally, we offer Advancement Via Individual Determination (ADVID), which is a college readiness course designed to assist students in preparing for academic life beyond high school.

Shaw Heights was the very first secondary school in Westminster Public Schools to achieve a "Performance" rating on Colorado's School Performance Framework. This is due in part to 89 percent of our staff having educational degrees or endorsements beyond their Bachelor's Degree, 24 percent have multiple degrees beyond their Bachelor's Degree and 57 percent of our staff have been working in WPS for more than four years.

### General Fund Financial Data\*

Salaries	\$ 3,303,173	Purchased Service	\$ 25,000
Benefits	1,226,804	Supplies & Materials	271,951
<b>Total Salaries &amp; Benefits %</b>	<b>94%</b>	Capital Outlay	18,288
<b>Total Projected General Fund Expenditures</b>			<b>\$ 4,845,215</b>
<b>Projected Per Student Cost</b>			<b>\$ 8,858</b>

### Enrollment

2019-20 K-12 Count	568
2020-21 Projected K-12 Enrollment	547
2020-21 Total Projected Staffing	47

### 2019-20 PK-12 Free & Reduced Lunch Data

Free Lunch Count	385
Reduced Lunch Count	85
Total Free & Reduced %	84%

\*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.

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

Salaries	\$ 2,579,337	Purchased Service	\$ 304,500
Benefits	1,082,809	Supplies & Materials	205,243
<b>Total Salaries &amp; Benefits %</b>	<b>88%</b>	Capital Outlay	3,000
<b>Total Projected General Fund Expenditures</b>			<b>\$ 4,174,889</b>
<b>Projected Per Student Cost-HLHS</b>			<b>\$ 10,240</b>
<b>Projected Per Student Cost-WVA</b>			<b>\$ 11,928</b>

### Enrollment

2019-20 K-12 Count	353
2020-21 Projected K-12 Enrollment	350
2020-21 Total Projected Staffing	24

### 2019-20 PK-12 Free & Reduced Lunch Data

Free Lunch Count	213
Reduced Lunch Count	27
<b>Total Free &amp; Reduced %</b>	<b>70%</b>

\*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	\$ 10,915,689	Purchased Service	\$ 8,550
Benefits	1,897,045	Supplies & Materials	1,207,156
<b>Total Salaries &amp; Benefits %</b>	<b>91%</b>	Capital Outlay	18,000
<b>Total Projected General Fund Expenditures</b>			<b>\$ 14,046,440</b>
<b>Projected Per Student Cost</b>			<b>\$ 5,804</b>

### Enrollment

2019-20 K-12 Count	2386
2020-21 Projected K-12 Enrollment	2420
2020-21 Total Projected Staffing	164

### 2019-20 PK-12 Free & Reduced Lunch Data

Free Lunch Count	1491
Reduced Lunch Count	333
Total Free & Reduced %	76%

\*Rounded to the nearest dollar

## Budget Basis

Colorado Local Government Uniform Accounting and Budget Laws require that a budget be adopted and 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 adopted on a basis consistent with GAAP.

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 the **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.

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

# 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 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

<b>OBJECT</b> (used to describe the service or commodity obtained as the result of a specific expenditure)	<b>SOURCE</b> (used to describe the funding origin (source) and type of revenue)	<b>BALANCE SHEET CODES</b> (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 adopted 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 adopted 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 adopted 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 adopted, 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 2.7% plus a Budget Stabilization Factor of 7.05% in their revenue projections. The projected change in the funded pupil count is estimated to decline over 2020-2021 fiscal year. The Board of Education will budget conservatively in revenues.

### Expenditure Goals

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

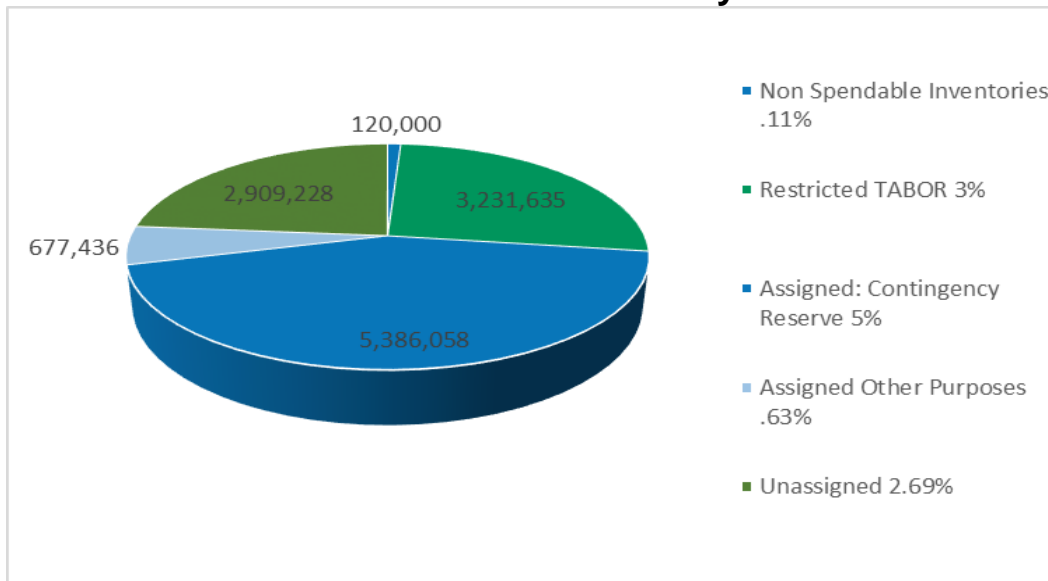
With the uncertainty of program revenue from the state and due to flat enrollment in the District, state revenue shortfalls, the TABOR Amendment and Amendment 23 restrictions, and limited resources to fund education at the proper level, it is financially prudent to reserve a fixed percentage of expenditures 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\*



### Liability Accruals

*\*Rounded*

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.

## Significant 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 adopted 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 adopted 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 adopted. 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 adopted as required by statute, then 90% of the last duly adopted 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 adopted 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 adopted the following Goals Policies:

- Student Achievement
- Vision 2020
- Contingency Reserve – General Fund

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

In addition to Board policies, the Board of Education adopted 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% plus 7.05% State Budget Stabilization Factor.

### **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 2020.

For 2020-2021 FY, the allocations were increased for both instructional and non-instructional functions. The following table illustrates the per pupil allocations:

	<b>Instructional</b>	<b>At-Risk Allocation</b>	<b>Non-Instructional</b>	<b>Other</b>
Elementary	\$80	\$60	\$40	\$20 - preschool
Middle	\$100	\$80	\$50	
High	\$140/\$75.00	\$120	\$60	

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

\$5 per student for copier services  
\$10 per student for computer subscriptions

- 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.

## Student Based Budgeting for Innovation Schools

Westminster Public Schools uses Student Based Budgeting for its Innovation Schools: Colorado STEM Academy, Westminster Academy for International Studies, and John E. Flynn a Marzano Academy.




We believe every child deserves the same opportunity for an excellent education. That means every child must receive equitable funding based on his/her educational needs.

The Westminster Public Schools' reform to innovation schools includes the introduction of a Student-Based Budgeting (SBB), we will begin to fund students based on his/her educational needs at the school that he/she attends.

Schools will now receive the per-pupil funding the district receives from the state.

- Student Funding Formula.
- Programs not consolidated - Includes initiatives that remain outside of SBB because of their unique funding structure or priority include items like Special Education, ELL, Pre-K.
- All revenues collected from the district fees.

Student Based Budgeting makes spending flexible to allow for real budget planning.

Equity	Improved Budgeting and Accountability	Transparency
 <p>SBB will equitably allocate funding to each student based on his or her educational needs by utilizing the SBB Funding formula.</p>	 <p>School leaders and members of the community know best what their schools need for their students to achieve. SBB will provide greater opportunity to schools and communities to make the best choices for their students and their success.</p>	 <p>SBB will eliminate many complex staffing ratios and provide funding through a simplified allocation. Instead of hiding the difficult choices inherent in budgeting, the new formula brings those choices out into the open for all to see and evaluate.</p>



## Funding

The budget will be calculated on the school's projected student enrollment. The formula will include:

- Base funding (based on the per-pupil amount being received by the state)



- At-Risk students



Each school will be given an additional amount per student for their performance rating each year:

Orange - \$50 per student  
Yellow - \$60 per student

Green - \$70 per student  
Blue - \$80 per student

## Expenditures

Each innovation school will be responsible for budgeting their expenditures for staffing, programs and services, utilities. Each school will be charged an amount for districtwide services. This charge would include items like HR, Finance, Operations, Purchasing, etc. The current rate is 27% of your PPOR calculation and the number of students in your building.

## 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 Adopted Budget

January

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# FINANCIAL SECTION

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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 49.5 percent of Total Program Funding.

#### STATE

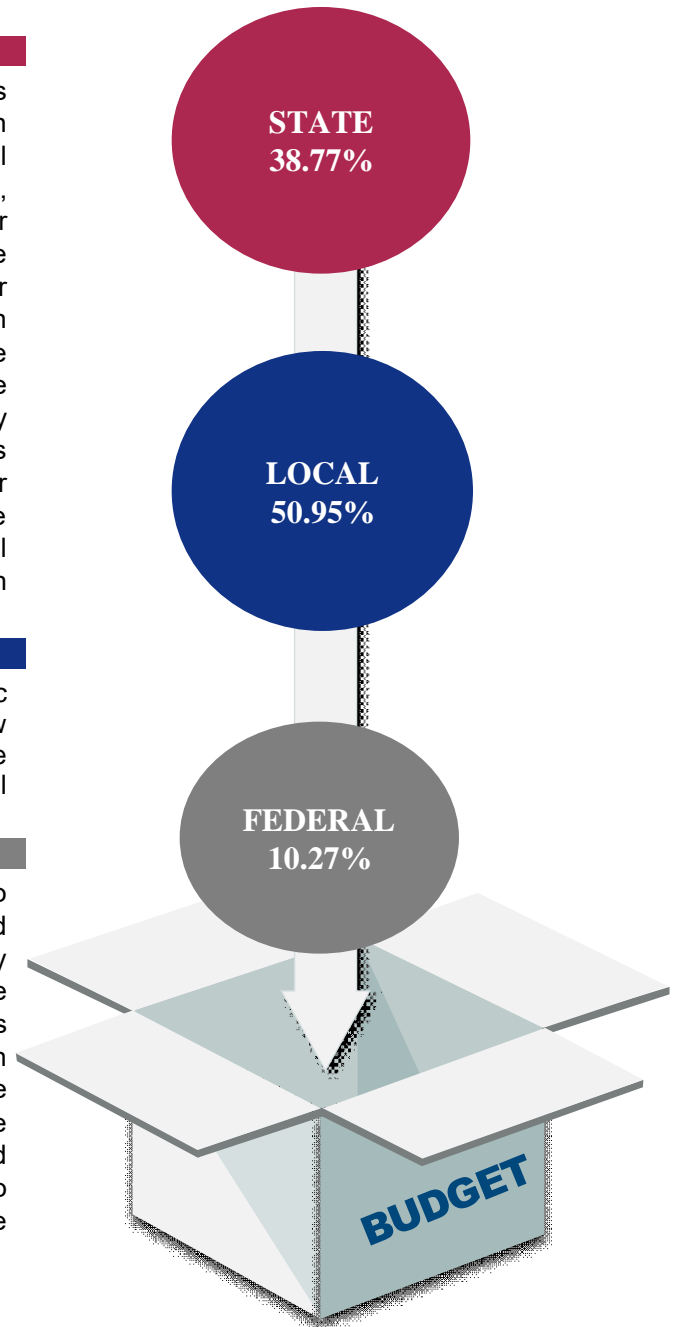
The amount of funding our school district receives is based on the Total Program Funding formula outlined in the Colorado School Finance Act, plus additional funding to recognize district-by-district variances in size, cost-of-living, the number of students who qualify for federal free lunch status, 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.





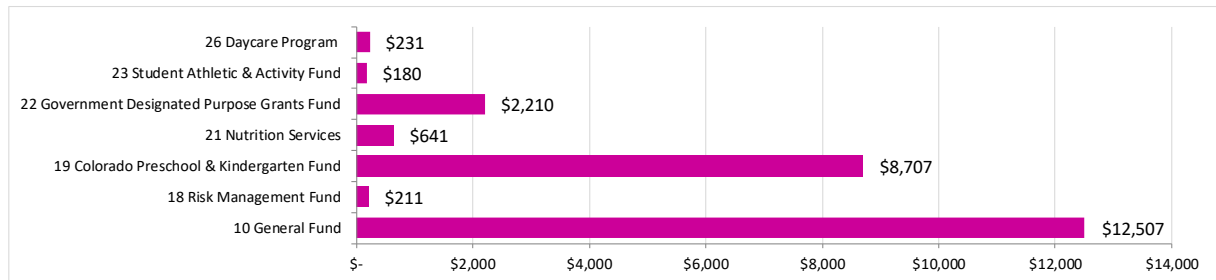
## Summary of Revenues and Expenditures- All Funds Fiscal Years 2017-2018 to 2020-2021

	Actual	Actual	Amended	Projected Actual	Adopted
Revenue Summary of All Funds	2018	2019	2020	2020	2021
10 General Fund	\$ 94,399,274	\$ 107,697,855	\$ 113,441,796	\$ 107,721,169	\$ 107,721,169
18 Risk Management Fund	1,693,143	1,830,393	1,762,195	1,763,335	1,813,390
19 Colorado Preschool & Kindergarten Fund	4,816,991	5,089,630	3,529,472	3,543,881	3,526,335
21 Nutrition Services	5,657,463	5,555,591	5,370,000	5,441,784	5,519,000
22 Government Designated Purpose Grants Fund	9,324,663	8,496,168	10,435,624	19,036,784	19,036,784
23 Student Athletic & Activity Fund	766,471	733,250	1,591,004	1,385,000	1,549,454
26 Daycare Program		734,490	800,000	705,000	1,988,950
31 Bond Redemption Fund	8,686,238	8,784,648	8,644,344	8,644,344	8,644,344
43 Capital Reserve	2,550,977	86,429,358	3,997,150	3,996,385	3,600,000
74 School Activity Fund	663,619	714,883	-	-	-
<b>Total</b>	<b>\$ 128,558,839</b>	<b>\$ 226,066,266</b>	<b>\$ 149,571,585</b>	<b>\$ 152,237,682</b>	<b>\$ 153,399,426</b>

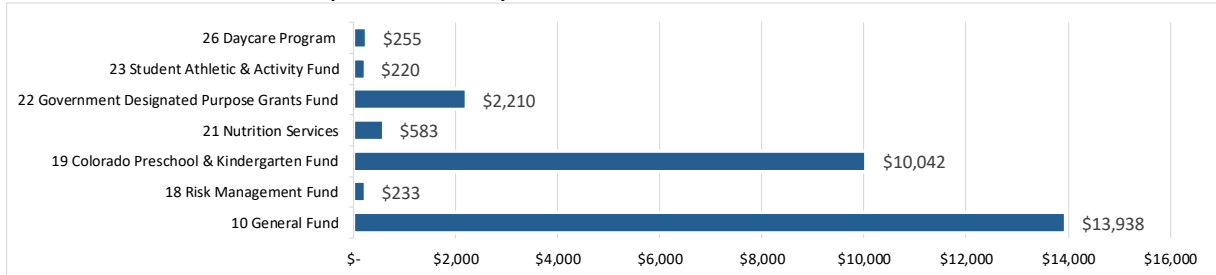
  

	Actual	Actual	Amended	Projected Actual	Adopted
Expenditure Summary of All Funds	2018	2019	2020	2020	2021
10 General Fund	\$ 92,052,555	\$ 103,124,325	\$ 122,712,595	\$ 116,670,257	\$ 120,044,593
18 Risk Management Fund	1,423,207	1,602,722	1,696,830	1,793,823	2,006,490
19 Colorado Preschool & Kindergarten Fund	5,679,848	4,637,655	4,519,035	4,723,391	4,067,182
21 Nutrition Services	6,079,530	5,044,555	6,532,025	5,518,167	5,018,167
22 Government Designated Purpose Grants Fund	9,324,663	8,496,168	10,435,624	19,036,784	19,036,784
23 Student Athletic & Activity Fund	636,385	907,992	1,641,004	1,723,127	1,894,827
26 Daycare Program		577,805	700,000	652,146	2,198,489
31 Bond Redemption Fund	8,381,081	8,370,643	8,384,172	8,371,715	8,371,715
43 Capital Reserve	1,816,925	5,533,735	52,930,833	24,979,191	24,979,191
74 School Activity Fund	633,406	708,663	-	-	-
<b>Total</b>	<b>\$ 126,027,746</b>	<b>\$ 139,012,564</b>	<b>\$ 209,552,118</b>	<b>\$ 183,468,601</b>	<b>\$ 187,617,437</b>

**All Funds - Revenue Summary Per Student 2020-2021**



**All Funds - Expenditure Summary Per Student 2020-2021**



**All Funds – Revenues by Sources, Expenditures by Object & Fund Balance  
Fiscal Years 2017-2018 to 2020-2024**

	Actual 2018	Actual 2019	Projected Actual 2020	Adopted 2021
<b>Sources of Revenue by Object</b>				
1000-1999 Local Sources	\$44,909,051	\$ 54,032,165	\$ 70,558,325	72,463,788
3000-3999 State Sources	62,145,616	65,081,222	67,374,975	55,136,046
4000-4999 Federal Sources	12,650,129	12,580,118	12,411,370	14,611,767
<b>Total Sources</b>	<b>119,704,796</b>	<b>131,693,505</b>	<b>150,344,670</b>	<b>142,211,601</b>
<b>Expenditures by Object</b>				
0100-0199 Salaries	63,239,687	66,033,161	62,522,935	85,371,943
0200-0299 Employee Benefits	20,805,327	23,479,659	25,979,035	25,836,561
0300-0399 Purchased Services	8,296,296	81,028,796	8,400,090	29,878,496
0400-0499 Purchased Property Services	2,342,800	3,387,529	6,548,115	3,367,393
0500-0599 Other Purchased Services	2,809,185	2,984,664	5,117,588	4,311,056
0600-0699 Supplies	6,218,797	6,323,202	7,948,617	7,721,507
0700-0799 Property	3,323,298	3,385,351	43,763,233	3,424,493
0800-0899 Other Objects	3,868,219	4,078,926	9,658,026	8,913,481
0900-0999 Other Uses of Funds	6,270,443	6,967,331	6,280,000	7,754,681
<b>Total Expenditures</b>	<b>117,174,053</b>	<b>197,668,618</b>	<b>176,217,638</b>	<b>176,579,612</b>
<b>5000-5999 Other Sources/Transfer Allocations</b>				
5223 Transfer To Athl/Activity	680,000	660,000	660,000	850,000
5626 Transfer to Daycare Program	-	356,000	300,000	400,000
5243 Transfer To Capital Reserve	1,757,052	5,498,415	1,000,000	3,600,000
5618 Transfer To Insur Reserve	1,600,000	1,761,490	1,761,490	1,811,490
5619 Transfer To CPP/Full Day Kinder	4,816,992	3,607,595	3,529,472	3,526,335
<b>Total Transfer Allocations</b>	<b>8,854,044</b>	<b>11,883,500</b>	<b>7,250,962</b>	<b>10,187,825</b>
Prior Year Obligations	-	-	-	850,000
<b>Total Transfer Allocations, Expenditures &amp; Prior Year Obligations</b>	<b>126,028,096</b>	<b>209,552,118</b>	<b>183,468,600</b>	<b>187,617,437</b>

**Major Shifts and Significant Changes:**

Revenues:

1. Decrease in local revenues due to loss in funding from the State of Colorado.
2. Significant increase in Federal sources due to COVID-19 pandemic.
3. Expansion of the Daycare Fund. Expanding to offer more daycare options for families.

Expenditures:

4. Increase in salaries and benefits due to two year negotiated compensation package.
5. Significant work continuing on COP projects. All projects are on track for being complete 2021-2022.
6. Antipated increases in supplies due to COVID-19. Having two work stations for in and out of school.

**All Funds – Revenues by Sources, Expenditures by Object & Fund Balance  
Fiscal Years 2017-2018 to 2020-2024 *Continued***

<b>% Change</b>	<b>Projected 2022</b>	<b>Projected 2023</b>	<b>Projected 2024</b>	
<b>Sources of Revenue by Object</b>				
11.02%	\$38,078,029	\$38,839,590	\$39,616,381	1000-1999 Local Sources
0.00%	62,581,813	63,833,450	65,110,119	3000-3999 State Sources
	12,228,319	12,472,885	12,722,343	4000-4999 Federal Sources
<b>0.13%</b>	<b>112,888,161</b>	<b>115,145,925</b>	<b>117,448,843</b>	<b>Total Sources</b>
<b>Expenditures by Object</b>				
10.25%	77,907,044	64,563,951	54,955,433	0100-0199 Salaries
4.70%	20,335,109	20,741,811	21,156,647	0200-0299 Employee Benefits
234.09%	24,846,733	25,343,668	25,850,541	0300-0399 Purchased Services
-48.52%	2,998,251	3,058,216	3,119,381	0400-0499 Purchased Property Services
4.95%	3,897,242	3,975,186	4,054,690	0500-0599 Other Purchased Services
-9.81%	6,705,057	6,839,158	6,975,941	0600-0699 Supplies
-92.16%	2,914,969	2,973,269	3,032,734	0700-0799 Property
-5.59%	5,356,280	5,463,406	5,572,674	0800-0899 Other Objects
23.48%	6,486,170	6,615,893	6,748,211	0900-0999 Other Uses of Funds
<b>-6.91%</b>	<b>151,446,854</b>	<b>139,574,557</b>	<b>131,466,251</b>	<b>Total Expenditures</b>
<b>5000-5999 Other Sources/Transfer Allocations</b>				
30.77%	693,600	707,472	721,621	5223 Transfer To Athl/Activity
33.33%	-	-	-	5626 Transfer to Daycare Program
260.00%	1,792,193	1,828,037	1,864,598	5243 Transfer To Capital Reserve
2.84%	1,632,000	1,664,640	1,697,933	5618 Transfer To Insur Reserve
-2.25%	4,306,044	4,392,165	4,480,008	5619 Transfer To CPP/Full Day Kinder
<b>39.20%</b>	<b>8,423,837</b>	<b>8,592,314</b>	<b>8,764,160</b>	<b>Total Transfer Allocations</b>
	-	-	-	Prior Year Obligations
<b>-5.18%</b>	<b>159,870,691</b>	<b>148,166,871</b>	<b>140,230,412</b>	<b>Total Transfer Allocations, Expenditures &amp; Prior Year Obligations</b>

## General Fund

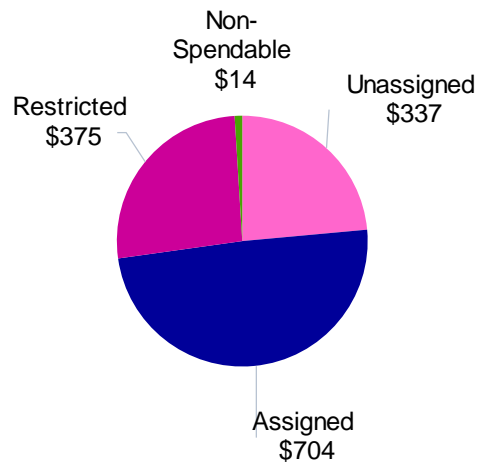
	Actual 2018	Actual 2019	Amended 2020	Projected Actual 2020	Adopted 2021
<b>Sources of Revenues</b>					
1000-1999 Local Sources	\$33,780,601	\$43,126,131	\$ 52,507,530	\$ 52,635,751	\$53,424,140
3000-3999 State Sources	60,544,782	64,512,540	60,859,283	61,059,712	54,222,046
4000-4999 Federal Sources	73,891	59,183	74,983	74,983	74,983
<b>Revenues Before Transfer Allocations</b>	<b>94,399,274</b>	<b>107,697,855</b>	<b>113,441,796</b>	<b>113,770,446</b>	<b>107,721,169</b>
Transfer Allocations & Expenditures	92,052,556	103,124,325	122,712,595	116,670,257	119,194,593
Prior Year Obligations	-	-	-	-	850,000
<b>Total Transfer Allocations &amp; Expenditures</b>	<b>92,052,556</b>	<b>103,124,325</b>	<b>122,712,595</b>	<b>116,670,257</b>	<b>120,044,593</b>
<b>Total Excess Revenues Over (Under)</b>	<b>2,346,719</b>	<b>4,573,529</b>	<b>(9,270,799)</b>	<b>(2,899,811)</b>	<b>(12,323,424)</b>
<b>Fund Balance Ending (Before Reserves)</b>	<b>\$22,965,025</b>	<b>\$27,538,554</b>	<b>\$18,267,755</b>	<b>\$ 24,638,743</b>	<b>\$12,315,319</b>

### General Fund- Estimated Fund Balance 2020-2021

	Adopted 2021
<b>Reserves &amp; Fund Balance</b>	
<b>Nonspendable:</b>	
Inventories	\$ 120,000
<b>Restricted:</b>	
TABOR	3,231,635
<b>Committed:</b>	
	-
<b>Assigned:</b>	
Other Purposes	677,436
Purchases on Order	-
Contingency Reserve	5,386,058
Unassigned Fund Balance	2,900,190
<b>Total</b>	<b>\$12,315,319</b>

	Adopted 2021
<b>Reserves &amp; Fund Balance</b>	
<b>Nonspendable:</b>	
Inventories	0.11%
<b>Restricted:</b>	
TABOR	3.00%
<b>Committed:</b>	
	-
<b>Assigned:</b>	
Other Purposes	0.63%
Contingency Reserve	5.00%
Unassigned Fund Balance	2.69%
<b>Total</b>	<b>11.43%</b>

### Fund Balance- Per Pupil



## 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 created in 2009. 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 2020-2021 budget includes a step increase with a 4.6% increase to the salary tables across all employee groups. It also increases the base salary for our licensed salary table to \$52,820 with a high of \$106,702. The coach salary table will receive a 2% increase. 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 2021-2021 fiscal year was over \$4.7 million in employee increases. The District settled in 2019-2020 on a two-year agreement with the total package being over \$11 million dollars for two years. The budgets for the schools and departments are included within the General Fund and received \$25 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 1.9% for inflation. The statewide base funding incorporated in this budget will be \$6,951. This budget is built on the same numbers as 2019-2020 due to the State of Colorado not approving the Public School Finance Act in time the appropriate time frame for approving the adopted budget by June 30, 2020.

## 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 2020-2021 by the state of Colorado at an estimated per-pupil program funding level (including at-risk funding) of \$8,707. The amount of state equalization anticipated to be received in Fiscal Year 2020-21 is \$50 million and together with specific ownership and local property taxes comprises total program funding.

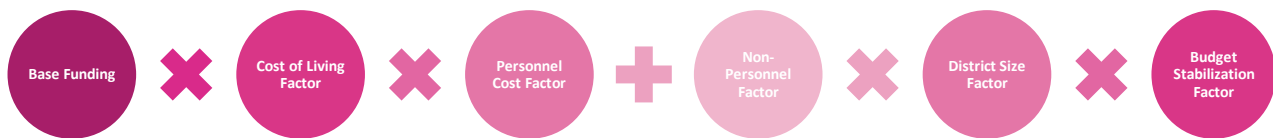
## State Funding Factors

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 \$6,951.53
- Cost of living factor 1.215
- District size factor 1.0297
- Personnel cost factor 0.8874
- Non-personnel cost factor 0.1128
- State Budget Stabilization Factor 7%

- **Cost-of-living factor** – A cost-of-living factor is certified by the Legislative Council Staff to the Department of Education for each school district based upon the cost-of-living analysis. The cost-of-living factor reflects differences among the state's 178 districts in the costs of housing, goods and services. A new cost-of-living analysis is required of the Legislative Council Staff every two years. The cost-of-living calculation changed in Fiscal Year 2004-2005, replacing inflation with the increase in household income level. 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 1.215.
- **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 .8875 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 2020-2021.
- **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 7% for 2020-2021. 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 7.89% for Fiscal Year 2020-2021, and 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.

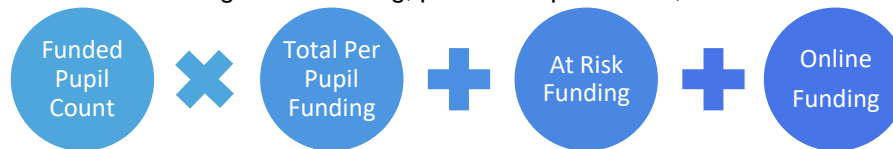
Actual total program funding could be lower or higher depending on how well the formula variable projections compare to the actual variable values. Total program funding for every school district will be adjusted by the Colorado Department of Education about mid-way through the fiscal year to reflect 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



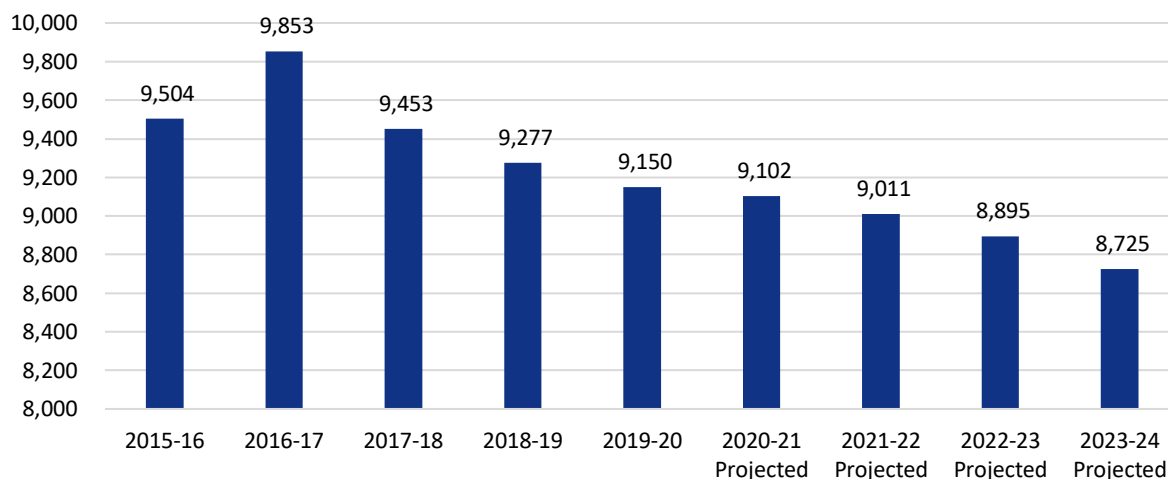
Program amount also includes additional funding for at-risk pupils. The district's per-pupil funding level is the product of the following calculation:

## 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 to plus or minus 1% over the last five years. The funded pupil count for Fiscal Year 2020-2021 including preschool is projected to be 8,922. General fund projected count is budgeted at 8,922. 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.



Pupil Head Count History and Projections



## 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.

In 2017, Colorado General Assembly passed HB17-1349. The bill lowered the Colorado Residential Assessment Rate from 7.96% to 7.2% in 2018-2019. The residential assessment rate estimate reported by the Division of Property Taxation for property tax year 2019 is 7.15%. The business assessment rate is 29%.

The property taxes are levied and collected during each fiscal year. For the 2020-2021 fiscal year, the District is estimated to receive \$24 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 2020-21 budget, the school finance General Fund mill levy for property tax to be collected in 2021, 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 2020-21 is based on the anticipated tax collections from July 2020 through June 2021. 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 \$100,000 for the 2020-21 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 \$1.8 for Fiscal Year 2020-21.

## 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 2020-21 funding for these categorical programs as shown below:

Fiscal Year 2020-2021	
Transportation	\$ 600,000
Career and Technical Education	100,000
Special Education	2,358,117
READ ACT	450,000
English Language Proficiency (ELPA)	547,883
<b>Total</b>	<b>\$4,056,000</b>

### 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. Due to the COVID-19 the District will not be renting out facilities for at least the first quarter of the fiscal year. For Fiscal Year 2020-21, the revenues are estimated to be \$130,000 down from \$190,000 in previous years.

### Interest Earnings

Investment earnings revenue budgets are based on prior history of interest revenue and interest rate projections. Fiscal Year 2020-21 investment earnings are estimated to be \$500,000.

### Instructional Fees

Fee revenue is based on estimated student participation. The estimated revenue for instructional materials fees for Fiscal Year 2020-21 is \$200,000.

### 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 (changed from \$5.95 million)  
1988- .609 mills or \$1.8  
Total Mills 25.8 or \$24 million

## **General Fund – Local, State, & Federal Revenue Sources Fiscal Years 2017-2018 to 2020-2021**

Revenue Sources	Actual 2018	Actual 2019	Amended 2020	Projected Actual 2020	Adopted 2021
<b>1000-1999 Local Sources</b>					
1110 Property Taxes	\$ 19,091,389	\$ 18,983,623	\$ 23,035,753	\$ 23,035,753	\$ 23,963,140
1111 Prop Tax Mill Levy Over	7,800,853	17,553,352	23,912,818	23,912,818	24,480,000
1120 Specific Ownership Taxes	2,305,234	1,865,413	1,779,849	1,779,849	1,850,000
1121 So Tax Bond	-	-	-	-	-
1122 So Tax Mill Levy Override	903,475	1,505,093	950,000	1,656,000	1,505,000
1140 Delinq Tax/Penalty/Intere	13,731	12,228	6,000	15,000	20,000
1141 Abatements	(17,322)	(67,744)	(160,000)	(60,000)	(100,000)
1310 Tuition From Individuals	5,651	4,015	3,000	3,000	3,500
1320 Tuition From Other School Districts	2,325	-	-	-	-
1500 Interest Earnings	384,650	1,373,821	1,400,000	1,000,000	500,000
1740 Fees	250	-	-	-	-
1900 Other Revenue/Local Sources	52,144	523,012	115,715	30,000	55,000
1905 Transcripts	7,843	8,644	8,500	7,436	7,500
1906 Symposium		72,851			40,000
1910 Building Rental	200,720	197,084	160,000	160,000	80,000
1920 Other Local Revenue Sources	8,251	8,853	-	-	-
1930 Sale Of Assets	23,474	17,415	20,000	20,000	35,000
1940 Instructional Materials Fees	841,420	450,445	500,000	300,000	200,000
1954 Charter School Revenue	-	-	-	-	-
1971 Overhead Cost Revenue	623,813	47,540	325,000	325,000	325,000
1972 Indirect Cost Revenue	439,690	504,377	425,895	425,895	425,000
1990 Other Revenue	1,093,009	66,108	25,000	25,000	35,000
<b>Total Local Sources</b>	<b>33,780,601</b>	<b>43,126,131</b>	<b>52,507,530</b>	<b>52,635,751</b>	<b>53,424,140</b>
<b>3000-3009 State Sources</b>					
3000 State Grants Received From CDE	4,776,247	4,722,209	5,050,381	5,127,489	3,956,000
3010 State Grants Received From Other Agencies	173,800	1,861,617	72,348	134,166	100,000
3110 State Equalization	55,446,683	57,921,839	55,736,554	55,705,084	50,166,046
3111 Hold Harmless Kindergarten	112,844	125,725	-	-	-
3200 Catagorical Adjustment	126,588	(25,030)	-	(7,892)	-
3210 Equalization Adjustment	(91,381)	(93,820)	-	100,865	-
<b>SubTotal State Sources</b>	<b>60,544,782</b>	<b>64,512,540</b>	<b>60,859,283</b>	<b>61,059,712</b>	<b>54,222,046</b>
<b>4000-4999 Federal Sources</b>					
4020-4899 Federal Revenue from the Federal Govt	73,891	59,183	74,983	74,983	74,983
<b>Subtotal Federal Sources</b>	<b>73,891</b>	<b>59,183</b>	<b>74,983</b>	<b>74,983</b>	<b>74,983</b>
<b>Total Revenue Allocation Before Transfer Allocations</b>	<b>\$ 94,399,274</b>	<b>\$ 107,697,855</b>	<b>\$ 113,441,796</b>	<b>\$ 113,770,446</b>	<b>\$ 107,721,169</b>

## Revenue Allocated To Other Funds

### Capital Reserve Fund, Insurance Reserve Fund and Athletic Fund Allocations

To address capital and insurance needs of the District, the budget for Fiscal Year 2020-2021 includes a transfer allocation of \$1.8 million to the Insurance Reserve Fund, \$3.6 million to the Capital Reserve Fund, \$850,000 to the Athletic & Activity Fund and \$400,000 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

Effective July 1, 2019-2020, the Colorado Department of Education (CDE) started funding full-day kindergarten. For the last few years the Colorado Preschool Fund has been funding the Districts kindergarden. The preschool fund is still funded at the states per pupil allocation of \$4,353 for half-time the same as in previous years. 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 allocation is based on the per-pupil funding amount multiplied by the number of approved slots the District receives from Colorado Department of Education (CDE).

### General Fund Allocations Summary

General Fund Transfer Allocations to Other Funds	Adopted 2021
Transfer To Athl/Activity	\$ 850,000
Transfer to Daycare Program	400,000
Transfer To Capital Reserve	3,600,000
Transfer To Insurance Reserve	1,811,490
Transfer To Colorado Preschool Program	3,526,335
<b>Total Transfer Allocations</b>	<b>\$10,187,825</b>

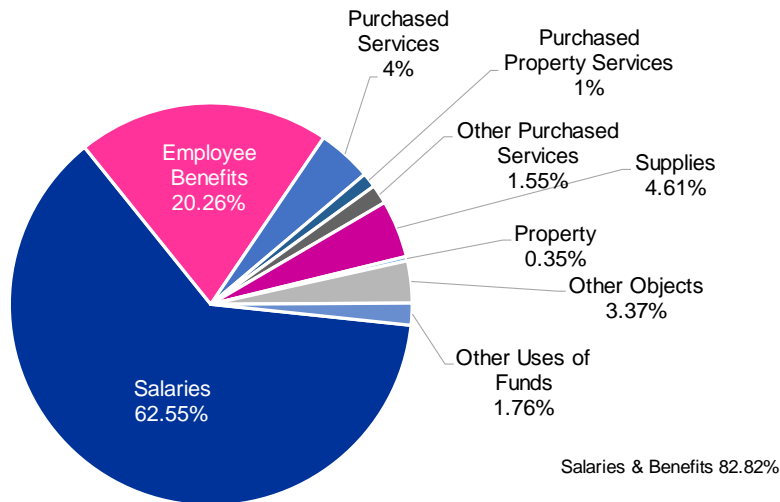
## 10-General Fund – Expenditures by Object Fiscal Years 2017-2018 – 2020-2021

### 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 2020-2021. 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.

	Actual 2018	Actual 2019	Amended 2020	Projected Actual 2020	Proposed 2021	Adopted 2021
<b>Expenditures by Object</b>						
0100-0199 Salaries	\$53,079,324	\$ 56,087,501	\$ 67,227,406	\$ 62,879,216	\$ 68,188,138	\$ 68,188,138
0200-0299 Employee Benefits	17,362,695	20,078,202	21,653,757	21,081,544	22,087,270	22,087,270
0300-0399 Purchased Services	5,357,157	4,400,063	7,717,365	8,545,784	4,745,212	4,745,212
0400-0499 Purchased Property Services	1,113,536	1,027,596	1,306,312	2,548,745	1,291,216	1,291,216
0500-0599 Other Purchased Services	707,891	855,645	1,287,370	1,015,741	1,690,282	1,690,282
0600-0699 Supplies	3,176,669	3,369,170	3,888,637	3,348,720	5,024,257	5,024,257
0700-0799 Property	1,985,466	1,947,968	1,301,966	1,903,823	381,904	381,904
0800-0899 Other Objects	60,341	1,023,233	8,338,430	3,435,722	3,678,489	3,678,489
0900-0999 Other Uses of Funds	355,433	892,331	390	1,920,000	1,920,000	1,920,000
<b>Total Expenditures by Object</b>	<b>83,198,512</b>	<b>89,681,707</b>	<b>112,721,633</b>	<b>106,679,295</b>	<b>109,006,768</b>	<b>109,006,768</b>
Transfers	8,854,044	13,442,618	9,990,962	9,990,962	10,187,825	10,187,825
<b>Total Expenditures</b>	<b>\$92,052,555</b>	<b>\$ 103,124,325</b>	<b>\$ 122,712,595</b>	<b>\$ 116,670,257</b>	<b>\$ 119,194,593</b>	<b>\$ 119,194,593</b>

General Fund - Expenditures by Object for Fiscal Year 2020-2021

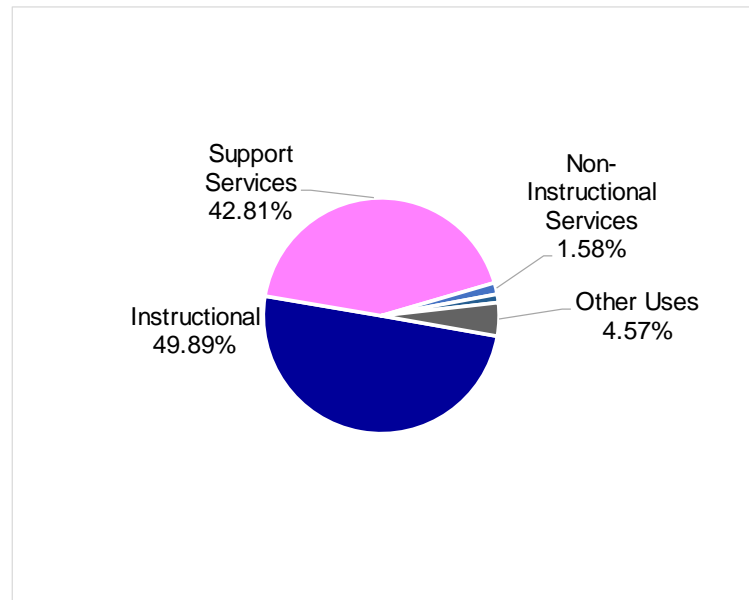


To ensure the district's resources are aligned with district' goals, almost half of all district's resources go directly towards instruction. The District's general fund budgeted expenditures for 2020-2021 is projected to be \$119 million, a 3% decrease from the 2019-2020 Amended Budget. Majority of the decrease can be attributed to the Federal CARE's Act dollars the District received to assist with the COVID-19 pandemic.

**10-General Fund – Summary of Expenditures by Program  
Fiscal Years 2017-2018 to 2020-2021**

	Actual 2018	Actual 2019	Projected Actual 2020	Adopted 2020
<b>Expenditures by Program Summary</b>				
0010-2099 Instructional	\$ 43,991,701	\$ 47,069,780	\$ 53,063,635	\$ 54,386,895
2100-2999 Support Services	36,445,361	40,021,819	44,569,790	46,669,560
3000-3999 Non-Instructional Services	971,643	722,335	1,996,785	1,721,468
4000-4999 Facilities Acquisition and Construction Service	1,413,173	-	1,719,789	1,247,845
5000-9999 Other Uses	376,634	1,867,773	5,320,258	4,981,000
<b>Total Expenditures by Program</b>	<b>83,198,512</b>	<b>89,681,707</b>	<b>106,670,257</b>	<b>109,006,768</b>
Transfers	8,854,044	13,266,875	9,990,962	10,187,825
<b>Total Expenditures</b>	<b>\$ 92,052,555</b>	<b>\$ 102,948,582</b>	<b>\$ 116,661,219</b>	<b>\$ 119,194,593</b>

**General Fund - Summary of Expenditures by Program for Fiscal Year 2020-2021**





## 10-General Fund – Expenditures by Program Fiscal Year 2020-2021

Program	General Instruction	0100-1999	0200-0299	0300-0399	0400-0699	0700-0999	Total	Percent
		Salaries	Employee Benefits	Purchase Services	Supplies & Materials	Capital Outlay		
10	GENERAL ELEMENTARY EDUC	14,304,086	2,405,616	7,252	552,970	396,195	17,666,119	16.21%
20	GENERAL MIDDLE/JR EDUC	193,137	41,445	1,300	127,464	22,763	386,108	0.35%
30	GENERAL HIGH SCHOOL EDUC	665,680	249,263	3,000	96,146	14,200	1,028,289	0.94%
40	GENERAL PRESCHOOL EDUC	0	0	0	1,050	350	1,400	0.00%
50	GENERAL POST SEC/K-12 ED	21,000	4,600	87,000	4,600	800	118,000	0.11%
60	GENERAL INTEGRATED EDUC	30,000					30,000	0.03%
70	GIFTED AND TALENTED EDUC	36,000	3,750	10,000	24,650	1,750	76,150	0.07%
71	INTL BACCALAUREATE	7,000	1,532		17,550		26,082	0.02%
80	GENERAL INSTRUCT MEDIA				66,710	600	67,310	0.06%
92	OTHER INSTRUCTION			150,000			150,000	0.14%
100	AGRICULTURE				7,000		7,000	0.01%
200	ART	975,164	1,125,864		23,375	5,796	2,130,199	1.95%
300	BUSINESS				6,000		6,000	0.01%
400	DISTRIBUTIVE/MARKET EDUC				6,000		6,000	0.01%
510	LANGUAGE SKILLS	2,258,603	375,000		39,230		2,672,833	2.45%
511	READING				8,200		8,200	0.01%
543	JOURNALISM				5,000		5,000	0.00%
560	DRAMATIC ARTS				7,600	200	7,800	0.01%
569	OTHER DRAMATIC ARTS				6,000		6,000	0.01%
590	ELL	2,619,116	1,127,797		6,750	200	3,753,863	3.44%
600	WORLD LANGUAGES	501,396	75,000		5,000		581,396	0.53%
700	HEALTH OCCUPATIONS EDUC				7,500		7,500	0.01%
790	BIOMEDICAL SCIENCES				10,000	2,000	12,000	0.01%
800	PHYSICAL EDUC CURRICULUM	1,764,818	1,050,000	500	10,950	500	2,826,768	2.59%
891	RESERVE OFFICER TRAIN COR	165,782	75,000				240,782	0.22%
900	CONSUMER/FAMILY EDUCATION				8,500		8,500	0.01%
933	FOOD SERVICES				10,000		10,000	0.01%
1000	INDUSTRIAL ARTS/TECH EDUC	1,214,708	75,000		4,000		1,293,708	1.19%
1010	CONSTRUCTION				10,000		10,000	0.01%
1022	GRAPHIC ARTS				7,000		7,000	0.01%
1032	ENGINEERING DRAWING				10,000	3,000	13,000	0.01%
1100	MATHEMATICS	2,470,756	375,000		23,220		2,868,976	2.63%
1200	MUSIC	1,242,610	1,051,500	775	19,350	1,000	2,315,235	2.12%
1240	VOCAL MUSIC	318,811	300,000		11,000	150	629,961	0.58%
1251	BAND, CONCERT			1,200	14,050	1,310	16,560	0.02%
1254	ORCHESTRA, CHAMBER			1,200	8,725	1,235	11,160	0.01%
1300	NATURAL SCIENCE	2,363,891	375,000		21,863		2,760,754	2.53%
1500	SOCIAL SCIENCES	2,109,676	375,000		22,600		2,507,276	2.30%
1600	TECH EDUC/COMPUTER TECH	262,066	150,000		11,450	5,000	428,516	0.39%
1700	SPECIAL EDUCATION	6,407,264	1,950,636	18,750	266,875	52,520	8,696,045	7.98%
1710	PHYSICAL DISABILITY	225,750	137,000				362,750	0.33%
1770	SPEECH/LANG DISABILITY	1,076,094	1,181,720				2,257,814	2.07%
1900	DISTRICT COCURRICULAR ACTIVITY			45,000	6,000		51,000	0.05%
2001	STUDENT COUNCIL				1,000		1,000	0.00%
<b>Total General Instruction</b>		<b>\$ 41,233,407</b>	<b>\$ 12,505,722</b>	<b>\$ 325,977</b>	<b>\$ 1,495,378</b>	<b>\$ 509,569</b>	<b>\$ 56,070,053</b>	<b>51.44%</b>

**10-General Fund – Expenditures by Program**  
**Fiscal Year 2020-2021 *Continued***

		0100-1999	0200-0299	0300-0399	0400-0699	0700-0999	Capital	Total	Percent
		Salaries	Employee Benefits	Purchase Services	Supplies & Materials	Outlay			
Program	Indirect Instruction								
2100	SUPPORT SERVICES-STUDENTS	5,300		4,000				9,300	0.01%
2110	SOCIAL WORK	382,017	337,500					719,517	0.66%
2112	ATTENDANCE SERVICES	15,060	3,232	18,000	1,000	1,136		38,428	0.04%
2113	SOCIAL WORK SERVICES	100	200		1,000,000			1,000,300	0.92%
2120	GUIDANCE SERVICES	1,393,649	411,000		38,000			1,842,649	1.69%
2124	INFORMATION SERVICES			32,715	3,500			36,215	0.03%
2134	NURSING SERVICES			545,000	1,000			546,000	0.50%
2140	PSYCHOLOGICAL SERVICES	979,749	747,500					1,727,249	1.58%
2200	SUPPORT SVC-INSTRUCTIONAL	2,399,252	468,171	719,585	78,515	180,410		3,845,933	3.53%
2212	INSTRUCT/CURRIC/DEV SVC	182,556	46,790	2,000	11,100	5,000		247,446	0.23%
2213	INSTRUCTIONAL STAFF TRAIN	532,400	22,000	100,400	49,633			704,433	0.65%
2214	ACADEMIC STUDENT ASSESSMT	137,063	57,691	497,470	16,050	3,500		711,774	0.65%
2220	EDUCATIONAL LIBRARY SERVICES	277,299	248,500					525,799	0.48%
2221	SUPV/EDUCATIONAL LIBRARY	624,361	585,032					1,209,393	1.11%
2231	SUPV/SPECIAL EDUCATION	400	200	8,000	22,050	3,500		34,150	0.03%
2232	SUPV/VOCATIONAL EDUC PGM	121,104	38,220		25,481			184,805	0.17%
<b>Total Indirect Instruction</b>		<b>\$ 7,050,310</b>	<b>\$ 2,966,036</b>	<b>\$ 1,927,170</b>	<b>\$ 1,246,329</b>	<b>\$ 193,546</b>		<b>\$ 13,383,391</b>	<b>12.28%</b>
Program	Other Programs								
2310	DISTRICT GOVERNANCE SVC			37,000	34,300	9,095		80,395	0.07%
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			45,000				45,000	0.04%
2318	STAFF REL/NEGOTIATIONS	78,788	68,500					147,288	0.14%
2320	EXECUTIVE ADMINISTRATION	558,379	133,000					691,379	0.63%
2321	OFFICE OF SUPERINDENDENT	1,000		500	23,577	16,500		41,577	0.04%
2400	SCHOOL ADMIN SUPPORT SERV	7,076,101	2,766,871	18,100	141,469	52,201		10,054,741	9.22%
2510	BUSINESS/FISCAL SVC	684,614	249,200	313,580	27,509	5,000		1,279,903	1.17%
2520	PURCHASING SERVICES	259,253	86,200	5,000	5,200	10,600		366,253	0.34%
2530	WAREHOUSING/DISTRIBUTING	450,077	173,720	100,000	22,050	18,150		763,997	0.70%
2610	AUX SERV - GENERAL	247,149	78,700	6,036	5,960			337,845	0.31%
2620	AUX SERV - CUSTODIAL	3,746,571	877,737	22,200	2,780,565	7,500		7,434,573	6.82%
2630	AUX SERV - GROUND	529,367	98,400	15,000	70,892	27,250		740,909	0.68%
2640	AUX SERV - UTILITES	1,406,690	395,874	67,450	309,919	89,966		2,269,899	2.08%
2641	MAINTENANCE - BLEACHER				7,500			7,500	0.01%
2642	MAINTENANCE - CEILING TILE				2,479			2,479	0.00%
2650	VEHICLE OPERATION/MAINT				68,771	1,822		70,593	0.06%
2660	SECURITY SERVICES	304,051	80,000	3,600				387,651	0.36%
2710	SUPERVISION/STUDENT TRANS	259,191	117,400	37,200	23,951	12,764		450,506	0.41%
2720	VEHICLE OPERATION SVC	1,560,156	148,250					1,708,406	1.57%
2740	VEHICLE SERVICING/MAINT	231,416	40,000		278,117	1,882		551,415	0.51%
2820	COMMUNICATIONS SERVICES	431,021	179,524	65,000	69,200	14,250		758,995	0.70%
2830	STAFF SERVICES	878,882	170,342	49,060	26,730	10,100		1,135,113	1.04%
2832	RECRUITMENT/PLACEMENT SVC			43,006	38,650			81,656	0.07%
2840	INFORMATION SYSTEMS SVC	815,853	216,575	1,080,253	18,500	80,000		2,211,181	2.03%
2850	RISK MANAGEMENT SERVICES				256,895			256,895	0.24%
2890	OTHER SUPPORT SVC-CENTRAL			-5,500	1,024,214	4,920,199		5,938,913	5.45%
2900	OTHER SUPPORT SERVICES			56,580				56,580	0.05%
3300	COMMUNITY SERVICES	50,000	15,000	175,000	26,000			266,000	0.24%
3301	COMMUNITY FOUNDATION				1,600			1,600	0.00%
3303	COMMUNITY LIAISON	335,864	720,220					1,056,084	0.97%
<b>Total Other Programs</b>		<b>\$ 19,904,420</b>	<b>\$ 6,615,512</b>	<b>\$ 2,492,065</b>	<b>\$ 5,264,048</b>	<b>\$ 5,277,279</b>		<b>\$ 39,553,324</b>	<b>36.29%</b>
<b>Grand Total</b>		<b>\$ 68,188,138</b>	<b>\$ 22,087,270</b>	<b>\$ 4,745,212</b>	<b>\$ 8,005,755</b>	<b>\$ 5,980,394</b>		<b>\$ 109,006,768</b>	<b>100.00%</b>

## 10-General Fund – Per Pupil Spending Fiscal Year 2020-2021

School/ Department		Projected Student Count	Total Budget	Per Student Cost
100-199 Elementary Schools	100 Elem - Distwide	1,800.0	\$ 70,525	\$ 39
	105 Early Childhood Center Gregory Hill	405.0	848,794	2,096
	110 Fairview Elementary	310.0	3,216,853	10,377
	125 Harris Park Elementary	240.0	2,973,118	12,388
	135 Mesa Elementary	273.0	3,275,292	11,997
	145 Sherrelwood Elementary	266.0	2,798,451	10,520
	155 Sunset Ridge Elementary	306.0	3,849,298	12,579
	190 Orchard Court Conference Center	8,613.0	500	0.06
<b>Total Elementary Schools</b>		<b>1,800.0</b>	<b>17,032,830</b>	<b>9,463</b>
200-299 Middle Schools	200 Middle School - Distwide	1,644.0	59,275	36
	205 Ranum Middle School	580.0	5,908,661	10,187
	215 Shaw Heights Middle School	547.0	4,845,215	8,858
<b>Total Middle Schools</b>		<b>1,127.0</b>	<b>10,813,151</b>	<b>9,595</b>
300-399 High School	300 High School - Distwide	2,420.0	188,266	78
	305 Westminster High School	2,420.0	14,046,440	5,804
461-469 On-Line Activity	465 Westminster K-12 Virtual School	-	-	-
<b>Total High Schools</b>		<b>2,420.0</b>	<b>14,234,706</b>	<b>5,882</b>
500-599 Combination Schools	505 Hidden Lake High School	350.0	4,174,889	11,928
	510 Gifted/Talented	300.0	100,393	335
	515 ISC	32.0	1,240,765	38,774
	520 Summer School	150.0	50,000	333
	525 Colorado STEM Academy	400.0	2,815,187	7,038
	530 Westminster Academy for International Studies	309.0	2,294,369	7,425
	535 John E Flynn a Marzano Academy	265.0	2,316,674	8,742
	545 Metropolitan Arts Academy	340.0	3,056,452	8,990
	540 Hodgkin's Leadership Academy	670.0	5,294,121	7,902
	555 Skyline Vista K-8	369.0	3,841,665	10,411
	550 Colorado Sports Leadership Academy	600.0	7,623,909	12,707
	560 Tennyson Knolls Preparatory School	365.0	3,442,512	9,432
<b>Total Combination Schools</b>		<b>4,150.0</b>	<b>36,250,935</b>	<b>8,735</b>
600-699 Centralized Services	600 Admin Building	8,613.0	371,970	43
	605 Board of Education	8,613.0	673,359	78
	610 Superintendent	8,613.0	889,406	103
	615 Community Relations	8,613.0	822,372	95
	625 Learning Services	8,613.0	4,235,859	492
	630 Special Education	8,613.0	1,883,190	219
	640 Graduation	480.0	51,000	106
	645 Human Resources	8,613.0	1,460,731	170
	650 Financial Services	8,613.0	1,461,523	170
	655 Operations Office	8,613.0	1,356,489	157
	660 Creative Pipeline	8,613.0	462,512	54
	700-799 Service Centers	8,613.0	3,451,886	401
	715 Purchasing & Materials Management	8,613.0	1,216,300	141
700-799 Service Centers	720 Technology Services	8,613.0	1,519,819	176
	725 Transportation	8,613.0	3,003,120	349
	800-899 District-Wide Costs	8,613.0	7,815,609	907
<b>Total Department &amp; Program Costs</b>		<b>8,613.0</b>	<b>30,675,145</b>	<b>907</b>
<b>Average Cost Per Student</b>		<b>8,613.0</b>	<b>\$ 109,006,768</b>	<b>\$ 6,916</b>
State Funding				8,707

**10-General Fund – Expenditures by School/Department  
Fiscal Year 2020-2021**

School/Department	Category	0100-0199	0200-0299	0300-0399
		Salaries	Employee Benefits	Purchase Services
100 Elem - Distwide	100-199 Elementary Schools	\$ -	\$ -	\$ 16,060
105 Early Learning Center Gregory Hill		578,554	260,340	-
110 Fairview Elementary		2,136,799	962,662	-
125 Harris Park Elementary		1,855,577	1,007,741	-
135 Mesa Elementary		2,248,274	923,531	140
145 Sherrelwood Elementary		1,834,645	871,740	115
155 Sunset Ridge Elementary		2,740,108	977,361	100
190 Orchard Court Conference Center		-	-	-
200 Middle School - Distwide	200-299 Middle Schools	-	3,023	-
205 Ranum Middle School		3,920,089	1,558,796	27,400
215 Shaw Heights Middle School		3,303,173	1,226,804	25,000
300 High School - Distwide	300-399 Senior High Schools	4,120	2,569	-
305 Westminster High School		10,915,689	1,897,045	8,550
505 Hidden Lake Alternative High	500-599 Combination Schools	2,579,337	1,082,809	304,500
510 Gifted/Talented		62,198	9,240	10,000
515 Instructional Services Center		811,207	370,018	1,050
520 Summer School		50,000	-	-
525 Colorado Stem Academy		2,375,430	254,342	4,000
530 Westminster Academy for Intern Studies		1,613,114	409,994	3,000
535 John E Flynn a Marzano Academy		1,806,992	416,134	250
540 Hodgkin's Leadership Academy		3,998,340	1,074,631	6,000
545 Metropolitan Arts Academy		1,989,867	1,016,336	20,500
550 Colorado Sports Leadership Academy		4,884,245	2,464,145	30,000
555 Skyline Vista K-8		2,698,765	1,007,293	200
560 Tennyson Preparatory School		2,393,779	904,817	4,000
600 Admin Building	600-699 Centralized Services	50,000	32,670	289,300
605 Board of Education		70,589	69,835	441,835
610 Superintendent		698,296	147,435	5,000
615 Community Relations		459,618	195,604	78,000
625 Learning Services		2,257,419	486,925	1,312,615
630 Special Education		581,155	304,135	635,000
640 Co-Curricular		-	-	45,000
645 Human Resources		1,032,507	270,774	74,870
650 Financial Services		822,684	269,870	339,500
655 Operations Office		1,117,010	157,737	43,842
660 Creative Pipeline		337,178	72,453	4,143
710 Operation & Maintenance	700-799 Service Centers	2,144,145	500,848	111,092
715 Purchasing & Marterials Management		732,588	285,860	27,850
720 Technology Services		947,114	238,105	-
725 Transportation		2,137,532	353,649	76,912
805 Districtwide	800-899 District-Wide Costs	-	-	799,388
<b>Total Expenditures</b>		<b>\$ 68,188,138</b>	<b>\$ 22,087,270</b>	<b>\$ 4,745,212</b>

**10-General Fund – Expenditures by School/Department**  
**Fiscal Year 2019-2020 *Continued***

0400-0699 Supplies & Materials	0700-0999 Capital Outlay	Total	Category	School/Department
\$ 54,465	\$ -	\$ 70,525	100-199 Elementary Schools	100 Elem - Distwide
9,900	-	848,794		105 Early Learning Center Gregory Hill
113,891	3,500	3,216,853		110 Fairview Elementary
106,599	3,200	2,973,118		125 Harris Park Elementary
102,347	1,000	3,275,292		135 Mesa Elementary
91,951	-	2,798,451		145 Sherrelwood Elementary
130,378	1,350	3,849,298		155 Sunset Ridge Elementary
500	-	500		190 Orchard Court Conference Center
51,252	5,000	59,275	200-299 Middle Schools	200 Middle School - Distwide
396,056	6,320	5,908,661		205 Ranum Middle School
271,951	18,288	4,845,215		215 Shaw Heights Middle School
89,227	92,350	188,266	300-399 Senior High Schools	300 High School - Distwide
1,207,156	18,000	14,046,440		305 Westminster High School
205,243	3,000	4,174,889	500-599 Combination Schools	505 Hidden Lake Alternative High
12,955	6,000	100,393		510 Gifted/Talented
53,420	5,070	1,240,765		515 Instructional Services Center
-	-	50,000		520 Summer School
71,515	109,900	2,815,187		525 Colorado Stem Academy
147,781	120,480	2,294,369		530 Westminster Academy for Intern Studies
59,312	33,986	2,316,674		535 John E Flynn a Marzano Academy
210,151	5,000	5,294,121		540 Hodgkin's Leadership Academy
25,600	4,149	3,056,452		545 Metropolitan Arts Academy
241,918	3,600	7,623,909		550 Colorado Sports Leadership Academy
121,407	14,000	3,841,665		555 Skyline Vista K-8
137,236	2,680	3,442,512		560 Tennyson Preparatory School
-	-	371,970	600-699 Centralized Services	600 Admin Building
80,100	11,000	673,359		605 Board of Education
31,900	6,775	889,406		610 Superintendent
81,400	7,750	822,372		615 Community Relations
144,000	34,901	4,235,859		625 Learning Services
327,900	35,000	1,883,190		630 Special Education
6,000	-	51,000		640 Co-Curricular
72,480	10,100	1,460,731		645 Human Resources
26,469	3,000	1,461,523		650 Financial Services
31,200	6,700	1,356,489		655 Operations Office
33,250	15,489	462,512		660 Creative Pipeline
528,815	166,985	3,451,886	700-799 Service Centers	710 Operation & Maintenance
141,252	28,750	1,216,300		715 Purchasing & Marterials Management
254,000	80,600	1,519,819		720 Technology Services
418,559	16,468	3,003,120		725 Transportation
1,916,219	5,100,000	7,815,609	800-899 District-Wide Costs	805 Districtwide
<b>\$ 8,005,755</b>	<b>\$ 5,980,393</b>	<b>\$ 109,006,768</b>		

**Resource Allocation – All Schools  
Purchased Services, Materials and Supplies  
Fiscal Year 2020-2021**

	Projected Funded Students	Projected At-Risk Students	Copier Allocation Budget @ \$5	Computer Subscription Budget @ \$10	K-12 Instructional @ \$80	K-12 At-Risk Instructional Allocation @ \$60
<b>Elementary Schools</b>						
<i>Innovation Schools</i>	1,284.00	-	-	-	-	-
Early Childhood	33.00		165.00	-	2,970.00	-
Fairview	310.00	194.00	1,550.00	3,100.00	24,800.00	11,640.00
Harris Park	240.00	221.00	1,200.00	2,400.00	19,200.00	13,260.00
Hodgkins Elementary	670.00	409.00	3,350.00	6,700.00	53,600.00	24,540.00
Mesa	273.00	217.00	1,365.00	2,730.00	21,840.00	13,020.00
Sherrelwood	266.00	186.00	1,330.00	2,660.00	21,280.00	11,160.00
Skyline Vista	369.00	281.00	1,845.00	3,690.00	29,520.00	16,860.00
Sunset Ridge	306.00	234.00	1,530.00	3,060.00	24,480.00	14,040.00
<b>Tennyson Knolls</b>	<b>365.00</b>	<b>236.00</b>	<b>1,825.00</b>	<b>3,650.00</b>	<b>29,200.00</b>	<b>14,160.00</b>
<b>Total Elementary Schools</b>	<b>4,116.00</b>	<b>2,228.00</b>	<b>14,160.00</b>	<b>27,990.00</b>	<b>226,890.00</b>	<b>133,680.00</b>
<b>Middle Schools</b>						
			@ \$5	@ \$10	@ \$100	@ \$80
Ranum	580.00	503.00	2,900.00	5,800.00	58,000.00	40,240.00
Scott Carpenter	600.00	359.00	3,000.00	6,000.00	60,000.00	28,720.00
Shaw Heights	547.00	384.00	2,735.00	5,470.00	54,700.00	30,720.00
<b>Total Middle Schools</b>	<b>1,727.00</b>	<b>1,246.00</b>	<b>8,635.00</b>	<b>17,270.00</b>	<b>172,700.00</b>	<b>99,680.00</b>
<b>High Schools</b>						
			@ \$5	@ \$10	\$140	@ \$120
Westminster	2,420.00	1,552.00	12,100.00	24,200.00	338,800.00	186,240.00
CTE (\$75 per student)	1,849.00	-	9,245.00	18,490.00	138,675.00	-
Hidden Lake	350.00	229.00	1,750.00	3,500.00	49,000.00	27,480.00
<b>Total High Schools</b>	<b>2,770.00</b>	<b>1,781.00</b>	<b>23,095.00</b>	<b>46,190.00</b>	<b>526,475.00</b>	<b>213,720.00</b>
<b>Grand Total</b>	<b>8,613.00</b>	<b>5,255.00</b>	<b>45,890.00</b>	<b>91,450.00</b>	<b>926,065.00</b>	<b>447,080.00</b>



**Resource Allocation – All Schools  
Purchased Services, Materials and Supplies  
Fiscal Year 2020-21 *Continued***

Increased budget Allocation 2020-2021	Total Instructional Allocation	Non- Instructional Allocation	Instructional Building Allotment Substitutes	Total Allocation	Total Allocation	
@ \$25	100%	@\$30	@\$35	@ 100%	@ 90%	
<b>Elementary Schools</b>						
-	-	-	-	-	-	<i>Innovation Schools</i>
825.00	2,970.00	990.00	1,155.00	5,115.00	4,603.50	Early Childhood
7,750.00	36,440.00	9,300.00	10,850.00	56,590.00	50,931.00	Fairview
6,000.00	32,460.00	7,200.00	8,400.00	48,060.00	43,254.00	Harris Park
16,750.00	78,140.00	20,100.00	23,450.00	121,690.00	109,521.00	Hodgkins Elementary
6,825.00	34,860.00	8,190.00	9,555.00	52,605.00	47,344.50	Mesa
6,650.00	32,440.00	7,980.00	9,310.00	49,730.00	44,757.00	Sherrelwood
9,225.00	46,380.00	11,070.00	12,915.00	70,365.00	63,328.50	Skyline Vista
7,650.00	38,520.00	9,180.00	10,710.00	58,410.00	52,569.00	Sunset Ridge
<b>9,125.00</b>	<b>43,360.00</b>	<b>10,950.00</b>	<b>12,775.00</b>	<b>67,085.00</b>	<b>60,376.50</b>	<b>Tennyson Knolls</b>
<b>70,800.00</b>	<b>360,570.00</b>	<b>84,960.00</b>	<b>99,120.00</b>	<b>544,650.00</b>	<b>490,185.00</b>	<b>Total Elementary Schools</b>
<b>Middle Schools</b>						
<b>@ \$25</b>		<b>@ \$35</b>	<b>@ \$35</b>			
14,500.00	98,240.00	20,300.00	20,300.00	138,840.00	124,956.00	Ranum
15,000.00	88,720.00	21,000.00	21,000.00	130,720.00	117,648.00	Scott Carpenter
13,675.00	85,420.00	19,145.00	19,145.00	123,710.00	111,339.00	Shaw Heights
<b>43,175.00</b>	<b>272,380.00</b>	<b>60,445.00</b>	<b>60,445.00</b>	<b>393,270.00</b>	<b>353,943.00</b>	<b>Total Middle Schools</b>
<b>High Schools</b>						
<b>@ \$25</b>		<b>@ \$40</b>	<b>@ \$35</b>			
60,500.00	525,040.00	96,800.00	84,700.00	706,540.00	358,536.00	Westminster
	138,675.00	73,960.00	64,715.00	277,350.00	277,350.00	CTE
8,750.00	76,480.00	14,000.00	12,250.00	102,730.00	92,457.00	Hidden Lake
<b>69,250.00</b>	<b>740,195.00</b>	<b>184,760.00</b>	<b>161,665.00</b>	<b>1,086,620.00</b>	<b>728,343.00</b>	<b>Total High Schools</b>
<b>183,225.00</b>	<b>1,373,145.00</b>	<b>330,165.00</b>	<b>241,255.00</b>	<b>2,024,540.00</b>	<b>1,572,471.00</b>	<b>Grand Total</b>

## Staffing

Job Class	2019-2020	2020-2021
100 - Principal	18	18
100 - Assistant Principal	13	16
100- Other	23.63	26.63
200 - Regular Teacher	388	376
200 - Other Teacher	142.08	163.58
200 - Counselors	17.40	19.50
200 - Certified Library/Media	1	1
300- Other Professionals	19.50	21
400 - Instructional Paraprofessional	33	41
400 - Specialized Paraprofessional	55	41.3
400 - Classified Library/Media	18	17
400 - Other Professional	45	41
500 - Secretarial	48	67
600 - Custodial	65	62
600 - Other	73.08	62
<b>Total General Fund Staff</b>	<b>960.41</b>	<b>973.01</b>

### Explanation of changes in staffing schools:

- Schools
  - Teachers and classroom support staff were reduced & increased due to a decline in enrollment.
  - Added two CLD teachers.
  - Added one Assistant Principal for the expansion of Tennyson Knolls Preparatory School.
  - Added ESP staff to schools based on their enrollment number and to support the programs in their buildings.
  - Added staff for the Early Learning Center at FM Day. Daycare facility mainly being funded through payments from parents and community.
  - Re-adjusted staff from closing FM Day Elementary to the Sports Leadership Academy K-8.
  - Added counselors to a few K-8 schools based on need. Grant was received to add an additional two. Four counselors added between general fund and grant fund.
- Instructional Departments
  - Added Social-Emotional Director for the need at our schools.
  - Added a TOSA to support Technology at the schools.

## 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 2020-2021 is a major component of the resource allocation plan. The District added \$4.1 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 20.90% for the fiscal year, for each employee's qualifying compensation; employee contribution will also increase to 10%.
- 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.

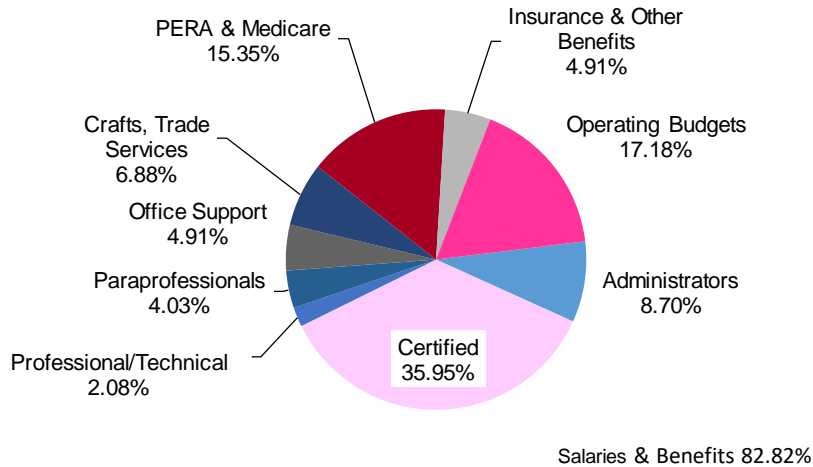
## **Postemployment Healthcare Benefits**

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 2017-2018 to 2022-2024**

	Actual 2018	Actual 2019	Amended 2020	Projected Actual 2020	Adopted 2021
<b>Salaries by Job Code</b>					
100-Administrators	\$ 6,097,197	\$ 6,144,610	\$ 6,891,911	\$ 8,623,792	\$ 9,482,292
200-Certified	32,535,182	34,982,217	41,842,987	36,866,142	39,193,311
300-Professional/Technical	1,442,616	1,434,030	1,461,195	809,269	2,267,478
400-Paraprofessionals	3,684,525	3,682,874	4,752,162	3,553,561	4,397,548
500-Office Support	3,633,466	3,718,427	4,584,272	4,317,333	5,348,745
600-Crafts, Trade Services	5,686,338	6,125,342	7,694,878	7,009,119	7,498,764
<b>Total Salaries</b>	<b>53,079,324</b>	<b>56,087,500</b>	<b>67,227,405</b>	<b>61,179,216</b>	<b>68,188,138</b>
<b>Benefits</b>					
PERA & Medicare	10,875,937	11,765,933	15,001,360	14,429,146	16,732,746
Insurance & Other Benefits	6,486,757	8,312,269	6,652,398	6,652,398	5,354,524
<b>Total Benefits</b>	<b>17,362,695</b>	<b>20,078,202</b>	<b>21,653,758</b>	<b>21,081,544</b>	<b>22,087,270</b>
Operating Budgets	12,756,493	13,516,005	23,840,470	23,837,283	18,731,360
<b>Total Expenditures</b>	<b>\$ 83,198,512</b>	<b>\$ 89,681,707</b>	<b>\$ 112,721,633</b>	<b>\$ 106,098,043</b>	<b>\$ 109,006,768</b>

**Comparison of Salary, Benefits & Operating Budgets of Total Expenditures 2020-2021**



**10-General Fund – Summary of Job Classifications by Object**  
**Fiscal Years 2017-2018 to 2022-2024 *Continued***

Projected 2022	Projected 2023	Projected 2024	
			<b>Salaries by Job Code</b>
\$ 8,439,240	\$ 7,932,885	\$ 8,091,543	Administrators
34,882,047	32,789,124	33,444,906	Certified
2,018,055	1,896,972	1,934,912	Professional/Technical
3,913,818	3,678,989	3,752,568	Paraprofessionals
4,760,383	4,474,760	4,564,255	Office Support
6,673,900	6,273,466	6,398,935	Crafts, Trade Services
60,687,443	57,046,196	58,187,120	<b>Total Salaries</b>
			<b>Benefits</b>
14,892,144	13,998,615	14,278,588	PERA & Medicare
4,765,526	4,479,595	4,569,187	Insurance & Other Benefits
19,657,670	18,478,210	18,847,774	<b>Total Benefits</b>
16,670,910	15,670,656	15,984,069	Operating Budgets
<b>\$ 97,016,023</b>	<b>\$ 91,195,062</b>	<b>\$ 93,018,963</b>	<b>Total Expenditures</b>

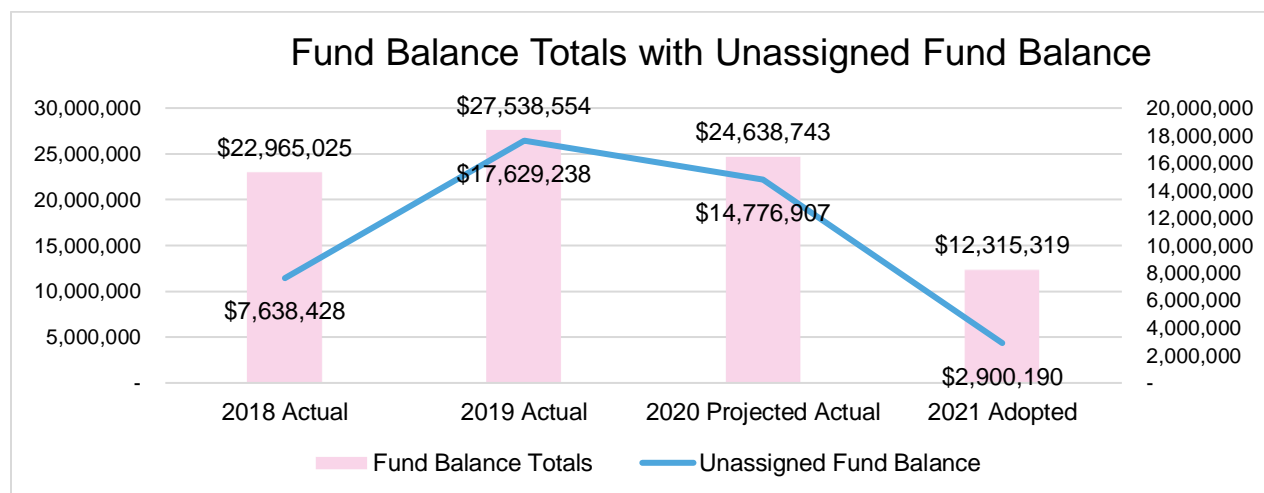
## Reserves/Fund Balance

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 significant decline for fund balance for 2020-2021, the state has told school districts that the COVID-19 will have a significant impact 2021-2022. Colorado has had a teacher shortage, so many positions budgeted will not be expended. With not having that salary expense the fund balance may not expend as much as shown below. 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 2020-2021. 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 2017-2018 to 2020-2024**

Sources of Revenue	Actual 2018	Actual 2019	Amended 2020	Projected Actual 2020	Adopted 2021	% Change
<b>1000-1999 Local Sources</b>						
1100-1199 Taxes	\$ 30,097,360	\$ 39,851,965	\$ 49,524,420	\$ 50,339,420	\$ 51,718,140	2.74%
1300-1399 Tuition	7,976	4,015	3,000	3,000	3,500	16.67%
1500-1599 Earnings on Investments	384,650	1,373,821	1,400,000	1,000,000	500,000	-50.00%
1700-1799 Pupil Activities	250	-	-	-	-	
1900-1999 Other Revenue from Local Sources	3,290,365	1,896,330	1,580,110	1,293,331	1,202,500	-7.02%
<b>Subtotal Local</b>	<b>33,780,601</b>	<b>43,126,131</b>	<b>52,507,530</b>	<b>52,635,751</b>	<b>53,424,140</b>	<b>1.50%</b>
<b>3000-3009 State Sources</b>						
3000-3009 State Sources	4,776,247	4,722,209	5,050,381	5,127,489	3,956,000	-22.85%
3010-3019 State Revenue from Other State Agencies	173,800	1,861,617	72,348	134,166	100,000	-25.47%
3110-3199 State Share Equalization	55,559,527	58,047,564	55,736,554	55,705,084	50,166,046	-9.94%
3200-3209 Adjustments to Categorical Revenues	126,588	(25,030)	-	-	-	
3210-3299 Equalization Adjustment	(91,381)	(93,820)	-	92,973	-	-100.00%
<b>Subtotal State Sources</b>	<b>60,544,782</b>	<b>64,512,540</b>	<b>60,859,283</b>	<b>61,059,712</b>	<b>54,222,046</b>	<b>-11.20%</b>
<b>4000-4999 Federal Sources</b>						
4020-4899 Federal Revenue from the Federal Govt	73,891	59,183	74,983	74,983	74,983	0.00%
<b>Subtotal Federal Sources</b>	<b>73,891</b>	<b>59,183</b>	<b>74,983</b>	<b>74,983</b>	<b>74,983</b>	<b>0.00%</b>
<b>Total Revenue Allocation Before Transfer Allocations</b>	<b>94,399,274</b>	<b>107,697,855</b>	<b>113,441,796</b>	<b>113,770,446</b>	<b>107,721,169</b>	<b>-5.32%</b>
<b>Expenditures</b>						
0100-0199 Salaries	53,079,324	56,087,501	67,227,406	62,879,216	68,188,138	8.44%
0200-0299 Employee Benefits	17,362,695	20,078,202	21,653,757	21,081,544	22,087,270	4.77%
0300-0399 Purchased Services	5,357,157	4,400,063	7,717,365	8,545,784	4,745,212	-44.47%
0400-0499 Purchased Property Services	1,113,536	1,027,596	1,306,312	2,548,745	1,291,216	-49.34%
0500-0599 Other Purchased Services	707,891	855,645	1,287,370	1,015,741	1,690,282	66.41%
0600-0699 Supplies	3,176,669	3,369,170	3,888,637	3,348,720	5,024,257	50.04%
0700-0799 Property	1,985,466	1,947,968	1,301,966	1,903,823	381,904	-79.94%
0800-0899 Other Objects	60,341	1,023,233	8,338,430	3,435,722	3,678,489	7.07%
0900-0999 Other Uses of Funds	355,433	892,331	390	1,920,000	1,920,000	0.00%
<b>Total Expenditures</b>	<b>83,198,512</b>	<b>89,681,707</b>	<b>112,721,633</b>	<b>106,679,295</b>	<b>109,006,768</b>	<b>2.18%</b>
<b>5000-5999 Other Sources/Transfer Allocations</b>						
5223 Transfer To Athl/Activity	680,000	660,000	700,000	700,000	850,000	21.43%
5626 Transfer to Daycare Program		356,000	400,000	400,000	400,000	0.00%
5243 Transfer To Capital Reserve	1,757,052	5,498,415	3,600,000	3,600,000	3,600,000	0.00%
5618 Transfer To Insur Reserve	1,600,000	1,662,830	1,761,490	1,761,490	1,811,490	2.84%
5619 Transfer To Colorado Preschool Program	4,816,992	5,089,630	3,529,472	3,529,472	3,526,335	-0.09%
5221 Transfer To General Fund	-	175,743	-	-	-	
<b>Total Transfer Allocations</b>	<b>8,854,044</b>	<b>13,442,618</b>	<b>9,990,962</b>	<b>9,990,962</b>	<b>10,187,825</b>	<b>1.97%</b>
Prior Year Obligations	-	-	-	-	850,000	
<b>Total Transfer Allocations, Expenditures &amp; Prior Year Obligations</b>	<b>92,052,555</b>	<b>103,124,325</b>	<b>122,712,595</b>	<b>116,670,257</b>	<b>120,044,593</b>	<b>2.89%</b>
<b>Net Change in Fund Balance</b>	<b>2,346,719</b>	<b>4,573,529</b>	<b>(9,270,799)</b>	<b>(2,899,811)</b>	<b>(12,323,424)</b>	<b>324.97%</b>
Beginning Fund Balance (Deficit)	20,618,306	22,965,025	27,538,554	27,538,554	24,638,743	-10.53%
<b>Ending Fund Balance</b>	<b>22,965,025</b>	<b>27,538,554</b>	<b>18,267,755</b>	<b>24,638,743</b>	<b>12,315,319</b>	<b>-50.02%</b>
<b>Reserves</b>						
<b>Nonspendable:</b>						
Inventories	103,648	112,556	112,556	112,556	120,000	6.61%
<b>Restricted:</b>						
TABOR	2,889,504	3,225,644	3,403,254	3,413,113	3,231,635	-5.32%
<b>Committed:</b>						
Performance Incentive	1,700,000	-	-	-	-	
<b>Assigned:</b>						
Other Purposes	205,050	647,645	647,645	647,645	677,436	4.60%
Purchases on Order	75,515	-	-	-	-	
Contingency Reserve	4,678,450	5,923,471	5,672,090	5,688,522	5,386,058	-5.32%
Subsequent Year Expenditures	5,674,430	-	-	-	-	
<b>Total Expenditures with Reserves</b>	<b>107,394,152</b>	<b>113,066,241</b>	<b>132,548,140</b>	<b>126,532,094</b>	<b>129,459,723</b>	<b>2.31%</b>
<b>Fund Balance Ending (Unassigned)</b>	<b>\$ 7,638,428</b>	<b>\$ 17,629,238</b>	<b>\$ 8,432,211</b>	<b>\$ 14,776,907</b>	<b>\$ 2,900,190</b>	<b>-80.37%</b>

**10-General Fund – Revenues by Source, Expenditures by Object, & Fund Balance  
Fiscal Years 2021-2022 to 2023-2024 *Continued***

Projected 2022	Projected 2023	Projected 2024	Sources of Revenue
<b>1000-1999 Local Sources</b>			
\$50,166,596	\$48,661,598	\$49,634,830	1100-1199 Taxes
3,395	3,293	3,359	1300-1399 Tuition
485,000	470,450	479,859	1500-1599 Earnings on Investments
-	-	-	1700-1799 Pupil Activities
1,166,425	1,131,432	1,154,061	1900-1999 Other Revenue from Local Sources
<b>51,821,416</b>	<b>50,266,773</b>	<b>51,272,109</b>	<b>Subtotal Local</b>
<b>3000-3009 State Sources</b>			
3,837,320	3,722,200	3,796,644	3000-3009 State Sources
97,000	94,090	95,972	3010-3019 State Revenue from Other State Agencies
48,661,065	47,201,233	48,145,257	3110-3199 State Share Equalization
(25,458)	(24,949)	(25,448)	3200-3209 Adjustments to Categorical Revenues
(101,254)	(75,987)	(77,507)	3210-3299 Equalization Adjustment
<b>52,468,673</b>	<b>50,916,587</b>	<b>51,934,919</b>	<b>Subtotal State Sources</b>
<b>4000-4999 Federal Sources</b>			
72,734	70,552	71,963	4020-4899 Federal Revenue from the Federal Govt
<b>72,734</b>	<b>70,552</b>	<b>71,963</b>	<b>Subtotal Federal Sources</b>
<b>104,362,822</b>	<b>101,253,912</b>	<b>103,278,990</b>	<b>Total Revenue Allocation Before Transfer Allocations</b>
<b>Expenditures</b>			
60,687,443	57,046,196	58,187,120	0100-0199 Salaries
19,657,670	18,478,210	18,847,774	0200-0299 Employee Benefits
4,223,239	3,969,844	4,049,241	0300-0399 Purchased Services
1,149,182	1,080,231	1,101,836	0400-0499 Purchased Property Services
1,504,351	1,414,090	1,442,372	0500-0599 Other Purchased Services
4,471,589	4,203,293	4,287,359	0600-0699 Supplies
339,895	319,501	325,891	0700-0799 Property
3,273,855	3,077,424	3,138,972	0800-0899 Other Objects
1,708,800	1,606,272	1,638,397	0900-0999 Other Uses of Funds
<b>97,016,024</b>	<b>91,195,062</b>	<b>93,018,963</b>	<b>Total Expenditures</b>
<b>5000-5999 Other Sources/Transfer Allocations</b>			
756,500	711,110	725,332	5223 Transfer To Athl/Activity
325,000	325,000	325,000	5626 Transfer to Daycare Program
3,492,000	3,387,240	3,454,985	5243 Transfer To Capital Reserve
1,911,490	2,061,490	2,061,490	5618 Transfer To Insur Reserve
3,420,545	3,317,929	3,384,287	5619 Transfer To Colorado Preschool Program
-	-	-	5221 Transfer To General Fund
<b>9,905,535</b>	<b>9,802,769</b>	<b>9,951,094</b>	<b>Total Transfer Allocations</b>
-	-	-	Prior Year Obligations
<b>106,921,558</b>	<b>100,997,831</b>	<b>102,970,058</b>	<b>Total Transfer Allocations, Expenditures &amp; Prior Year Obligations</b>
<b>(2,558,737)</b>	<b>256,081</b>	<b>308,933</b>	<b>Net Change in Fund Balance</b>
12,315,319	9,756,583	10,012,664	Beginning Fund Balance (Deficit)
<b>9,756,583</b>	<b>10,012,664</b>	<b>10,321,597</b>	<b>Ending Fund Balance</b>
<b>Reserves</b>			
<b>Nonspendable:</b>			
132,000	125,000	115,000	Inventories
<b>Restricted:</b>			
3,130,885	3,037,617	3,098,370	TABOR
<b>Committed:</b>			
-	-	-	Performance Incentive
<b>Assigned:</b>			
645,054	625,702	638,216	Other Purposes
-	-	-	Purchases on Order
5,218,141	5,062,696	5,163,950	Contingency Reserve
-	-	-	Subsequent Year Expenditures
<b>116,047,638</b>	<b>109,848,846</b>	<b>111,985,593</b>	<b>Total Expenditures with Reserves</b>
<b>\$ 630,503</b>	<b>\$ 1,161,649</b>	<b>\$ 1,306,062</b>	<b>Fund Balance Ending (Unassigned)</b>

## Other District Funds

### General Fund – Risk Management Sub-Fund

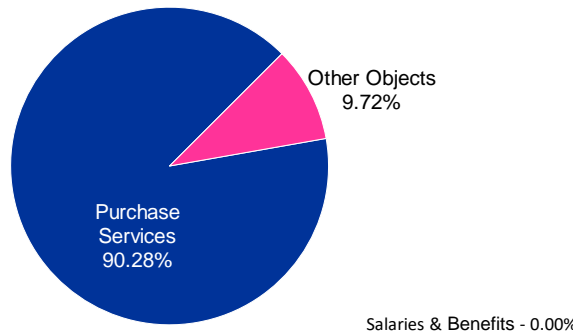
The Risk Management Sub-Fund is used to maintain a self-balancing set of records for insurance reserve requirements. The District uses the Risk Management Fund to account for risk and insurance management related activities. For fiscal year 2020-2021, the allocation is \$1,811,490. Workers' compensation claims are estimated based on previous claims experience history.

#### 18 – Risk Management Fiscal Years 2017-2018 to 2022-2024

##### Risk Management Summary of Expenditures 2020-2021

	Actual 2018	Actual 2019	Amended 2020	Projected Actual 2020	Adopted 2021	Projected 2022	Projected 2023	Projected 2024
<b>Sources of Revenue by Object</b>								
1000-1999 Local Sources	\$ 93,143	\$ 167,563	\$ 705	\$ 1,845	\$ 1,900	\$ 1,650	\$ 1,524	\$ 1,624
3000-3999 State Sources	-	-	-	-	-	-	-	-
4000-4999 Federal Sources	-	-	-	-	-	-	-	-
5000-5999 Other Sources	1,600,000	1,662,830	1,761,490	1,761,490	1,811,490	1,911,490	2,061,490	2,061,490
<b>Total Revenue Allocation</b>	<b>1,693,143</b>	<b>1,830,393</b>	<b>1,762,195</b>	<b>1,763,335</b>	<b>1,813,390</b>	<b>1,913,140</b>	<b>2,063,014</b>	<b>2,063,114</b>
<b>Expenditures by Object</b>								
0100-0199 Salaries	-	-	-	-	-	-	-	-
0200-0299 Employee Benefits	-	-	-	-	-	-	-	-
0300-0399 Purchased Services	-	-	-	-	-	-	-	-
0400-0499 Purchased Property Services	-	-	-	-	-	-	-	-
0500-0599 Other Purchased Services	1,423,207	1,554,850	1,501,830	1,758,823	1,811,490	1,847,720	1,884,674	1,922,368
0600-0699 Supplies	-	-	-	-	-	-	-	-
0700-0799 Property	-	-	-	-	-	-	-	-
0800-0899 Other Objects	-	47,872	195,000	35,000	195,000	189,150	183,476	187,145
<b>Total Expenditures</b>	<b>1,423,207</b>	<b>1,602,722</b>	<b>1,696,830</b>	<b>1,793,823</b>	<b>2,006,490</b>	<b>2,036,870</b>	<b>2,068,150</b>	<b>2,109,513</b>
<b>Total Excess over (under) Expenditures</b>	<b>269,936</b>	<b>227,671</b>	<b>65,365</b>	<b>(30,488)</b>	<b>(193,100)</b>	<b>(123,730)</b>	<b>(5,136)</b>	<b>(46,399)</b>
Fund Balance Beginning	150,039	419,974	647,645	647,645	424,057	230,957	107,227	102,091
<b>Fund Balance Ending</b>	<b>419,974</b>	<b>647,645</b>	<b>713,010</b>	<b>617,157</b>	<b>230,957</b>	<b>107,227</b>	<b>102,091</b>	<b>55,693</b>
Restricted for Insurance Pool	\$ 419,974	\$ 647,645	\$ 713,010	\$ 617,157	\$ 230,957	\$ 107,227	\$ 102,091	\$ 55,693

##### Risk Management Summary of Expenditures 2020-2021



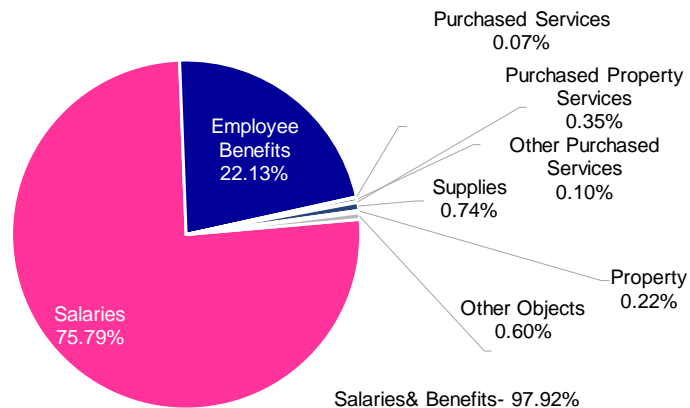
## General Fund – Colorado Preschool Sub-Fund

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 \$3,526,335 million for the fiscal year 2020-2021. Starting 2020-2021 fiscal year, the state is funding all kinder students at full-time funding. Those monies will stay in the general fund instead of being moved to this fund. Previously, funding for kindergarten students was at .58.

### 19 – Colorado Preschool Fund Fiscal Years 2017-2018 to 2022-2024

	Actual 2018	Actual 2019	Amended 2020	Projected Actual 2020	Adopted 2021	Projected 2022	Projected 2023	Projected 2024
<b>Sources of Revenue by Object</b>								
1000-1999 Local Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3000-3999 State Sources	-	-	-	14,409	-	-	-	-
4000-4999 Federal Sources	-	-	-	-	-	-	-	-
5000-5999 Other Sources	4,816,991	5,089,630	5,089,630	3,529,472	3,526,335	3,384,287	3,317,929	3,384,287
<b>Total Revenue Allocation</b>	<b>4,816,991</b>	<b>5,089,630</b>	<b>3,529,472</b>	<b>3,543,881</b>	<b>3,526,335</b>	<b>3,384,287</b>	<b>3,317,929</b>	<b>3,384,287</b>
<b>Expenditures by Object</b>								
0100-0199 Salaries	4,052,599	3,289,621	3,311,675	3,114,769	3,082,626	2,546,430	2,470,037	2,395,936
0200-0299 Employee Benefits	1,423,098	1,172,238	978,569	1,154,617	900,056	765,048	742,096	756,938
0300-0399 Purchased Services	16,259	15,047	12,000	23,500	2,800	2,380	2,309	2,355
0400-0499 Purchased Property Services	29,185	27,136	37,000	44,800	14,300	12,155	11,790	12,026
0500-0599 Other Purchased Services	1,441	4,284	5,000	5,757	4,000	3,400	3,298	3,364
0600-0699 Supplies	89,400	54,628	75,000	320,348	30,000	25,500	24,735	25,230
0700-0799 Property	56,825	65,167	97,291	4,600	8,800	7,480	7,256	7,401
0800-0899 Other Objects	11,043	9,534	2,500	55,000	24,600	21,894	21,237	21,662
<b>Total Expenditures</b>	<b>5,679,848</b>	<b>4,637,655</b>	<b>4,519,035</b>	<b>4,723,391</b>	<b>4,067,182</b>	<b>3,384,287</b>	<b>3,282,758</b>	<b>3,224,911</b>
<b>Total Excess over (under) Expenditures</b>	<b>(862,857)</b>	<b>451,975</b>	<b>(989,563)</b>	<b>(1,179,510)</b>	<b>(540,847)</b>	<b>-</b>	<b>35,171</b>	<b>159,376</b>
Fund Balance Beginning	2,131,238	1,268,382	1,720,357	1,720,357	540,847	-	-	35,171
<b>Fund Balance Ending</b>	<b>1,268,382</b>	<b>1,720,357</b>	<b>730,794</b>	<b>540,847</b>	<b>-</b>	<b>-</b>	<b>35,171</b>	<b>194,547</b>
Restricted for Colorado Preschool Program	\$ 1,268,382	\$ 1,720,357	\$ 730,794	\$ 540,847	\$ -	\$ -	\$ 35,171	\$ 194,547

Colorado Preschool Program Summary of Expenditures 2020-2021



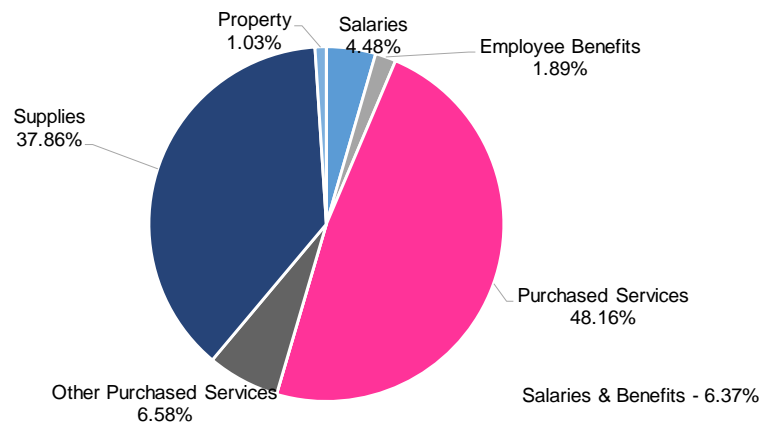
## Special Revenue Funds – Nutrition Services Fund

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 \$2,094,708 at the end of the fiscal year 2020-2021.

### 21 – Nutrition Services Fiscal Years 2017-2018 to 2022-2024

	Actual 2018	Actual 2019	Amended 2020	Projected Actual 2020	Adopted 2021	Projected 2022	Projected 2023	Projected 2024
<b>Sources of Revenue by Object</b>								
1000-1999 Local Sources	\$ 349,287	\$ 378,993	\$ 360,000	\$ 290,000	\$ 365,000	\$ 354,050	\$ 354,050	\$ 343,429
3000-3999 State Sources	99,856	116,308	120,000	111,000	264,000	256,080	256,080	248,398
4000-4999 Federal Sources	5,208,320	4,884,548	4,700,000	4,865,784	4,700,000	4,559,000	4,422,230	4,289,563
5000-5999 Other Sources	-	175,743	190,000	175,000	190,000	186,200	186,200	182,476
<b>Total Revenue Allocation</b>	<b>5,657,463</b>	<b>5,555,591</b>	<b>5,370,000</b>	<b>5,441,784</b>	<b>5,519,000</b>	<b>5,355,330</b>	<b>5,218,560</b>	<b>5,063,865</b>
<b>Expenditures by Object</b>								
0100-0199 Salaries	717,204	760,266	900,000	898,198	225,000	231,750	238,703	245,864
0200-0299 Employee Benefits	317,412	321,668	400,000	95,000	95,000	97,850	100,786	103,809
0300-0399 Purchased Services	1,328,121	1,471,742	340,000	2,018,302	2,416,500	2,488,995	2,563,665	2,640,575
0400-0499 Purchased Property Services	78,600	85,736	-	-	-	-	-	-
0500-0599 Other Purchased Services	331,546	335,363	1,292,025	555,000	330,000	339,900	350,097	360,600
0600-0699 Supplies	2,044,427	2,007,051	2,000,000	1,900,000	1,900,000	1,957,000	2,015,710	2,076,181
0700-0799 Property	685,322	61,664	1,600,000	51,667	51,667	53,217	54,814	56,458
0800-0899 Other Objects	576,899	1,064	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>6,079,530</b>	<b>5,044,555</b>	<b>6,532,025</b>	<b>5,518,167</b>	<b>5,018,167</b>	<b>5,168,712</b>	<b>5,323,773</b>	<b>5,483,487</b>
<b>Total Excess over (under) Expenditures</b>	<b>(422,067)</b>	<b>511,036</b>	<b>(1,162,025)</b>	<b>(76,383)</b>	<b>500,833</b>	<b>186,618</b>	<b>(105,213)</b>	<b>(419,621)</b>
Fund Balance Beginning	1,504,906	1,082,839	1,593,875	1,593,875	1,593,875	2,094,708	2,281,326	2,176,113
<b>Fund Balance Ending</b>	<b>\$ 1,082,839</b>	<b>\$ 1,593,875</b>	<b>431,850</b>	<b>1,517,492</b>	<b>2,094,708</b>	<b>\$ 2,281,326</b>	<b>\$ 2,176,113</b>	<b>\$ 1,756,491</b>
Restricted for Nutrition Services Fund	<b>\$ 1,082,839</b>	<b>\$ 1,593,875</b>	<b>\$ 431,850</b>	<b>\$ 1,517,492</b>	<b>\$ 2,094,708</b>	<b>\$ 2,281,326</b>	<b>\$ 2,176,113</b>	<b>\$ 1,756,491</b>

Nutrition Services Summary of Expenditures 2020-2021



## Special Revenue Funds – Governmental Designated Purpose Grant Fund

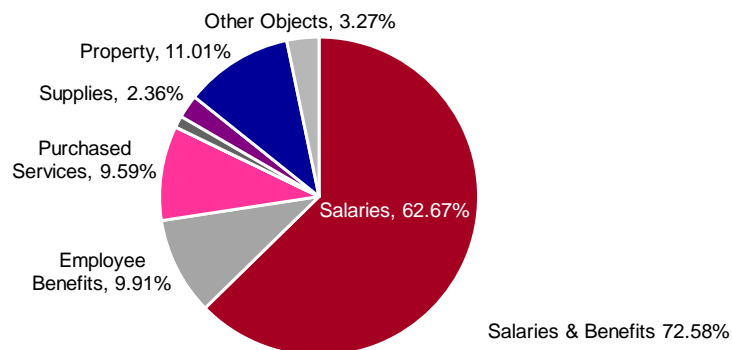
Government Designated Purpose grants are external resources that are for a particular need. Major grants are listed below. The District also receives smaller grants through the Westminster Public School Education Foundation. Below are some of the grants expected.

Title I	\$ 2,583,329
Title VI B and Preschool	2,043,436
Medicaid	1,404,563
Title II A	394,870
ESSR Funds (COVID-19)	2,065,454
BEST Construction Grant	342,217
CARES ACT (COVID-19)	7,061,542
EARSS Targeted Intervention	255,709

### 22 – Governmental Designated Purpose Grants Fiscal Years 2017-2018 to 2022-2024

	Actual 2018	Actual 2019	Amended 2020	Projected Actual 2020	Adopted 2021	Projected 2022	Projected 2023	Projected 2024
<b>Sources of Revenue by Object</b>								
1000-1999 Local Sources	\$ 455,769	\$ 407,408	\$ 1,106,745	\$ 7,550,000	\$ 7,550,000	\$ 533,500	\$ 7,323,500	\$ 7,469,970
3000-3999 State Sources	1,500,978	452,374	2,326,178	650,000	650,000	637,000	637,000	624,260
4000-4999 Federal Sources	7,367,916	7,636,387	7,002,701	9,836,784	9,836,784	10,413,330	3,275,815	2,965,218
5000-5999 Other Sources	-	-	-	1,000,000	1,000,000	-	-	-
<b>Total Revenue Allocation</b>	<b>9,324,663</b>	<b>8,496,168</b>	<b>10,435,624</b>	<b>19,036,784</b>	<b>19,036,784</b>	<b>11,583,830</b>	<b>11,236,315</b>	<b>11,059,448</b>
<b>Expenditures by Object</b>								
0100-0199 Salaries	5,001,934	4,973,388	4,973,305	11,931,235	11,931,235	4,611,469	4,473,125	4,422,597
0200-0299 Employee Benefits	1,616,315	1,656,725	2,105,065	1,886,305	1,886,305	1,848,579	1,793,122	1,757,259
0300-0399 Purchased Services	1,361,242	824,972	1,175,694	1,824,972	1,824,972	1,788,473	1,734,819	1,700,122
0400-0499 Purchased Property Services	1,766	1,463	-	1,463	1,463	1,434	1,391	1,363
0500-0599 Other Purchased Services	398,142	226,760	-	226,760	226,760	222,225	215,558	211,247
0600-0699 Supplies	371,509	149,352	751,687	449,352	449,352	440,365	427,154	418,611
0700-0799 Property	66,660	41,812	1,000,000	2,095,000	2,095,000	2,053,100	1,991,507	1,951,677
0800-0899 Other Objects	507,095	621,696	429,873	621,696	621,696	618,186	599,640	596,572
<b>Total Expenditures</b>	<b>9,324,663</b>	<b>8,496,168</b>	<b>10,435,624</b>	<b>19,036,784</b>	<b>19,036,784</b>	<b>11,583,831</b>	<b>11,236,316</b>	<b>11,059,448</b>
<b>Total Excess over (under) Expenditures</b>	-	-	-	-	-	-	-	-
Fund Balance Beginning	-	-	-	-	-	-	-	-
<b>Fund Balance Ending</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

#### Governmental Designated Purpose Grants Summary of Expenditures 2020-2021





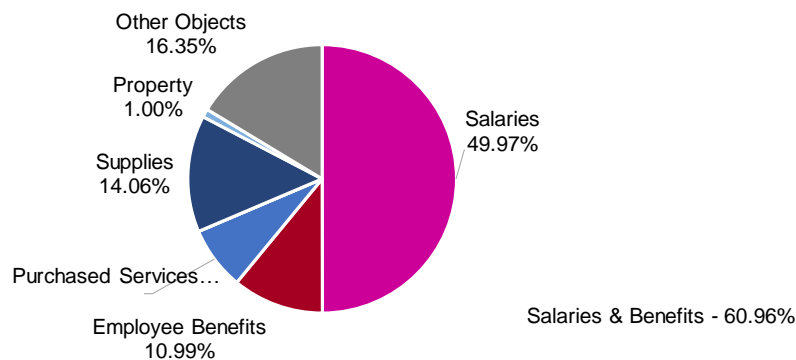
## Special Revenue Funds – Student Athletics and Activity Fund

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 equal about \$74,000. The General Fund will support the difference by an inter-fund transfer in the amount of \$850,000 in the fiscal year 2020-2021.

### 23 – Student Athletics and Activity Fiscal Years 2017-2018 to 2022-2024

	Actual 2018	Actual 2019	Amended 2020	Projected Actual 2020	Adopted 2021	Projected 2022	Projected 2023	Projected 2024
<b>Sources of Revenue by Object</b>								
1000-1999 Local Sources	\$ 86,471	\$ 73,250	\$ 91,004	\$ 60,000	\$ 74,000	\$ 71,780	\$ 71,780	\$ 73,216
3000-3999 State Sources	-	-	-	-	-	-	-	-
4000-4999 Federal Sources	-	-	-	-	-	-	-	-
5000-5999 Other Sources	680,000	660,000	700,000	650,000	850,000	824,500	824,500	840,990
<b>Total Revenue Allocation</b>	<b>766,471</b>	<b>733,250</b>	<b>791,004</b>	<b>710,000</b>	<b>924,000</b>	<b>896,280</b>	<b>896,280</b>	<b>914,206</b>
<b>Expenditures by Object</b>								
0100-0199 Salaries	379,334	492,064	409,400	558,855	502,000	446,780	419,973	455,716
0200-0299 Employee Benefits	83,844	108,712	90,068	89,798	110,440	98,292	92,394	100,257
0300-0399 Purchased Services	48,936	40,562	25,000	52,000	76,700	68,263	64,167	69,628
0400-0499 Purchased Property Services	-	7,412	-	-	-	-	-	-
0500-0599 Other Purchased Services	3,045	4,019	-	-	-	-	-	-
0600-0699 Supplies	70,067	148,223	130,700	175,000	141,237	125,701	118,159	128,215
0700-0799 Property	-	35,806	20,000	4,500	10,000	8,900	8,366	9,078
0800-0899 Other Objects	51,159	71,193	115,836	76,600	164,205	146,142	137,374	149,065
<b>Total Expenditures</b>	<b>636,385</b>	<b>907,992</b>	<b>791,004</b>	<b>956,753</b>	<b>1,004,582</b>	<b>894,078</b>	<b>840,433</b>	<b>911,960</b>
<b>Total Excess over (under) Expenditures</b>	<b>130,086</b>	<b>(174,742)</b>	<b>-</b>	<b>(246,753)</b>	<b>(80,582)</b>	<b>2,202</b>	<b>55,847</b>	<b>2,246</b>
Fund Balance Beginning	138,121	268,207	93,465	246,753	93,465	12,883	15,085	70,932
Fund Balance Ending	\$ 268,207	\$ 93,465	\$ 93,465	\$ -	\$ 12,883	\$ 15,085	\$ 70,932	\$ 73,178

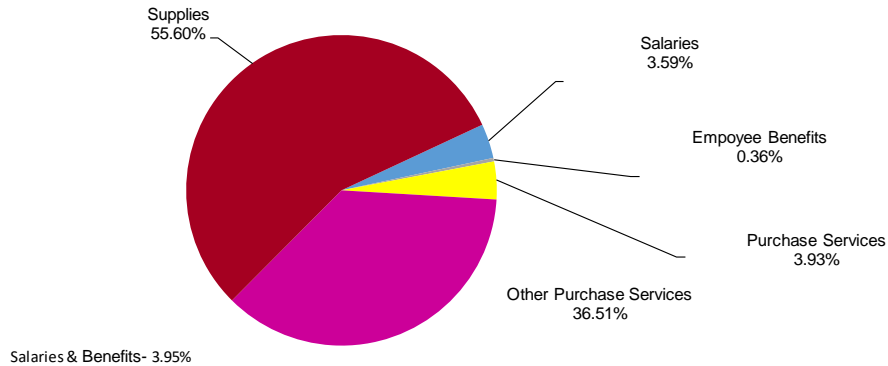
Student Athletics & Activity Summary of Expenditures 2020-2021



**23 – School Fundraising Activity**  
**Fiscal Years 2017-2018 to 2022-2024**

	Actual 2018	Actual 2019	Amended 2020	Projected Actual 2020	Adopted 2021	Projected 2022	Projected 2023	Projected 2024
<b>Sources of Revenue by Object</b>								
1000-1999 Local Sources			\$ 800,000	\$ 675,000	\$ 625,454	\$ 606,690	\$ 643,092	\$ 655,954
3000-3999 State Sources			-	-	-	-	-	-
4000-4999 Federal Sources			-	-	-	-	-	-
5000-5999 Other Sources			-	-	-	-	-	-
<b>Total Revenue Allocation</b>			<b>800,000</b>	<b>675,000</b>	<b>625,454</b>	<b>606,690</b>	<b>643,092</b>	<b>655,954</b>
<b>Expenditures by Object</b>								
0100-0199 Salaries			35,000	29,000	32,000	30,400	28,576	29,148
0200-0299 Employee Benefits			5,000	2,500	3,245	3,083	2,898	2,956
0300-0399 Purchased Services			25,000	15,000	35,000	33,250	31,255	15,880
0400-0499 Purchased Property Services			-	-	-	-	-	-
0500-0599 Other Purchased Services			535,000	324,874	325,000	308,750	290,225	246,030
0600-0699 Supplies			250,000	395,000	495,000	470,250	417,035	375,376
0700-0799 Property			-	-	-	-	-	-
0800-0899 Other Objects			-	-	-	-	-	-
<b>Total Expenditures</b>			<b>850,000</b>	<b>766,374</b>	<b>890,245</b>	<b>845,733</b>	<b>769,989</b>	<b>669,389</b>
<b>Total Excess over (under) Expenditures</b>			<b>(50,000)</b>	<b>(91,374)</b>	<b>(264,791)</b>	<b>(239,042)</b>	<b>(126,897)</b>	<b>(13,435)</b>
Fund Balance Beginning			719,734	736,262	644,888	380,097	141,055	14,158
<b>Fund Balance Ending</b>			<b>669,734</b>	<b>644,888</b>	<b>380,097</b>	<b>141,055</b>	<b>14,158</b>	<b>723</b>
Restricted for School Activity Fund			\$ 669,734	\$ 644,888	\$ 380,097	\$ 141,055	\$ 14,158	\$ 723

**School Activity Fund Summary of Expenditures 2020-2021**



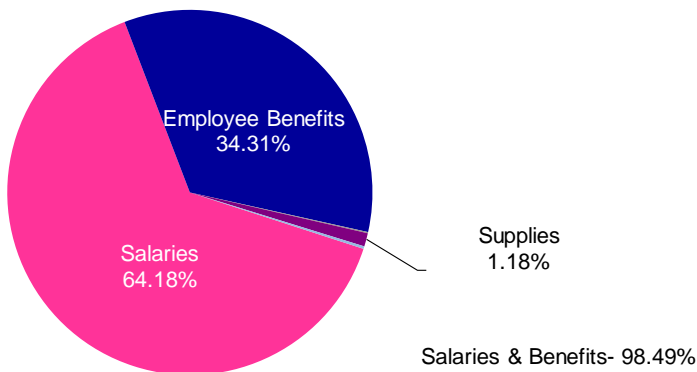
## Special Revenue Funds – Daycare Fund

The District is expanding the current daycare options for families in 2020-2021. There will be two different sights for infant and toddlers. The daycare fund accounts for all transactions associated with running the center for students three and under. Over 98% of all transactions in the fund are associated with salary and benefits. The General Fund will transfer \$400,000 to assist the fund in 2020-2021.

### 26 – Daycare Fiscal Years 2017-2018 to 2022-2024

	Actual 2019	Amended 2020	Projected Actual 2020	Adopted 2021	Projected 2022	Projected 2023	Projected 2024
<b>Sources of Revenue by Object</b>							
1000-1999 Local Sources	\$ 378,490	\$ 400,000	\$ 305,000	\$ 1,588,950	\$ 1,541,282	\$ 1,510,456	\$ 1,540,665
3000-3999 State Sources	-	-	-	-	-	-	-
4000-4999 Federal Sources	-	-	-	-	-	-	-
5000-5999 Other Sources	356,000	400,000	400,000	400,000	388,000	376,360	383,887
<b>Total Revenue Allocation</b>	<b>734,490</b>	<b>800,000</b>	<b>705,000</b>	<b>1,988,950</b>	<b>1,929,282</b>	<b>1,886,816</b>	<b>1,924,552</b>
<b>Expenditures by Object</b>							
0100-0199 Salaries	422,011	566,212	457,000	1,410,944	1,165,364	1,145,815	1,168,731
0200-0299 Employee Benefits	140,379	118,788	181,000	754,245	731,618	709,669	723,863
0300-0399 Purchased Services	2,334	-	2,001	2,201	2,135	2,071	2,112
0400-0499 Purchased Property Services	66	-	120	132	128	124	127
0500-0599 Other Purchased Services	-	-	-	-	-	-	-
0600-0699 Supplies	10,496	15,000	7,510	26,000	25,220	24,463	24,953
0700-0799 Property	2,279	-	4,515	4,967	4,818	4,673	4,766
0800-0899 Other Objects	240	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>577,805</b>	<b>700,000</b>	<b>652,146</b>	<b>2,198,489</b>	<b>1,929,282</b>	<b>1,886,815</b>	<b>1,924,552</b>
<b>Total Excess over (under) Expenditures</b>	<b>156,685</b>	<b>100,000</b>	<b>52,854</b>	<b>(209,539)</b>	<b>--</b>	<b>-</b>	<b>-</b>
Fund Balance Beginning	-	156,685	156,685	209,539	-	-	-
<b>Fund Balance Ending</b>	<b>156,685</b>	<b>256,684</b>	<b>209,539</b>	<b>-</b>	<b>--</b>	<b>-</b>	<b>-</b>
Restricted for Daycare Program	\$156,685	\$256,684	\$ 209,539	-	--	-	-

Daycare Program Summary of Expenditures 2020-2021



## Debt Services Fund - Bond Redemption Fund

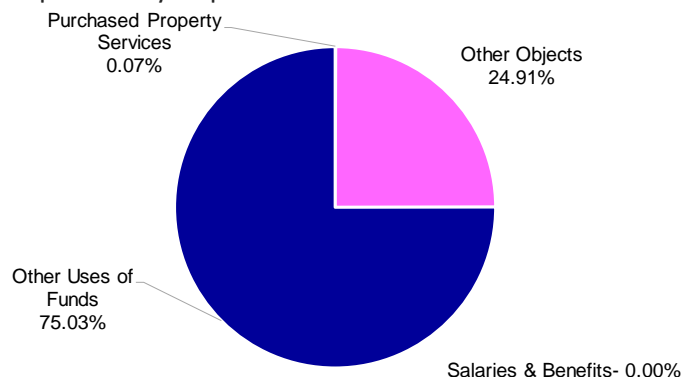
Colorado Revised Statutes require that the revenues from a tax levy for the purpose of satisfying bond obligations, both principal and interest, be recorded in the Bond Redemption Fund. The amount necessary to service the voter-approved long-term debt in the District is approximately \$8 million for the fiscal year 2020-2021. The projected mill levy is 10.141. We are estimating that the assessed valuation stay similar to what it was in 2019-2020. The adjustment of the mill levy rate happens in December 2020.

The District issued \$98.6 million in new General Obligation Bonds in December 2006. This debt was refinanced in December 2012 and January 2013 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 2017-2018 to 2022-2024

	Actual 2018	Actual 2019	Amended 2020	Projected Actual 2020	Adopted 2021	Projected 2022	Projected 2023	Projected 2024
<b>Sources of Revenue by Object</b>								
1000-1999 Local Sources	\$ 8,686,238	\$ 8,784,648	\$ 8,644,344	\$ 8,644,344	\$ 8,644,344	\$ 8,644,344	\$ 8,644,344	\$ 8,644,344
3000-3999 State Sources	-	-	-	-	-	-	-	-
4000-4999 Federal Sources	-	-	-	-	-	-	-	-
5000-5999 Other Sources	-	-	-	-	-	-	-	-
<b>Total Revenue Allocation</b>	<b>8,686,238</b>	<b>8,784,648</b>	<b>8,644,344</b>	<b>8,644,344</b>	<b>8,644,344</b>	<b>8,644,344</b>	<b>8,644,344</b>	<b>8,644,344</b>
<b>Expenditures by Object</b>								
0100-0199 Salaries	-	-	-	-	-	-	-	-
0200-0299 Employee Benefits	-	-	-	-	-	-	-	-
0300-0399 Purchased Services	-	500	500	500	500	500	500	500
0400-0499 Purchased Property Services	500	-	5,700	5,700	5,700	5,700	5,700	5,700
0500-0599 Other Purchased Services	-	-	-	-	-	-	-	-
0600-0699 Supplies	-	-	-	-	-	-	-	-
0700-0799 Property	-	-	-	-	-	-	-	-
0800-0899 Other Objects	2,465,581	2,295,143	2,097,972	2,084,972	2,084,972	1,727,781	1,458,725	1,104,738
0900-0999 Other Uses of Funds	5,915,000	6,075,000	6,280,000	6,280,543	6,280,543	6,755,000	7,120,000	7,495,000
<b>Total Expenditures</b>	<b>8,381,081</b>	<b>8,370,643</b>	<b>8,384,172</b>	<b>8,371,715</b>	<b>8,371,715</b>	<b>8,488,981</b>	<b>8,584,925</b>	<b>8,605,938</b>
<b>Total Excess over (under) Expenditures</b>	<b>305,157</b>	<b>414,005</b>	<b>260,172</b>	<b>272,629</b>	<b>272,629</b>	<b>155,363</b>	<b>59,419</b>	<b>38,406</b>
Fund Balance Beginning	8,931,728	8,482,109	9,281,236	8,896,114	8,896,114	9,168,743	9,324,106	9,383,525
<b>Fund Balance Ending</b>	<b>9,236,886</b>	<b>8,896,114</b>	<b>9,541,408</b>	<b>9,168,743</b>	<b>9,168,743</b>	<b>9,324,106</b>	<b>9,383,525</b>	<b>9,421,931</b>
Restricted for Bond Fund	\$ 9,236,886	\$ 8,896,114	\$ 9,541,408	\$ 9,168,743	\$ 9,168,743	\$ 9,324,106	\$ 9,383,525	\$ 9,421,931

Bond Redemption Summary of Expenditures 2020-2021



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

<b>Year</b>	<b>Series 2012 Refunding Bonds</b>			<b>Series 2013 Refunding Bonds</b>			<b>Annual</b>
	<b>Principal</b>	<b>Interest</b>	<b>Total</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>	<b>Total</b>
2020	\$ 6,215,000	\$ 1,827,275	\$ 8,042,275	\$ 65,000	\$ 263,678	\$ 328,678	\$ 8,370,953
2021	6,420,000	1,594,575	8,014,575	65,000	262,297	327,297	8,341,872
2022	6,690,000	1,332,338	8,022,338	65,000	260,916	325,916	8,348,253
2023	7,050,000	1,022,250	8,072,250	70,000	259,481	329,481	8,401,731
2024	7,425,000	697,500	8,122,500	70,000	257,994	327,994	8,450,494
2025	7,710,000	394,800	8,104,800	70,000	256,200	326,200	8,431,000
2026	8,020,000	120,300	8,140,300	75,000	254,025	329,025	8,469,325
2027				8,430,000	126,450	8,556,450	8,556,450
<b>Total</b>	<b>\$ 49,530,000</b>	<b>\$ 6,989,038</b>	<b>\$ 56,519,038</b>	<b>\$ 8,910,000</b>	<b>\$ 1,941,041</b>	<b>\$ 10,851,041</b>	<b>\$ 67,370,078</b>

**Legal Debt Limit Calculation**

<b>Year</b>	<b>Assessed Value</b>	<b>Debt Limit (20% of assessed )</b>	<b>Debt Applicable to Limit General Obligation Bonds</b>	<b>Debt Margin</b>	<b>Total Debt as Percentage of Debt Limit</b>
2021	\$ 851,039,720	\$ 170,207,944	\$ 46,470,000	\$ 123,737,944	27.03%
2020	851,039,720	170,207,944	51,160,000	119,047,944	30.06%
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%

**Debt Services**  
**Westminster Public Schools Certificates of Participation (COP), Series 2019**

Period Ending	Principal	Coupon	Interest	Debt Service
12/01/2019	\$1,920,000	2.000%	\$2,676,836	\$4,596,836
12/01/2020	1,220,000	4.000%	3,378,837	4,598,837
12/01/2021	1,265,000	4.000%	3,330,037	4,595,037
12/01/2022	1,320,000	5.000%	3,279,437	4,599,437
12/01/2023	1,385,000	5.000%	3,213,437	4,598,437
12/01/2024	1,455,000	5.000%	3,144,187	4,599,187
12/01/2025	1,525,000	5.000%	3,071,437	4,596,437
12/01/2026	1,600,000	5.000%	2,995,187	4,595,187
12/01/2027	1,680,000	5.000%	2,915,187	4,595,187
12/01/2028	1,765,000	5.000%	2,831,187	4,596,187
12/01/2029	1,855,000	5.000%	2,742,937	4,597,937
12/01/2030	1,945,000	5.000%	2,650,187	4,595,187
12/01/2031	2,045,000	5.000%	2,552,937	4,597,937
12/01/2032	2,145,000	5.000%	2,450,687	4,595,687
12/01/2033	2,255,000	4.000%	2,343,437	4,598,437
12/01/2034	2,345,000	4.000%	2,253,237	4,598,237
12/01/2035	2,440,000	5.000%	2,159,437	4,599,437
12/01/2036	2,560,000	5.000%	2,037,437	4,597,437
12/01/2037	2,690,000	5.000%	1,909,437	4,599,437
12/01/2038	2,820,000	3.500%	1,774,937	4,594,937
12/01/2039	2,920,000	** %	1,676,237	4,596,237
12/01/2040	3,055,000	** %	1,544,112	4,599,112
12/01/2041	3,190,000	** %	1,405,800	4,595,800
12/01/2042	3,335,000	** %	1,261,237	4,596,237
12/01/2043	3,485,000	** %	1,109,987	4,594,987
12/01/2044	3,645,000	** %	951,800	4,596,800
12/01/2045	3,820,000	** %	778,850	4,598,850
12/01/2046	4,000,000	** %	597,550	4,597,550
12/01/2047	4,190,000	** %	407,600	4,597,600
12/01/2048	4,390,000	** %	208,600	4,598,600
<b>Total</b>	<b>\$74,265,000</b>		<b>\$63,652,223</b>	<b>\$137,917,223</b>



## Debt Services Fund – Capital Reserve Fund

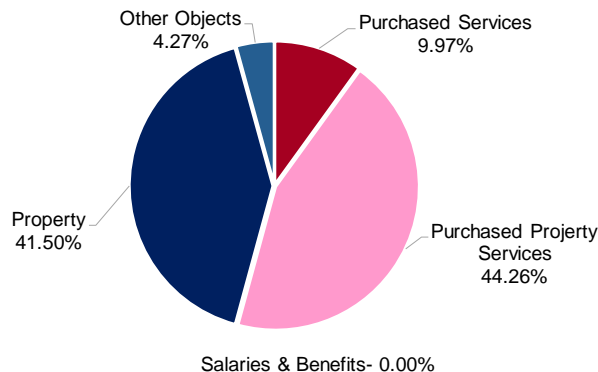
The expenditures from the Capital Reserve Fund are limited by Colorado Revised Statutes to be used for the acquisition of land, improvements, construction of structures, or additions to existing structures, and acquisition of equipment and furnishings where:

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 2017-2018 to 2022-2024

	Actual 2018	Actual 2019	Amended 2020	Projected Actual 2020	Adopted 2021	Projected 2022	Projected 2023	Projected 2024
<b>Sources of Revenue by Object</b>								
1000-1999 Local Sources	\$ 793,924	\$ 800	\$ 397,150	\$ 396,385	\$ -	\$ -	\$ -	\$ -
3000-3999 State Sources	-	-	-	-	-	-	-	-
4000-4999 Federal Sources	-	-	-	-	-	-	-	-
5000-5999 Other Sources	1,757,053	5,498,415	3,600,000	3,600,000	3,600,000	3,387,240	3,454,985	3,890,247
<b>Total Revenue Allocation</b>	<b>2,550,977</b>	<b>5,499,215</b>	<b>3,997,150</b>	<b>3,996,385</b>	<b>3,600,000</b>	<b>3,387,240</b>	<b>3,454,985</b>	<b>3,890,247</b>
<b>Expenditures by Object</b>								
0100-0199 Salaries	-	-	-	-	-	-	-	-
0200-0299 Employee Benefits	-	-	-	-	-	-	-	-
0300-0399 Purchased Services	174,665	91,161	1,200,000	545,000	350,000	360,500	371,315	382,454
0400-0499 Purchased Property Services	1,119,714	1,660,120	3,300,000	2,514,784	1,554,582	1,601,219	1,649,256	1,698,734
0500-0599 Other Purchase Services	-	-	-	12	-	-	-	-
0600-0699 Supplies	281	-	-	-	-	-	-	-
0700-0799 Property	522,265	926,421	2,800,000	2,340,541	1,457,418	1,501,141	996,175	1,026,060
0800-0999 Other Objects	-	(88,967)	412,048	57,500	150,000	154,500	159,135	163,909
<b>Total Expenditures</b>	<b>1,816,925</b>	<b>2,588,735</b>	<b>7,712,048</b>	<b>5,457,837</b>	<b>3,512,000</b>	<b>3,617,360</b>	<b>3,175,881</b>	<b>3,271,157</b>
<b>Total Excess over (under) Expenditures</b>	<b>734,052</b>	<b>2,910,480</b>	<b>(3,714,898)</b>	<b>(1,461,452)</b>	<b>88,000</b>	<b>(230,120)</b>	<b>279,104</b>	<b>619,090</b>
Fund Balance Beginning	2,905,710	3,639,762	6,550,242	6,550,242	5,088,790	5,176,790	4,946,670	5,225,774
<b>Fund Balance Ending</b>	<b>3,639,762</b>	<b>6,550,242</b>	<b>2,835,344</b>	<b>5,088,790</b>	<b>5,176,790</b>	<b>4,946,670</b>	<b>5,225,774</b>	<b>5,844,864</b>
Restricted for Grant Match	-	1,684,447	2,140,273	2,254,433	2,254,433	1,684,447	1,684,447	1,684,447
Restricted for Capital Reserve Projects	\$ 3,639,762	\$ 4,865,795	\$ 695,071	\$ 2,834,357	\$ 2,922,357	\$ 3,262,223	\$ 3,541,327	\$ 4,160,417

Capital Reserve Summary of Expenditures 2020-2021



# 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.

## 2020-2021 Capital Reserve Projects

Department	Project Name	Item Requested	Project Total
<b>Grant Requests</b>			
Maintenance & Operations	BEST Grant Shaw Heights Boiler	Boiler district match 50%	\$ 250,000
<b>TOTAL</b>	<b>TOTAL FOR BEST GRANT PROJECTS</b>		<b>250,000</b>
<b>Replacement Cycles/Lease Agreements</b>			
Procurement	Lewan Copiers Lease	Copier lease	\$ 175,000
Technology	Computer Replacement Cycle	Desktops, laptops, chromebooks	700,000
Custodial	Custodial Equipment Replacement cycle	Custodial Equipment/lunchroom tables	
Districtwide	Aux Services Equipment Replacement cycle (Custodial, Grounds, Maint, Purchasing, Transportation)	Custodial Equipment/lunchroom tables	300,000
Transportation	Replacement Cycle	Bus/white fleet Lease	140,000
Procurement	Instructional Equipment Replacement Cycle	Equipment replacement cycle	100,000
<b>TOTAL</b>	<b>TOTAL FOR REPLACEMENT CYCLES</b>		<b>1,415,000</b>
<b>Professional Services</b>			
Maintenance & Operations	AV Upgrades and Repairs	Auditoriums and classrooms	100,000
	<b>PROFESSIONAL SERVICES</b>		<b>100,000</b>
<b>Priority Maintenance Activities</b>			
Maintenance & Operations	District wide Contracted HVAC	Monthly maintenance on the HVAC units in the district	35,000
Maintenance & Operations	Security, Cameras and Server Replacement/Installation	Install camera's, security and server replacement	50,000
Maintenance & Operations	Whiteboard Replacement	Replace green boards with whiteboards	15,000
Maintenance & Operations	Door Replacement: Fire & Safety Code	Replace doors per state mandate	200,000
Maintenance & Operations	Elevator Upgrades	Various locations	25,000
Maintenance & Operations	Replace Boilers and Pumps at Mesa	Replace boilers and pumps at Mesa	100,000
Maintenance & Operations	DDC controls	New DDC controls at Ranum and Hidden Lake	125,000
Maintenance & Operations	Hodgkin's ERV's control replacement	Replace controls in the ERV's at Hodgkin's	12,000
Grounds	Landscaping / Fencing	Landscaping, fencing tree trimming removal	150,000
Technology	LAN Cabling: RMS, SHMS, Hidden Lake, TK (partial)	LAN Cabling: RMS, SHMS, Hidden Lake, TK (partial)	75,000
Technology	Firewall Upgrade	Firewall upgrade	40,000
Technology	WHS LAN Separation	Network core switch upgrade and WHS LAN separation	30,000
Technology	LAN Network Switches - Schools	LAN Network switches	50,000
Technology	VoIP Phone Upgrades	VoIP phone upgrades	45,000
	<b>TOTAL FOR PRIORITY MAINTENANCE</b>		<b>952,000</b>
<b>Preventative Maintenance Activities</b>			
Maintenance & Operations	Roof Repairs	Minor roof repairs	50,000
Maintenance & Operations	Painting	Interior and exterior painting	100,000
Maintenance & Operations	AV, Install and Maintenance	Install & maintain AV district wide	75,000
Grounds	Asphalt/Concrete	DW asphalt/concrete repair	200,000
Maintenance & Operations	District Flooring	Repairs to flooring district wide	50,000
Maintenance & Operations	District Gym Wood Floor Refinish	Sand, Paint and refinish wood gym floors	50,000
Maintenance & Operations	Doors/Hardware	Door maintenance	20,000
	<b>TOTAL FOR PREVENTATIVE MAINTENANCE ACTIVITIES</b>		<b>545,000</b>
Districtwide	Contingency	Project Contingency	250,000
	<b>TOTAL</b>	<b>GRAND TOTAL</b>	<b>3,512,000</b>

## 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.

### 43 – Capital Reserve Certificates of Participation Fiscal Years 2017-2018 to 2022-2024

	Actual 2019	Adopted 2020	Amended 2020	Projected Actual 2020	Adopted 2021	Projected 2022	Projected 2023	Projected 2024
<b>Sources of Revenue by Object</b>								
1000-1999 Local Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3000-3999 State Sources	-	-	-	-	-	-	-	-
4000-4999 Federal Sources	-	-	-	-	-	-	-	-
5000-5999 Other Sources	80,930,143	-	-	-	-	-	-	-
<b>Total Revenue Allocation</b>	<b>80,930,143</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures by Object</b>								
0100-0199 Salaries	-	-	-	-	-	-	-	-
0200-0299 Employee Benefits	-	-	-	-	-	-	-	-
0300-0399 Purchased Services	2,065,343	1,730,000	1,730,000	20,000,000	20,424,611	14,500,000	10,000,000	-
0400-0499 Purchased Property Services	578,000	3,488,785	3,488,785	750,000	500,000	350,000	-	-
0500-0599 Other Purchase Services	-	-	-	-	-	-	-	-
0600-0699 Supplies	-	-	-	500	1,000	-	-	-
0700-0799 Property	301,657	40,000,000	40,000,000	767,452	541,580	150,000	-	-
0800-0899 Other Objects	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>2,945,000</b>	<b>45,218,785</b>	<b>45,218,785</b>	<b>21,517,952</b>	<b>21,467,191</b>	<b>15,000,000</b>	<b>10,000,000</b>	<b>-</b>
<b>Total Excess over (under) Expenditures</b>	<b>77,985,143</b>	<b>(45,218,785)</b>	<b>(45,218,785)</b>	<b>(21,517,952)</b>	<b>(21,467,191)</b>	<b>(15,000,000)</b>	<b>(10,000,000)</b>	<b>-</b>
Fund Balance Beginning	80,930,143	77,985,143	80,930,143	77,985,143	46,467,191	25,000,000	10,000,000	-
<b>Fund Balance Ending</b>	<b>77,985,143</b>	<b>32,766,358</b>	<b>21,711,358</b>	<b>46,467,191</b>	<b>25,000,000</b>	<b>10,000,000</b>	<b>-</b>	<b>-</b>
Contingency	14,000,000	-	14,000,000	10,000,000	10,000,000	10,000,000	-	-
Restricted for COP Projects	\$ 77,985,143	\$ 32,766,358	\$ 7,711,358	\$ 36,467,191	\$ 15,000,000	\$ -	\$ -	\$ -
<b>Certificates Of Participation Project Summary</b>								
<b>Project</b>	<b>*Estimated Amount</b>							
FM Day	7,000,000							
Scott Carpenter Project	15,000,000							
Network Enhancements	600,000							
Safety/Mecanical Upgrades	6,600,000							
ECC Upgrade	7,000,000							
Skyline Project	30,000,000							
Metropolitan Arts Academy	4,000,000							
Project Contingency	10,730,142							
<b>Total</b>	<b>\$ 80,930,142</b>							

\* The costs are estimates & will change throughout the duration of the projects

## 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 2018	Actual 2019
<b>Sources of Revenue by Object</b>		
1000-1999 Local Sources	\$ 663,619	\$ 714,883
3000-3999 State Sources	-	-
4000-4999 Federal Sources	-	-
5000-5999 Other Sources	-	-
<b>Total Revenue Allocation</b>	<b>663,619</b>	<b>714,883</b>
<b>Expenditures by Object</b>		
0100-0199 Salaries	9,301	8,309
0200-0299 Employee Benefits	1,965	1,735
0300-0399 Purchased Services	9,417	10,100
0400-0499 Purchased Property Services	-	-
0500-0599 Other Purchased Services	1,656	3,743
0600-0699 Supplies	466,445	584,282
0700-0799 Property	6,760	2,577
0800-0899 Other Objects	137,862	97,917
<b>Total Expenditures</b>	<b>633,406</b>	<b>708,663</b>
<b>Total Excess over (under) Expenditures</b>	<b>30,213</b>	<b>6,220</b>
Fund Balance Beginning	706,049	736,262
<b>Fund Balance Ending</b>	<b>\$ 736,262</b>	<b>\$ 742,482</b>
Restricted for School Activity Fund	\$ 736,262	\$ 742,482

## Projects & Contracts Over \$50,000 Fiscal Year 2020-2021

**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 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
<b>Learning Services</b>		
Cognia	\$150,000	Diagnostic Review
IB	75,000	Combined CP and Diploma fees and testing fees
FRCC, RRCC, MSU, EGTC, CCD	255,000	ASCENT
Illuminate Alpine	65,000	Data Warehouse
Empower	73,500	Recording and Reporting
Scanton	194,000	District Assessment
IXL Learning	86,000	Math and Literacy Curriculum
Museum	60,000	Teacher and Students Professional Development
AVID	57,000	Avid
Kagan	60,000	Kagan Training
Springboard	220,000	Afterschool Program
McGraw Hill	100,000	Books
Unknown Vendor	150,000	Musical Instruments
Marzano	250,000	District Partnership/Title 1
History Alive	64,000	Middle School History Program
Amplify	250,000	License-Read Act
<b>Total</b>		<b>2,109,500</b>
<b>Special Services</b>		
Kids First Health Care	425,000	Nurses and Summer Help Purchase Services
The Community Reach Center	200,000	School Based Therapists Purchase Services
Adams Co. School District #12	215,000	Deaf and Hard of Hearing Program
Laradon Hall Developmental Center	85,000	Lardon Hall Tuition and Other Costs
<b>Total</b>		<b>925,000</b>
<b>Finance Department</b>		
Time Clock Plus	55,000	Integrated Time clock & Sub System with Visions
Tyler Technologies	130,000	iVisions: Accounting, HR, Payroll, Purchasing, Warehouse
Frontline Technologies	60,000	Attendance, AESOP, Frontline
<b>Total</b>		<b>245,000</b>
<b>Technology Services</b>		
CIC	200,000	SIS Renewal
Proofpoint, Avanan, Mimecast	100,000	Email Security
CDW-G	1,000,000	Computer Replacement Cycle, Equip., Supplies
HP	1,000,000	Computer Replacement Cycle, Equip, Software
OneNeck	900,000	Computer Replacement Cycle, Equip, Software
Symmetrix	700,000	HelpDesk Contract and Additional Services
Raceway	650,000	Network Cabling Services
SHI	400,000	Network Management Components
Dirsec	250,000	Network Management Components
Network Switch Upgrade with E-Rate	150,000	Network Switch Upgrade with E-Rate
<b>Total</b>		<b>5,350,000</b>
<b>Purchasing</b>		
Lewan	160,000	Copying Services
Bailey's	200,000	Moving & Storage
Post Office	100,000	Mailing
Virco	1,000,000	Furniture
School Specialty	100,000	Furniture
Lakeshore	250,000	Furniture
Meteor Education	500,000	Furniture
<b>Total</b>		<b>2,310,000</b>

## Projects & Contracts Over \$50,000 Fiscal Year 2020-2021 *Continued*

Department Name	Anticipated \$ Amount	Purpose / Additional Information / Description
<b>Board of Education</b>		
BKD	125,000	Auditor
Semple, Farrington	250,000	Attorney Fees
Total		375,000
<b>Communications</b>		
Blackboard	75,000	Website Management
Metro North Financial Group	50,000	Students and Donations
Unknown Vendor	60,000	District Advertising
Total		185,000
<b>Operations Office</b>		
Boys and Girls Club	300,000	Student Services
Westminster Police Department	100,000	Student Security
Total		400,000
<b>Maintenance &amp; Operations</b>		
A& P	46,000,000	General Contractor
Alpine Roofing / Unknown Vendor	750,000	Roof
ARC Abatement/Unknown Vendor	750,000	Asbestos Removal
AVI	200,000	AV System
Blue Mesa	225,000	Radon Testing / Fencing
Dao Architecture	400,000	Design Plans
BPA	525,000	Door Replacement - Access Control Replacement
Unknown Vendor	525,000	Door Replacement - Access Control Replacement
EAP Glass	50,000	Glass
Gary Leimer	1,000,000	Flooring
Gonzales Painting/ Unknown Vendor	300,000	Painting / Drywall
Ground Engineering	250,000	3rd Party Inspection
Group 14	250,000	Commissioning
Gym Floor Redesign	55,000	HS Gym Floor needs repainting
Hallmark/PLM	250,000	Asphalt & Concrete
JK Concepts	500,000	Cabinet work
Landgraf	1,000,000	Backflow Install & main Water Line Replacement
McCandless	150,000	White Fleet
McJenkins	50,000	Roof Repairs
MEI Precision Elevator	250,000	Elevator Repairs
Norcon	150,000	Bleacher Replacement
Performance Recreation	1,000,000	Playground Equipment
Ponders Electric	250,000	Electrical
Set Point	300,000	Control Replacements
Turn Key	750,000	General Contractor - Emergency HLHS - COP Project
Unknown Vendor	75,000	Exterior Design Fees
Unknown Vendor	1,000,000	BEST Grant Match
Unknown Vendor	50,000	Custodial Lunch Tables
Unknown Vendor	250,000	Demo
Unknown Vendor	225,000	Door Replacement
Unknown Vendor	140,000	Roof Design
Unknown Vendor	150,000	Window Shades
Unknown Vendor	75,000	Exterior Design Fees
Performance Recreation	500,000	Playground Equipment
Wilderness Construction	750,000	Lockers/ Locker Repair
Total		59,145,000
<b>Districtwide</b>		
Excel Energy	1,500,000	Electrical & Gas
Clayton Holdings	300,000	Vehicle Leases
Hill Petroleum	200,000	Fuel
Office Depot	600,000	Supplies & Materials
City of Westminster	400,000	Water & Sewer
CenterPoint Energy	400,000	Gas
Crestview Water	200,000	Water & Sewer
City of Thornton	100,000	Water & Sewer
Waste Management	110,000	Trash
Colo Dept of Labor	400,000	Unemployment Insurance
Neopost Inc	70,000	Postage Machine
Commerce Bancshares Inc	1,140,000	Purchasing Card Program & Leases
Apple Inc	186,000	School & Department Purchases
Total		5,606,000
<b>Nutrition</b>		
Chartwells	2,700,000	District Partner for Nutrition Services
Total		2,700,000
<b>Total for all Budgets/Departments</b>		<b>\$ 79,350,500</b>

# Consolidated Budget Summary

Westminster Public Schools District Code: 0070 Adopted Budget Adopted: June 23, 2020  Budgeted Pupil Count: 9102		Object Source	10 General Fund	18 Insurance Reserve / Risk- Management	19 Preschool and Kindergarten	21 Food Service	22 Governmental Designated Grants Fund
<b>Beginning Fund Balance (Includes All Reserves)</b>			24,638,743	424,057	540,847	1,593,875	-
<b>Revenues</b>							
Local Sources	1000 - 1999		53,424,140	1,900	-	555,000	8,550,000
Intermediate Sources	2000 - 2999		-	-	-	-	-
State Sources	3000 - 3999		54,222,046	-	-	264,000	650,000
Federal Sources	4000 - 4999		74,983	-	-	4,700,000	9,836,784
<b>Total Revenues</b>			107,721,169	1,900	-	5,519,000	19,036,784
<b>Total Beginning Fund Balance and Reserves</b>			132,359,912	425,957	540,847	7,112,875	19,036,784
Total Allocations To/From Other Funds	5600,5700, 5800	(3,600,000)	-	-	-	-	-
Transfers To/From Other Funds	5200 - 5300	(6,587,825)	1,811,490	3,526,335	-	-	-
Other Sources	5100,5400, 5500,5900, 5990, 5991	-	-	-	-	-	-
<b>Available Beginning Fund Balance &amp; Revenues (Plus Or Minus (If Revenue) Allocations And Transfers)</b>			122,172,087	2,237,447	4,067,182	7,112,875	19,036,784
<b>Expenditures</b>							
<b>Instruction - Program 0010 to 2099</b>							
Salaries	0100	41,457,231	-	3,082,626	-	11,931,234	
Employee Benefits, including object 0280	0200	12,019,155	-	900,056	-	1,886,305	
Purchased Services	0300,0400, 0500	841,656	-	21,100	-	2,053,196	
Supplies and Materials	0600	1,414,348	-	30,000	-	449,352	
Property	0700	52,537	-	8,800	-	2,095,000	
Other	0800, 0900	285,127	-	24,600	-	621,697	
<b>Total Instruction</b>		56,070,053	-	4,067,182	-	19,036,784	
<b>Supporting Services</b>							
<b>Students - Program 2100</b>							
Salaries	0100	3,609,592	-	-	-	-	
Employee Benefits, including object 0280	0200	2,090,470	-	-	-	-	
Purchased Services	0300,0400, 0500	455,050	-	-	-	-	
Supplies and Materials	0600	17,600	-	-	-	-	
Property	0700	1,500	-	-	-	-	
Other	0800, 0900	-	-	-	-	-	
<b>Total Students</b>		6,174,212	-	-	-	-	
<b>Instructional Staff - Program 2200</b>							
Salaries	0100	4,274,435	-	-	-	-	
Employee Benefits, including object 0280	0200	1,466,603	-	-	-	-	
Purchased Services	0300,0400, 0500	2,426,410	-	-	-	-	
Supplies and Materials	0600	137,650	-	-	-	-	
Property	0700	16,576	-	-	-	-	
Other	0800, 0900	192,410	-	-	-	-	
<b>Total Instructional Staff</b>		8,514,084	-	-	-	-	



Westminster Public Schools District Code: 0070 Adopted Budget Adopted: June 23, 2020 Budgeted Pupil Count: 9102					
23 Pupil Activity	(26-29) Other Special Revenue	31 Bond Redemption	43 Capital Reserve Capital Projects	TOTAL	Object Source
\$ 738,353	209,539	\$ 8,896,114	51,555,981	88,597,509	<b>Beginning Fund Balance (Includes All Reserves)</b>
699,454	1,588,950	8,644,344	-	73,463,788	<b>Revenues</b>
-	-	-	-	-	1000 - 1999 Local Sources
-	-	-	-	55,136,046	2000 - 2999 Intermediate Sources
-	-	-	-	14,611,767	3000 - 3999 State Sources
-	-	-	-	-	4000 - 4999 Federal Sources
699,454	1,588,950	8,644,344	-	143,211,601	<b>Total Revenues</b>
1,437,807	1,798,489	17,540,458	51,555,981	231,809,110	<b>Total Beginning Fund Balance and Reserves</b>
-	-	-	3,600,000	-	5600,5700, Total Allocations To/From Other Funds
850,000	400,000	-	-	-	5800
-	-	-	-	-	5200 - 5300 Transfers To/From Other Funds
-	-	-	-	-	5100,5400, Other Sources
-	-	-	-	-	5500,5900,
-	-	-	-	-	5990, 5991
2,287,807	2,198,489	17,540,458	55,155,981	231,809,110	<b>Available Beginning Fund Balance &amp; Revenues (Plus Or Minus (If Revenue) Allocations And Transfers)</b>
534,000	1,410,944	-	-	58,416,035	<b>Expenditures</b>
113,685	754,245	-	-	15,673,446	<b>Instruction - Program 0010 to 2099</b>
436,700	2,333	-	1,998,998	5,353,983	0100 Salaries
636,237	26,000	-	1,000	2,556,937	0200 Employee Benefits, including object 0280
10,000	4,967	-	22,829,193	25,000,497	0300,0400, Purchased Services
164,205	-	-	150,000	1,245,629	0500
1,894,827	2,198,489	-	24,979,191	108,246,526	0600 Supplies and Materials
-	-	-	-	-	0700 Property
-	-	-	-	-	0800, 0900 Other
-	-	-	-	-	<b>Total Instruction</b>
-	-	-	-	3,609,592	<b>Supporting Services</b>
-	-	-	-	2,090,470	<b>Students - Program 2100</b>
-	-	-	-	455,050	0100 Salaries
-	-	-	-	17,600	0200 Employee Benefits, including object 0280
-	-	-	-	1,500	0300,0400, Purchased Services
-	-	-	-	-	0500
-	-	-	-	-	0600 Supplies and Materials
-	-	-	-	-	0700 Property
-	-	-	-	-	0800, 0900 Other
-	-	-	-	6,174,212	<b>Total Students</b>
-	-	-	-	4,274,435	<b>Instructional Staff - Program 2200</b>
-	-	-	-	1,466,603	0100 Salaries
-	-	-	-	2,426,410	0200 Employee Benefits, including object 0280
-	-	-	-	137,650	0300,0400, Purchased Services
-	-	-	-	16,576	0500
-	-	-	-	192,410	0600 Supplies and Materials
-	-	-	-	-	0700 Property
-	-	-	-	-	0800, 0900 Other
-	-	-	-	8,514,084	<b>Total Instructional Staff</b>

Westminster Public Schools District Code: 0070 Adopted Budget Adopted: June 23, 2020  Budgeted Pupil Count: 9102		Object Source	10 General Fund	18 Insurance Reserve / Risk- Management	19 Preschool and Kindergarten	21 Food Service	22 Governmental Designated Grants Fund
<b>General Administration - Program 2300, including Program 2303 and 2304</b>							
Salaries	0100		638,167	-	-	-	-
Employee Benefits, including object 0280	0200		201,500	-	-	-	-
Purchased Services	0300,0400, 0500		472,377	-	-	-	-
Supplies and Materials	0600		20,000	-	-	-	-
Property	0700		6,000	-	-	-	-
Other	0800, 0900		25,595	-	-	-	-
<b>Total School Administration</b>			1,363,639	-	-	-	-
<b>School Administration - Program 2400</b>							
Salaries	0100		6,954,840	-	-	-	-
Employee Benefits, including object 0280	0200		2,766,871	-	-	-	-
Purchased Services	0300,0400, 0500		18,100	-	-	-	-
Supplies and Materials	0600		141,469	-	-	-	-
Property	0700		52,201	-	-	-	-
Other	0800, 0900		121,260	-	-	-	-
<b>Total School Administration</b>			10,054,741	-	-	-	-
<b>Business Services - Program 2500, including Program 2501</b>							
Salaries	0100		1,555,271	-	-	-	-
Employee Benefits, including object 0280	0200		542,950	-	-	-	-
Purchased Services	0300,0400, 0500		485,742	-	-	-	-
Supplies and Materials	0600		20,569	-	-	-	-
Property	0700		28,000	-	-	-	-
Other	0800, 0900		3,750	-	-	-	-
<b>Total Business Services</b>			2,636,282	-	-	-	-
<b>Operations and Maintenance - Program 2600</b>							
Salaries	0100		6,233,827	-	-	-	-
Employee Benefits, including object 0280	0200		1,530,713	-	-	-	-
Purchased Services	0300,0400, 0500		1,207,541	-	-	-	-
Supplies and Materials	0600		2,152,331	-	-	-	-
Property	0700		146,538	-	-	-	-
Other	0800, 0900		750	-	-	-	-
<b>Total Operations and Maintenance</b>			11,271,700	-	-	-	-
<b>Student Transportation - Program 2700</b>							
Salaries	0100		1,991,440	-	-	-	-
Employee Benefits, including object 0280	0200		353,649	-	-	-	-
Purchased Services	0300,0400, 0500		108,370	-	-	-	-
Supplies and Materials	0600		278,010	-	-	-	-
Property	0700		6,646	-	-	-	-
Other	0800, 0900		8,000	-	-	-	-
<b>Total Student Transportation</b>			2,746,115	-	-	-	-

Westminster Public Schools District Code: 0070 Adopted Budget Adopted: June 23, 2020 Budgeted Pupil Count: 9102					
23 Pupil Activity	(26-29) Other Special Revenue	31 Bond Redemption	43 Capital Reserve Capital Projects	TOTAL	Object Source
-	-	-	-	638,167	<b>General Administration - Program 2300, including Program 2303 and 2304</b>
-	-	-	-	201,500	0100 Salaries
-	-	-	-	472,377	0200 Employee Benefits, including object 0280
-	-	-	-	20,000	0300,0400, Purchased Services
-	-	-	-	6,000	0500
-	-	-	-	25,595	0600 Supplies and Materials
-	-	-	-		0700 Property
-	-	-	-		0800, 0900 Other
-	-	-	-	1,363,639	<b>Total School Administration</b>
-	-	-	-	6,954,840	<b>School Administration - Program 2400</b>
-	-	-	-	2,766,871	0100 Salaries
-	-	-	-	18,100	0200 Employee Benefits, including object 0280
-	-	-	-	141,469	0300,0400, Purchased Services
-	-	-	-	52,201	0500
-	-	-	-	121,260	0600 Supplies and Materials
-	-	-	-		0700 Property
-	-	-	-		0800, 0900 Other
-	-	-	-	10,054,741	<b>Total School Administration</b>
-	-	-	-	1,555,271	<b>Business Services - Program 2500, including Program 2501</b>
-	-	-	-	542,950	0100 Salaries
-	-	-	-	485,742	0200 Employee Benefits, including object 0280
-	-	-	-	20,569	0300,0400, Purchased Services
-	-	-	-	28,000	0500
-	-	-	-	3,750	0600 Supplies and Materials
-	-	-	-		0700 Property
-	-	-	-		0800, 0900 Other
-	-	-	-	2,636,282	<b>Total Business Services</b>
-	-	-	-	6,233,827	<b>Operations and Maintenance - Program 2600</b>
-	-	-	-	1,530,713	0100 Salaries
-	-	-	-	1,207,541	0200 Employee Benefits, including object 0280
-	-	-	-	2,152,331	0300,0400, Purchased Services
-	-	-	-	146,538	0500
-	-	-	-	750	0600 Supplies and Materials
-	-	-	-		0700 Property
-	-	-	-		0800, 0900 Other
-	-	-	-	11,271,700	<b>Total Operations and Maintenance</b>
-	-	-	-	1,991,440	<b>Student Transportation - Program 2700</b>
-	-	-	-	353,649	0100 Salaries
-	-	-	-	108,370	0200 Employee Benefits, including object 0280
-	-	-	-	278,010	0300,0400, Purchased Services
-	-	-	-	6,646	0500
-	-	-	-	8,000	0600 Supplies and Materials
-	-	-	-		0700 Property
-	-	-	-		0800, 0900 Other
-	-	-	-	2,746,115	<b>Total Student Transportation</b>

Westminster Public Schools District Code: 0070 Adopted Budget Adopted: June 23, 2020						
Budgeted Pupil Count: 9102		Object Source	10 General Fund	18 Insurance Reserve / Risk- Management	19 Preschool and Kindergarten	21 Food Service
						22 Governmental Designated Grants Fund
<b>Central Support - Program 2800, including Program 2801</b>						
Salaries	0100	2,364,366	-	-	-	-
Employee Benefits, including object 0280	0200	630,554	-	-	-	-
Purchased Services	0300,0400, 0500	1,336,204	1,811,490	-	-	-
Supplies and Materials	0600	42,115	-	-	-	-
Property	0700	88,500	-	-	-	-
Other	0800, 0900	9,950	195,000	-	-	-
<b>Total Central Support</b>		4,471,689	2,006,490	-	-	-
<b>Other Support - Program 2900</b>						
Salaries	0100	-	-	-	-	-
Employee Benefits, including object 0280	0200	-	-	-	-	-
Purchased Services	0300,0400, 0500	-	-	-	-	-
Supplies and Materials	0600	-	-	-	-	-
Property	0700	-	-	-	-	-
Other	0800, 0900	-	-	-	-	-
<b>Total Other Support</b>		-	-	-	-	-
<b>Food Service Operations - Program 3100</b>						
Salaries	0100	-	-	-	225,000	-
Employee Benefits, including object 0280	0200	-	-	-	95,000	-
Purchased Services	0300,0400, 0500	-	-	-	2,746,490	-
Supplies and Materials	0600	-	-	-	1,900,000	-
Property	0700	-	-	-	51,677	-
Other	0800, 0900	-	-	-	-	-
<b>Total Food Service Operations</b>		-	-	-	5,018,167	-
<b>Enterprise Operations - Program 3200</b>						
Salaries	0100	-	-	-	-	-
Employee Benefits, including object 0280	0200	-	-	-	-	-
Purchased Services	0300,0400, 0500	-	-	-	-	-
Supplies and Materials	0600	-	-	-	-	-
Property	0700	-	-	-	-	-
Other	0800, 0900	-	-	-	-	-
<b>Total Enterprise Operations</b>		-	-	-	-	-
<b>Community Services - Program 3300</b>						
Salaries	0100	782,686	-	-	-	-
Employee Benefits, including object 0280	0200	818,967	-	-	-	-
Purchased Services	0300,0400, 0500	324,999	-	-	-	-
Supplies and Materials	0600	27,601	-	-	-	-
Property	0700	-	-	-	-	-
Other	0800, 0900	-	-	-	-	-
<b>Total Community Services</b>		1,954,253	-	-	-	-
<b>Education for Adults - Program 3400</b>						
Salaries	0100	-	-	-	-	-
Employee Benefits, including object 0280	0200	-	-	-	-	-
Purchased Services	0300,0400, 0500	-	-	-	-	-
Supplies and Materials	0600	-	-	-	-	-
Property	0700	-	-	-	-	-
Other	0800, 0900	-	-	-	-	-
<b>Total Education for Adults Services</b>		-	-	-	-	-

Westminster Public Schools District Code: 0070 Adopted Budget Adopted: June 23, 2020 Budgeted Pupil Count: 9102					
23 Pupil Activity	(26-29) Other Special Revenue	31 Bond Redemption	43 Capital Reserve Capital Projects	TOTAL	Object Source
					<b>Central Support - Program 2800, including Program 2801</b>
-	-	-	-	2,364,366	0100 Salaries
-	-	-	-	630,554	0200 Employee Benefits, including object 0280
-	-	-	-	3,147,694	0300,0400, Purchased Services
-	-	-	-	42,115	0500
-	-	-	-	88,500	0600 Supplies and Materials
-	-	-	-	204,950	0700 Property
-	-	-	-		0800, 0900 Other
-	-	-	-	6,478,179	<b>Total Central Support</b>
					<b>Other Support - Program 2900</b>
-	-	-	-	-	0100 Salaries
-	-	-	-	-	0200 Employee Benefits, including object 0280
-	-	-	-	-	0300,0400, Purchased Services
-	-	-	-	-	0500
-	-	-	-	-	0600 Supplies and Materials
-	-	-	-	-	0700 Property
-	-	-	-	-	0800, 0900 Other
-	-	-	-	-	<b>Total Other Support</b>
					<b>Food Service Operations - Program 3100</b>
-	-	-	-	225,000	0100 Salaries
-	-	-	-	95,000	0200 Employee Benefits, including object 0280
-	-	-	-	2,746,490	0300,0400, Purchased Services
-	-	-	-	1,900,000	0500
-	-	-	-	51,677	0600 Supplies and Materials
-	-	-	-	-	0700 Property
-	-	-	-	-	0800, 0900 Other
-	-	-	-	5,018,167	<b>Total Other Support</b>
					<b>Enterprise Operations - Program 3200</b>
-	-	-	-	-	0100 Salaries
-	-	-	-	-	0200 Employee Benefits, including object 0280
-	-	-	-	-	0300,0400, Purchased Services
-	-	-	-	-	0500
-	-	-	-	-	0600 Supplies and Materials
-	-	-	-	-	0700 Property
-	-	-	-	-	0800, 0900 Other
-	-	-	-	-	<b>Total Enterprise Operations</b>
					<b>Community Services - Program 3300</b>
-	-	-	-	782,686	0100 Salaries
-	-	-	-	818,967	0200 Employee Benefits, including object 0280
-	-	-	-	324,999	0300,0400, Purchased Services
-	-	-	-	27,601	0500
-	-	-	-	-	0600 Supplies and Materials
-	-	-	-	-	0700 Property
-	-	-	-	-	0800, 0900 Other
-	-	-	-	1,954,253	<b>Total Community Services</b>
					<b>Education for Adults - Program 3400</b>
-	-	-	-	-	0100 Salaries
-	-	-	-	-	0200 Employee Benefits, including object 0280
-	-	-	-	-	0300,0400, Purchased Services
-	-	-	-	-	0500
-	-	-	-	-	0600 Supplies and Materials
-	-	-	-	-	0700 Property
-	-	-	-	-	0800, 0900 Other
-	-	-	-	-	<b>Total Education for Adults Services</b>

<b>Westminster Public Schools</b> <b>District Code: 0070</b> <b>Adopted Budget</b> <b>Adopted: June 23, 2020</b> <b>Budgeted Pupil Count: 9102</b>						
	<b>Object Source</b>	<b>10 General Fund</b>	<b>18 Insurance Reserve / Risk-Management</b>	<b>19 Preschool and Kindergarten</b>	<b>21 Food Service</b>	<b>22 Governmental Designated Grants Fund</b>
<b>Total Supporting Services</b>		49,186,715	2,006,490	-	5,018,167	-
<b>Property - Program 4000</b>						
Salaries	0100	-	-	-	-	-
Employee Benefits, including object 0280	0200	-	-	-	-	-
Purchased Services	0300,0400,0500	-	-	-	-	-
Supplies and Materials	0600	-	-	-	-	-
Property	0700	-	-	-	-	-
Other	0800, 0900	-	-	-	-	-
<b>Total Property</b>		-	-	-	-	-
<b>Other Uses - Program 5000s - including Transfers Out and/or Allocations Out as an expenditure</b>						
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	4,600,000	-	-	-	-
<b>Total Other Uses</b>		4,600,000	-	-	-	-
<b>Total Expenditures</b>		109,856,768	2,006,490	4,067,182	5,018,167	19,036,784
<b>APPROPRIATED RESERVES</b>						
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	-	-	-	-	-
<b>Total Reserves</b>		-	-	-	-	-
<b>Total Expenditures and Reserves</b>		109,856,768	2,006,490	4,067,182	5,018,167	19,036,784
<b>BUDGETED ENDING FUND BALANCE</b>						
Non-spendable fund balance (9900)	6710	120,000	-	-	-	-
Restricted fund balance (9900)	6720	-	-	-	-	-
TABOR 3% emergency reserve (9321)	6721	3,231,635	-	-	-	-
TABOR multi year obligations (9322)	6722	677,436	-	-	-	-
District emergency reserve (letter of credit or real estate) (9323)	6723	-	-	-	-	-
Colorado Preschool Program (CPP) (9324)	6724	-	-	-	-	-
Risk-related / restricted capital reserve (9326)	6726	-	230,957	-	-	-
BEST capital renewal reserve (9327)	6727	-	-	-	-	-
Total program reserve (9328)	6728	-	-	-	-	-
Committed fund balance (9900)	6750	-	-	-	-	-
Committed fund balance (15% limit) (9200)	6750	-	-	-	2,094,708	-
Assigned fund balance (9900)	6760	5,386,058	-	-	-	-
Unassigned fund balance (9900)	6770	-	-	-	-	-
Net investment in capital assets (9900)	6790	-	-	-	-	-
Restricted net position (9900)	6791	-	-	-	-	-
Unrestricted net position (9900)	6792	2,900,190	-	-	-	-
<b>Total Ending Fund Balance</b>		12,315,320	230,957	-	2,094,708	-
<b>Total Available Beginning Fund Balance &amp; Revenues Less Total Expenditures &amp; Reserves Less Ending Fund Balance (Shall Equal Zero (0))</b>		(0)	(0)	(0)	-	-
Use of a portion of beginning fund balance resolution required?		Yes	Yes	Yes	No	No

Westminster Public Schools District Code: 0070 Adopted Budget Adopted: June 23, 2020 Budgeted Pupil Count: 9102					
23 Pupil Activity	(26-29) Other Special Revenue	31 Bond Redemption	43 Capital Reserve Capital Projects	TOTAL	Object Source
-	-	-	-	56,211,372	<b>Total Supporting Services</b>
-	-	-	-	-	<b>Property - Program 4000</b>
-	-	-	-	-	0100 Salaries
-	-	-	-	-	0200 Employee Benefits, including object 0280
-	-	-	-	-	0300,0400, Purchased Services
-	-	-	-	-	0500
-	-	-	-	-	0600 Supplies and Materials
-	-	-	-	-	0700 Property
-	-	-	-	-	0800, 0900 Other
-	-	-	-	-	<b>Total Property</b>
N/A	N/A	-	N/A	-	<b>Other Uses - Program 5000s - including Transfers Out and/or Allocations Out as an expenditure</b>
N/A	N/A	-	N/A	-	0100 Salaries
N/A	N/A	-	N/A	-	0200 Employee Benefits, including object 0280
N/A	N/A	6,200	N/A	6,200	0300,0400, Purchased Services
N/A	N/A	-	N/A	-	0500
N/A	N/A	-	N/A	-	0600 Supplies and Materials
-	-	-	N/A	-	0700 Property
-	-	8,365,515	-	12,965,515	0800, 0900 Other
-	-	8,371,715	-	12,971,715	<b>Total Other Uses</b>
1,894,827	2,198,489	8,371,715	24,979,191	177,429,613	<b>Total Expenditures</b>
-	-	-	-	-	<b>APPROPRIATED RESERVES</b>
-	-	-	-	-	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)
-	-	-	-	-	Reserve for TABOR - Multi-Year Obligations
-	-	-	-	-	0840 (9322)
-	-	-	-	-	<b>Total Reserves</b>
1,894,827	2,198,489	8,371,715	24,979,191	177,429,613	<b>Total Expenditures and Reserves</b>
-	-	-	-	120,000	<b>BUDGETED ENDING FUND BALANCE</b>
-	-	-	-	-	6710 Non-spendable fund balance (9900)
-	-	-	-	-	6720 Restricted fund balance (9900)
-	-	-	-	3,231,635	6721 TABOR 3% emergency reserve (9321)
-	-	-	-	677,436	6722 TABOR multi year obligations (9322)
-	-	-	-	-	District emergency reserve (letter of credit
-	-	-	-	-	6723 or real estate) (9323)
-	-	-	-	-	Colorado Preschool Program (CPP)
-	-	-	-	-	6724 (9324)
-	-	-	-	-	Risk-related / restricted capital reserve
-	-	-	-	230,957	6726 (9326)
-	-	-	30,176,790	30,176,790	6727 BEST capital renewal reserve (9327)
-	-	-	-	-	6728 Total program reserve (9328)
-	-	-	-	-	6750 Committed fund balance (9900)
-	-	-	-	-	Committed fund balance (15% limit) (9200)
-	-	9,168,743	-	11,263,451	6750
-	-	-	-	5,386,058	6760 Assigned fund balance (9900)
392,980	-	-	-	392,980	6770 Unassigned fund balance (9900)
-	-	-	-	-	6790 Net investment in capital assets (9900)
-	-	-	-	-	6791 Restricted net position (9900)
-	-	-	-	2,900,189	6792 Unrestricted net position (9900)
392,980	-	-	-	54,379,497	<b>Total Ending Fund Balance</b>
-	-	9,168,743	30,176,790	0	<b>Total Available Beginning Fund Balance &amp; Revenues Less Total Expenditures &amp; Reserves Less Ending Fund Balance (Shall Equal Zero (0))</b>
Yes	Yes	Yes	Yes	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 2020-2021 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 8,916 being the District's projected pupil counts for 2020-2021, the projections for the following years are as follows:

Year End June 30 <sup>th</sup>	Students
2021	8,916
2022	8,732
2023	8,539
2024	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 \$24 million is projected for 2020-2021 and are being maintained at that level.
5. All except State equalization revenue is being decreased by 3% being the economy situation and no knowing what is happening from COVID-19. In 2023-2024 2% decline because economy may pick up again.

### 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 2% each year in the projections through June 30, 2024. 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 2% 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 2021	Projected 2022	Projected 2023	Projected 2024
<i>Revenues</i>				
Local	\$ 53,424,140	\$ 51,821,416	\$ 50,266,773	\$51,272,109
State Sources	54,222,046	52,468,673	50,916,587	51,934,919
Federal Sources	74,983	71,963	70,552	71,963
<b>Total Revenue Allocation Before Transfer Allocations</b>	<b>\$ 107,721,169</b>	<b>\$ 104,362,051</b>	<b>\$ 101,253,912</b>	<b>\$ 103,278,990</b>
<i>Expenditures</i>				
Salaries	\$ 68,188,138	\$ 60,687,443	\$ 57,046,196	\$ 58,187,120
Employee Benefits	22,087,270	19,657,670	18,478,210	18,847,774
Purchased Services	4,745,212	4,223,239	3,969,844	4,049,241
Purchased Property Services	1,291,216	1,149,182	1,080,231	1,101,836
Other Purchased Services	1,690,282	1,504,351	1,414,090	1,442,372
Supplies	5,024,257	4,471,589	4,203,293	4,287,359
Property	381,904	339,895	319,501	325,891
Other Objects	3,678,489	3,273,855	3,077,424	3,138,972
Other Uses of Funds	1,920,000	1,708,800	1,606,272	1,638,397
<b>Total Expenditures</b>	<b>\$ 109,006,768</b>	<b>\$ 97,016,024</b>	<b>\$ 91,195,062</b>	<b>\$ 93,018,963</b>

## Budget Forecast: Other Funds

		Adopted 2021	Projected 2022	Projected 2023	Projected 2024
Risk Management Fund	<i>Revenues</i>	\$ 1,813,390	\$ 1,913,140	\$ 2,063,014	\$ 2,063,114
	<i>Expenditures</i>	2,006,490	2,036,870	2,068,150	2,109,513
Colorado Preschool Program Fund	<i>Revenues</i>	3,526,335	3,384,287	3,317,929	3,384,287
	<i>Expenditures</i>	4,067,182	3,384,287	3,282,758	3,224,911
Nutrition Services Fund	<i>Revenues</i>	5,519,000	5,355,330	5,218,560	5,063,865
	<i>Expenditures</i>	5,018,167	5,168,712	5,323,773	5,483,487
Grants Fund	<i>Revenues</i>	19,036,784	11,583,830	11,236,315	11,059,448
	<i>Expenditures</i>	19,036,784	11,583,831	11,236,316	11,059,448
Student Athletics Fund	<i>Revenues</i>	1,549,454	1,502,970	1,539,372	1,570,159
	<i>Expenditures</i>	1,894,827	1,739,811	1,610,422	1,581,348
Day Care Fund	<i>Revenues</i>	1,988,950	1,929,282	1,886,816	1,924,552
	<i>Expenditures</i>	2,198,489	1,929,282	1,886,815	1,924,552
Bond Redemption Fund	<i>Revenues</i>	8,644,344	8,644,344	8,644,344	8,644,344
	<i>Expenditures</i>	8,371,715	8,488,981	8,584,925	8,605,938
Capital Reserve Fund	<i>Revenues</i>	3,600,000	3,387,240	3,454,985	3,890,247
	<i>Expenditures</i>	24,979,191	18,617,360	13,175,881	3,271,157

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# INFORMATIONAL SECTION

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## Economic Outlook

### Summary

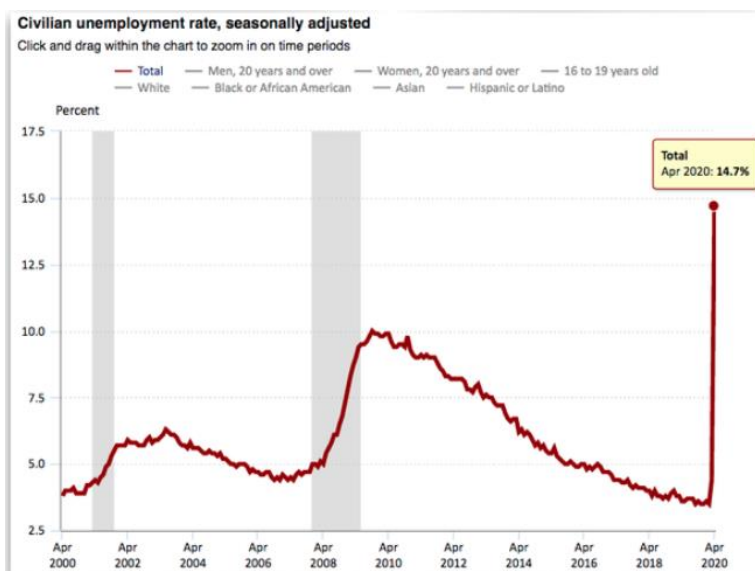
Conditions in the U.S. and Colorado economies are changing by the hour on news of the new coronavirus. The economy entered March with the tailwinds of low unemployment, high consumer confidence, and growing personal income. In 2019 and early 2020, businesses and manufacturing activity were constrained by the tight labor market, global supply chain disruptions, and safety concerns regarding the Boeing 737 MAX airliner. As the severity of the coronavirus and the potential threat to human life became apparent to the public in late February and early March of this year, financial markets reacted and attracted the attention of the world.

An additional concern to the economy is low oil prices. With low global demand for oil, Russia and Saudi Arabia announced production increases the week of March 9, 2020, plummeting the price of West Texas Intermediate Crude to \$32.98 per barrel. It is unprofitable to produce oil at this price for many domestic oil and gas producers, including most Colorado producers. The industry is resilient, but if these price levels persist, there will be significant contractions in the oil and gas industry that will add additional stress to the U.S. economy.

### Employment

The unemployment rate is projected to average 15 percent during the second and third quarters of 2020, up from less than 4 percent in the first quarter. The unemployment rate is the number of jobless people who are available for and seeking work, expressed as a percentage of the labor force. The increase in that rate in the second and third quarters reflects the net effect of a projected loss of nearly 27 million in the number of people employed and the exit of roughly 8 million people from the labor force.

The labor market is expected to improve after the third quarter, with a rebound in hiring and a significant reduction in furloughs as the degree of social distancing diminishes—leading to an increase in business activity and an increase in the demand for workers. In particular, the unemployment rate is projected to decline to 9.5 percent by the end of 2021. Under that projection, the unemployment rate at the end of 2021 would be about 6 percentage points higher than the rate in CBO's economic projection produced in January 2020, and the labor force would have about 6 million fewer people.



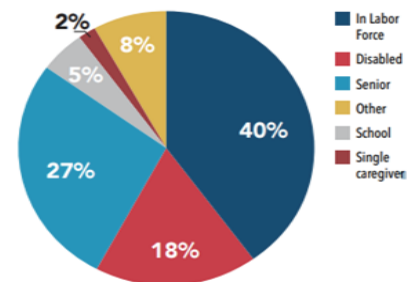
### Housing

The year 2020 began very much still in favor of sellers for the Denver housing market. By the end of 2020, the house prices in Denver were expected to rise by 2 to 3 percent, which meant it was likely to be another year of affordability crisis for buyers. Despite the effects of COVID-19 which have slowed the economy since March 2020, Denver and the entire metro area remain a seller's real estate market, especially in the \$300,000 to \$399,000 price range. Denver home prices remain steady in this segment. In April 2020, the median sales price of all residential properties increased by 2.56 percent to \$400,000. The dollar volume of all home sales in April 2020 was around \$1.8 Billion, a year-over-year decrease of 29.7%. Currently, there is about a month's

supply of residential single-family homes (attached plus detached) in the price range of \$300,000 to \$499,999.

After a remaining almost flat throughout 2019, with a mere 1% rise in prices, the Denver housing market was showing little signs of gains. In March 2020, the Denver Metro housing market was showing signs of being one of the best on record. However, amid fears stemming from the ongoing pandemic, there were an unprecedented 761 home sellers that withdrew their homes from the metro-Denver real estate market in March.

AFFORDABLE AND AVAILABLE HOMES  
PER 100 RENTER HOUSEHOLDS

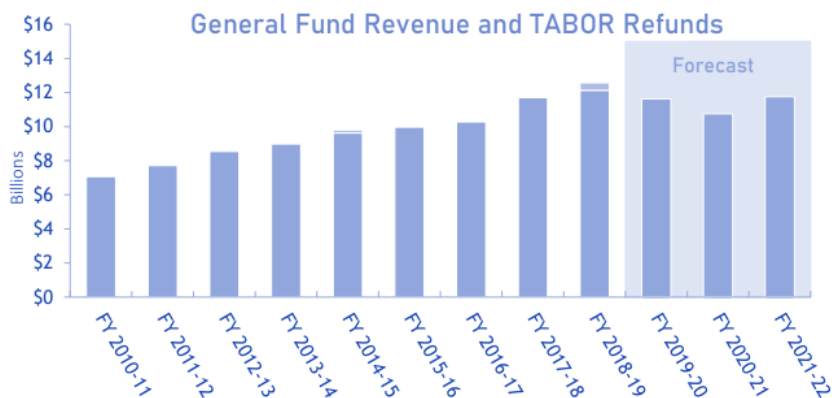


## General Fund Revenue Outlook

The sudden onset of the current recession means that the General Fund revenue forecast has been revised significantly downward since March. This forecast projects that General Fund revenue will decline by 7.4 percent in FY 2019-20 and 7.5 percent in FY 2020-21, after growing by 7.2 percent in FY 2018-19. This is a total downward revision of \$5.5 billion from the March forecast, with total General Fund revenues \$1.1 billion lower in FY 2019-20, \$2.4 billion lower in FY 2020-21, and \$2.0 billion lower in FY 2021-22.

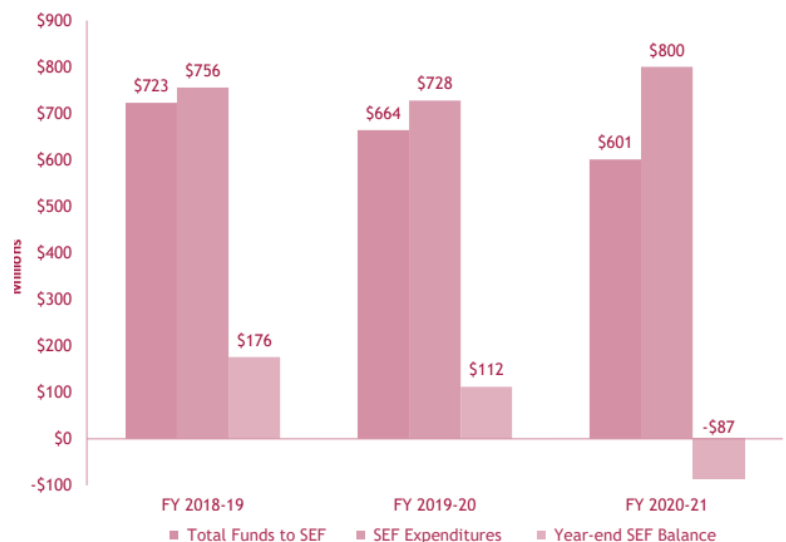
Three major revenue sources together make up 96 percent of total General Fund revenue: individual

income taxes, corporate income taxes, and sales and use taxes. All three of these sources saw significant downward revisions since the March 2020 forecast and are detailed below. General Fund revenue from the other remaining General Fund sources, such as interest earnings, taxes paid by insurers on premiums, and excise taxes on tobacco products and liquor, had very minor revisions from the March forecast.



## State Education Fund

The Colorado Constitution requires the State Education Fund (SEF) to receive one-third of 1 percent of taxable income. Money in the SEF is required to be used to fund kindergarten through twelfth grade public education. In FY 2019-20, the State Education Fund is expected to receive \$629 million as a result of this requirement. Relative to the March 2019 forecast, this May forecast update incorporates reduced expectations for taxable income attributable to COVID-19-related distortions in the economy. As a result, relative to the March 2019 forecast, expectations for this SEF diversion were reduced by \$51.1 million in FY 2019-20, and by \$143.3 million in FY 2020-21. Economic Outlook Section Source: Colorado Economic and Fiscal Outlook, State of Colorado Governor's Office of State Planning and Budgeting.



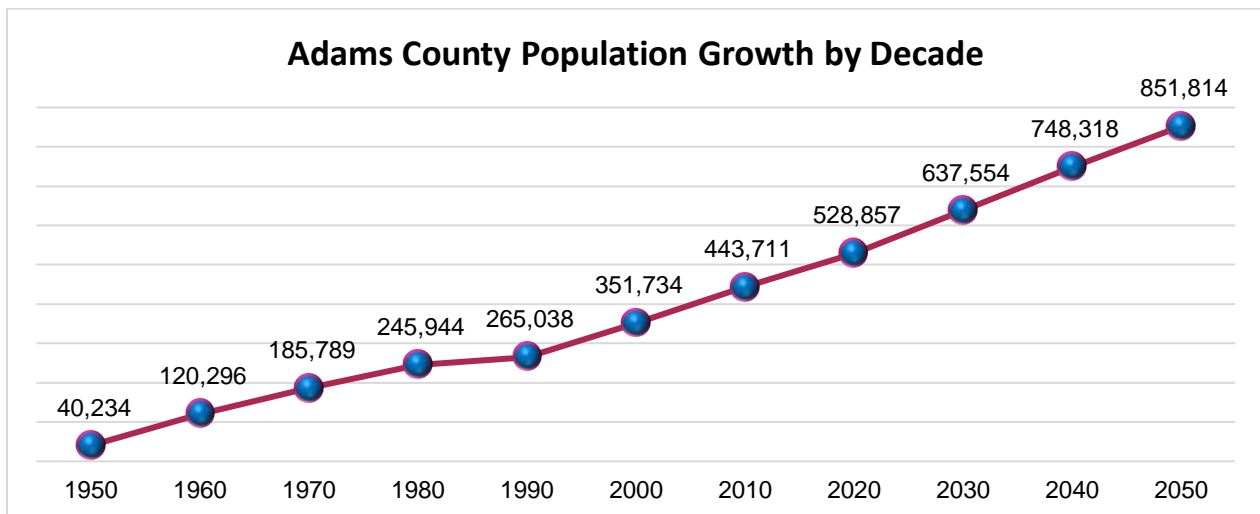
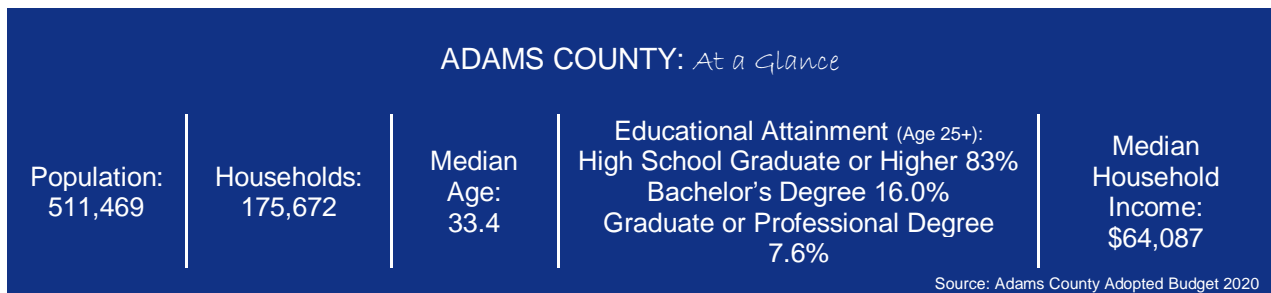
## Demographics and Property Tax Information

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 23<sup>rd</sup>, 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 21<sup>st</sup> Century citizen.

### Adams County Profile



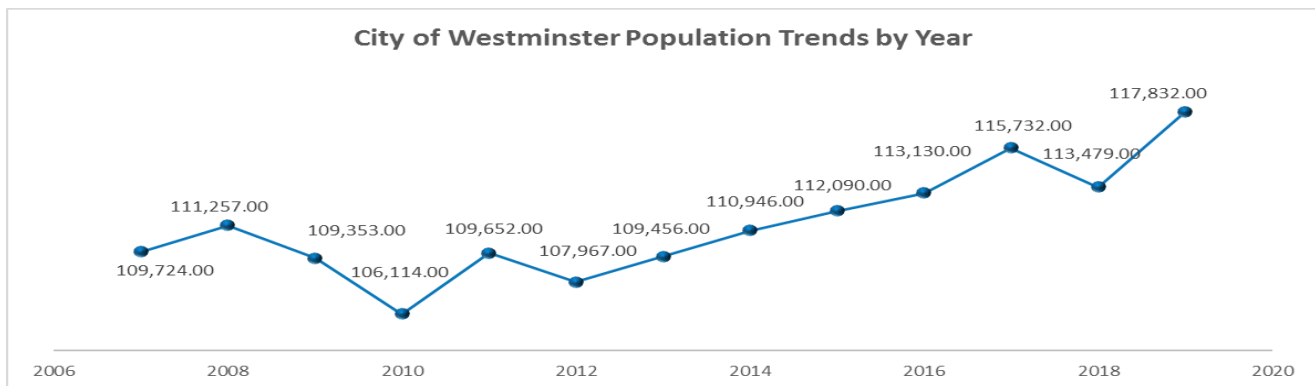


## City of Westminster Profile

CITY OF WESTMINSTER: <i>At a Glance</i>				
Population: 117,832	Households: 46,137	Median Age: 37.2	Educational Attainment (Age 25+): Bachelor's degree or higher 24.9% Master's, professional or doctorate 13.9%	Average Disposable Income: \$73,017
Source: Westminster City Profile, 2018-19				

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	4,704,955,560	42,408	4.1%
2015	112,090	4,715,626,300	42,070	3.4%
2016	113,130	5,092,094,430	45,011	2.8%
2017	115,732	5,384,894,228	46,529	3.0%
2018	113,479	5,384,894,228	46,947	3.1%
2019	117,832	8,603,739,144	73,017	2.9%

Source: City of Westminster most recent CAFR



Source: City of Westminster most recent CAFR

## District Profile

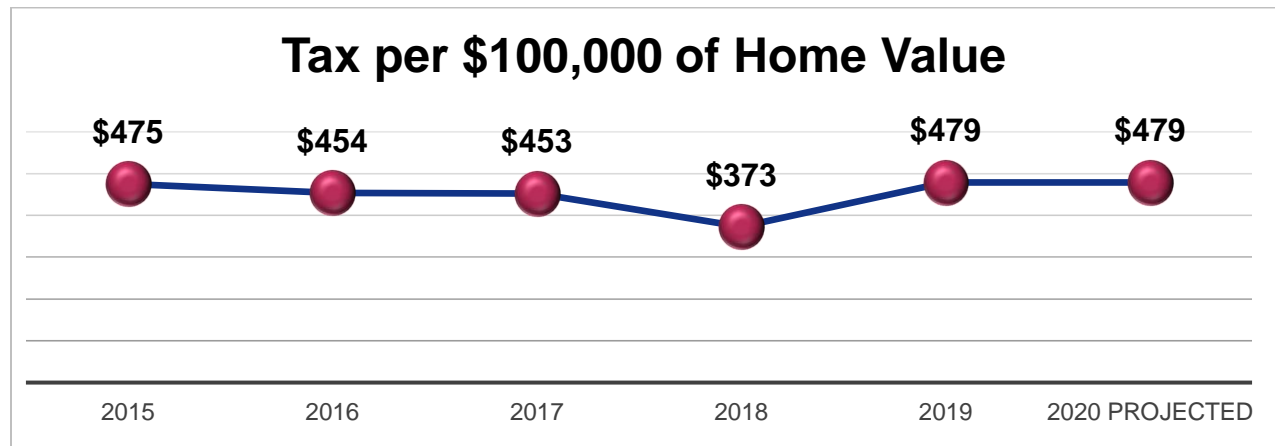
Our Facilities	Instruction Program Service Type	Languages Spoken at the District:	
Early Education Centers 3	Total 19-20 Pupil Membership 9,150	Burmese 2	Khmer, Central 4
Elementary 5	Gifted and Talented 318	Chinese, Mandarin 5	Lao 23
Middle 2	Special Education 1,150	Chinese Yue 2	Nepali 9
K-8 8	Migrant Education 40	Dari, Zoroastrian 5	Russian 7
Senior High 1	Homeless 646	German, Standard 3	Spanish 2,880
Alternative High 1	Culturally and Linguistically Diverse Ed. 3,206	Hmong 43	Somali 2
	Immigrant 143	Hmong, Njua 2	Taglog 3
	Title 1 3,376	Japanese 2	Tajiki 2
	CLDE* 3,042		Vietnamese 40
	Online 17	The following have a count of 1: Akan, Anuak, Arabic, Chinese Hakka, Farsi Western, Filipino, French, Persian Iranian, Polish, Portuguese, Rundi, Thai, Ukrainian Uzbek Southern.	

Source: District October Count, 2019-20

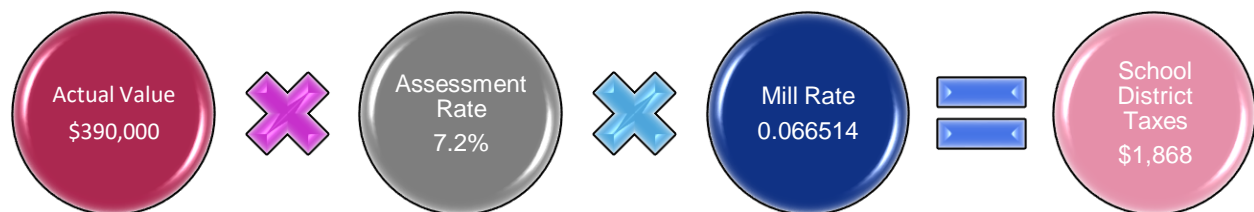
## Property Tax Information, Principal Taxpayers and Employers

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 \$390,000. 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 7.96% to 7.2% 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	26.077	28.216	28.216	28.216
Hold Harmless – School Finance Act	0.984	0.905	0.904	0.752	0.761	0.609	0.609	0.609
Bond Redemption Mills	16.283	15.027	15.046	12.533	12.676	10.159	10.159	10.159
Net Assessed Valuation	\$527,230,520	\$572,968,570	573,590,860	689,735,170	682,441,830	851,039,720	851,039,720	851,039,720
<b>Total Mills</b>	<b>59.695</b>	<b>56.994</b>	<b>56.896</b>	<b>51.807</b>	<b>66.514</b>	<b>65.984</b>	<b>65.984</b>	<b>65.984</b>
Total Taxes	\$31,473,026	\$32,655,771	\$32,635,026	\$35,732,816	\$45,392,451	\$56,155,093	\$56,155,093	\$56,155,093

\*Projections: Due to uncertain circumstances of COVID-19 no new projections were completed.

## Top Ten Taxpayers, Authority: Westminster Public Schools

Taxpayer	Actual Value	Assessed Value
Public Service CO of Colorado (XCEL)	\$ 71,264,485	\$ 20,666,760
Qwest Corp FKA US West	57,768,274	16,752,800
Cellco Partnership FKA Verizon	34,459,985	9,993,410
Centro GA Westminster LLC	32,160,556	9,326,570
IMT Capital V Hyland Hills LLC	116,111,996	8,302,010
CL Rocky Mountains	74,134,116	5,300,580
Miller Coors LLC	16,822,291	4,878,470
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. Does not include Exempt Account Types*

## 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 2012 Refunding Bonds			Series 2013 Refunding Bonds			Annual Total
	Principal	Interest	Total	Principal	Interest	Total	
2021	6,420,000	1,594,575	8,014,575	65,000	262,297	327,297	8,341,872
2022	6,690,000	1,332,338	8,022,338	65,000	260,916	325,916	8,348,253
2023	7,050,000	1,022,250	8,072,250	70,000	259,481	329,481	8,401,731
2024	7,425,000	697,500	8,122,500	70,000	257,994	327,994	8,450,494
2025	7,710,000	394,800	8,104,800	70,000	256,200	326,200	8,431,000
2026	8,020,000	120,300	8,140,300	75,000	254,025	329,025	8,469,325
2027				8,430,000	126,450	8,556,450	8,556,450
<b>Total</b>	<b>\$43,315,000</b>	<b>\$5,161,763</b>	<b>\$48,476,763</b>	<b>\$8,845,000</b>	<b>\$1,677,363</b>	<b>\$10,522,363</b>	<b>58,999,125</b>

### 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 2020 is based on the standard method and uses the assessed valuation as of December 2019.

Year	Assessed Value	Debt Limit (20% of assessed )	Debt Applicable to Limit General Obligation Bonds	Debt Margin	Total Debt as Percentage of Debt Limit
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 Westminster Public Schools Certificates of Participation, Series 2019

Period Ending	Principal	Coupon	Interest	Debt Service
12/01/2019	1,920,000	2.000%	2,676,836.04	4,596,836.04
12/01/2020	1,220,000	4.000%	3,378,837.50	4,598,837.50
12/01/2021	1,265,000	4.000%	3,330,037.50	4,595,037.50
12/01/2022	1,320,000	5.000%	3,279,437.50	4,599,437.50
12/01/2023	1,385,000	5.000%	3,213,437.50	4,598,437.50
12/01/2024	1,455,000	5.000%	3,144,187.50	4,599,187.50
12/01/2025	1,525,000	5.000%	3,071,437.50	4,596,437.50
12/01/2026	1,600,000	5.000%	2,995,187.50	4,595,187.50
12/01/2027	1,680,000	5.000%	2,915,187.50	4,595,187.50
12/01/2028	1,765,000	5.000%	2,831,187.50	4,596,187.50
12/01/2029	1,855,000	5.000%	2,742,937.50	4,597,937.50
12/01/2030	1,945,000	5.000%	2,650,187.50	4,595,187.50
12/01/2031	2,045,000	5.000%	2,552,937.50	4,597,937.50
12/01/2032	2,145,000	5.000%	2,450,687.50	4,595,687.50
12/01/2033	2,255,000	4.000%	2,343,437.50	4,598,437.50
12/01/2034	2,345,000	4.000%	2,253,237.50	4,598,237.50
12/01/2035	2,440,000	5.000%	2,159,437.50	4,599,437.50
12/01/2036	2,560,000	5.000%	2,037,437.50	4,597,437.50
12/01/2037	2,690,000	5.000%	1,909,437.50	4,599,437.50
12/01/2038	2,820,000	3.500%	1,774,937.50	4,594,937.50
12/01/2039	2,920,000	** %	1,676,237.50	4,596,237.50
12/01/2040	3,055,000	** %	1,544,112.50	4,599,112.50
12/01/2041	3,190,000	** %	1,405,800.00	4,595,800.00
12/01/2042	3,335,000	** %	1,261,237.50	4,596,237.50
12/01/2043	3,485,000	** %	1,109,987.50	4,594,987.50
12/01/2044	3,645,000	** %	951,800.00	4,596,800.00
12/01/2045	3,820,000	** %	778,850.00	4,598,850.00
12/01/2046	4,000,000	** %	597,550.00	4,597,550.00
12/01/2047	4,190,000	** %	407,600.00	4,597,600.00

## 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 takes into account 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.

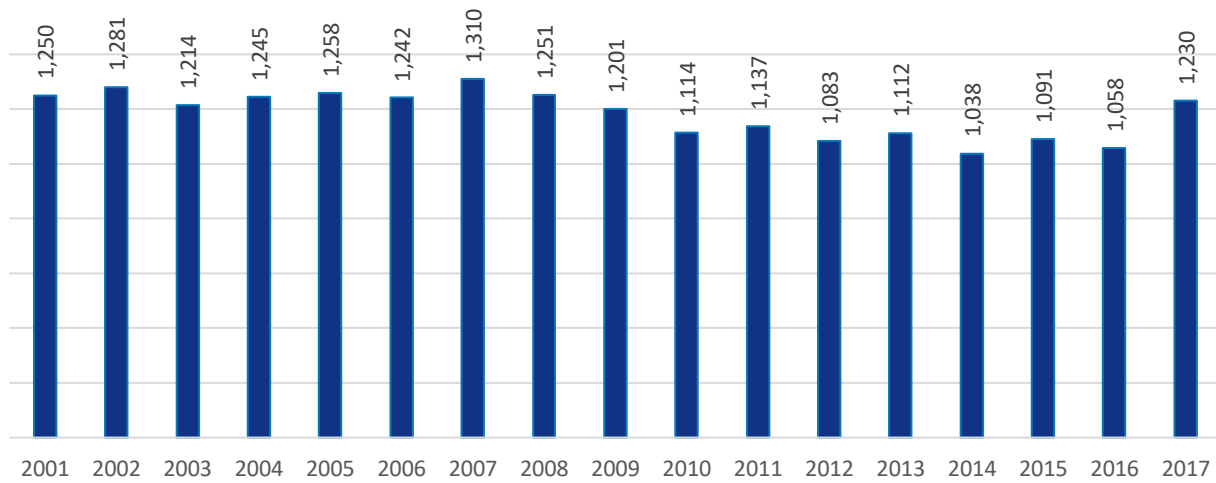
### October Pupil Count Summary of Pupil Counts for Specific Schools

School & Grade	K	1	2	3	4	5	6	7	8	9	10	11	12	Totals
FAIRVIEW ES	26	59	55	45	61	64								310
HARRIS PARK ES	42	40	42	38	36	42								240
MESA ES	55	48	31	38	46	55								273
SHERRELWOOD ES	40	42	37	56	49	42								266
SUNSET RIDGE ES	42	64	55	44	54	50								309
TENNYSON KNOLLS PREPATORY SCHOOL K8	32	50	42	56	43	59	32	27	24					365
SKYLINE VISTA K8	51	49	55	54	53	48	59							369
COLORADO STEM ACADEMY K8	32	43	41	36	43	46	62	54	43					400
FLYNN K8	32	39	31	33	32	27	28	24	19					265
HODGKIN'S K8	98	80	88	92	88	74	74	76						670
METROPOLITAN ARTS ACADEMY K8	31	58	61	38	37	53	32	30						340
WESTMINSTER ACADEMY INTERNATIONAL STUDIES K8	32	33	31	38	31	33	33	23	25					279
SCOTT CARPENTER K8	42	63	61	60	81	80	75	70	68					600
RANUM MS							170	205	205					580
SHAW HEIGHTS MS							165	191	191					547
WESTMINSTER HS										623	655	591	551	2,420
HIDDEN LAKE HS										33	42	73	202	350
<b>Total</b>	<b>555</b>	<b>668</b>	<b>630</b>	<b>628</b>	<b>654</b>	<b>673</b>	<b>730</b>	<b>700</b>	<b>575</b>	<b>656</b>	<b>697</b>	<b>664</b>	<b>753</b>	<b>8,583</b>

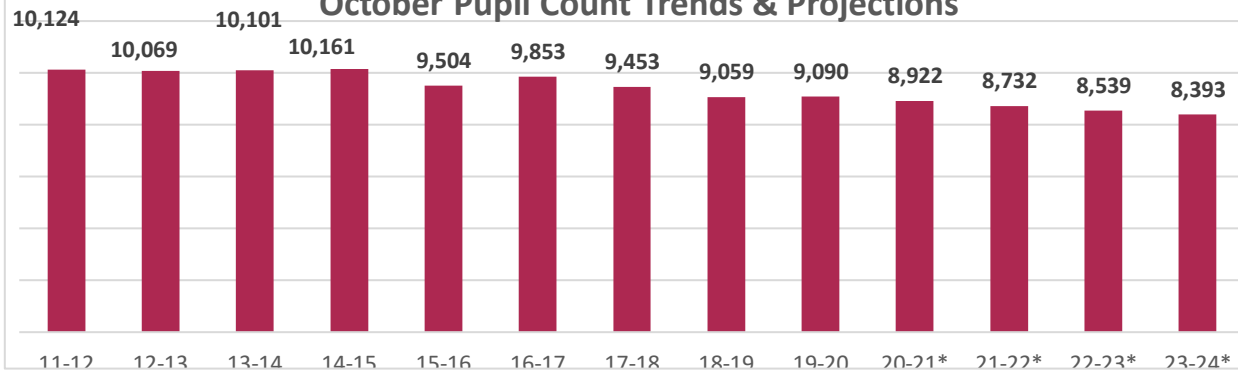
**Note:** Early Learning Centers not included in this data

The following tables, graphs and charts represent enrollment trends and projections in the district. Historical enrollment calculated has been averaging around 9,500 students. 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 - Westmisnter 50 School district 2001 - 2016

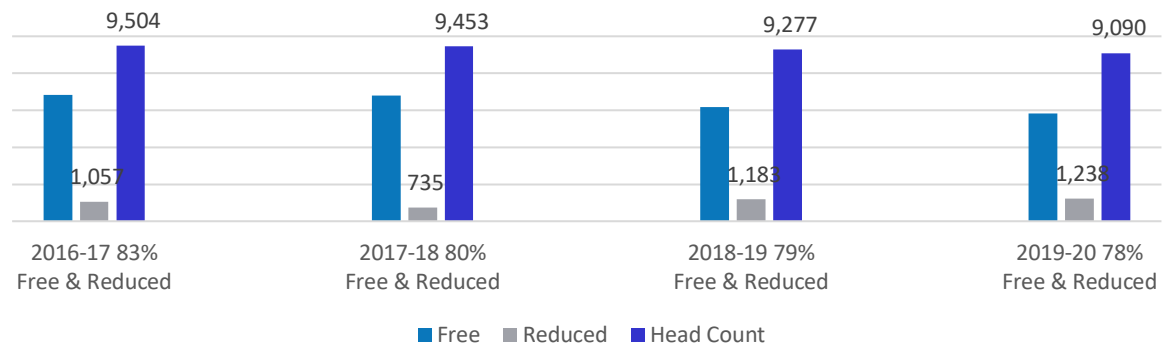


### October Pupil Count Trends & Projections



\*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 significant 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 2019

2016		2017		2018		2019	
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
Mesa ES	59.3	Westminster Acader	65.7	Metz ES	67.7	Skyline Vista ES	68.5
Sunset Ridge ES	55.7	Shaw Heights MS	56.7	Mesa ES	64.2	Westminster Acader	66.6
Hidden Lake HS	58.8*	Hodgkins ES	56.7	Westminster Acader	64.2	Shaw Heights MS	62.8
Sherrelwood ES	52.1	Hidden Lake HS	55.7*	Fairview ES	60.4	Metz ES	59.9
Tennyson Knolls ES	52.1	Tennyson Knolls ES	52.8	Skyline Vista ES	60.4	Hodgkins ES	58.0
Skyline Vista ES	49.8	Scott Carpenter MS	50.5	Scott Carpenter MS	55.9	Sunset Ridge ES	55.2
Scott Carpenter MS	47.8	Harris Park ES	49.4	Hodgkins ES	54.6	Hidden Lake HS	54.3*
Hodgkins ES	46.1	Sherrelwood ES	49.2	Sunset Ridge ES	54.3	Fairview ES	50.7
Westminster ES	42.6	Flynn ES	47.9	Hidden Lake HS	54.3*	Ranum MS	49.8
Metz ES	40.0	Mesa ES	47.5	FM Day ES	52.7	Scott Carpenter MS	49.6
Shaw Heights MS	39.5	Sunset Ridge ES	45.2	Sherrelwood ES	50.9	Harris Park ES	48.6
Westminster HS	37.7	Fairview ES	40.7	Flynn ES	50.7	Flynn ES	48.4
Flynn ES	36.0	Metz ES	40.0	Ranum MS	50.3	Mesa ES	46.3
FM Day ES	35.4	FM Day ES	39.3	Shaw Heights MS	49.2	Westminster HS	42.3
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

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

District 39.9		District 41.5		District 44.5		District 44.2	
Academic Achievement	26.9	Academic Achievement	29.2	Academic Achievement	34.3	Academic Achievement	35.0
Academic Growth	49.4	Academic Growth	51.4	Academic Growth	61.3	Academic Growth	58.3
Academic Growth Gaps	Discontinued	Academic Growth Gaps	Discontinued	Postsecondary Readiness	31.9	Postsecondary Readiness	34.6
Postsecondary Readiness	40.3	Postsecondary Readiness	40.3				

School Plan Assignm	Points	District Plan Assignm	Points
Performance	> 53	Performance	> 56
Improvement	42	Improvement	44
Priority Improvement	34	Priority Improvement	34
Turnaround	< 34	Turnaround	< 34

However, despite the significant 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.

AdvancED has merged with Measured Progress to create a new company called **Cognia**. It's an exciting partnership that will bring together the best of both companies to enhance their ability to assist us with accreditation and certification, assessments, consultation and professional development.

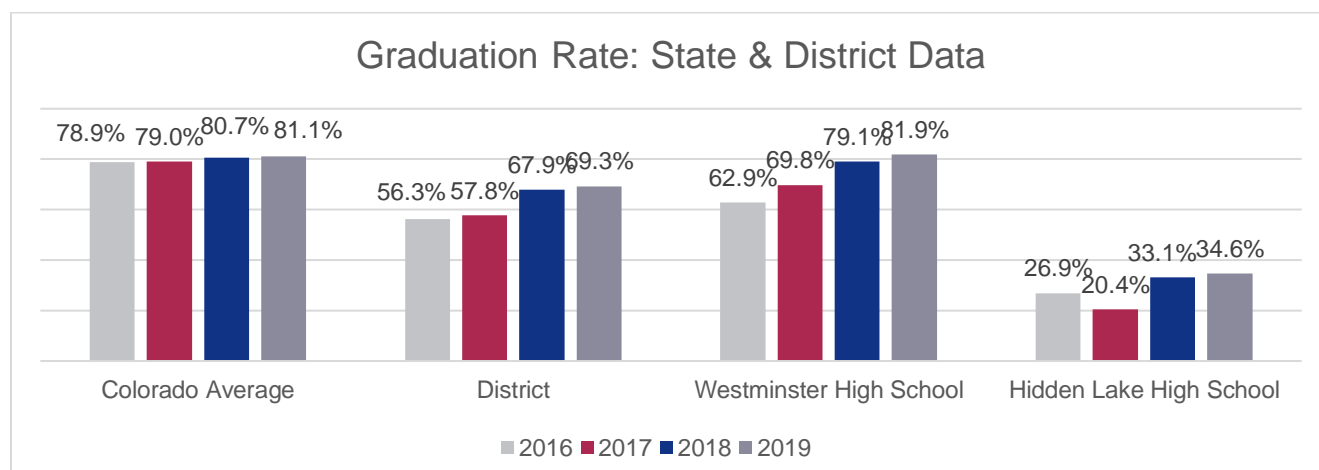
Even more exciting, Cognia is expanding its support for competency based learning. While Cognia will be providing significant support to us, the company will also be turning to us to provide our expertise for emerging districts and educators.

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

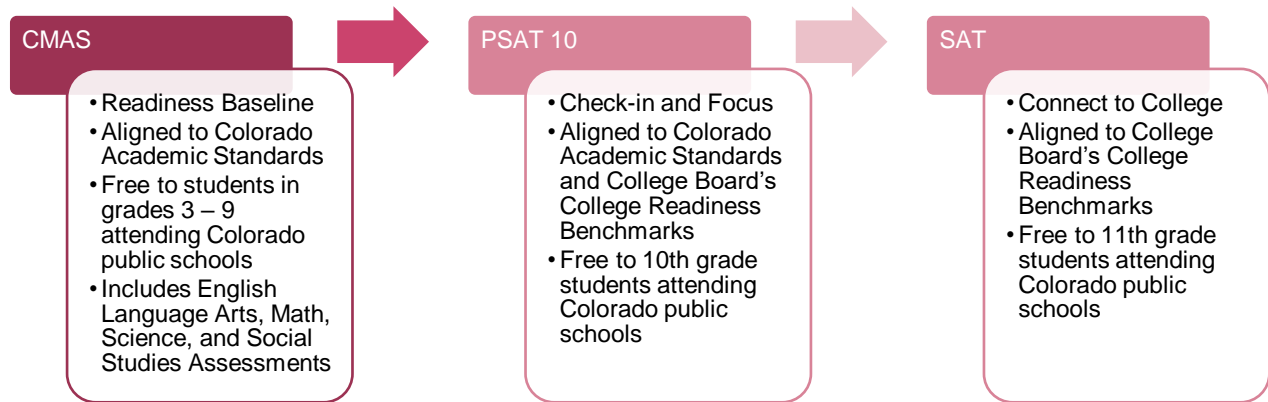
Four-year graduation rates for Westminster Public Schools class of 2019 increased two percent, according to data released on Jan. 16 by the Colorado Department of Education (CDE). The four-year rate for Westminster High School graduates improved to 81.9 percent compared to 79.1 percent in 2018, while 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

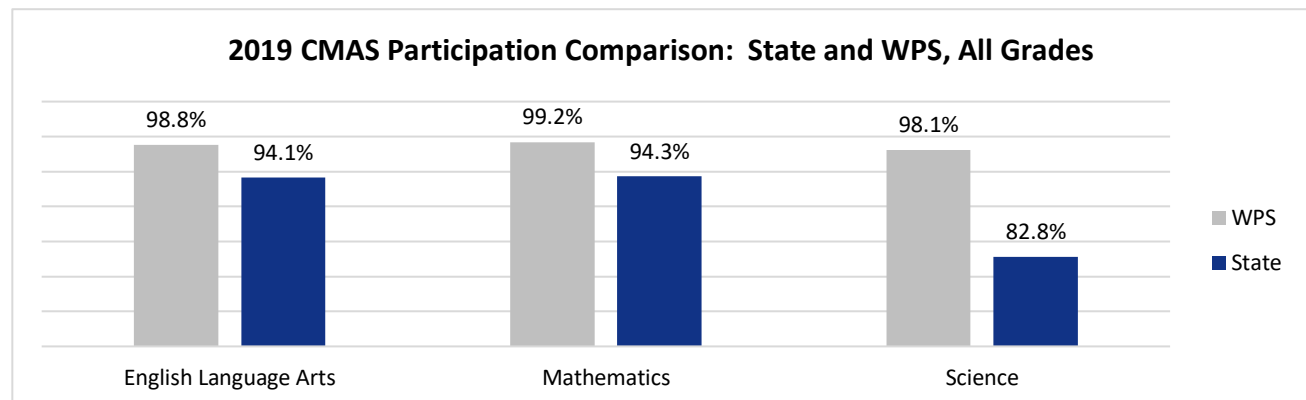
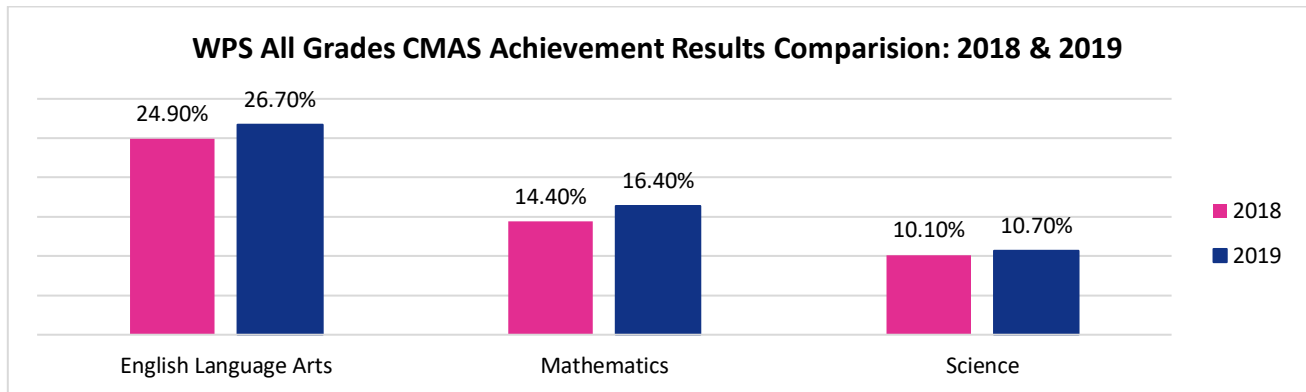
*With the COVID-19 we don't know what the state is going to do with testing for 2020-2021*



### 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.



### 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.

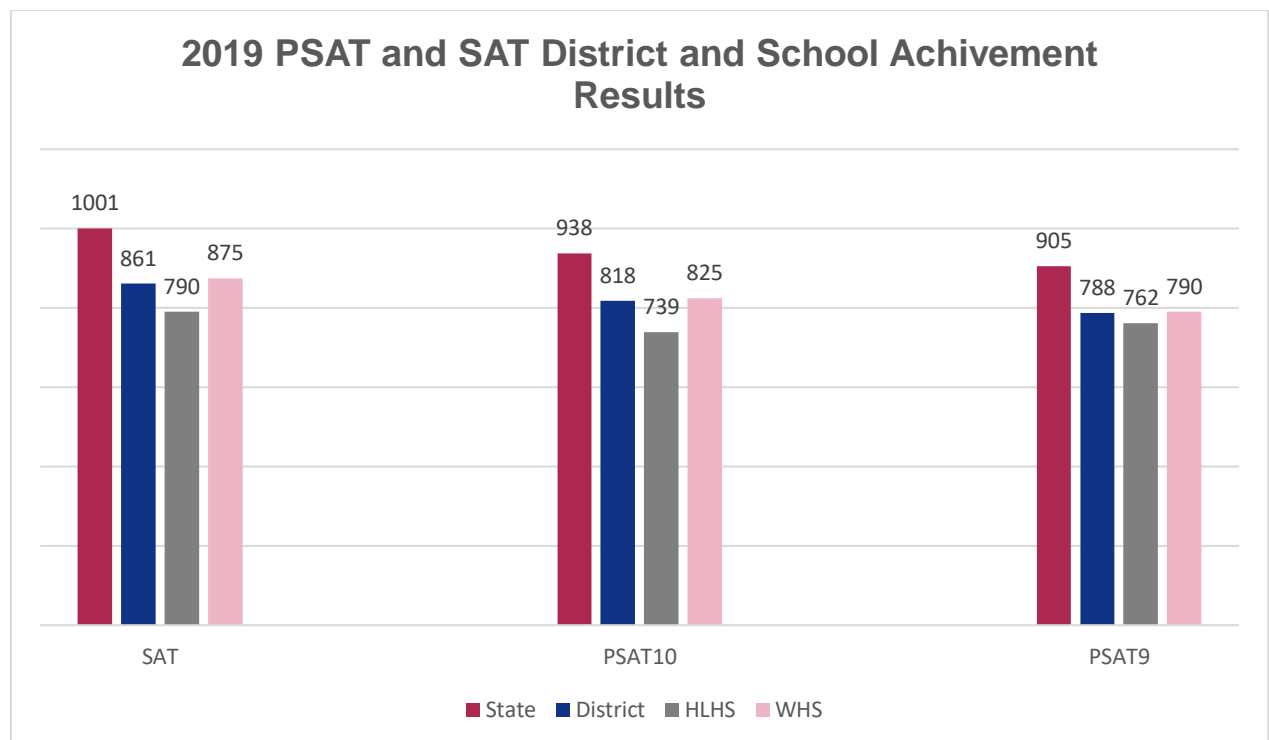
The SAT is closely aligned to challenging classroom work of Colorado schools and focuses on the key skills and concepts that evidence shows matter most for college and career readiness, including:

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 \$50,000 a year with an opportunity for long-term teachers to earn over \$100,000. The agreement shows how much the district values its staff and keeps its promise to the voters. A significant portion of the mill-levy funds passed in November of 2018 will 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.

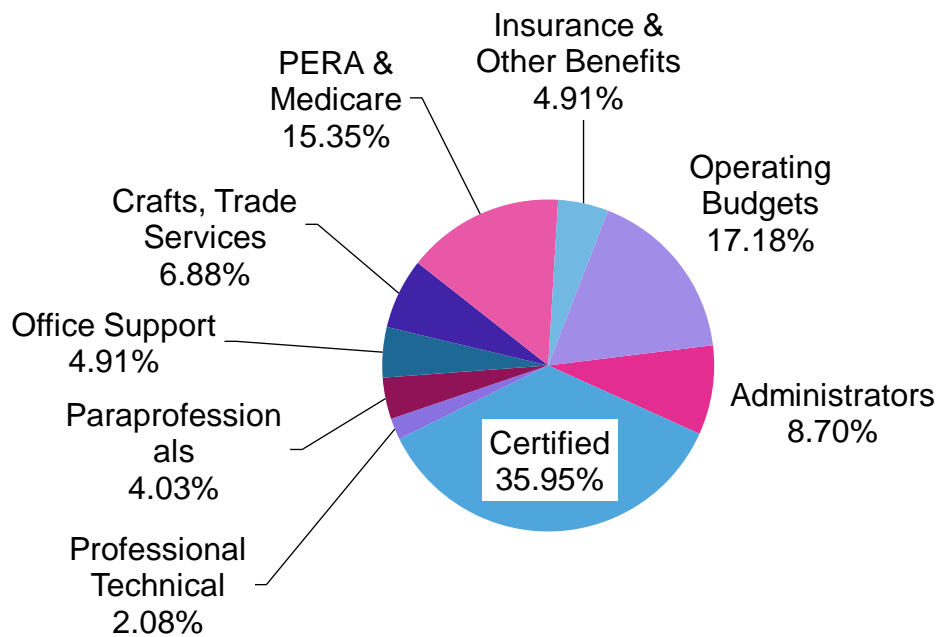
The major portion of any school district budget is allocated to support personnel in order to provide services to students. For 2020-2021 fiscal year, salaries and benefits represent over 78% of the District's General Fund budget. Considering the District's Vision 2020 Plan, input from District Leadership, 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.

### 2020-2021 Staffing Positions by Program

Position	Administrator	Instructional Licensed	Professional Technical	Para-Professional	Office/ Admin Support	Craft/ Trades/ Services	Total
School Based Staff	33.00	560.08	-	110.92	20.00	87.38	811.38
2100 - Support Services	4.50	-	-	-	-	-	4.50
2200 – Instructional Support Services	10.63	-	4.00	-	7.00	-	21.63
2300 – General Administration	1.00	-	1.00	-	3.00	-	5.00
2500 – Business Services	3.50	-	3.0	-	5.50	8.00	20.00
2600 – Operation & Maintenance	3.00	-	5.00	-	4.00	32.00	44.00
2700 – Transportation Services	1.00	-	1.00	-	3.00	32.00	37.00
2800 – Central Services	4.00	-	7.00	-	7.50	5.00	23.50
3000 – Other Non-Instructional Services	-	-	-	6.00	-	-	6.00
<b>Total Staff by Job Class</b>	<b>60.63</b>	<b>560.08</b>	<b>21.00</b>	<b>116.92</b>	<b>50.00</b>	<b>164.38</b>	<b>973.01</b>

## Staffing by Job Class

	2016-17	2017-18	2018-19	2019-20	2020-21
100 - Principal	18.00	18.00	18.00	18.00	18.00
100 - Assistant Principal	11.00	12.00	12.00	13.00	16.00
100- Other	22.83	26.01	25.00	23.63	26.63
200 - Regular Teacher	349.50	362.50	370.50	388	376
200 - Other Teacher	183.45	175.04	167.95	142.08	163.58
200 - Counselors	12	12.5	16.40	17.40	19.50
200 - Certified Library/Media	1.00	1.00	1.00	1.00	1.00
300- Other Professionals	12.5	16.10	19.10	19.50	21.00
400 - Instructional Paraprofessional	43.80	44.00	44.00	33.00	41.00
400 - Specialized Paraprofessional	50.80	52.00	53.00	55.00	41.30
400 - Classified Library/Media	18.00	18.00	18.00	18.00	17.00
400 - Other Professional	42.45	42.45	38.64	45.00	41.00
500 - Secretarial	43.00	43.00	66.00	48.00	67.00
600 - Custodial	65.00	65.00	65.00	65.00	62.00
600 - Other	68.75	69.68	46.49	73.80	62.00
<b>Total Staff by Program Group</b>	<b>945.08</b>	<b>957.28</b>	<b>961.08</b>	<b>960.41</b>	<b>973.01</b>





## Salary Schedules

### LICENSED Salary Schedule 2020-2021

\*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	BA+15	BA+30	BA+45	MA	MA+15	MA+30	MA+45	MA+60	MA+75	MA+90	DOC
A	52,820	53,741	55,279	58,348	62,032	64,493	67,595	70,637	73,703	81,074	88,446	88,446
B	53,436	54,861	55,891	59,084	62,650	65,108	68,181	71,251	74,626	81,993	89,364	89,364
C	54,051	55,410	56,510	59,826	63,265	65,723	68,793	71,865	75,543	82,914	90,289	90,289
D	54,666	55,964	57,120	60,558	63,877	66,335	69,406	72,478	76,467	83,837	91,210	91,210
E	55,213	56,526	57,733	61,295	64,489	66,951	70,024	73,091	77,389	84,760	92,131	92,131
F	55,765	57,089	58,351	62,036	65,104	67,595	70,637	73,708	78,312	85,681	93,050	93,050
G		57,660	58,965	62,775	65,718	68,181	71,250	74,321	79,229	86,598	93,972	93,972
H			59,576	63,508	66,330	68,793	71,860	74,936	80,154	87,524	94,892	94,892
I			60,194	64,248	66,946	69,407	72,476	75,550	81,070	88,445	95,813	95,813
J			60,806	64,982	67,560	70,023	73,091	76,163	81,993	89,363	96,733	96,733
K			61,418	66,344	68,175	70,023	73,091	76,163	81,993	89,363	96,733	96,733
L			62,032	67,684	68,792	71,345	74,559	77,545	83,839	91,209	98,575	98,575
M			62,652	68,361	69,480	72,058		78,320	84,677	92,131	99,499	99,499
N				69,045	70,175				85,524	93,053	100,494	100,494
O										93,983	101,499	104,600
P										94,923	102,514	105,646
Q												106,702

## ADMINISTRATOR Salary Schedule 2020-2021

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

	CAO, COO, CFO, COS	CHIEF/INSTR /EXEC DIRECTOR	SUPPORT DIRECTOR	HIGH PRINCIPAL	HIGH ASST PRINCIPAL	MID SCH PRINCIPAL	MID SCH ASST PRINCIPAL	ELEM PRINCIPAL	ELEM ASST PRINCIPAL	COORDINATOR	K-8 Principal	K-8
A	138,595	117,136	94,021	115,830	98,011	107,573	95,620	104,079	90,840	70,673	109,767	97,571
B	141,763	120,316	97,447	119,014	100,572	110,540	98,182	106,783	93,648	73,098	112,786	100,108
C	144,931	123,496	100,872	122,198	103,134	113,507	100,743	109,487	96,457	75,523	115,805	102,645
D	148,099	126,676	104,298	125,381	105,695	116,474	103,304	112,191	99,266	77,948	118,824	105,181
E	151,267	129,856	107,724	128,565	108,256	119,441	105,865	114,896	102,074	80,372	121,844	107,718
F	154,434	133,036	111,149	131,749	110,818	122,408	108,426	117,600	104,883	82,797	124,863	110,255
G	157,602	136,216	114,575	134,933	113,379	125,375	110,987	120,304	107,692	85,222	127,882	112,792
H	160,770	139,396	118,001	138,117	115,941	128,341	113,549	123,008	110,500	87,647	130,901	115,329
I	163,938	142,576	121,426	141,300	118,502	131,308	116,110	125,712	113,309	90,071	133,920	117,866
J	167,106	145,756	124,852	144,484	121,063	134,275	118,671	128,416	116,118	92,496	136,939	120,402
K	170,274	148,936	128,277	147,668	123,625	137,242	121,232	131,120	118,926	94,921	139,958	122,939
L	173,442	152,116	131,703	150,852	126,186	140,209	123,793	133,824	121,735	97,346	142,977	125,476
M	176,610	155,296	135,129	154,036	128,748	143,176	126,355	136,528	124,543	99,770	145,996	128,013
N	179,778	158,746	138,554	157,219	131,309	146,143	128,916	139,232	127,352	102,195	149,015	130,550
O	182,945	161,656	141,980	160,403	133,871	149,109	131,477	141,936	130,161	104,620	152,034	133,087

## EDUCATIONAL SUPPORT PERSONNEL (ESP) Salary Ranges 2020-2021

### INSTRUCTIONAL SUPPORT SALARY SCHEDULE

INST 01	INST 02	INST 03
18.52-22.04-28.84	19.79-23.96-31.46	21.73-26.08-33.74
Inst Asst GenEd	Audiologist Asst Hearing Interpreter Inst Asst Career Program Inst Asst SpEd/ELA Library Media Technician	Brailist Inst Service Coordinator Librarian Vision/Hearing Screener

### NON-INSTRUCTIONAL SUPPORT SALARY SCHEDULE

NONINST 01	NONINST 02	NONINST 03	NONINST 04	NONINST 05
16.90-19.98-26.11	19.47-23.20-30.50	20.29-24.49-32.05	22.35-26.54-34.17	26.21-31.10-38.79
Building Aide Culinary Assistant	Assistant Culinary Mgr Office Assistant Receptionist	Bookkeeper Department Assistant Culinary Mgr Elementary	Administrative Assistant Buyer Campus Monitor Community Liaison Culinary Mgr Secondary Secretary to Principal Systems Specialist	Executive Assistant Service Coordinator

### AUXILIARY/TECHNICAL SUPPORT SALARY SCHEDULE

AUX/TECH 01	AUX/TECH 02	AUX/TECH 03	AUX/TECH 04	AUX/TECH 05
17.97-22.26-28.42	19.79-23.96-31.46	21.02-25.31-32.25	24.29-29.16-36.87	32.67-36.96-43.11
Bus Monitor Custodian	Mail Delivery Warehouse	Bus Driver Head Custodian Elementary  <b>AUX/TECH 03.1</b> 24.10-28.39-34.54  Bus Dispatcher Maintenance Specialist	Dept./Warehouse Lead Utility Repair Welder  <b>AUX/TECH 04.1</b> 25.71-29.64-37.12  Driver Trainer Technology Trainer  <b>AUX/TECH 04.2</b> 29.00-31.56-37.48  Head Custodian Secondary  <b>AUX/TECH 04.3</b> 30.83-33.40-37.82  *Carpenter Custodial Trainer Mechanic Sprinkler Technician	Athletic Trainer Educational Interpreter *Licensed Electrician *Licensed HVAC Tech Locksmith Plumber Safety Coordinator Speech and Lang Asst System Administrator  <b>* Lead position receives \$2,500 stipend each year</b>

*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 2020-2021

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

1	4,009	3,207	3,142	2,735	2,543	1,677	1,343
2	4,228	3,449	3,384	2,974	2,785	1,920	1,584
3	4,470	3,690	3,627	3,217	3,005	2,162	1,827
4	4,711	3,932	3,868	3,437	3,224	2,403	2,069
5	4,932	4,151	4,089	3,657	3,445	2,623	2,288
6	5,151	4,372	4,308	3,877	3,664	2,884	2,507
7	5,371	4,591	4,528	4,097	3,883	3,063	2,727
8	5,591	4,812	4,748	4,317	4,103	3,283	2,948
9	5,811	5,032	4,968	4,537	4,323	3,503	3,168
10	6,031	5,251	5,189	4,756	4,543	3,724	3,387

## MIDDLE MANAGER Salary Schedule 2020-2021

	Support Manager
A	68,966
B	70,759
C	72,553
D	74,345
E	76,139
F	77,930
G	79,723
H	81,517
I	83,309
J	85,700
K	88,090
L	90,480
M	92,871
N	95,501
O	96,098
P	98,713
Q	101,328
R	103,828

## PROFESSIONAL TECHNICAL Salary Schedule 2020-2021

	IT Support	Professional/Technical Support
A	68,966	54,982
B	70,759	57,074
C	72,553	59,166
D	74,345	61,257
E	76,139	63,349
F	77,930	65,739
G	79,723	68,129
H	81,517	70,519
I	83,309	72,911
J	85,700	75,300
K	88,090	77,991
L	90,480	80,680
M	92,871	83,368
N	95,501	86,058
O	96,098	88,748
P	98,713	91,437
Q	101,328	94,127
R	103,828	96,627

# Budget Policies

## DA FISCAL MANAGEMENT GOALS

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### 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

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### 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

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#### 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

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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

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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

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*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

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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

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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

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#### 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

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### 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

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### 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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