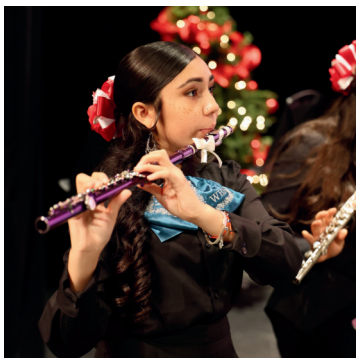
Westminster Public Schools

Where Education is Personal









2026-2027 ADOPTED BUDGET

303-428-3511

WWW.WPS.ORG

7002 RALEIGH STREET
WESTMINSTER, CO 80030

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Westminster Public Schools is pleased to present the Financial Plan and Budget for Fiscal Year 2026–27. This document reflects the collaborative efforts of many individuals across the district, and we would like to acknowledge their diligent work and thoughtful contributions.

We extend special recognition to the staff members who provided data, analysis, and narrative for this publication. Significant time was devoted to careful discussion and evaluation to ensure the most effective and efficient use of taxpayer resources in support of student learning. This budget represents a commitment to fiscal responsibility, transparency, and alignment with district priorities.

Westminster Public Schools also appreciates the dedication of the Board of Education for their countless hours of service to our students, employees, and community. Their guidance and oversight continue to play a vital role in the development and adoption of this Financial Plan and Budget.

Thank you,

The Budget Department

Prepared by:

Budget Department as part of Financial Services

Brisa Montgomery | Chief Financial Officer

Christal Dominguez | Finance Director

Ely Conde | Jr. Accountant

SUPERINTENDENT'S BUDGET MESSAGE

June 9, 2026

Dear Board of Education and Westminster Public Schools Community,

It is with great pride and a deep sense of responsibility that I submit the Adopted Budget for the 2026-27 fiscal year. This document represents more than a financial report; it is a strategic investment in our children's futures and a reflection of our collective values as a community. Developed in full compliance with Colorado laws and regulations, this budget serves as a transparent roadmap for our district's mission to provide a world-class education for every student.

This budget is the financial engine that drives Destination 2030, our district's comprehensive strategic plan. We continue to innovate beyond traditional educational models to ensure that every student is prepared for "the day after graduation"—whether that leads to college, a career, or military service. By focusing on a Competency-Based System (CBS), we ensure that learning is personal and that success is measured by true readiness.

To fulfill this promise, we have prioritized our resources in the following critical areas:

- ✓ **Student Success and Experience:** We are investing heavily in a Solid Academic Foundation and ensuring A Quality Teacher in Every Room. By prioritizing Healthy Minds, Bodies, and Safe Environments, alongside Innovation and Cybersecurity, we guarantee that our students graduate with a Thriving Wage and the readiness to lead.
- ✓ **Energy Management Plan:** As Colorado transitions to a non-carbon energy future, this budget directs funds toward Sustainable Practices and Optimizing Energy Conservation. We are committed to reducing our Carbon Footprint, leading the public school sector in environmental stewardship.
- ✓ **Community Connection, Civic Responsibility, and Communication:** We are allocating resources to foster Civic Community Engagement and support Economic Development within our local community. Through a robust Communication Strategy Framework, we will enhance transparency and strengthen the Recruitment and Retention of our valued students and families.
- ✓ **A Culture of Continuous Improvement and Accountability:** This budget supports our transition into a unified High Reliability System. By aligning every school and department through this framework, we ensure Continuous Improvement in both instructional quality and operational effectiveness.

We are deeply mindful that these funds represent a significant investment from our taxpayers. We take our responsibility as stewards of public resources seriously, and we are committed to a process that is both fiscally responsible and transparent.

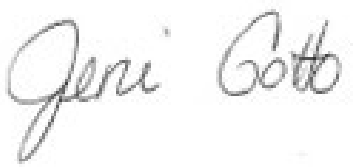
This budget is the result of meaningful, year-long collaboration with school and district leaders, parent groups, and community partners. We believe that by working together, our capacity to overcome challenges and provide for our students is limitless.

As we move forward into the 2026-27 school year, every decision we make will continue to be guided by two central questions:

1. Is this in the best interest of our students?
2. Does this directly help our students learn?

We see the incredible potential of our students every day—in our classrooms, on our athletic fields, and through their artistic achievements. It is our privilege to provide the resources that empower them to succeed. Because of your unwavering support, we can say with pride: From here, our students can go anywhere!

Kindest regards,

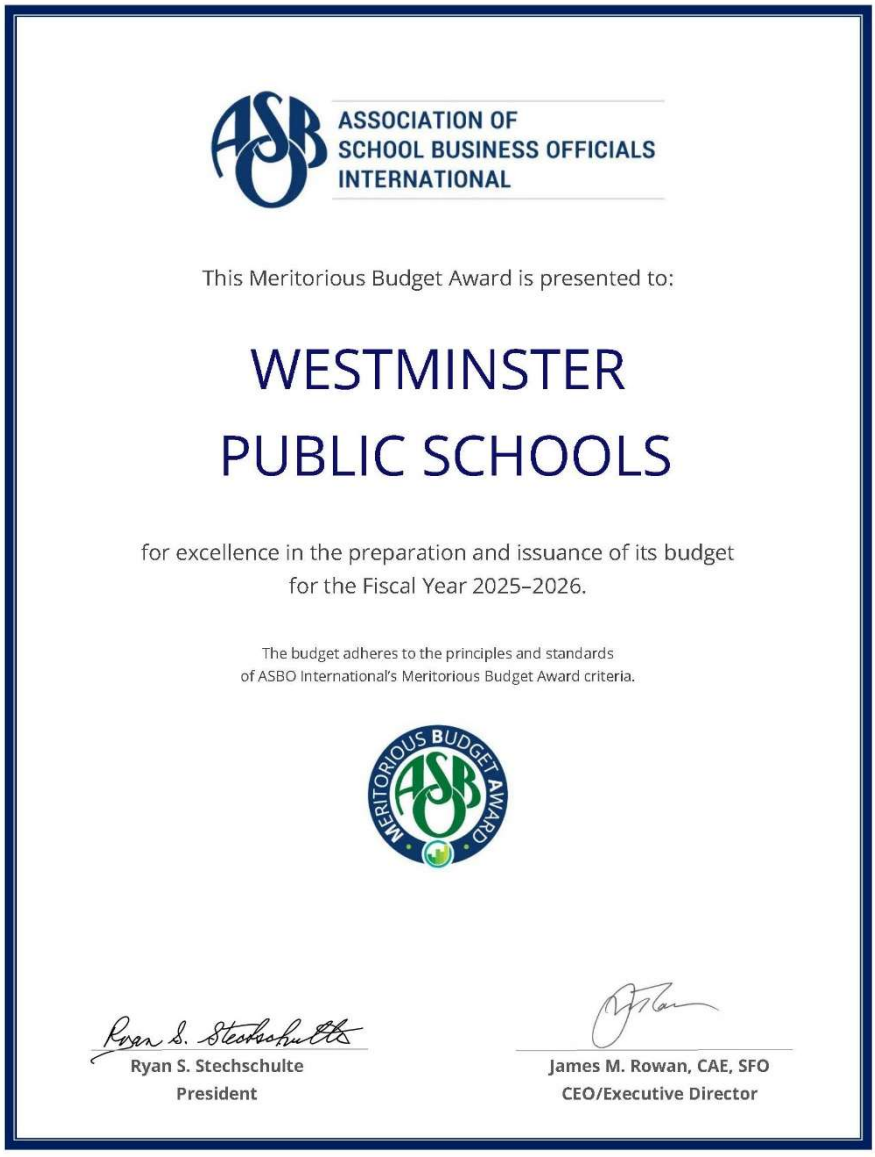


Dr. Jeni Gotto
Superintendent

ACKNOWLEDGEMENTS AND AWARDS

MERITORIOUS BUDGET AWARD

The Association of School Business Officials International (ASBO) presented the District with the Meritorious Budget Award (MBA) for the fiscal year beginning July 1, 2025. The MBA program promotes and recognizes excellence in school budget presentation.



ASSOCIATION OF SCHOOL BUSINESS OFFICIALS INTERNATIONAL

This Meritorious Budget Award is presented to:

WESTMINSTER PUBLIC SCHOOLS

for excellence in the preparation and issuance of its budget for the Fiscal Year 2025–2026.

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

Ryan S. Stechschulte
President

James M. Rowan, CAE, SFO
CEO/Executive Director

DISTINGUISHED BUDGET PRESENTATION AWARD

Westminster Public Schools Finance Department chose not to submit the current Adopted Budget to the Government Finance Officers Association (GFOA) for consideration of the Distinguished Budget Presentation Award. Instead, the funds were donated to the Westminster Education Foundation for scholarship opportunities for District students.

ORGANIZATIONAL SUMMARY

BOARD OF EDUCATION

The Board governs the education of students and the operations of the District within limitations set by the State of Colorado.



Board President
Mrs. Mary Beth Murphy



Board Vice President
Mr. Aaron Martin



Board Secretary
Mr. Dan Orecchio



Board Treasurer
Mrs. Audrey Yanos



Board Member
Mrs. Christine Martinez

EXECUTIVE ADMINISTRATION

The Executive Administration is a collaborative leadership team responsible for the District's day-to-day management and long-term strategic growth, overseeing critical functions.



Superintendent
Dr. Jeni Gotto

CENTRAL OFFICE EXECUTIVE TEAM

Dr. James Duffy | Chief Operating Officer

Dr. Brian Kosena | Chief Learning Officer

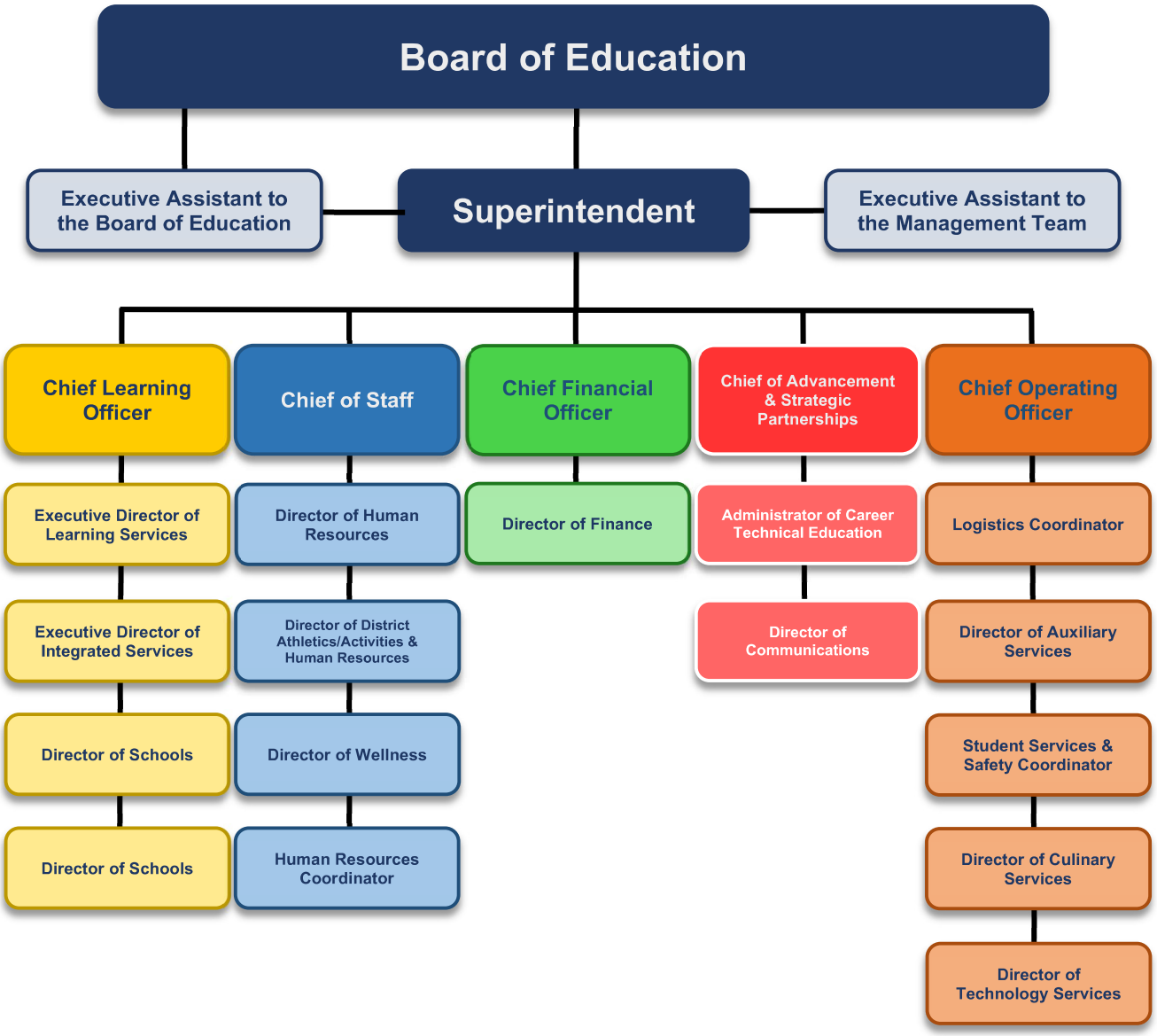
Mr. Kirchers Leday | Chief of Staff

Mrs. Brisa Montgomery | Chief Financial Officer

Dr. Ryan McCoy | Chief of Advancement & Strategic Partnerships

DISTRICT ORGANIZATIONAL CHART

The Westminster Public Schools organizational chart illustrates the reporting relationships between the Board of Education, the Superintendent, and the key functional departments that manage our schools.



MAJOR GOALS AND OBJECTIVES

VISION & MISSION

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.

DESTINATION 2030 – WPS STRATEGIC PLAN

Long-term planning and strategic visioning are core values that underlie Westminster Public Schools' ongoing organizational success. While large initiatives are important, sustained progress is most often achieved through consistent, incremental improvements. To maintain forward momentum and ensure initiatives meet both current and future needs, the District employs a continuous improvement cycle of plan, do, check, and adjust. This disciplined approach encourages reflection on what is working, what is not, and whether investments of time, talent, and financial resources are effectively aligned to district priorities. Learning openly from both successes and challenges is essential to continuous progress.

Destination 2030 builds upon this framework by establishing clear strategic priorities for the District. These priorities include continuing and strengthening the District's competency-based education system to sustain student achievement; cultivating and maintaining an accurate and positive perception of Westminster Public Schools among staff and the community; and developing the resources necessary to support district operations through prudent budgeting and responsible resource allocation.

These priorities are organized into long-term goals that guide district decision-making and resource allocation through 2030. Collectively, Destination 2030 focuses on securing the resources needed to support success for all students, strengthening the District's image and community trust, and sustaining excellence in academic achievement. This strategic plan provides the foundation for aligning financial planning, operational decisions, and instructional investments in support of the District's mission and vision.



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, the Board of Education requires a clear understanding of resource allocation and its effectiveness. To achieve the greatest educational returns, the Superintendent shall implement a comprehensive system to collect and analyze data. This system is designed to:

1. Determine how resources are currently allocated by the 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, school-level accountability committees recommend priorities for spending District funds to the principal. The principal considers these recommendations when preparing budget requests for the Superintendent. These recommendations are also shared with the District Accountability Advisory Committee and the Board of Education. The District Accountability Advisory Committee provides additional recommendations on district spending priorities to the Board of Education and the Superintendent. Both the Superintendent and the Board of Education consider these recommendations when preparing and adopting the annual district budget.

Accordingly, the budget presented by the Superintendent must adhere to these transparency and accountability standards:

- ✓ Prepare a clear and understandable budget in a summary format that non-experts can easily interpret.
- ✓ Provide detailed financial information, including itemized expenditures by fund, school-level spending, and clear descriptions of expenses.
- ✓ Show financial comparisons and projections, including the current fiscal year budget, the upcoming fiscal year budget, and credible revenue and expense projections.
- ✓ Use responsible financial assumptions, including disclosure of planning assumptions, contingency plans for incorrect assumptions, and limited reliance on nonrecurring revenue.
- ✓ Maintain fiscal balance, ensuring expenditures, transfers, and reserves do not exceed available revenues and beginning fund balances.
- ✓ Follow legal and governance requirements, including compliance with state and federal law and Board of Education approvals for using fund balances or reducing required reserves.
- ✓ Incorporate stakeholder and governance priorities, including recommendations from school accountability committees and support for Board governance activities such as audits, meetings, and legal services.

Plan for long-term financial stability, considering future fiscal health, facility needs, organizational capacity, and anticipated employee compensation changes.

PRINCIPAL ISSUES FACING THE DISTRICT

The budget begins with a sound plan to balance expenditures with available resources and revenues while providing for required reserves. Across all funds, this budget includes the total annual appropriations required to support the District's mission and operational goals.

The Adopted Budget allows the district to address pending statutory changes and important budget priorities in a fiscally responsible manner within the resources projected to be available.

Although state revenues have rebounded from depressed levels, pressure continues on the legislature to limit the funding for K-12 education in Colorado. At the same time, some state programs and services are required to expand while others are mandated by the legislature.

Global, national, and local economic pressures are significantly impacting school district budgets. Labor shortages and changing work patterns are creating situations where services cannot be provided, or short-term contracted services are needed to ensure students have transportation, hot lunches, and health and safety services. The labor shortage is also driving wage increases in a simple supply and demand model. Rising costs for food, fuel, supplies, equipment, and materials are outpacing the increase in funding, where other services for students must be reduced or postponed in order to provide basic district functions

In recent years, the Colorado legislature has implemented significant education reforms, including state curriculum standards and assessments that rely on substantial school district investments in expanded technology, infrastructure, and equipment; and an annual principal and teacher evaluation system, which requires ongoing investment in professional development and increased personnel to realize the intent of the legislation. Little or no targeted funding from the state has been added to specifically address these increased requirements and expectations.

Westminster Public Schools projects slight declines in enrollment in the near future, posing many challenges. Although the Colorado School Finance Act softens the financial impact when districts experience declining enrollment, challenges still exist with regards to the cumulative effects of the loss of funding, inefficient staffing, and underutilized facilities.

As these overall student populations shift between grades, programs, and communities, a review of resource allocations between programs is necessary to determine adjustments to address the needs of those shifting student populations without additional resources.

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 their annual budget, annual audited financial statements, quarterly financial statements, and salary schedules on their website. The General Assembly found that, in addition to providing the public with 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 online 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 expenditure 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 most recently completed and audited fiscal year. These figures are contained in the District's Annual Comprehensive Financial Report, which is available in the Financial Services Office, the Colorado Department of Education, or the State Auditor's Office, and online at our website, www.wps.org.

In compliance with C.R.S. 22-44-105, this Adopted 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.



BUDGET PROCESS AND TIMELINE

BUDGET PROCESS FOR ALL FUNDS

DISTRICT BUDGET OVERVIEW

1. Expected revenues calculated from the School Fianance Act using projected student counts, per pupil funding rates, and other funding allocations.
2. The Chief of Finance and budget team updates allocation amounts based on projected enrollment.
3. A template of the individual schools and departments is made and sent. Schools and departments then allocate their budget for the following school year.
4. Final budgets are collected and reviewed by the Chief of Finance, then developed into a presentation for the Board of Education.
5. The proposed budget is then presented to the Board of Education and made open to the public for review and comments. It is adopted no later than June 30th.
6. If the Board of Education would like to amend the adopted budget, they can do so by January 31st.

BUDGET TIMELINE FOR ALL FUNDS

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 the District's student enrollment projections.



December
- → Beginning of the budget process for schools and departments.

January
- → Review of key assumptions and Board priorities.

February
- → Contract discussions with Westminster Education Association begin.
- → Review of the first draft of the budget.

March
- → Review any new legislation/laws.

May
- → End of legislative session.
- → Public notice of budget publication.

June
- → Public hearing on proposed budget.
- → Adoption of the budget at a Board of Education meeting.

July
- → New fiscal year begins.

January
- → Amended budget: revision of the adopted budget.

INTRODUCTION TO THE FINANCIAL SECTION

BUDGET SUMMARY

This section summarizes the Westminster Public Schools FY 2026–27 Adopted Budget, scheduled for Board approval by June 30, 2026. In accordance with state law, this document outlines the appropriation of all District funds, including detailed calculations for revenues, expenditures, reserves, and debt. Readers are encouraged to review these summaries alongside the District's Annual Comprehensive Financial Report. For full transparency, the complete budget and supporting financial data are available on the Financial Transparency webpage at www.wps.org.

SUMMARY OF REVENUES AND EXPENDITURES: ALL FUNDS

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

Current and Previous FY Revenue Comparison for All Funds

Revenue Summary of All Funds	Amended 2026	Adopted 2027
10- General Fund	$ 131,990,276	$ 130,689,004
18- Risk Management Fund	1,480,000	1,430,000
19- Universal Preschool Fund	4,019,000	3,735,000
21- Nutrition Services Fund	7,348,406	7,748,406
22- Government Designated Purpose Grants Fund	11,605,212	12,290,000
23- Student Athletics Fund	1,515,100	1,619,000
26- Daycare Program Fund	2,080,000	780,000
28- Local Coordinating Organization Fund	952,413	-
29- School Activity Fund	1,061,292	535,000
31- Bond Redemption Fund	8,589,078	8,800,000
41- Building Fund	4,750,000	2,750,000
43- Capital Reserve Fund	3,620,340	4,342,620
Total	**$ 179,011,117**	**$ 174,719,030**

Note: Totals may not match due to rounding.

Current and Previous FY Expenditure Comparison for All Funds

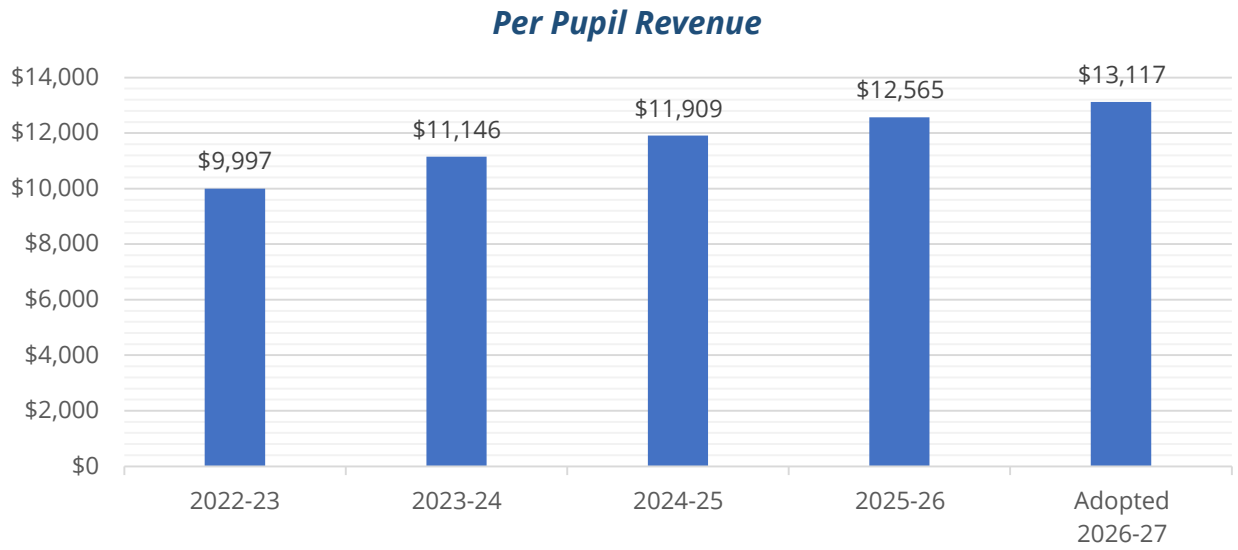
Expenditure Summary of All Funds	Amended 2026	Adopted 2027
10- General Fund	$ 130,551,765	$ 130,260,482
18- Risk Management Fund	1,700,000	1,765,000
19- Universal Preschool Fund	4,330,480	4,099,799
21- Nutrition Services Fund	7,498,126	7,739,072
22- Government Designated Purpose Grants Fund	11,605,212	12,290,000
23- Student Athletics Fund	1,557,029	1,535,118
26- Daycare Program Fund	2,073,011	779,695
28- Local Coordinating Organization Fund	642,969	-
29- School Activity Fund	623,960	582,770
31- Bond Redemption Fund	13,790,100	13,867,878
41- Building Fund	19,628,750	45,638,750
43- Capital Reserve Fund	4,543,763	4,557,620
Total	**$ 198,545,165**	**$ 223,116,184**

Note: Totals may not match due to rounding.

PER PUPIL REVENUE

Per-pupil funding for school districts varies across the state under the new school finance formula, which uses an additive approach to account for factors such as cost of living, personnel costs, and district size.

The adopted per-pupil revenue for the budgeted year is shown in the chart below.



MAJOR CHANGES IN BUDGETED EXPENDITURES

- **Salary Increases**: 2026-27 marks the second year of the negotiated staff compensation agreement.

- **One Time Planned Expenditures:** 1) $1.1 m. allocation for Kindergarten paraprofessionals to support foundational learning. 2) 1.0 m. to support FTFI committe recommendations. 3) $.3 m. additional transferred to Capital Reserve to support technology replacement cycles.

- **Bond Dollars:** Continue to make progress on capital upgrades funded by the 2024 bond issuance.

- **Daycare Program:** Downsized daycare operations to establish a more sustainable operating model.

- **Health Care:** increased benefit spending levels to accommodate rising health insurance costs.

GENERAL FUND AUTHORIZED STAFFING AND COMPENSATION

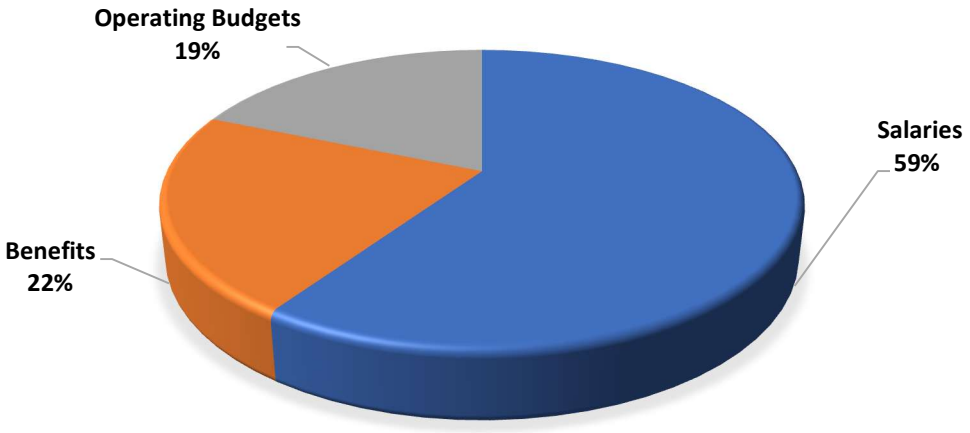
All staff positions approved by the Board of Education have been incorporated into this budget. Specific assignments, total staff numbers, and compensation are included in the Informational Section of the budget. Below is the General Fund FTE summary for staff.

2026-27	Licensed	ESP	Administrators	Total
Elementary	73.4	30.6	3.0	107.0
K-8	264.9	102.0	17.0	383.9
High	128.9	41.5	9.0	179.4
Departments	36.0	133.5	54.5	224.0
Total	503.29	307.60	83.50	894.3

Explanation of changes in staffing schools:

- ✓ **Staffing Efficiency:** Adjusted core and elective teacher allocations based on current student-to-teacher ratios.
- ✓ **Early Childhood Support:** Maintained the $1M allocation for Kindergarten paraprofessionals to support foundational learning.
- ✓ **Departmental Alignment:** Baselined support department budgets using three-year historical spending patterns.
- ✓ **Consolidation Adjustments:** Realigned staffing to reflect the merger of Westminster Academy of International Studies and Harris Park Elementary.
- ✓ **Strategic Transition:** Modified staffing levels to support the opening of Uplands Discovery Campus and the retirement of Shaw Heights Middle School and Flynn Academy.

Comparison of Salary, Benefits & Operating Budgets of Total Expenditures 2026-27



BUDGET FORECAST: GENERAL FUND

Revenues	Adopted 2027	Projected 2028	Projected 2029	Projected 2030
Local	$ 69,595,488	$ 72,430,961	$ 73,366,177	$ 74,830,876
State Sources	61,058,516	61,813,102	62,423,733	63,090,470
Federal Revenue	35,000	35,350	35,350	35,704
Total Revenues	**$ 130,689,004**	**$ 134,279,412**	**$ 135,825,259**	**$ 137,957,049**
Expenditures				
Salaries	$ 77,607,035	$ 78,383,105	$ 79,950,767	$ 81,549,782
Employee Benefits	28,345,768	28,629,226	29,201,811	29,785,847
Purchased Services	9,587,943	9,779,702	9,975,296	10,174,802
Purchased Property Services	1,483,125	1,512,788	1,543,043	1,573,904
Other Purchased Services	1,536,413	1,567,141	1,598,484	1,630,454
Supplies	4,886,382	4,984,110	5,083,792	5,185,468
Property	1,093,900	1,115,778	1,138,094	1,160,855
Other Objects/Dues & Fees	2,619,916	2,633,016	2,685,676	2,739,389
Other Uses of Funds	3,100,000	3,010,000	3,070,200	3,131,604
Total Expenditures*	**$ 130,260,482**	**$ 131,614,865**	**$ 134,247,162**	**$ 136,932,105**

**General Fund total expenditures in this table do not include transfers & prior year obligations.*

Note: Totals may not match due to rounding.

BUDGET FORECAST: OTHER FUNDS

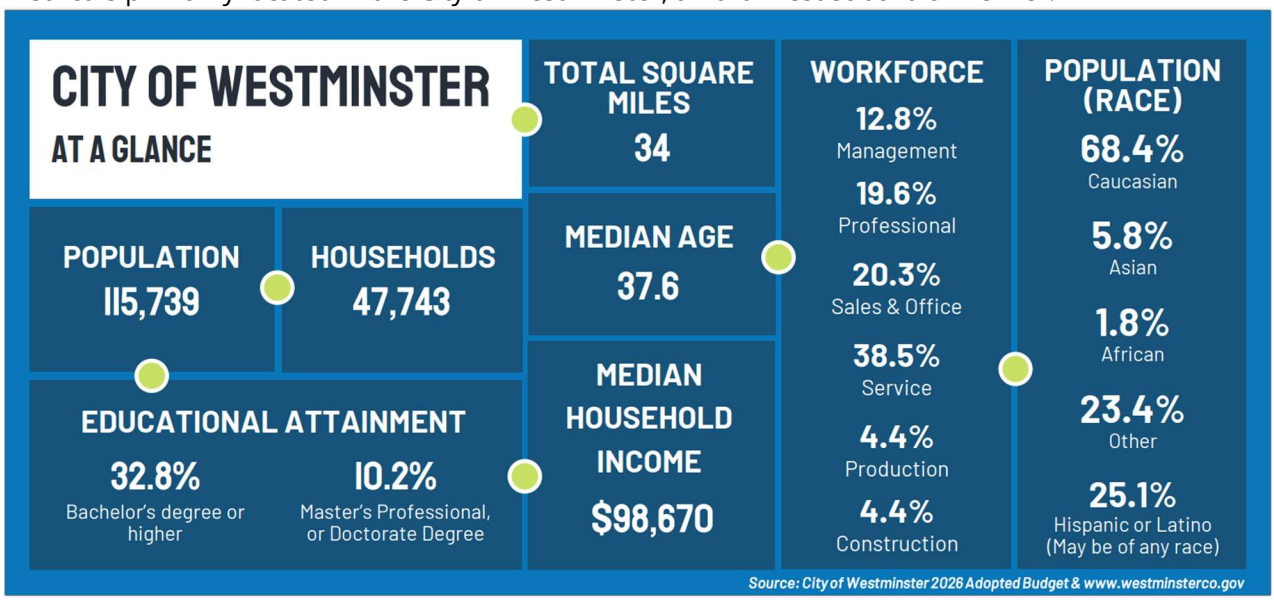
Revenue Summary of All Funds	Adopted 2027	Projected 2028	Projected 2029	Projected 2030
10 General Fund	$130,689,004	$134,279,412	$135,825,259	$137,957,049
18 Risk Management Fund	1,430,000	1,705,440	1,728,492	1,737,358
19 Colorado's Universal Pre-K (UPK) Fund	3,735,000	3,773,050	3,811,502	3,850,359
21 Nutrition Services Fund	7,748,406	7,495,374	7,717,456	7,871,805
22 Government Designated Purpose Grants Fund	12,290,000	12,603,395	12,905,876	13,215,618
23 Student Athletic & Activity Fund	1,619,000	1,620,190	1,621,392	1,622,606
26 Daycare Program Fund	780,000	795,600	811,512	827,742
29 School Activity Fund	535,000	543,025	551,170	559,438
31 Bond Redemption Fund	8,800,000	8,760,860	8,760,860	8,936,077
41 Building Fund	2,750,000	2,062,500	1,031,250	206,250
43 Capital Reserve Fund	4,342,620	2,594,793	2,646,934	2,725,067
Total	**$174,719,030**	**$176,233,639**	**$177,411,703**	**$179,509,368**
Expenditure Summary of All Funds				
10 General Fund	$130,260,482	$131,614,865	$134,247,162	$136,932,105
18 Risk Management Fund	1,765,000	1,817,950	1,819,539	1,872,536
19 Colorado's Universal Pre-K (UPK) Fund	4,099,799	4,140,797	4,182,205	4,224,027
21 Nutrition Services Fund	7,739,072	7,648,089	7,801,050	7,957,071
22 Government Designated Purpose Grants	12,290,000	12,603,395	12,905,876	13,215,617
23 Student Athletic & Activity Fund	1,535,118	1,603,739	1,590,814	1,622,630
26 Daycare Program Fund	779,695	792,974	808,834	825,010
29 School Activity Fund	582,770	593,405	604,243	615,287
31 Bond Redemption Fund	13,867,878	8,636,052	8,647,230	8,812,797
41 Building Fund	45,638,750	31,370,516	11,319,428	9,135,970
43 Capital Reserve Fund	4,557,620	2,305,095	2,374,248	2,445,475
Total	**$223,116,184**	**$203,126,876**	**$186,300,627**	**$187,658,526**

Note: Totals may not match due to rounding.

INFORMATIONAL SUMMARY

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.



ASSESSED VALUATION - PROPERTY TAX MILL LEVY

The assessed valuation of property in Colorado was historically governed by the 1982 Gallagher Amendment. However, following the repeal of Gallagher via Amendment B in 2020, the state transitioned to a legislatively determined assessment model.

Effective for the 2025 assessment year and beyond, Colorado implemented a split assessment rate system. This means that a single property now has two different assessed values: one used to calculate taxes for school districts and another for all other local government entities (such as counties and fire districts).

Assessment Rates for 2026 (Taxes Payable in 2027):

- **Residential Property:** For school district levies, the assessment rate is 7.05%. For other local government levies, the rate is 6.8%.
- **Residential Value Exemption:** Taxpayers are entitled to a reduction equal to 10% of the property's actual value, capped at a maximum reduction of $70,000.
- **Commercial Property:** The assessment rate for improved commercial property has been reduced to 25% as part of a multi-year phase-down intended to provide business tax relief.

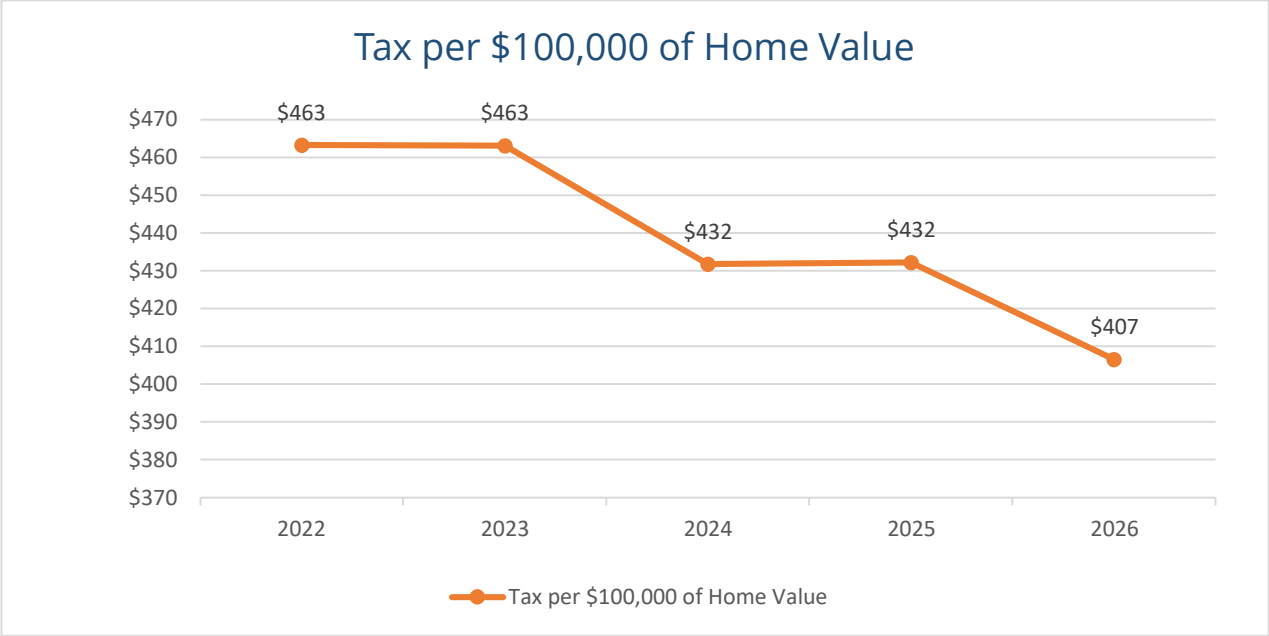
Revenue Stability and Limits:

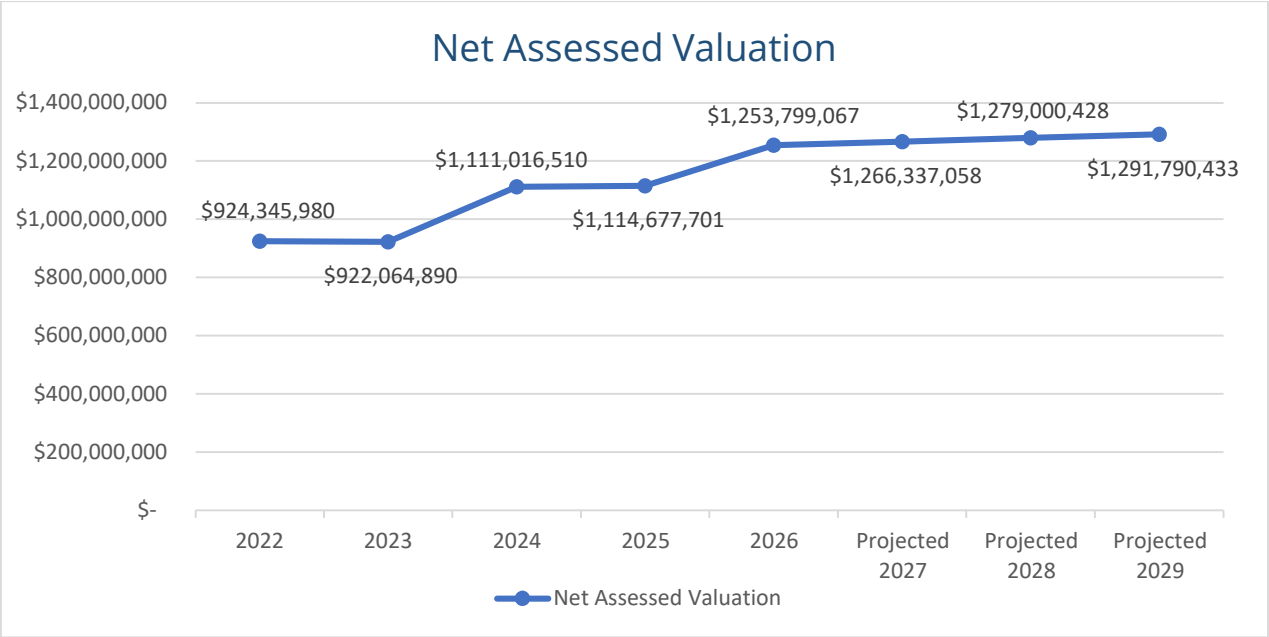
While school districts remain primarily funded through the School Finance Act, Senate Bill 24-233 introduced a 5.5% property tax revenue limit for most other local governments. This limit does not apply to school districts, ensuring that district funding remains tied to the state's total program formulas.

The final certified assessed valuation is subject to change based on the appeals process. Taxpayers may protest valuations in May, with final decisions and business personal property declarations potentially impacting the total valuation until the final certification in December. The City of Westminster, in its 2026 Adopted Budget, reports that a typical home in the city is valued at $540,000.

The following table shows the estimated amount of property tax an owner would owe per $100,000 of actual value that would go specifically to the School District.

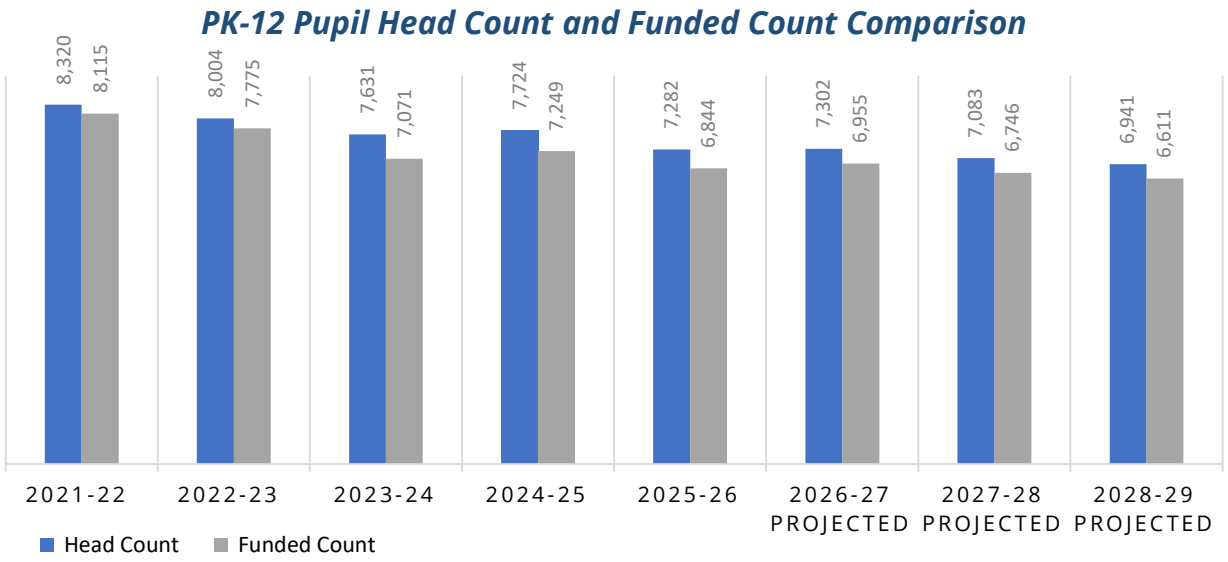
School District Property Tax per $100,000 of Actual Value





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.



Source: District Information and Student October Count Data

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

Westminster Public Schools

PK-12 STUDENT DEMOGRAPHIC DATA

	2024-25	2025-26		2024-25	2025-26
Male	51%	49%	Student Head Count	7,724	7,282
Female	49%	51%	Free Lunch Count	5,279	5,536
Hispanic	79%	79%	Reduced Lunch Count	1,075	875
White (not Hispanic)	13%	14%	Gifted & Talented Student Count	326	333
Asian	1%	3%	ELL Enrollment	2,615	2,436
Black (not Hispanic)	2%	1%	Languages Spoken	33	32
Two or More	2%	2%	Special Education	1,090	1,104
American Indian/Alaskan Native; Native Hawaiian/Pasific Islander	3%	1%	Homeless	193	224

Source: District Information and Student October Count Data

WPS DISTRICT IMPORTANT EVENTS

WPS UNVEILS PLANS FOR GROUNDBREAKING PK-8 CAMPUS

November-December 2025

Delivering on a promise made to voters during the 2024 bond election, Westminster Public Schools (WPS) is proud to announce plans for a groundbreaking new PK–8 campus set to open in the fall of 2028. The $40 million project will unite John E. Flynn A Marzano Academy with Shaw Heights Middle School, creating a vibrant, CTE-STEM Campus where innovation and opportunity will thrive.

During the construction process, scheduled to begin next year, all students and staff from Flynn will join Shaw Heights students in the Shaw building which has already undergone extensive renovation and has room for additional students and programs. Flynn, a PK-8 Innovation school was the first school in the nation to receive High Reliability School Certification from Marzano Resources. Fifth grade students from nearby Harris Park Elementary and Mesa Elementary will also attend the new campus.



"This is a really exciting project for our community, a game-changer for our students as we prepare them for the future," said Superintendent Jeni Gotto. "Families have consistently told us that they prefer a PK-8 model, and because of the proximity of these two buildings, we can build one unified campus that offers state-of-the-art facilities and expanded programming to meet the needs of every student."

Over the next two years, the Flynn building will undergo a complete transformation. The reconstruction will include:

- State-of-the-art, high-tech classrooms designed to foster collaboration and innovation.
- A regulation-size gymnasium to enhance athletics and physical education programs.
- A stunning outdoor learning complex that connects students to nature and real-world experiences.
- A new pedestrian pathway will link Flynn to the Shaw building.



On December 10, the Westminster Public Schools Board of Education approved a name for the newest PK-8 School in WPS: Uplands Discovery Campus. The new name and logo will honor the past with a proud Falcon, while paving the way for a bright future.

LEARNING THAT SAVES LIVES: RANUM STUDENTS CONNECT CLASSROOM LEARNING TO REAL-WORLD HEALING

October 2025

Students in Scott Troy's Biotechnology pathway are discovering that what they learn in class can truly save lives. They recently received a firsthand lesson in the life-changing power of biotechnology when Betsy Larrabee and her son Beau shared his journey through childhood cancer to recovery. His eventual cure was possible because of an immunotherapy treatment called CAR T-cell therapy, where a patient's immune system is activated to fight cancer.



It's all very relevant to students at the Iver C. Ranum Innovation Campus, where genetics and advanced sciences are a major part of the curriculum in the Biotechnology pathway. Classroom lessons in genetic analysis and cancer biology mirror the same principles behind Beau's treatment. "Events such as this are a perfect way to demonstrate to students the importance of the learning and teaching we are doing at WHS and Ranum" said Troy. "CAR T-cell therapy is a continuation of so many things that students learn in the Project Lead the Way Classes at WHS, and the Intro to Biotech and Biomed Engineering classes at Ranum."

Beau developed Acute Lymphoblastic Leukemia when he was a young boy and received his revolutionary treatment at Children's Hospital. Now cancer free, he has joined up with the Emily Whitehead Foundation to increase awareness of advanced therapies and the need for wider access to treatment. The Larrabee's message is not just about the importance of science but also a health care system that embraces empathy and compassion. "Every detail, big and small, was important," Betsy told the students. She shared how important it is for future nurses and doctors to remember the small things, particularly for children. "There's a story to tell. This is about bringing a story of healing to the next round of doctors and nurses." Troy agrees, saying "there is a lesson for everyone on the campus. Allowing students the opportunity to see how the things they are learning actually enrich and save people's lives outside of a classroom is a unique opportunity."



Beau brought his "Bravery Beads" with him to the classroom. Each bead represented a time that blood or spinal fluid was taken from him, or each time he received an injection during his treatment. Eventually they built long strings of hundreds of beads that demonstrate his perseverance and dedication. Now an 8th grade student at Flagstaff Academy Charter School in Niwot, Beau loves cross country, football, and math. When asked about traveling to schools to present on his journey, he said, "It's fun! Plus, it's a good opportunity to raise awareness and make a difference." The visit kicked off a new partnership between HOSA (Future Health Professionals), the campus, and the Foundation. Together, they are curating "Bundles" of care and encouragement for Colorado patients undergoing the same treatment. Donations can be made online.

WESTMINSTER PUBLIC SCHOOLS BOARD OF EDUCATION ADOPTS FORWARD TOGETHER FACILITIES INITIATIVE RECOMMENDATIONS

February 2026



At its regular meeting on February 24, 2026, the Westminster Public Schools (WPS) Board of Education voted to adopt the recommendations of the Forward Together Facilities Initiative (FTFI) as part of the district's long-term right-sizing and sustainability plan.

The Forward Together Facilities Initiative represents more than a year of study, analysis, and community engagement focused on aligning school facilities, programs, and enrollment while minimizing disruption for students and families.

Like districts across Colorado and the nation, Westminster Public Schools has experienced sustained enrollment decline driven by demographic shifts and lower birth rates. The adopted plan provides a phased, multi-year path forward to strengthen programming, maintain fiscal responsibility, and ensure long-term stability.

The Board approved the following phased recommendations:

2026-2027

- Westminster Academy of International Studies (WAIS) will relocate to Harris Park, forming a PK-6 International Focused Program.
- Grade 7 and 8 students will attend Uplands Discovery Campus PK-8.

2027-2028

- Fairview PK-8 will transition to a PK-6 program; grades 7 and 8 will attend Colorado Summit Leadership Academy.
- Tennyson Knolls Preparatory School will transition from a PK-8 to a PK-6 program; grades 7 and 8 will attend Hodgkins Leadership Academy.

2028-2029

- Mesa PK-5 will close; a boundary committee will determine student transitions, and not all students will attend Uplands Discovery Campus.
- Sunset Ridge PK-8 will transition to a PK-6 program; grades 7 and 8 will attend Uplands Discovery Campus PK-8.

2029-2030

- Hidden Lake Secondary School (HLSS) will close as a site; the educational program will continue and relocate to the former Mesa building.

"These recommendations reflect thoughtful, long-term planning," said Superintendent Dr. Jeni Gotto. "Our goal is to align facilities and enrollment in a way that strengthens academic programming, preserves student opportunity, and ensures sustainability for years to come." The Board's action allows the district to move forward with a phased implementation plan designed to provide clarity, advance communication, and structured transition support for families and staff.

COLORADO SPORTS LEADERSHIP ACADEMY TO BECOME COLORADO SUMMIT LEADERSHIP ACADEMY

November 2025



In a unanimous vote, the Westminster Public Schools Board of Education approved a proposal to rename Colorado Sports Leadership Academy. Beginning in the 2026 school year, the school will move forward under its new name: Colorado Summit Leadership Academy (CSLA). The change reflects a broader and more accurate picture of what CSLA offers. When the school was opened as a PK-8 (formerly Scott Carpenter Middle School) the name was designed to introduce students to a variety of sports-related career pathways, including fields such as physical therapy, sports broadcasting, and marketing. But over time, it became clear that the name was unintentionally limiting. Families whose children were not drawn to athletics often assumed the school focused narrowly on sports, even though its academic and leadership opportunities extended far beyond that.

“While the original concept was interesting and aligned with our community’s love of sports, the name didn’t resonate with families who wanted something more universal,” said Principal Lindsay Lohmann. “Colorado Summit Leadership Academy better represents our mission and the range of opportunities we provide.” Despite the new name, some things will stay the same. The school will proudly keep its popular GOAT mascot, standing for “Greatest of All Time”, and will continue emphasizing values that define both strong academics and athletics: teamwork, hard work, persistence, and self-belief.

VOTERS OVERWHELMINGLY APPROVE HEALTHY MEALS FUNDING PLAN

November 2025



Students across Colorado will continue to receive free breakfast and lunch after voters passed propositions LL and MM on the November 4 ballot. The two measures were recently endorsed by the Westminster Public Schools Board of Education, which unanimously passed a resolution in support of the proposal to ensure that all children continue to receive meals while at school.

Proposition LL allows the state to retain approximately $12.4 million in excess tax revenue under the original school funding plan. Proposition MM will generate $95 million in new revenues by further reducing state income tax deductions for those earning over $300,000 a year. In 2022, voters first approved a statewide funding plan, but it quickly ran out of money because the program proved so popular. WPS Board Treasurer Mary Beth Murphy introduced the resolution calling the issue “very near and dear to my heart.” Murphy, a former teacher, recalled how she and other teachers would often bring extra food to their classrooms to help hungry students. She and other board members said that the evidence is clear that students who are hungry have a difficult time focusing on their classwork.

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PROFILE OF GOVERNMENT

GOVERNANCE AND LEGAL AUTONOMY

Westminster Public Schools is a fiscally independent unit of government served by an elected five-member Board of Education. The District was reorganized in 1946 and is organized under the constitution of the State of Colorado. The Board of Education serves as the taxing authority, contracting body, and policymaker. It ensures that all general laws of the State of Colorado are followed in the expenditure of District tax dollars and approves the annual adoption and appropriation resolution of the budget. Under Colorado law, there is no authority for a school district to have a city 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. The Board is empowered to employ the Superintendent, who is responsible for the daily operations of the District.

LEVEL OF EDUCATION AND SERVICES



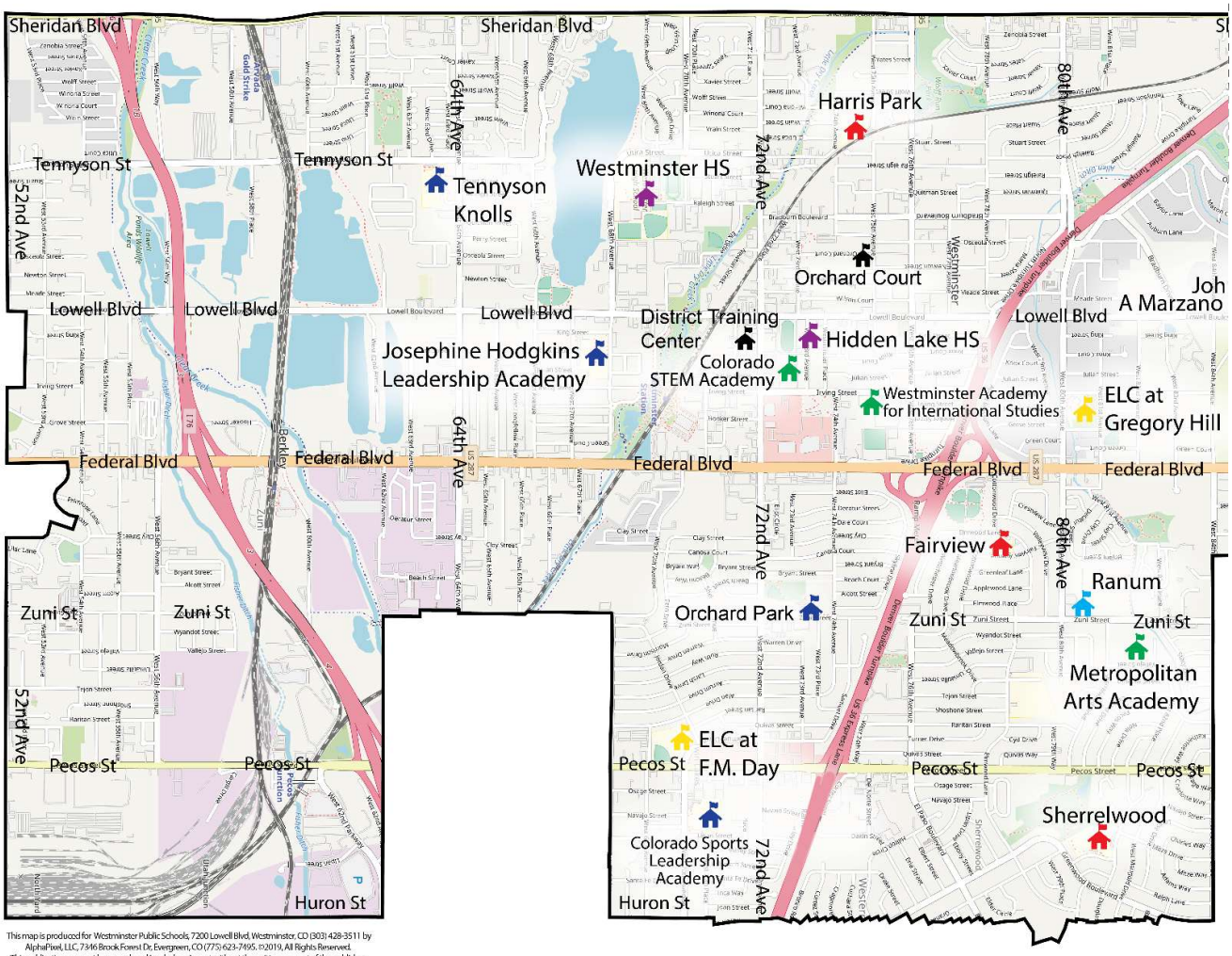
The District provides a full range of educational services and programs as required by state statute. These services include a comprehensive K-12 education, as well as preschool and daycare programs, career and technical education, post-secondary classes, talented and gifted programs, English as a second language (ESL), and specialized services for special needs and expelled students. More detailed information may be obtained by contacting the District's Learning Services Department or visiting the District's website at www.wps.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.

DISTRICT BOUNDARY MAP



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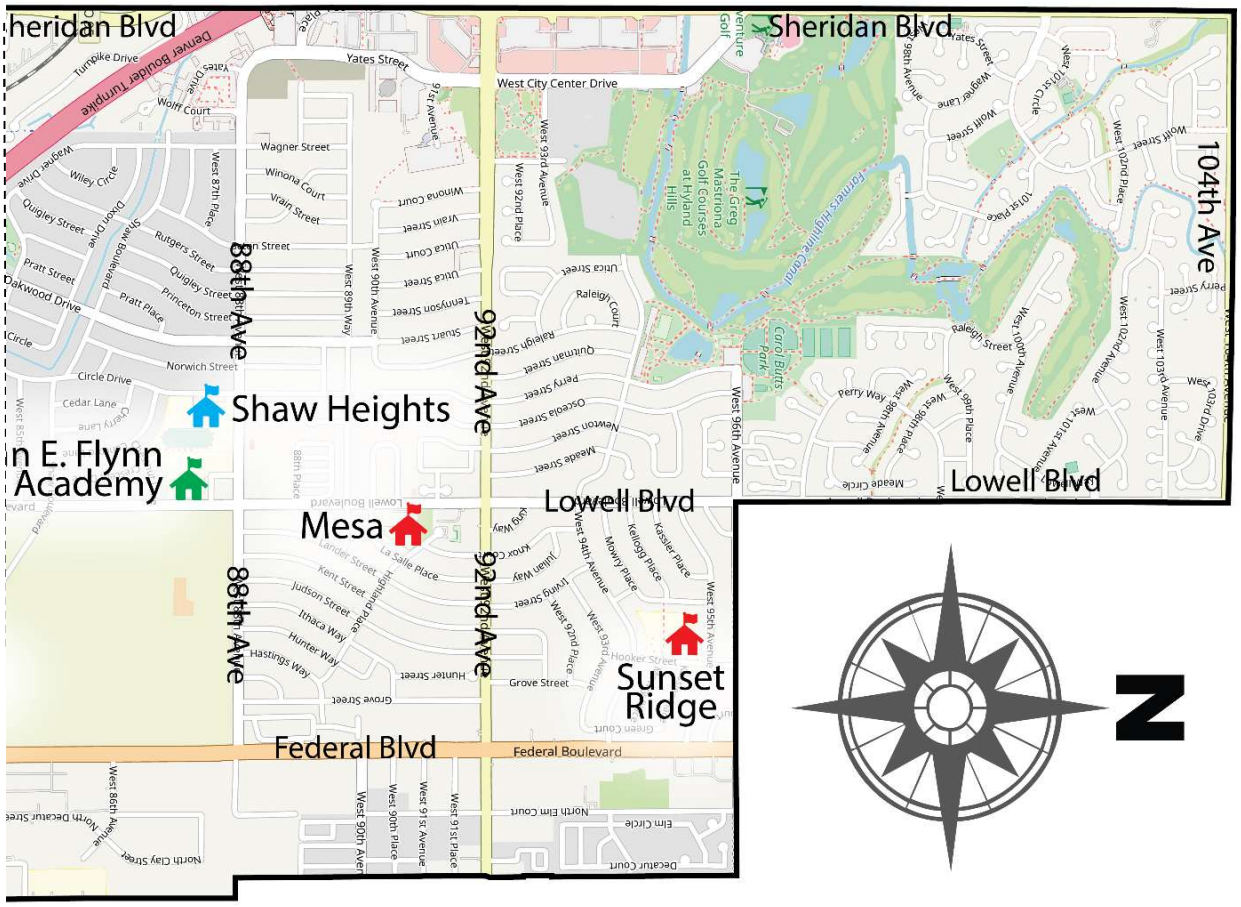
DISTRICT BOUNDARY MAP (CONT.)



Childcare & Preschool

Elementary School PK-5

PK-8

Innovation & Magnet PK-8

Middle School 6-8

High School

District Building

DISTRICT GOALS AND PRIORITIES

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

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.

FRAMEWORK FOR THE FUTURE – (*DESTINATION 2030 PLAN)*

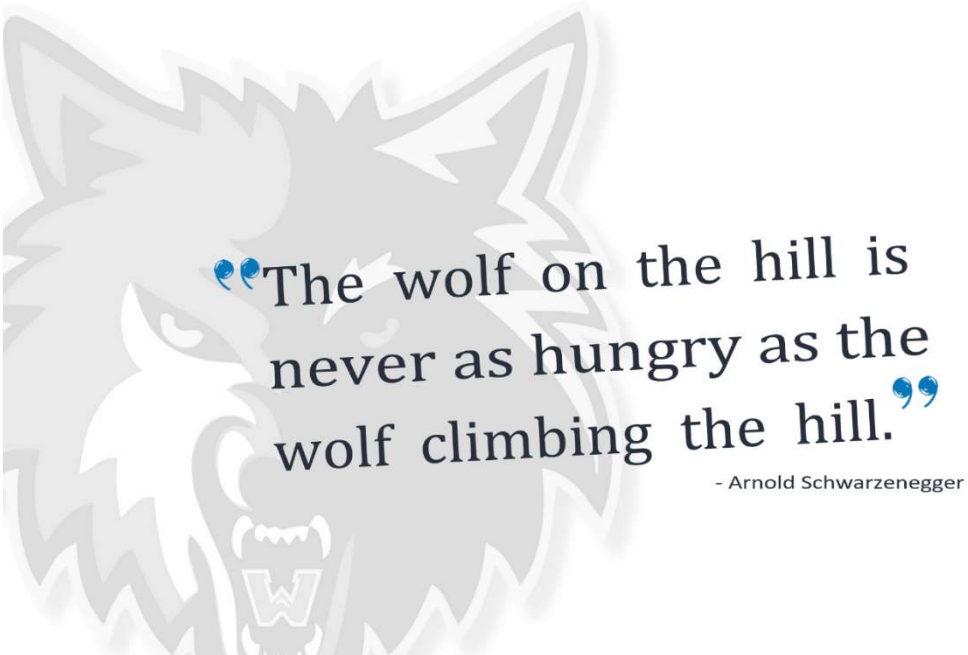
It has been 135 years since the first school opened in what is now Westminster Public Schools and building on this proud tradition of meeting the educational needs of the local community, this strategic plan ensures we will continue educating for the future. Our aim is to be the best school district in the Denver-metro area, the best school district in Colorado, and one of the very best in the nation. These are lofty goals, but it is only through lofty goals that great performance is achieved.

The goals described in this document give definition to our work. Destination 2030 focuses on new or ongoing major initiatives by the district. In order for this plan to guide our work, we have had to limit our scope to what can plausibly be funded and implemented over the next seven years. The initiatives herein represent some of the efforts we will make to achieve our goals—a strategic plan is not about trying to be all things to all people. This document does not represent everything we are or will be doing to bring our goals to reality. It is not about everything we do.

We have numerous other activities, programs, efforts and initiatives spanning all departments and schools all aligned to prepare our students for the day after graduation.

Our journey of continuous improvement is one that never ends. Through this plan, we re- commit to meeting the individual needs of each student. This is not achieved by limiting us to what has always been done, after all, the most dangerous phrase in any organization is "we've always done it this way". It is achieved by learning from the past to build the future.

The one thing we will not compromise is a commitment to quality.



OUR GOALS – (*DESTINATION 2030 PLAN)*

For a plan to be successful, all stakeholders must come together to collaboratively develop strategic priorities. To assist the reader in identifying how our departments are eliminating silos and aligning their efforts to reach our goals, icons for each working group are provided.

GOAL 1

By 2030, Westminster Public Schools will provide, through innovative educational and extracurricular programs, the best student experience in the region as measured by academic achievement, post-secondary and workforce readiness, as well as student engagement, well-being and satisfaction.

A Solid Academic Foundation

Short-Range Goals/Activities 2022-2024:

- All schools will meet High Reliability Schools (HRS) Level 2 - Effective Teaching in Every Classroom status or higher while sustaining HRS Level 1 - Safe and Collaborative Climate and Culture status.
- Set and monitor school wide and individual student growth and achievement goals annually.
- Group students based on expected end-of-year Grade Level Equivalent (GLE) rather than beginning of year levels.
- Move beyond the standardized test/point-in-time accountability and construct a Westminster Public Schools accountability system.
- Expand our "student referral" program (new to district referrals) to include all stakeholders, not just employees.
- Expand our brand awareness campaign.
- Create ongoing "do good" campaigns to connect students/staff to community (food drives, community clean-up, read to seniors, etc.).
- Maintain a modern protected network.
- District will operate a well-defined and properly maintained cybersecurity program that supports the cyber needs of the District and ensures a documented and practiced contingency management plans.
- Improved management of data to gain insight into performance. Identify a data analytics platform and build out a real-time data dashboard(s).

Mid-Range Goals/Activities 2024-2027:

- 85% of schools will meet High Reliability School Level 5 status while sustaining all preceding levels.
- Refine WPS accountability system based on feedback from stakeholder groups.
- Maintain a modern protected network.
- Provide solutions for the District's CBE Learning Management System. Lead an improved end-user experience through cloud-hosted services, load-balancing, and overall higher performance.

Long-Range Goals/Activities 2027-2030:

- 100% of schools will sustain all levels of the High Reliability School Framework through a district-supported recertification process.

- Bring validity to the WPS accountability system.
- Maintain a modern protected network.

A Quality Teacher in Every Room/Leader in Every Building

Short-Range Goals/Activities 2022-2024:

- Align WPS educator evaluator process to the Westminster Instructional Model.
- Expand personalized professional development opportunities that emphasize diverse cultures, backgrounds, and abilities.
- Complete early contracts in critical shortage areas by March 1 of each year.
- Everyone is a recruiter. Create a "storytellers" group.
- Explore options to reduce the out-of-pocket expenses and/or expand benefits for employees on health, dental care, and other insurance (reduction in family plan costs, co-pays, deductibles, prescriptions and other similar costs).

Mid-Range Goals/Activities 2024-2027:

- Align WPS Principal and Special Service Providers (SSP) evaluation process to the Westminster Learning Model.
- Deploy systems, tools, technology and other resources to enable employees to be more successful.
- Analyze new teacher performance against standards and rubrics and collaborate with new teacher training to align training with performance needs.
- Develop and strengthen a cadre of future leaders to maintain a vibrant Competency-Based System.
- Implement a tax-sheltered annuity match program.

Long-Range Goals/Activities 2027-2030:

- Remain the consistent leader throughout the state of Colorado in compensation and benefits for our licensed, educational support professionals, and administrators.

A Thriving Wage the Day After Graduation

Short-Range Goals/Activities 2022-2024:

- Post-Secondary and Workforce Readiness (PWR) expansion.
- Phase 1 of Ranum Reimagined.

Mid-Range Goals/Activities 2024-2027:

- Phase 2 of Ranum Reimagined.

Long-Range Goals/Activities 2027-2030:

- Phase 3 of Ranum Reimagined.

A Healthy Mind, Body, and Safe Environment

Short-Range Goals/Activities 2022-2024:

- Strengthen systemic mental health support through implementation of the WPS Integrated Mental Health and Counseling Model: collaboration and flexibility, reduced siloes, and trauma responsive practices.
- Conduct annual surveys of student, staff and parent perceptions of teaching, learning, safety and well-being.
- HVAC and Mechanical Upgrades for Shaw Heights Middle School.
- Full implementation of a visitor and emergency management system and standardized response protocols.
- Establish a parent booster 501(c)(3) organization (WA3) to support and fundraise for districtwide athletics.

Mid-Range Goals/Activities 2024-2027:

- HVAC and mechanical upgrades at STEM Union/Elementary.
- Memorial Stadium redesign to include artificial turf and a field house.
- Upgrade camera systems: conduct a comprehensive audit of surveillance cameras in consultation with the Colorado School Safety Resource Center.
- Conduct live action scenario-based exercises to test the effectiveness and efficiency of our emergency response plan.
- Develop an Adaptive Reuse of Building(s) Plan to address changes in enrollment:

Long-Range Goals/Activities 2027-2030:

- Strengthen partnerships with home and family, local community agencies, and other civic organizations to create a holistic (Whole School, Whole Community, Whole Child) approach to student well-being.

GOAL 2

By 2030, Westminster Public Schools will be a public school sector leader in addressing Colorado's most pressing environmental challenges as the state moves towards a non-carbon energy future.

Energy Resources

Short-Range Goals/Activities 2022-2024:

- Complete and implement a district energy plan.
- Install charging stations at Auxiliary Services to support 20 buses and 10 support vehicles.
- Begin transition of bus and support fleet to electric vehicles (goal of 3-4 buses/2 vans).
- Phase 1 of landscape design and work at Shaw Heights Middle School and Hidden Lake High School. The design in all phases will consider water wise landscapes as well as curb appeal.
- Decrease indoor water use by 10% from July 2023-June 2024.
- Upgrade central irrigation control systems by August 2025.

- Design an incentive program that provides additional dollars in school budgets for energy savings.

Mid-Range Goals/Activities 2024-2027:

- Create sustainability report cards on a school-by-school basis to include electricity, natural gas, and water use.
- Reduce electricity usage by 20% from a baseline average July 2017- 2019.
- Expansion of charging stations to high traffic areas/schools in district.
- Expansion of electric vehicle use (add 3-5 additional buses/5-6 support fleet).
- Phase 2 of landscape design and work at Flynn, Mesa, STEM and WAIS.
- Begin conversion of bluegrass athletic fields to artificial turf.
- Convert 25% of current non-playfield irrigated areas to non-irrigated areas or 50% reduced irrigated areas by June 2026.
- Reduce district water use from July 2017-June 2019 baseline levels as follows: 5% by December 2024, 10% by October 2025, 15% by October 2026.
- Pilot energy savings incentive program in five schools to determine applicability and effectiveness.

Long-Range Goals/Activities 2027-2030:

- Continue expansion of charging stations, at least one at every school.
- Phase 3 of landscape design and work at Hodgkins, Sunset, and WHS.
- Implement energy savings incentive program district-wide.

GOAL 3

Westminster Public Schools will play an active and substantial role in leading a culture of civic engagement that enhances trust in our democracy, in one another, and one that promotes social inclusion by educating a new generation of knowledgeable, inspired, and engaged citizens.

Develop and Sustain an Effective Internal Infrastructure to Support and Coordinate Community Engagement

Short-Range Goals/Activities 2022-2024:

- Recognizing community engagement is a learned skill.
- Elevate and institutionalize community engagement in each school: create programs and systems for identifying and connecting students and staff with community partners.

Mid-Range Goals/Activities 2024-2027:

- School become the "public square" of community life: develop a communication plan that highlights Westminster Public Schools' role as a nexus, activator, and coordinator of community engagement.
- Build partnerships to foster and encourage student engagement in community.

Long-Range Goals/Activities 2027-2030:

- Make the community the campus: expanding learning beyond the school walls.

Harness the District's Resources to Improve Economic Development in Our Local Community

Short-Range Goals/Activities 2022-2024:

- Become a connector between agencies to build infrastructures that bring community partners together to advance their development goals.

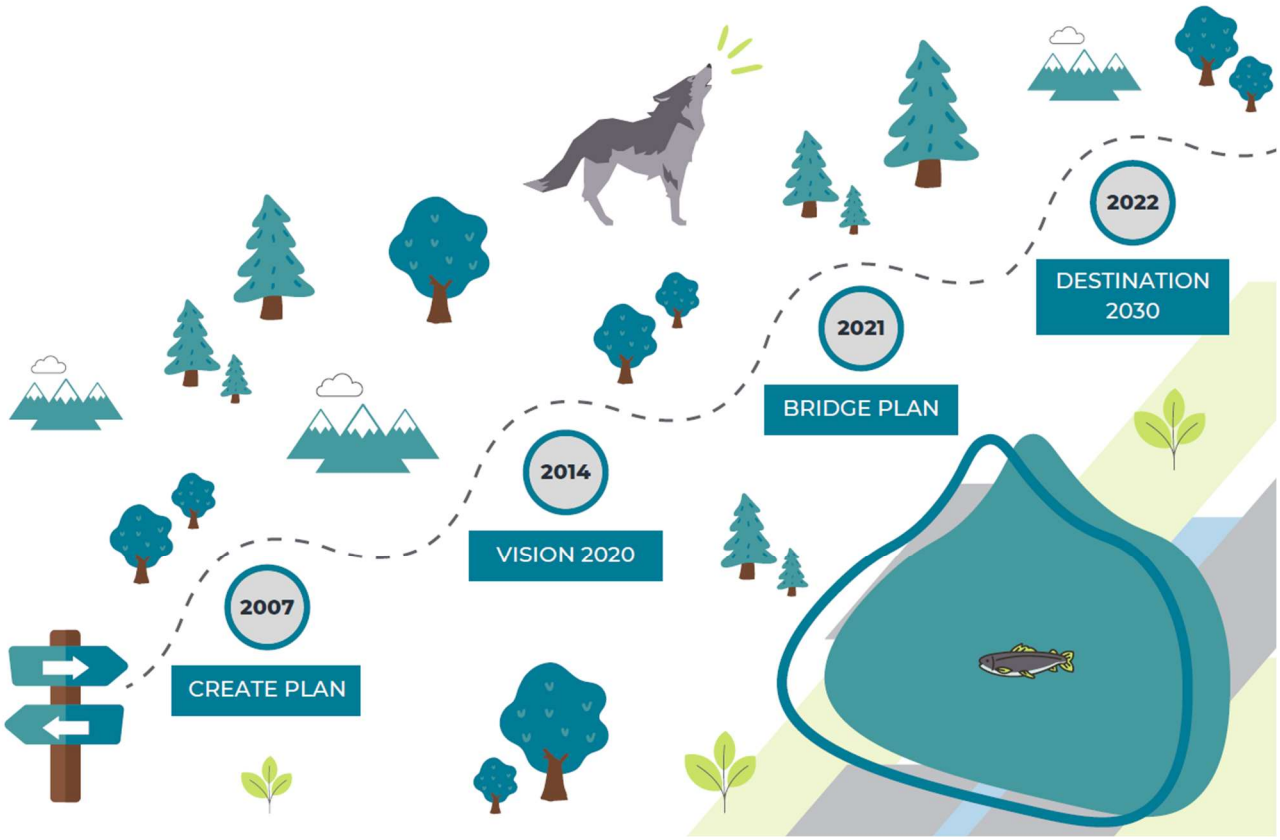
Mid-Range Goals/Activities 2024-2027:

- Engage as an essential partner and leader with other agencies as policies impacting the future of the city, county, region and state are developed.

Long-Range Goals/Activities 2027-2030:

- Work with governmental agencies and community organizations to create a long-term community plan that promotes smart growth projects and joint use of assets and resources across agencies.

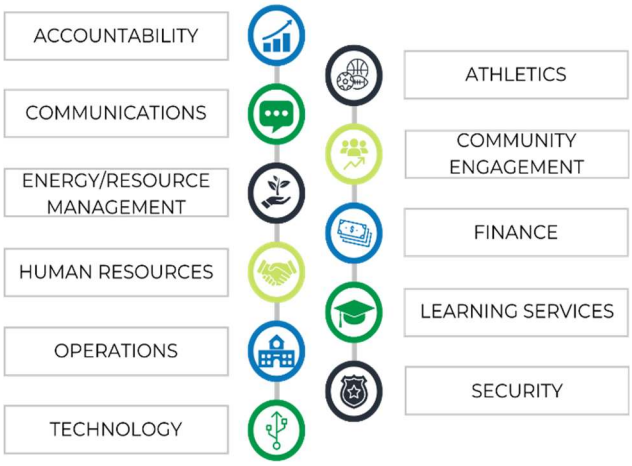
Source: Destination 2030 – Strategic Planning Document for the Future



COST OF DISTRICT CURRENT OBJECTIVE

Westminster Public Schools' Identity articulates the Mission, Values and Vision of Destination 2030 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. By 2030, Westminster Public Schools will provide, through innovative educational programs, the best student experience in the region as measured by academic achievement, post-secondary and workforce readiness, athletics and activities, and social-emotional well-being.

For a plan to be successful, all stakeholders must come together to collaboratively develop strategic priorities. To assist the reader in identifying how our departments are eliminating silos and aligning their efforts to reach our goals. Our journey of continuous improvement is one that never ends. Through this plan, we recommit to meeting the individual needs of each student. This is not achieved by limiting us to what has always been done, after all, the most dangerous phrase in any organization is "we've always done it this way". It is achieved by learning from the past to build the future.



At Westminster Public Schools, Education is Personal. Every dollar the district receives is directed at demonstrating the district's Mission, Values, and Vision of Destination 2030.

Revenue Summary of All Funds	Adopted 2027
10- General Fund	$ 130,689,004
18- Risk Management Fund	1,430,000
19- Universal Preschool Fund	3,735,000
21- Nutrition Services Fund	7,748,406
22- Government Designated Purpose Grants Fund	12,290,000
23- Student Athletics Fund	1,619,000
26- Daycare Program Fund	780,000
29- School Activity Fund	535,000
31- Bond Redemption Fund	8,800,000
41- Building Fund	2,750,000
43- Capital Reserve Fund	4,342,620
Total	$ 174,719,030

Note: Totals may not match due to rounding.

The District also passed a bond in November 2024 to stay on track with the costs of our objectives and goals we set out to accomplish.

- ✓ CTE and STEM expansion
- ✓ Enhanced school security
- ✓ Opportunities to earn college credits
- ✓ Access to industry training, certifications, and credentials
- ✓ Ability to connect with employers and get jobs within a chosen pathway
- ✓ Upgraded HVAC systems in school buildings

$40 million to prepare students for tomorrow's workforce

On the Iver C. Ranum Innovation Campus, students will learn from industry professionals and educators while using state-of-the-art equipment so they can move directly into the workforce upon graduation or have a head start as they move on to higher education. Students will be able to gain skills, earn certifications, and job experience in the following fields:

- ✓ Advanced manufacturing
- ✓ Aerospace engineering
- ✓ Biomedical science
- ✓ Computer science
- ✓ Construction engineering
- ✓ Culinary arts
- ✓ Cyber security
- ✓ Engineering
- ✓ Health occupations
- ✓ Power, structural and technical systems

$20 million to improve school safety and security and make repairs

- ✓ Replace fire alarms
- ✓ Replace and upgrade past end-of-life intercom systems
- ✓ Install additional cameras districtwide
- ✓ Replace and upgrade windows in schools
- ✓ Install LED lighting throughout the district
- ✓ Install, replace and/or upgrade fencing around schools and playgrounds
- ✓ Replacing floors and ceilings
- ✓ HVAC system and mechanical upgrades
- ✓ Replace or repair roofs
- ✓ Upgrade kitchens, classrooms, and playgrounds

$40 million for modern PK-8 campus

This comprehensive campus will specialize in robust STEM/CTE pathways and would meet the demand of the future growth of the region and support future enrollment from the Uplands development.

BOARD OF EDUCATION GOALS

Revenue Goals

1. Secure Enrollment-Based Revenue:
   We will continue to focus on maintaining stable enrollment levels to ensure the District continues to receive its full share of student-based funding.

2. Capturing Every Reimbursable Dollar:
   We will ensure the District is fully reimbursed for specialized services we already provide.

3. Expanding Non-Tax Revenue:
   We aim to leverage District assets to create local funding sources that don't come from property taxes.

4. Competitive Grant Acquisition:
   We will continue to pursue "one-time" funds for specific initiatives and projects.

Expenditure Goals

1. Maintain Competitive Compensation and Benefits:
   We will provide a compensation and benefits package that attracts and retains the highest quality educators and support staff to serve our students.

2. Ensure Long-Term Fiscal Sustainability:
   We will budget responsibly to ensure the District remains fiscally sound and financially stable for future years.

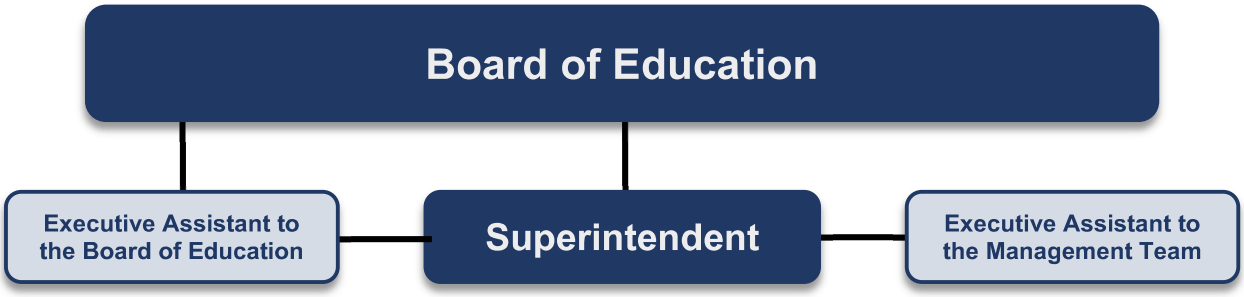
3. Prioritize a Safe and Secure Learning Environment:
   We will allocate necessary resources to maintain, protect, and enhance the safety and well-being of all students and staff within our facilities.

4. Guarantee Full Statutory and Regulatory Compliance:
   We will develop the annual budget in strict accordance with all local, state, and federal laws and financial reporting regulations.

DISTRICT ORGANIZATION

BOARD OF EDUCATION

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.



BOARD OF EDUCATION

Mary Beth Murphy | Board President

Aaron Martin | Board Vice President

Christine Martinez | Board Member

Dan Orecchio | Board Secretary

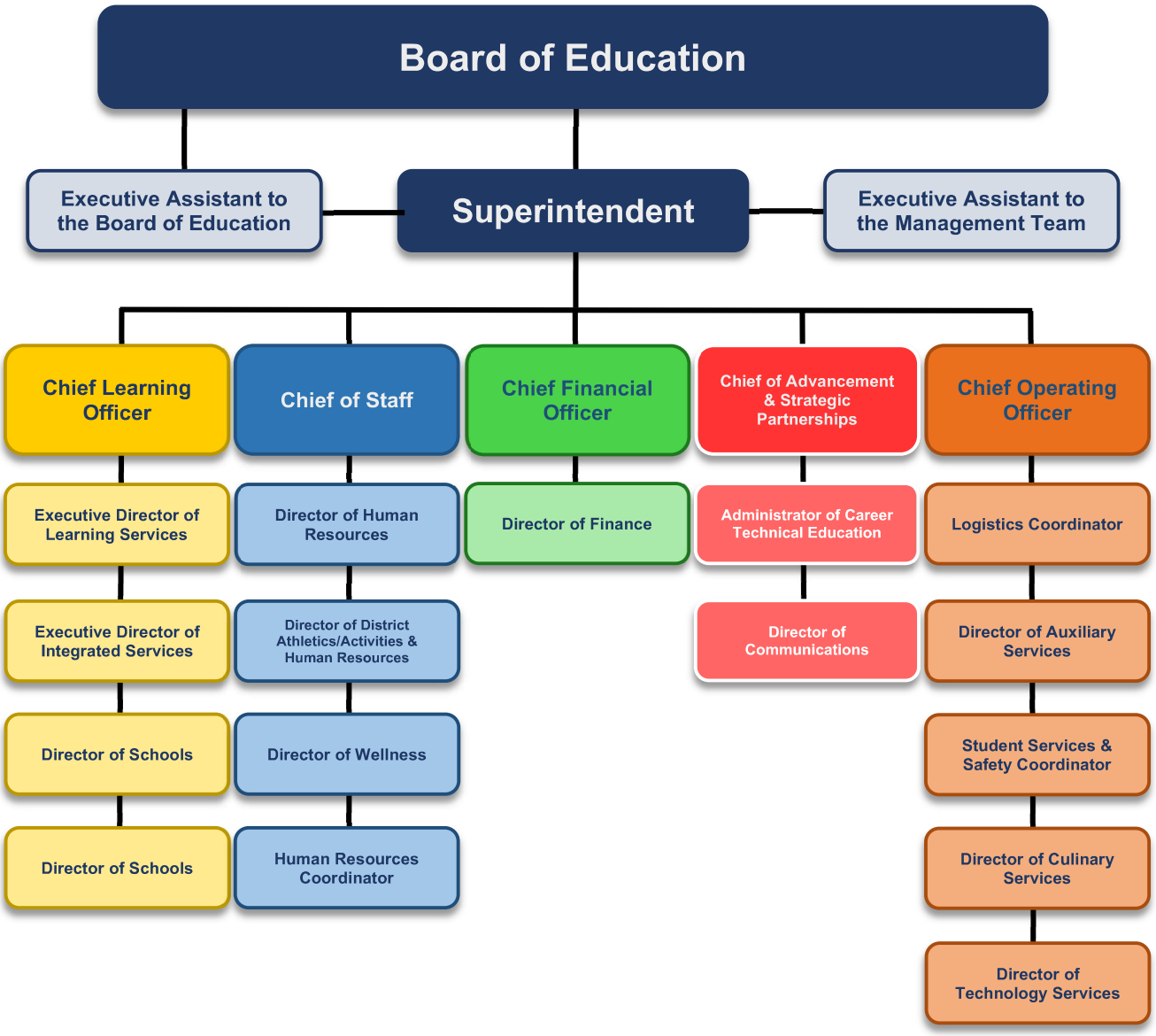
Audrey Yanos | Board Treasurer

SUPERINTENDENT

Dr. Jeni Gotto | Superintendent

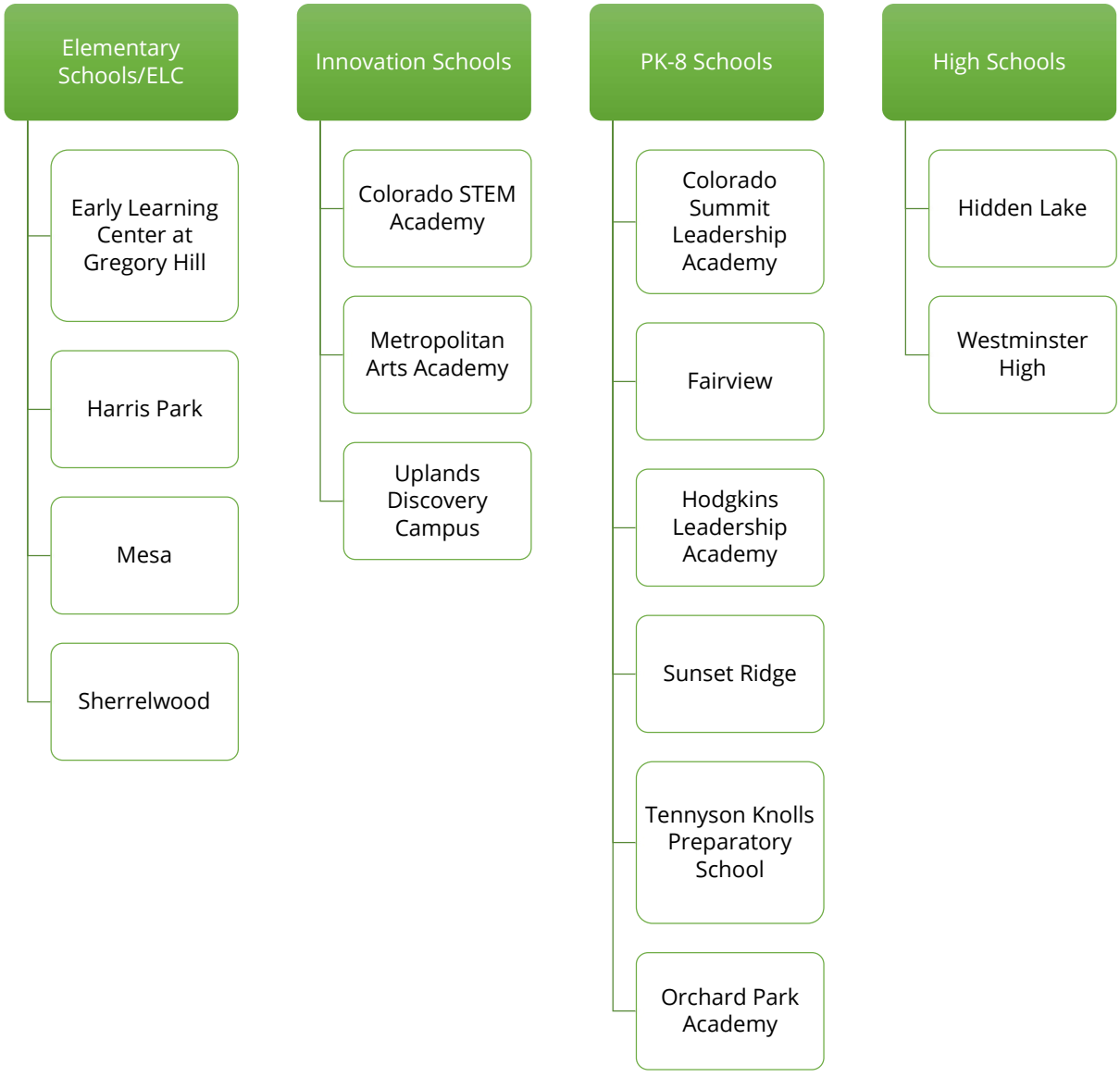
DISTRICT ORGANIZATIONAL CHART

The Westminster Public Schools organizational chart illustrates the reporting relationships between the Board of Education, the Superintendent, and the key functional departments that manage our schools.



Westminster Public Schools
Where Education is Personal

OUR SCHOOLS



EARLY LEARNING CENTER AT GREGORY HILL

PRINCIPAL: Jennifer Keyes
ADDRESS: 8030 Irving Street | Westminster, CO 80030
PHONE: (303) 428-1560

Westminster Public Schools
EARLY LEARNING CENTER
At Gregory Hill

VISION

We provide a high-quality, play-based preschool program that prepares the whole child for success in elementary school. It is also our goal to empower our parents with programs and information in their native languages to be advocates for their children as they enter school.

MISSION

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

SCHOOL PROFILE

The Early Learning Center (ELC) at Gregory Hill is a preschool program that serves at-risk students in Westminster Public Schools. The program has been in existence for 25 years with the goal of providing developmentally appropriate preschool services to the children of Adams County. Our school meets and exceeds all Colorado Division of Child Care's basic licensing guidelines. Beginning in the 26-27 school year, the ELC at Gregory Hill will also include limited early childhood programming for our youngest learners.

2026-27 General Fund Financial Data*

Salaries	$775,944	Purchased Service	-
Benefits	$303,267	Supplies & Materials	$8,280
Total Salaries & Benefits %	**99%**	Capital Outlay and Other Objects	-

Total Projected General Fund Expenditures **$1,087,491**

Enrollment		2025-26 Free & Reduced Lunch Data	
2025-26 Pre-K Count	116	Free Lunch Count	79
		Reduced Lunch Count	13
		Total Free & Reduced %	79%

*This budget does not include funds from the Universal Preschool Program (UPK).

*Rounded to the nearest dollar





HARRIS PARK ELEMENTARY

PRINCIPAL: Nancy Mills
ADDRESS: 4300 W. 75th Ave | Westminster, CO 80030
PHONE: (303) 428-1721

VISION

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

MISSION

We celebrate STAR behaviors!

Safety: Personal safety and safety for others
Teamwork: Leadership of self, in small groups, and with the class
Attitude: Positive scholastic and can-do-it attitudes
Respect: Of your space, classroom, school, yourself and others
Responsibility: Personal, academic, and for our school

SCHOOL PROFILE

Harris Park is a Competency-Based school in Westminster Public Schools, *Where Education is Personal*. We educate every child from where they are and purposefully design their daily schedule to provide the best opportunities for learning. Harris Park develops 21st century innovative learners who are empowered through leadership in computer science and coding. Students' problem-solving skills and solution-based thinking are developed as they engage in interactive project-based learning to address local and global challenges. At Harris Park, we believe in empowering young people with leadership opportunities. Students are provided many opportunities to offer voice and perspective in their classrooms and within the school.

2026-27 General Fund Financial Data*

Salaries	$2,878,982	Purchased Service	$139,300
Benefits	$1,104,833	Supplies & Materials	$72,336
Total Salaries & Benefits %	**95%**	Capital Outlay and Other Objects	$3,000
		Total Projected General Fund Expenditures	**$4,198,451**
		Projected Per Student Cost	**$12,169**

Enrollment		2025-26 PK-5 Free & Reduced Lunch Data	
2025-26 K-5 Head Count	207	Free Lunch Count	152
2026-27 Projected K-5 Enrollment	345	Reduced Lunch Count	17
2026-27 Total Projected Staffing (General Fund)	36.96	Total Free & Reduced %	82%

*Rounded to the nearest dollar





MESA ELEMENTARY

PRINCIPAL: Doug Kurzawski
ADDRESS: 9100 Lowell Blvd | Westminster, CO 80031
PHONE: (303) 428-2891

VISION

At our school, we believe in working hard, helping others, and being kind.

MISSION

Our Code of Conduct—known as **POWER**—guides our daily actions and school culture:

Pride, **O**wnership, **W**ork Hard, **E**mpathy, **R**espect

These values are more than words on a poster—they are the heart of how we learn, grow, and care for one another. We encourage families to talk about POWER at home and continue practicing these values in daily life.

SCHOOL PROFILE

At Mesa Elementary, we serve students from Pre-K through 5th grade in a nurturing environment where every learner is seen, supported, and challenged. Our school embraces a Competency-Based System (CBS) that recognizes students for what they know and are ready to learn next. We believe learning should be personalized, meaningful, and paced to meet each child's unique needs. This approach fosters student ownership, celebrates progress, and ensures that no learner is left behind.

2026-27 General Fund Financial Data*			
Salaries	$2,646,091	Purchased Service	$130,250
Benefits	$1,044,051	Supplies & Materials	$70,611
Total Salaries & Benefits %	**95%**	Capital Outlay and Other Objects	-
		Total Projected General Fund Expenditures	**$3,891,003**
		Projected Per Student Cost	**$13,896**

Enrollment		2025-26 PK-5 Free & Reduced Lunch Data	
2025-26 K-5 Head Count	311	Free Lunch Count	255
2026-27 Projected K-5 Enrollment	280	Reduced Lunch Count	37
2026-27 Total Projected Staffing (General Fund)	36.60	Total Free & Reduced %	94%

*Rounded to the nearest dollar







SHERRELWOOD ELEMENTARY

PRINCIPAL: Kodi Kelly
ADDRESS: 8095 Kalamath Street | Denver, CO 80221
PHONE: (303) 428-5353

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! **R**esponsibility, **O**pen communication, **A**chievement, **R**espect and **S**afety

SCHOOL PROFILE

Sherrelwood is a learning community that celebrates our diversity with excitement and enthusiasm. We promote success for all students through our rigorous Competency-Based Education (CBE) System (CBS) taught by a highly dedicated and caring staff. Using best practices and cutting-edge technology, our teachers collaborate on instructional strategies and lessons. We hold high academic standards in a nurturing environment. Sherrelwood Elementary focuses on developing personal responsibility, good character, social skills, positive self-esteem and a healthy lifestyle. We truly believe in educating the whole child. We are committed to providing our students with the academic, social and physical skills they need to be future-ready students and citizens.

2026-27 General Fund Financial Data*

Salaries	$2,023,454	Purchased Service	$178,100
Benefits	$740,753	Supplies & Materials	$59,180
Total Salaries & Benefits %	**92%**	Capital Outlay and Other Objects	$3,000
		Total Projected General Fund Expenditures	**$3,004,487**
		Projected Per Student Cost	**$15,022**

Enrollment		2025-26 PK-5 Free & Reduced Lunch Data	
2025-26 K-5 Head Count	201	Free Lunch Count	150
2026-27 Projected K-6 Enrollment	200	Reduced Lunch Count	20
2026-27 Total Projected Staffing (General Fund)	23.00	Total Free & Reduced %	85%

*Rounded to the nearest dollar







ORCHARD PARK ACADEMY

PRINCIPAL: Josh White
ADDRESS: 7395 Zuni Street | Denver, CO 80221
PHONE: (303) 428-2300

VISION

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

SCHOOL PROFILE

At Orchard Park Academy, a Competency-Based School (CBS), students progress by demonstrating mastery of skills through engaging, hands-on learning experiences. Through the PersonBrain Model, we focus on Safety, Significance, Respect, and Relationships to support each student's social and emotional growth. At OPA, we are proud to be a community where belonging meets high expectations—helping every student grow, lead, and flourish.

At OPA we offer schoolwide extracurricular activities, leadership skill development, community sports activities, and academic and social enrichment for all our students. Our middle schoolers even get lockers! Something unique about our school: We received the 2019 Center of Excellence Award – making our school one of the top performing schools in the North Metro Area!

2026-27 General Fund Financial Data*

Salaries	$4,471,321	Purchased Service	$147,000
Benefits	$1,645,126	Supplies & Materials	$139,570
Total Salaries & Benefits %	**95%**	Capital Outlay and Other Objects	$12,000

Total Projected General Fund Expenditures	**$6,415,017**
Projected Per Student Cost	**$13,309**

Enrollment		**2025-26 PK-8 Free & Reduced Lunch Data**	
2025-26 K-8 Head Count	516	Free Lunch Count	431
2026-27 Projected K-8 Enrollment	482	Reduced Lunch Count	56
2026-27 Total Projected Staffing (General Fund)	51.50	Total Free & Reduced %	94%

*Rounded to the nearest dollar





FAIRVIEW K-8

PRINCIPAL: Stephanie Fick
ADDRESS: 7826 Fairview Ave | Denver, CO 80221
PHONE: (303) 428-1405

VISION

Dragons will RISE.

Respect
Integrity
Service
Effort

SCHOOL PROFILE

Fairview PK-8 has a vision of kindness and service where students are taught to be kinder than you need to and 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.

2026-27 General Fund Financial Data*

Salaries	$2,775,026	Purchased Service	$29,000
Benefits	$1,087,458	Supplies & Materials	$103,624
Total Salaries & Benefits %	**97%**	Capital Outlay and Other Objects	$5,500
		Total Projected General Fund Expenditures	**$4,000,608**
		Projected Per Student Cost	**$11,175**

Enrollment		2025-26 PK-8 Free & Reduced Lunch Data	
2025-26 K-8 Head Count	390	Free Lunch Count	323
2026-27 Projected K-8 Enrollment	358	Reduced Lunch Count	39
2026-27 Total Projected Staffing (General Fund)	37.40	Total Free & Reduced %	92%

*Rounded to the nearest dollar






SUNSET RIDGE K-8

PRINCIPAL: Lupita Arce
ADDRESS: 9451 Hooker Street | Westminster, CO 80031
PHONE: (303) 426-8907

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.

SCHOOL PROFILE

Sunset Ridge is an award-winning PK-8 school located in the north end of Westminster Public Schools. Sunset Ridge has been recognized by the state of Colorado and by well-known non-profit organizations for our work with students and in recognition of our student's success on state tests. We use innovative teaching strategies, including the adoption of the Westminster Public Schools Competency-Based System, where learning is personal. The students of Sunset Ridge succeed because students, parents and staff work together on behalf of our students. Under the guidance of experienced, caring teachers, Sunset Ridge students become life-long learners prepared for success in middle school, high school and beyond.

2026-27 General Fund Financial Data*

Salaries	$3,273,636	Purchased Service	$294,600
Benefits	$1,200,826	Supplies & Materials	$74,900
Total Salaries & Benefits %	**92%**	Capital Outlay and Other Objects	$5,251
		Total Projected General Fund Expenditures	**$4,849,213**
		Projected Per Student Cost	**$11,657**

Enrollment		2025-26 PK-8 Free & Reduced Lunch Data	
2025-26 K-8 Head Count	431	Free Lunch Count	363
2026-27 Projected K-8 Enrollment	416	Reduced Lunch Count	35
2026-27 Total Projected Staffing (General Fund)	37.34	Total Free & Reduced %	92%

*Rounded to the nearest dollar







TENNYSON KNOLLS PREPARATORY SCHOOL

PRINCIPAL: Molly Mojden
ADDRESS: 6330 Tennyson Street | Westminster, CO 80003
PHONE: (303) 429-4090

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.

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

SCHOOL PROFILE

Tennyson Knolls Preparatory changed from an elementary school to a PK-8 in the fall of 2020, meeting the needs and requests of community members who asked for a small, high-quality PK-8 school serving the southwestern corner of the district. As a school where 100% of staff have been trained in Emergenetics and Mindfulness curriculum, we understand the importance of being mindful of using student and staff strengths to understand oneself better and how we work together. These tools support each of us in reaching our maximum potential. Relationships, growth mindset, perseverance, and welcoming challenge are not just words we say during our daily pledge, but rather the backbone of our belief system, where our goal is to support the child's development.

2026-27 General Fund Financial Data*

Salaries	$2,750,086	Purchased Service	$309,500
Benefits	$1,041,762	Supplies & Materials	$83,985
Total Salaries & Benefits %	**91%**	Capital Outlay and Other Objects	-
		Total Projected General Fund Expenditures	**$4,185,333**
		Projected Per Student Cost	**$14,432**

Enrollment		2025-26 PK-8 Free & Reduced Lunch Data	
2025-26 K-8 Head Count	319	Free Lunch Count	263
2026-27 Projected K-8 Enrollment	290	Reduced Lunch Count	35
2026-27 Total Projected Staffing (General Fund)	34.10	Total Free & Reduced %	93%

*Rounded to the nearest dollar





COLORADO STEM ACADEMY

PRINCIPAL: Carli Yameen
ADDRESS: 7281 Irving Street | Westminster, CO 80030
PHONE: (303) 429-7836

VISION & MISSION

Preparing Today's Students for Life.
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.

SCHOOL PROFILE

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

Our school is home to four dedicated STEM labs that house 3D printers, Sphero 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.

2026-27 General Fund Financial Data*

Salaries	$2,464,340	Purchased Service	$134,419
Benefits	$965,472	Supplies & Materials	$114,000
Total Salaries & Benefits %	**93%**	Capital Outlay and Other Objects	$4,000
		Total Projected General Fund Expenditures	**$3,682,231**
		Projected Per Student Cost	**$9,819**

Enrollment		**2025-26 PK-8 Free & Reduced Lunch Data**	
2025-26 K-8 Head Count	409	Free Lunch Count	186
2026-27 Projected K-8 Enrollment	375	Reduced Lunch Count	60
2026-27 Total Projected Staffing (General Fund)	33.20	Total Free & Reduced %	60%

*Rounded to the nearest dollar





UPLANDS DISCOVERY CAMPUS

PRINCIPAL: Jimmy Chism
ADDRESS: 8780 Circle Drive | Westminster, CO 80031
PHONE: 303-428-9533

VISION

This groundbreaking PK–8 campus is bringing together the proud communities of John E. Flynn A Marzano Academy and Shaw Heights Middle School under one roof— creating a vibrant learning environment where innovation and opportunity thrive. During the construction process, all students and staff from Flynn and Shaw Heights will relocate to the Shaw Heights Middle School building.

MISSION

Over the next two years, the John E. Flynn a Marzano Academy building will undergo significant reconstruction adding new high-tech classrooms, a regulation size gymnasium and a stunning outdoor learning complex. A pathway will connect Flynn to the Shaw Heights Middle School building which has already undergone major renovation, including the installation of air conditioning, flooring and lighting.

SCHOOL PROFILE

The Uplands Discovery Campus will be a state-of-the-art STEM and Career & Technical Education facility, designed to give students access to innovative technology, hands-on learning, and college and career preparation. The new campus will ignite students' passions through hands-on STEM experiences, cutting-edge technology, and Career and Technical Education (CTE) pathways that prepare them for a future without limits.

2026-27 General Fund Financial Data*

Salaries	$4,906,188	Purchased Service	$193,200
Benefits	$1,836,753	Supplies & Materials	$207,596
Total Salaries & Benefits %	**94%**	Capital Outlay and Other Objects	$8,000

Total Projected General Fund Expenditures	**$7,151,737**
Projected Per Student Cost	**$13,122**

Enrollment

2026-27 Projected K-8 Enrollment	545
2026-27 Total Projected Staffing (General Fund)	58.90

*Rounded to the nearest dollar





JOSEPHINE HODGKINS LEADERSHIP ACADEMY

PRINCIPAL: Amber Swieckowski
ADDRESS: 3475 West 67th Ave | Denver, CO 80221
PHONE: (303) 428-1121

VISION

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

SCHOOL PROFILE

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

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

2026-27 General Fund Financial Data*

Salaries	$4,817,675	Purchased Service	$296,500
Benefits	$1,867,745	Supplies & Materials	$137,127
Total Salaries & Benefits %	**94%**	Capital Outlay and Other Objects	$10,000
		Total Projected General Fund Expenditures	**$7,129,047**
		Projected Per Student Cost	**$14,852**

Enrollment		2025-26 PK-8 Free & Reduced Lunch Data	
2025-26 K-8 Head Count	528	Free Lunch Count	450
2026-27 Projected K-8 Enrollment	480	Reduced Lunch Count	50
2026-27 Total Projected Staffing (General Fund)	60.60	Total Free & Reduced %	95%

*Rounded to the nearest dollar





METROPOLITAN ARTS ACADEMY

PRINCIPAL: Claudette Trujillo
ADDRESS: 4300 W. 75th Ave | Westminster, CO 80221
PHONE: (303) 428-1721

Metropolitan Arts Academy

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

2026-27 General Fund Financial Data*

Salaries	$2,435,341	Purchased Service	$183,800
Benefits	$912,917	Supplies & Materials	$61,300
Total Salaries & Benefits %	**93%**	Capital Outlay and Other Objects	$2,000
		Total Projected General Fund Expenditures	**$3,595,358**
		Projected Per Student Cost	**$12,841**

Enrollment		2025-26 PK-8 Free & Reduced Lunch Data	
2025-26 K-8 Head Count	306	Free Lunch Count	212
2026-27 Projected K-8 Enrollment	280	Reduced Lunch Count	48
2026-27 Total Projected Staffing (General Fund)	29.40	Total Free & Reduced %	85%

*Rounded to the nearest dollar





COLORADO SUMMIT LEADERSHIP ACADEMY

PRINCIPAL: Lindsay Lohmann
ADDRESS: 7001 Lipan Street | Denver, CO 80221
PHONE: (303) 428-8583

VISION

Colorado Summit Leadership Academy empowers students through a dynamic, collaborative, personalized training plan. G.O.A.T.s climb to peak performance coached in the principles of integrity, teamwork, and endurance.

MISSION

Colorado Summit Leadership Academy cultivates a culture of integrity, teamwork, and endurance for all students PK-8. By instilling these core values, we nurture well-rounded individuals who excel on and off the field, fostering resilience and character for a lifetime of success.

SCHOOL PROFILE

The Colorado Summit 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.

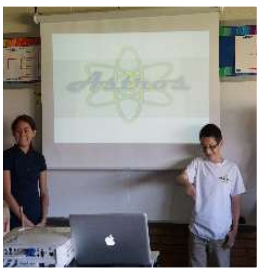
2026-27 General Fund Financial Data*

Salaries	$3,140,791	Purchased Service	$116,240
Benefits	$1,208,483	Supplies & Materials	$98,778
Total Salaries & Benefits %	**95%**	Capital Outlay and Other Objects	$2,500
		Total Projected General Fund Expenditures	**$4,566,792**
		Projected Per Student Cost	**$14,779**

Enrollment		2025-26 PK-8 Free & Reduced Lunch Data	
2025-26 K-8 Head Count	363	Free Lunch Count	292
2026-27 Projected K-8 Enrollment	309	Reduced Lunch Count	50
2026-27 Total Projected Staffing (General Fund)	40.50	Total Free & Reduced %	94%

*Rounded to the nearest dollar





HIDDEN LAKE SECONDARY SCHOOL

PRINCIPAL: Richard Diehl
ADDRESS: 7300 Lowell | Westminster, CO 80030
PHONE: (303) 428-2600

VISION

Hidden Lake is an alternative high school grounded in the development and implementation of relationship building to assist students in finding success.

MISSION

Hidden Lake Secondary School Alternative Program serves the following purposes for Westminster Public Schools: to provide a setting of mutual respect and dignity with a common goal of learning, to support and assist students in developing the life skills necessary to increase confidence, self-esteem, and demonstrate success in school, and to grant access to an alternative educational setting for students to attain their goal of high school completion.

SCHOOL PROFILE

Hidden Lake Secondary School offers a personalized delivery program designed to meet the needs of students considered at-risk for graduation. As a state identified Alternative Education Campus (AEC), Hidden Lake customizes learning to address the needs of this specific population of students. Students are required to complete The Discovery Program in order to learn our culture and our expectations. We support students to **Be Bigger Than Their Story** and growing to become successful in post-secondary endeavors. Once into regular classes, students are given a tailored schedule to maximize their time in school to meet graduation requirements. We expect students to **Finish What They Start!** and experience the day after graduation with success.

2026-27 General Fund Financial Data*

Salaries	$2,492,547	Purchased Service	$524,542
Benefits	$894,678	Supplies & Materials	$150,848
Total Salaries & Benefits %	**83%**	Capital Outlay and Other Objects	$9,400

Total Projected General Fund Expenditures	**$4,072,015**
Projected Per Student Cost	**$13,351**

Enrollment		**2025-26 9-12 Free & Reduced Lunch Data**	
2025-26 9-12 Head Count	312	Free Lunch Count	263
2026-27 Projected 9-12 Enrollment	305	Reduced Lunch Count	27
2026-27 Total Projected Staffing (General Fund)	26.70	Total Free & Reduced %	93%

*Rounded to the nearest dollar





WESTMINSTER HIGH SCHOOL

PRINCIPAL: Maureen Bangsund
ADDRESS: 6933 Raleigh Street | Westminster, CO 80030
PHONE: (303) 657-3980

VISION

A thriving, student-centered school where high levels of achievement are the norm, teachers are empowered and inspired, students are engaged and motivated, and families take pride in sending their children.

MISSION

To cultivate a culture of high expectations, belonging, and growth by providing personalized education that empowers every student to master essential skills, think critically, and contribute meaningfully to their community. Through innovative teaching, strong relationships, and a commitment to equity, we ensure that students graduate prepared for college, career, and life, beginning the day after graduation.

SCHOOL PROFILE

Westminster High School is a thriving, engaged community committed to programs and policies that produce an environment 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 the Lead Way and Career & Technical Education classes. All of these programs provide students an opportunity to follow their passion and prepare for the day after graduation. 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.

2026-27 General Fund Financial Data*

Salaries	$14,424,207	Purchased Service	$249,500
Benefits	$4,920,728	Supplies & Materials	$994,300
Total Salaries & Benefits %	**94%**	Capital Outlay and Other Objects	$55,060

Total Projected General Fund Expenditures	**$20,643,795**
Projected Per Student Cost	**$10,923**

Enrollment		**2025-26 9-12 Free & Reduced Lunch Data**	
2025-26 9-12 Head Count	1,936	Free Lunch Count	1,436
2026-27 Projected 9-12 Enrollment	1,890	Reduced Lunch Count	277
2026-27 Total Projected Staffing (General Fund)	143.70	Total Free & Reduced %	88%

*Rounded to the nearest dollar





WESTY FUTURES PROGRAM

DIRECTOR: Gabe Trujillo
PHONE: (303) 657-3949

MISSION

The mission of the Westminster Public Schools interscholastic athletic program is to support the needs of the students of WPS by maintaining a strong sense of pride, excellence, ethical values, character education, and overall student development.

Effective programming is executed through the balance of healthy competition, training, and academic excellence. Westminster Public Schools believes that the opportunity for participation in a wide variety of student selected athletics is a vital part of the student's educational experience. Such participation is a privilege that carries with it responsibilities to the school, to the activity, to the community and to the students themselves. Athletic activities provide lessons in sportsmanship, teamwork and competition are an integral part of team activity. Athletics activities promote a positive self-image, physical conditioning and contribute to school spirit and district pride.

PROGRAM PROFILE

The Westy Futures Program is successfully preparing students for, well, their future. The K-8 sports program gives students the opportunity to participate in organized athletics that gets them ready to compete at the high school level.

Westy Futures Programs in Review

Boys	# of Participants 22-23	# of Participants 23-24	# of Participants 24-25	# of Participants 25-26
Baseball	16	0	28	18
Basketball	140	242	216	207
Football	73	42	50	36
Futsal	11	0	0	0
Soccer	258	177	134	209
Wrestling	38	43	99	82
Volleyball	14	12	12	0
Flag Football	0	0	103	115
T-Ball	0	0	0	13
Track	0	0	0	11

Girls	# of Participants 22-23	# of Participants 23-24	# of Participants 24-25	# of Participants 25-26
Basketball	74	109	92	89
Futsal	8	7	10	0
Soccer	97	63	65	93
Softball	24	24	21	36
Volleyball	171	144	142	116
Wrestling	0	9	30	31
Flag Football	0	0	13	17
Football	0	0	1	0
T-Ball	0	0	0	7
Track	0	0	0	11

Totals	2022-2023	2023-2024	2024-2025	2025-2026
Total # of Males:	550	516	642	691
Total # of Females:	374	356	374	400
Total Athletes:	924	872	1016	1091







BUDGET BASIS: HOW WE MANAGE FUNDS

BASIS OF BUDGETING AND ACCOUNTING

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

Modified Accrual Basis for Governmental Funds: The District's governmental fund types use the modified accrual basis of budgeting. Revenues are recognized as soon as they are both measurable and available. "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period, or soon enough thereafter, to pay liabilities of the current period. Revenues are considered to be available if collected within 60 days after year-end. Expenditures are recognized when funds are either expended or encumbered. Appropriations not spent or encumbered lapse at the end of the fiscal year. Encumbrances are treated as expenditures for budgeting purposes in those funds using the modified accrual basis and are documented by purchase orders or contracts. Fund equity is referred to as fund balance under this basis of accounting and budgeting.

The Reporting Entity	•Annual Budget •Annual Comprehensive Financial Report
General Funds	•10 General Fund •18 Risk Management Fund •19 Universal Preschool Program (UPK) Fund
Special Revenue Funds	•21 Nutrition Services Fund •22 Governmental Designated Purpose Grant Fund •23 Student Athletic Fund •26 Daycare Fund •29 Student Activity Fund
Debt Service Funds	•31 Bond Redemption Fund
Capital Project Funds	•41 Building Fund •43 Capital Reserve Fund

FINANCIAL STRUCTURE: 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 categories:

GENERAL FUNDS

10 - General Fund

As the District's major operating fund, the G*eneral 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.

19 – Universal Preschool Program (UPK) (Sub-Fund)

Expenditures from the *Universal Preschool Program (UPK) Fund* pay the costs of providing preschool services directly to qualified at-risk children enrolled in the District's preschool program pursuant to state statute. 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 these Special Revenue Funds:

21 - Nutrition Service Fund.

The 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.

22 - Government Designated Purpose Grant Fund

The Government Designated Purpose Grant Fund is used to record financial transactions for grants received for designated programs funded by federal, state or local sources.

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 activities.

26- Daycare Fund

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

29- Student Activity Fund

The Student Activity Fund tracks all financial transactions related to school activities, such as fundraisers, building activities, PTOs, and similar events.

DEBT SERVICE FUNDS

Debt Service Funds are used to account for the revenues collected and set aside to pay the principal and interest on the District's outstanding debt. In Colorado, property tax revenues collected to repay voter-approved bonds are recorded in the Bond Redemption Fund.

31 – Bond Redemption Fund

The Bond Redemption Fund is used to account for the accumulation of resources and the payment of principal, interest, and related costs on the District's long-term general obligation debt and long-term voter-approved lease-purchase debt.

CAPITAL PROJECTS FUNDS

Capital Project Funds are used to account for financial resources used to acquire or construct major capital facilities, sites, and equipment.

41 – Building Fund

The Building Fund is used to account for the financial resources to be used to construct, renovate, and equip capital facilities. Projects are being funded from the issuance of $111 million in General Obligation Bonds in December 2024.

43 - Capital Reserve Fund

The Capital Reserve Fund is used to record financial transactions for small capital projects funded by a transfer from the general fund and the sale of fixed assets.

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 in identifying 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

CLASSIFICATION OF REVENUES/EXPENDITURES/FUND BALANCE

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

FUND BALANCE POLICY - CONTINGENCY RESERVE

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 affect 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 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.

BUDGET DEVELOPMENT & POLICIES

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.

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.

BUDGET TRANSFERS

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

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

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

BUDGET PUBLICATION AND ADOPTION

The Board of Education of the District must adopt a budget and an appropriation resolution for each fund that presents a complete financial plan for the ensuing fiscal year. In accordance with state budget law, the budget shall include actual revenues and expenditures/expenses in detail for the last completed fiscal year, revenues and expenditures/expenses anticipated/budgeted, or both, for the current fiscal year and revenues and expenditures/expenses for the ensuing fiscal year.

- ***Notice of Budget Publication:*** The proposed budget shall be submitted to the Board of Education at least 30 days prior to the beginning of the fiscal year (May 31). "Within 10 days after submission of the proposed budget, the Board of Education must publish a notice stating that the proposed budget is on file at the principal administrative offices of the District; that the proposed budget is available for inspection during reasonable business hours; that any person paying school taxes in the District may file or register an objection thereto at any time prior to its adoption; and that the Board of Education of the District will consider adoption of the proposed budget for the ensuing fiscal year on the date, time, and place specified in the notice."

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

- ***Budget Adoption:*** The Board of Education must adopt a budget for each fiscal year prior to the beginning of the fiscal year (July 1). After adoption, the Board of Education may

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

- ***Appropriation Resolution:*** The Board of Education must adopt a budget and an appropriation resolution for each fiscal year prior to the beginning of such year. The appropriation resolution must specify the amount of money appropriated to each fund. The amounts appropriated to a fund must not exceed the amount thereof as specified in the proposed budget.

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

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

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

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

TABOR CONSTITUTIONAL AMENDMENT

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

BOARD POLICIES

The Board of Education has proposed Board policies that further enhance the District's focus on increasing student knowledge and academic achievement. For a complete text of the Board policies, please refer to the District's website.

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

DA- Fiscal Management Goals
DAB- Financial Administration
DAB-E- Financial Administration Exhibit

DB- Annual Budget
DBD- Determination of Budget Priorities
DBG- Budget Adoption Procedures
DBG-E- Deadlines in Budgeting Process Set by Statute
DBJ- Budget Transfers
DBK- Fiscal Emergencies
DCA- Capital Reserve Fund Budget Planning
DEA- Funds from Local Tax Sources

The details of these Board of Education policies can be found on our district's website

ORAL NOTIFICATION

The Superintendent shall ensure 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 THE 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.

BUDGET DEVELOPMENT GUIDELINES

Our budget projections for the 2026-2027 fiscal year are built upon the following key pillars and state-level legislative shifts:

1. Per-Pupil Revenue (PPR) & Transition Funding

- ✓ *New Base Rate:* We assume a statewide base per-pupil amount of $8,909.10. This figure includes a 2.3% inflation adjustment ($217.30 per student) to help our schools manage the rising costs of utilities, supplies, and services.
- ✓ *Formula Phase-In (Step 2):* Under the new School Finance Formula (HB24-1448), WPS will receive its funding based on the "expiring formula" plus 30% of the difference between the old and new formulas. Because the new formula better accounts for our high percentage of English Language Learners (ELL) and at-risk students, this phase-in represents a net positive for our District.

2. Weighted Funding for Student Needs

- ✓ Westminster continues to benefit from the new formula's focus on equity. Our budget assumes the following multipliers on top of the base rate:
- ✓ At-Risk Funding: Calculated at 25% of the base per-pupil rate for every qualifying student.
- ✓ English Language Learners (ELL): Calculated at 25% of the base rate.
- ✓ Special Education: Calculated at 25% of the base rate.
- ✓ Cost of Living Factor: An additional adjustment based on our local Denver-metro economic climate.

3. Enrollment Trends

- ✓ Student Count: Our projections are based on a declining enrollment projection of approximately 6,555 K-12 students.
- ✓ Funding Stability: Because student enrollment can naturally shift from year to year, we rely on the state's three-year averaging model to keep our funding steady. This ensures that our classrooms and programs remain fully supported, even if enrollment numbers change slightly, by providing a more predictable and "smoothed" funding base for the 2026-27 budget

4. Local Property Tax & Mill Levy

- ✓ Assessed Valuation: 2026 is a "non-reassessment" year for property values. Consequently, we expect our local property tax revenue to remain relatively flat.

5. Commitment to Staff (Year 2 of Agreement)

- ✓ Salaries & Benefits: This budget accounts for the second year of our two-year agreement with our employee association.
- ✓ PERA & Insurance: We have factored in a 2.3% inflationary adjustment for operational costs and are absorbing projected increases in health/dental insurance premiums to protect our employees' take-home pay.

PER PUPIL ALLOCATIONS FOR SCHOOL SITES

Initial allocations will be based on projected enrollments for the most recent October Count. The following table illustrates the per-pupil allocations for this adopted budget:

	Instructional	At-Risk Allocation	Non-Instructional
Elementary	$80	$50	$40
Middle	$100	$70	$50
High	$140	$110	$60

In addition, with the above allocations, schools have an additional amount allocated for other programs at their school, including but not limited to computer subscriptions, staff development, and copier expenses.

BUDGET PROCESS & CALENDAR

BUDGET PROCESS

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

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

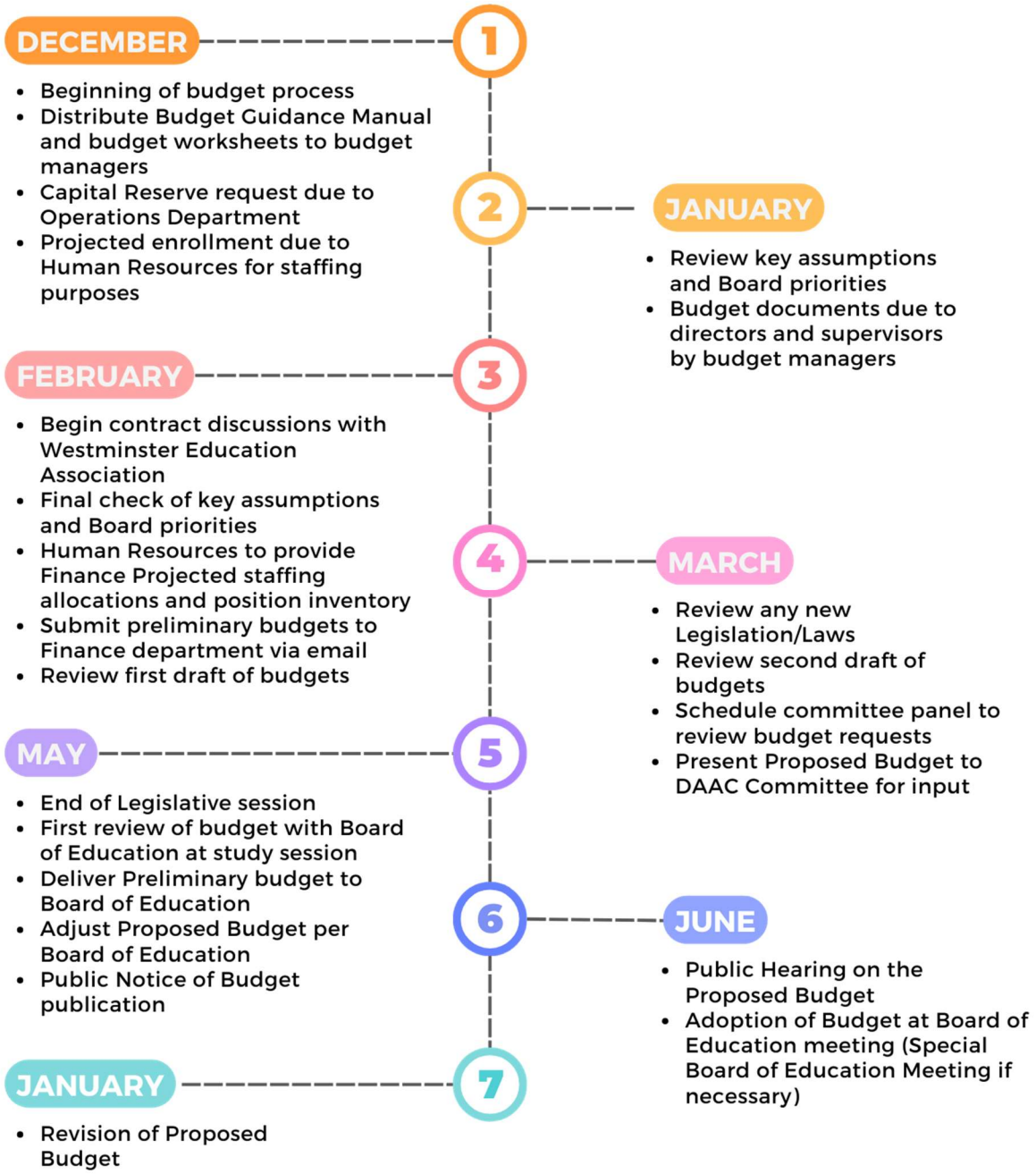
District Improvement: As we look toward the budget development process for the next fiscal year, it is helpful to study the District's goals and their impact on this year, as well as on the budget years ahead. The most critical consideration in times when dollars are short is the ability to focus and coordinate. This takes forethought and planning so that decisions are made that are careful, efficient, and economically sound.

CAPITAL BUDGET PROCESS

The capital budget process is a year-round cycle managed by the Capital Fixtures Equipment Assessment Team (Capital FEAT), a cross-functional committee including the CFO, Finance Director, and representatives from Auxiliary Services and Curriculum. The District protects its

physical assets by allocating a certain dollar amount per student annually into a Capital Reserve Fund dedicated to long-term projects such as land acquisition, building construction, and major equipment purchases. The annual development timeline begins with prioritized requests from building principals, followed by committee evaluations and a formal recommendation to the Superintendent. This prioritized list is presented to the Board of Education and formally adopted by resolution, ensuring that all infrastructure spending remains transparent, strategically aligned with long-range facility plans, and subject to strict Board oversight.

BUDGET DEVELOPMENT CALENDAR – ALL FUNDS



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SUMMARY OF TOTAL BUDGET

REVENUE SUMMARY BY SOURCE: ALL FUNDS

Westminster Public Schools is funded by local, state, and federal sources, with state aid serving as the primary revenue stream alongside local property and ownership taxes. Because state funding is designed to bridge the gap for districts with lower property valuations, we must carefully manage these resources to maintain high-quality programs despite ongoing economic pressures.

STATE

Our funding is determined by the Colorado School Finance Act's "Total Program" formula, which adjusts for local variables like district size, cost of living, and student demographics. Additionally, the district receives state and federal "categorical" reimbursements to help cover mandated costs for specific programs such as special education, transportation, and vocational training.

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

Federal revenue is restricted to specific purposes, primarily supporting low-income students through Title I, students with disabilities via IDEA, and our military ROTC program. Additionally, the district receives federal funds based on free and reduced-price meal eligibility to ensure all students have access to nutritious school meals. These highly regulated funds provide essential support for our most vulnerable populations with limited spending flexibility.



SUMMARY OF REVENUES AND EXPENDITURES - ALL FUNDS

FISCAL YEARS 2022-2023 to 2029-2030

Revenue Summary of All Funds	Actual 2023	Actual 2024	Actual 2025	Amended 2026	Adopted 2027	Projected 2028	Projected 2029	Projected 2030
10- General Fund	$ 130,100,117	$ 128,776,598	$ 131,989,935	$ 131,990,276	$ 130,689,004	$ 134,279,412	$ 135,825,259	$ 137,957,049
18- Risk Management Fund	1,922,598	185,000	395,100	1,480,000	1,430,000	1,705,440	1,728,492	1,737,358
19- Universal Preschool Fund	4,149,845	5,942,287	4,809,788	4,019,000	3,735,000	3,773,050	3,811,502	3,850,359
21- Nutrition Services Fund	5,719,939	6,172,500	7,718,917	7,348,406	7,748,406	7,495,374	7,717,456	7,871,805
22- Government Designated Purpose Grants	12,385,354	12,385,354	9,895,001	11,605,212	12,290,000	12,603,395	12,905,876	13,215,618
23- Student Athletics Fund	1,935,796	2,181,032	2,206,976	1,515,100	1,619,000	1,620,190	1,621,392	1,622,606
26- Daycare Program Fund	1,605,928	1,605,928	1,835,499	2,080,000	780,000	795,600	811,512	827,742
28- Local Coordinating Organization Fund	-	-	-	952,413	-	-	-	-
29- School Activity Fund	-	-	-	1,061,292	535,000	543,025	551,170	559,438
31- Bond Redemption Fund	8,688,909	8,688,909	19,536,018	8,589,078	8,800,000	8,760,860	8,760,860	8,936,077
41- Building Fund	-	-	116,037,000	4,750,000	2,750,000	2,062,500	1,031,250	206,250
43- Capital Reserve Fund	8,279,859	6,777,332	7,232,868	3,620,340	4,342,620	2,594,793	2,646,934	2,725,067
Total	**$ 174,788,344**	**$ 172,714,939**	**$ 301,657,102**	**$ 179,011,117**	**$ 174,719,030**	**$ 176,233,639**	**$ 177,411,703**	**$ 179,509,368**

Expenditure Summary of All Funds	Actual 2023	Actual 2024	Actual 2025	Amended 2026	Adopted 2027	Projected 2028	Projected 2029	Projected 2030
10- General Fund	$ 126,993,669	$ 121,004,372	$ 124,891,875	$ 130,551,765	$ 130,260,482	$ 131,614,865	$ 134,247,162	$ 136,932,105
18- Risk Management Fund	1,701,579	1,682,114	1,776,446	1,700,000	1,765,000	1,817,950	1,819,539	1,872,536
19- Universal Preschool Fund	4,456,413	5,168,058	4,675,265	4,330,480	4,099,799	4,140,797	4,182,205	4,224,027
21- Nutrition Services Fund	6,403,251	7,132,614	7,287,163	7,498,126	7,739,072	7,648,089	7,801,050	7,957,071
22- Government Designated Purpose Grants	12,385,354	12,385,354	9,895,001	11,605,212	12,290,000	12,603,395	12,905,876	13,215,617
23- Student Athletics Fund	2,283,849	2,283,849	2,054,233	1,557,029	1,535,118	1,603,739	1,590,814	1,622,630
26- Daycare Program Fund	1,763,487	2,222,594	2,208,426	2,073,011	779,695	792,974	808,834	825,010
28- Local Coordinating Organization Fund	-	-	-	642,969	-	-	-	-
29- School Activity Fund	-	-	-	623,960	582,770	593,405	604,243	615,287
31- Bond Redemption Fund	8,144,563	8,334,231	10,773,650	13,790,100	13,867,878	8,636,052	8,647,230	8,812,797
41- Building Fund	-	-	3,011,624	19,628,750	45,638,750	31,370,516	11,319,428	9,135,970
43- Capital Reserve Fund	12,992,909	13,934,752	8,799,662	4,543,763	4,557,620	2,305,095	2,374,248	2,445,475
Total	**$ 177,125,073**	**$ 174,147,937**	**$ 175,373,345**	**$ 198,545,165**	**$ 223,116,184**	**$ 203,126,876**	**$ 186,300,627**	**$ 187,658,526**

GENERAL FUND REVENUE ASSUMPTIONS AND PLANNING CRITERIA

Understanding Our General Fund

The General Fund serves as the backbone of Westminster Public Schools, covering the daily costs of educating our students and operating our schools. This fund is primarily built through a combination of state and local tax revenue.

How Funding is Determined

The majority of our budget is set by the New School Finance Formula (House Bill 24-1448), which is updated each year by the Colorado General Assembly. This formula starts with a base "per-pupil" amount and then adds funding based on the specific needs of our community, including:

- Student Support: Additional resources for at-risk students, English Language Learners (ELL), and Special Education services.

- Local Logistics: Adjustments for the cost of living in our area, our district size, and our specific location.

Planning for the Future

When we project our budget for the coming year, we carefully track factors that impact our bottom line. These include shifts in student enrollment, inflation (tracked via the Denver/Boulder Consumer Price Index), and the rising costs of competitive salaries and benefits.

Where the Money Goes

Our greatest investment is in our people. As we enter the second year of our two-year agreement with our employee association, we remain committed to honoring our shared goals. We take immense pride in maintaining a very competitive salary schedule, as we believe that supporting our staff is the best way to support our students.

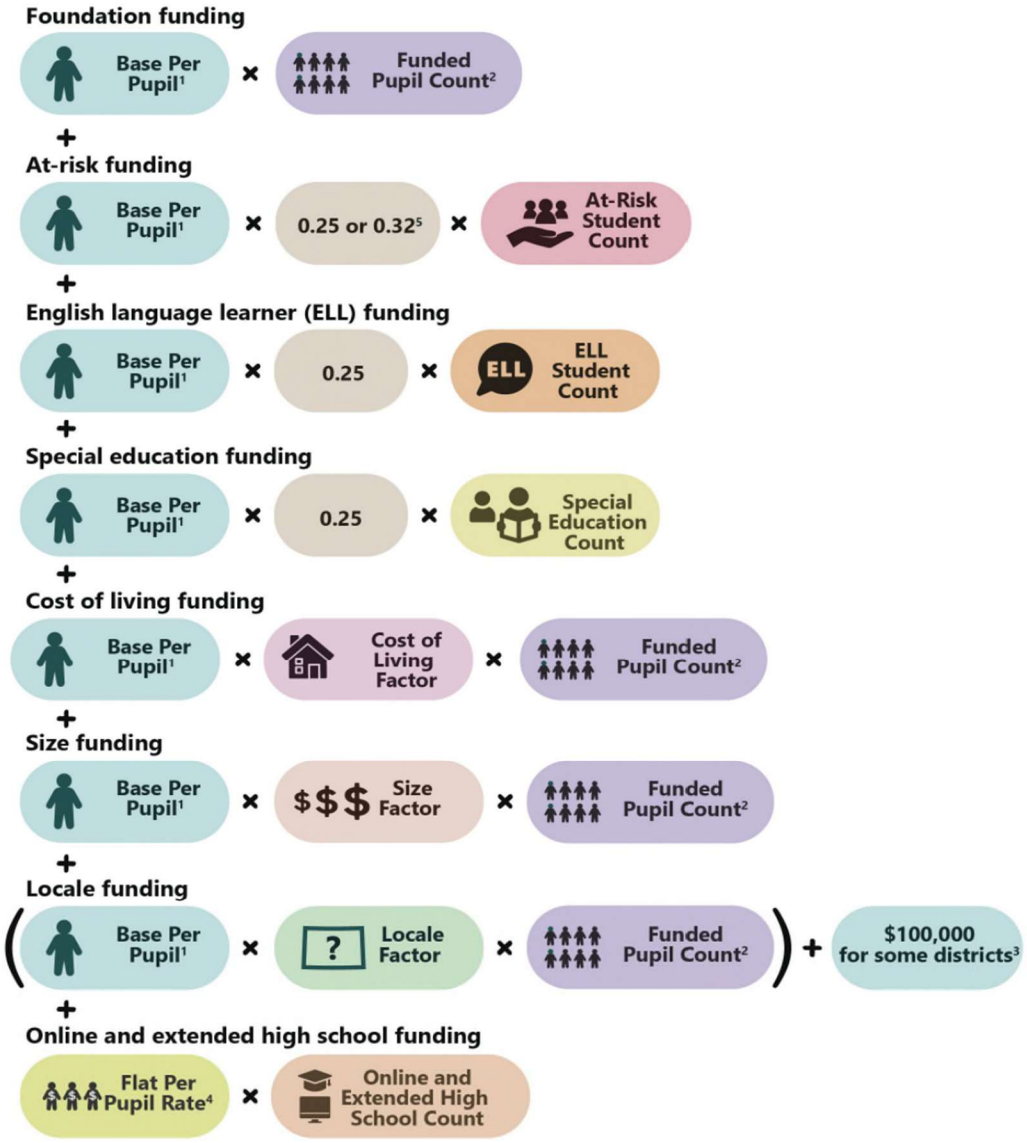
While market conditions change, the District consistently prioritizes finding sustainable ways to provide salary increases for all employee groups. In addition to these raises, the General Fund covers essential costs associated with the Public Employees' Retirement Association (PERA) and rising health and dental insurance premiums, ensuring our team remains supported both in and out of the classroom.

STATE FUNDING FACTORS

The New School Finance Formula (HB 24-1448) introduces an additive structure for calculating school funding, replacing the previous multiplicative model. The formula begins with a statewide base per-pupil funding amount, which is constitutionally required to increase annually due to inflation (Amendment 23). District funding is then adjusted using specific factors, including At-Risk, English Language Learner (ELL), and Special Education funding.

These factors ensure that funding is adjusted to account for the unique characteristics of each district, including student demographics, cost of living, and geographic location.

Additive structure for calculating school funding:



LOCAL FUNDING FACTORS

Assessed Valuation, Property Tax Mill Levy and Property Tax

The assessed valuation of property in Colorado was historically governed by the 1982 Gallagher Amendment. However, following the repeal of Gallagher via Amendment B in 2020, the state transitioned to a legislatively determined assessment model.

Effective for the 2025 assessment year and beyond, Colorado implemented a split assessment rate system. This means that a single property now has two different assessed values: one used to calculate taxes for school districts and another for all other local government entities (such as counties and fire districts).

Assessment Rates for 2026 (Taxes Payable in 2027):

- **Residential Property:** For school district levies, the assessment rate is 7.05%. For other local government levies, the rate is 6.8%.
- **Residential Value Exemption:** Taxpayers are entitled to a reduction equal to 10% of the property's actual value, capped at a maximum reduction of $70,000.
- **Commercial Property:** The assessment rate for improved commercial property has been reduced to 25% as part of a multi-year phase-down intended to provide business tax relief.

Delinquent Property Taxes and Property Tax Abatements, Credits, And Refunds

Delinquent property taxes in Colorado refer to taxes that were due in previous years but were collected in the current year. These taxes are handled by the county treasurer, who is responsible for ensuring that delinquent payments are collected. Property tax abatements, credits, and refunds may be granted to taxpayers who successfully appeal their property tax assessments. These adjustments typically occur when a taxpayer can demonstrate that their property was overvalued or improperly assessed in a prior year. In such cases, the county is required by state statutes to provide a rebate of the current year's taxes and, in some cases, the taxes from the previous year.

Specific Ownership Taxes - Specific ownership taxes in Colorado are primarily derived from motor vehicle registrations. Each year, when vehicles are registered, a state-mandated tax is collected by the county treasurer. These revenues are then distributed among local government agencies based on their proportion of the total property tax base. For school districts, a portion of the General Fund-specific ownership taxes is included as part of the total program funding formula, as defined by the School Finance Act. However, specific ownership taxes generated by bond redemption mill levies and mill levy overrides are excluded from this formula.

OTHER LOCAL REVENUES

Community Use (Building Rental)

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.

Interest Earnings

Investment earnings revenue budgets are based on prior history of interest revenue and interest rate projections. Interest income is generated from the District's investment holdings with COLOTRUST.

Instructional Fees

Instructional fees serve as supplemental revenue designed to offset the direct costs of consumable supplies, technology equipment, and specialized services such as AP assessments or instrument maintenance. To ensure equitable access, the district utilizes a tiered pricing structure that offers reduced rates for students qualifying for Free and Reduced benefits and full waivers for those in foster or out-of-home placements. While these fees are technically optional, they are required for participation in specific elective activities, co-curricular programs, and the 1:1 Chromebook initiative.

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.



10 - GENERAL FUND - LOCAL, STATE & FEDERAL REVENUE SOURCES

FISCAL YEARS 2022-2023 to 2026-27

Revenue Sources 1000-1999 Local Sources	Actual 2023	Actual 2024	Actual 2025	Amended 2026	Adopted 2027
1110 Property Taxes	$ 25,995,862	$ 30,344,357	$ 30,613,486	$ 33,850,000	$ 33,996,446
1111 Prop Tax Mill Levy Over	25,973,195	27,001,821	27,671,757	28,437,925	28,180,526
1120 Specific Ownership Taxes	1,982,143	1,778,416	1,751,780	1,528,295	1,574,144
1122 So Tax Mill Levy Override	1,980,720	1,682,805	1,569,914	1,650,259	1,650,259
1140 Delinq Tax/Penalty/Intere	44,270	53,504	46,592	51,213	51,213
1141 Abatements	(112,566)	(262,679)	(575,316)	(394,780)	(320,000)
1310 Summer School Tuition	825	1,055	1,495	-	-
1500 Interest Earnings	2,970,262	3,520,767	2,352,843	2,163,217	1,850,000
1900 Other Revenue/Local Sources	52,946	113,893	173,229	135,000	55,000
1905 Transcripts	10,646	7,002	7,554	6,900	6,900
1906 Symposium	3,393	78,794	22,967	19,796	-
1910 Building Rental	145,297	223,797	180,999	180,000	220,000
1930 Sale Of Assets	4,578	113,711	86,553	86,500	86,500
1940 Instructional Materials Fees	72,586	389,257	440,202	415,000	462,000
1971 Overhead Cost Revenue	365,274	68,378	265,694	205,000	205,000
1972 Indirect Cost Revenue	2,002,580	1,887,767	1,533,953	1,520,000	1,520,000
1990 Other Revenue	261,647	102,823	56,426	57,500	57,500
2440 Foster Care Revenue	51,894	-	4,922	-	-
Total Local Sources	**61,805,551**	**67,105,467**	**66,205,050**	**69,911,825**	**69,595,488**
3000-3999 State Sources					
3130 Special Education ECEA	3,082,701	3,337,501	3,602,476	3,638,182	3,638,182
3140 ELPA Program	552,510	643,215	688,910	771,550	771,550
3160 Transportation	623,143	667,758	698,694	582,785	600,000
3120 Career and Technical	363,526	223,062	160,265	200,000	125,000
3259 READ ACT	495,867	440,612	441,851	413,540	405,000
3898 On Behalf Payment-CDE	4,669,506	611,648	1,445,943	800,000	600,000
3899 SWAP Revenue	252,920	-	196,471	190,000	190,000
3237 Career Success Program	124,404	101,126	313,020	280,000	120,000
3291 New Comer Funds	90,194	887,042	-	-	-
3110 State Equalization	57,993,082	54,631,426	58,119,057	55,167,395	54,608,785
3150 Gifted and Talented	-	82,606	-	-	-
3200 Categorical Adjustment	-	(43,979)	-	-	-
3200 State Equalization Adjustment	-	14,632	-	-	-
3235 At Risk Funding	-	-	82,863	-	-
SubTotal State Sources	**68,247,852**	**61,596,648**	**65,749,551**	**62,043,451**	**61,058,516**
4000-4999 Federal Sources					
4020-4899 Federal Revenue	46,714	74,483	35,334	35,000	35,000
Subtotal Federal Sources	**46,714**	**74,483**	**35,334**	**35,000**	**35,000**
Total Revenue Before Transfers	**$ 130,100,117**	**$ 128,776,598**	**$ 131,989,935**	**$ 131,990,276**	**$ 130,689,004**

REVENUE ALLOCATED TO OTHER FUNDS

To address the different needs of the District, this adopted budget includes transfers from the General fund to the Athletic and Activity Fund, Capital Reserve Fund, and Insurance Reserve Fund. By prioritizing these transfers, the District ensures that operational essentials and student opportunities remain fully funded without compromising the core instructional budget.

General Fund Transfers Plus Proceeds from Lease	Adopted 2027
Transfer To Athletic/Activity	$ 1,500,000
Transfer To Capital Reserve	3,657,620
Transfer To Insurance Reserve	1,200,000
Proceeds from Lease	(600,000)
Total Transfers/Proceeds from Lease	**$ 5,757,620**

GENERAL FUND EXPENDITURE ASSUMPTIONS

For the 2026-27 fiscal year are the result of a thoughtful and lengthy budget process involving a diverse group of stakeholders. These allocations were carefully developed to ensure that the District's resources are strategically aligned with our educational goals. To maintain a fair and data-driven approach, school allocations are based on enrollment, while departmental funding is determined by specific operational needs.

By design, the majority of budgeted expenditures are dedicated to instruction, prioritizing the direct impact on student learning. This framework ensures that the bulk of our financial resources stays in the classroom. While most initiatives are funded through these primary school and department allocations, a rigorous review process remains in place to evaluate any additional requests, ensuring all spending remains focused on student success.

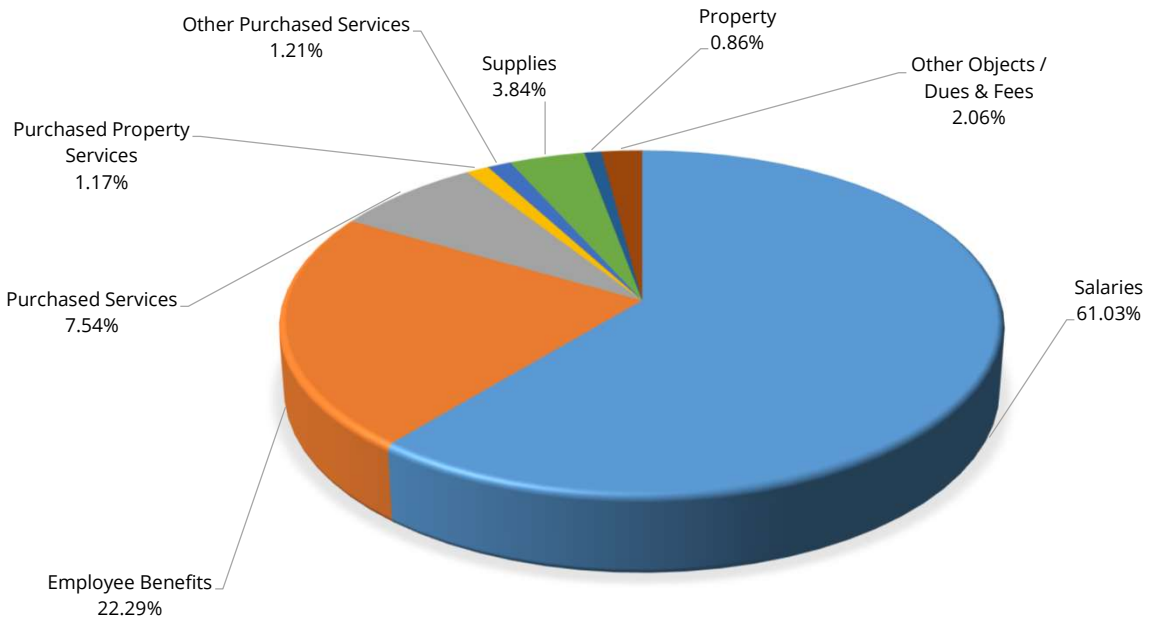


10 - GENERAL FUND - EXPENDITURES BY OBJECT

FISCAL YEARS 2022-2023 to 2026-2027

Expenditures by Object Summary	Actual 2023	Actual 2024	Actual 2025	Amended 2026	Adopted 2027
0100-0199 Salaries	$ 67,524,909	$ 71,707,455	$ 74,359,085	$ 76,414,729	$ 77,607,035
0200-0299 Employee Benefits	27,712,872	24,813,559	26,392,982	27,780,709	28,345,768
0300-0399 Purchased Services	6,135,714	8,668,146	8,241,651	9,719,951	9,587,943
0400-0499 Purchased Property Services	1,044,440	1,210,024	1,334,533	1,678,632	1,483,125
0500-0599 Other Purchased Services	1,159,606	1,191,306	1,451,587	1,693,890	1,536,413
0600-0699 Supplies	4,485,196	4,210,286	4,419,415	4,990,636	4,886,382
0700-0799 Property	2,682,058	2,466,546	1,859,361	1,856,740	1,093,900
0800-0899 Other Objects / Dues & Fees	554,433	4,096,812	4,017,634	3,068,978	2,619,916
0900-0999 Other Uses of Funds	447,096	2,640,236	2,815,627	3,347,500	3,100,000
Total Expenditures by Object	**111,746,323**	**121,004,372**	**124,891,875**	**130,551,765**	**130,260,482**
Transfers	15,247,346	9,963,551	8,065,476	4,625,340	5,757,620
Total Expenditures and Transfers	**$ 126,993,669**	**$ 130,967,923**	**$ 132,957,352**	**$ 135,177,105**	**$ 136,018,102**

General Fund Expenditure by Object for Fiscal Year 2026-27

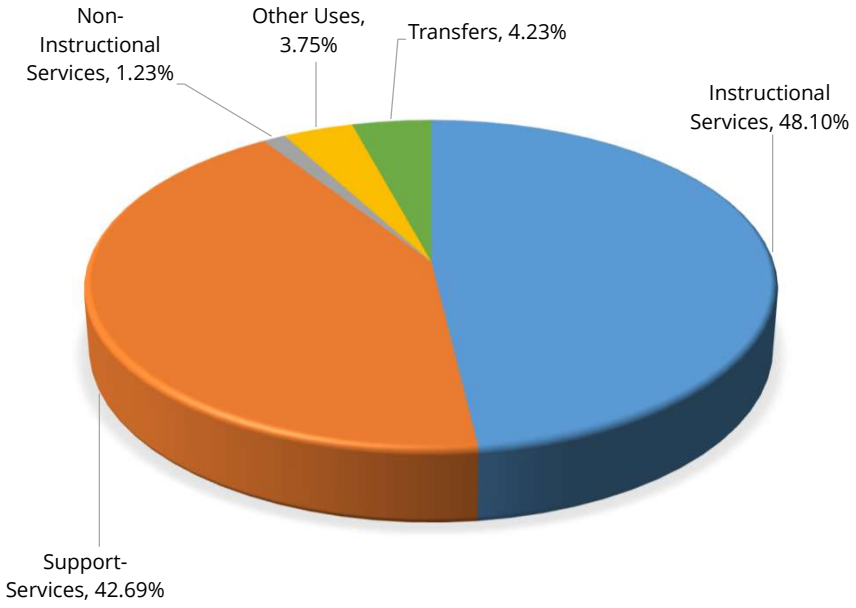


10 - GENERAL FUND - SUMMARY OF EXPENDITURES BY PROGRAM

FISCAL YEARS 2022-2023 to 2026-2027

Expenditures by Program Summary	Actual 2023	Actual 2024	Actual 2025	Amended 2026	Adopted 2027
0010-1999 Instructional Services	$ 53,864,910	$ 53,935,493	$ 58,809,471	$ 63,344,998	$ 65,429,065
2000-2999 Support Services	55,783,959	59,121,653	57,952,989	60,582,012	58,059,641
3000-3999 Non-Instructional Services	842,073	1,442,733	1,644,157	1,602,906	1,671,776
4000-4999 Facilities & Construction Services	-	-	-	-	-
5000-9999 Other Uses	1,255,381	6,504,492	6,485,258	4,763,565	5,100,000
Total Expenditures by Program	**111,746,323**	**121,004,372**	**124,891,875**	**130,293,480**	**130,260,482**
Transfers	15,247,346	9,963,551	8,065,476	4,599,000	5,757,620
Total Expenditures Plus Transfers	**$ 126,993,669**	**$ 130,967,923**	**$ 132,957,352**	**$ 134,892,480**	**$ 136,018,102**

General Fund - Summary of Expenditures by Program for Fiscal Year 2026-2027



10 - GENERAL FUND - EXPENDITURES BY SCHOOL/DEPARTMENT

FISCAL YEAR 2026-2027

School/Department	Salaries	Employee Benefits	Purchase Services	Supplies & Materials	Capital Outlay	Other Objects	Total	Student FTE	Per Student Cost
Early Learning Center Gregory Hill	$ 775,944	$ 303,267	$ -	$ 8,280	$ -	$ -	$ 1,087,491	130	$ 8,365
Harris Park Elementary	2,878,982	1,104,833	139,300	72,336	3,000	-	4,198,451	345	12,169
Mesa Elementary	2,646,091	1,044,051	130,250	70,611	-	-	3,891,003	280	13,896
Sherrelwood Elementary	2,023,454	740,753	178,100	59,180	-	3,000	3,004,487	200	15,022
Westminster High School	14,424,207	4,920,728	249,500	994,300	11,000	44,060	20,643,795	1,890	10,923
Hidden Lake Alternative High	2,492,547	894,678	524,542	150,848	-	9,400	4,072,015	305	13,351
Gifted/Talented	13,866	3,138	-	7,996	-	-	25,000	333	75
Instructional Services Center	933,486	370,776	1,700	11,092	2,000	8,000	1,327,054	21	63,193
Colorado Stem Academy	2,464,340	965,472	134,419	114,000	-	4,000	3,682,231	375	9,819
Westminster Academy for Intern Studies	50,208	23,548	25,500	49,500	-	-	148,756	n/a	n/a
Uplands Discovery Campus	4,906,188	1,836,753	193,200	207,596	1,000	7,000	7,151,737	545	13,122
Josephine Hodgkins Leadership Academy	4,817,675	1,867,745	296,500	137,127	10,000	-	7,129,047	480	14,852
Metropolitan Arts Academy	2,435,341	912,917	183,800	61,300	-	2,000	3,595,358	280	12,841
Colorado Summit Leadership Academy	3,140,791	1,208,483	116,240	98,778	-	2,500	4,566,792	309	14,779
Orchard Park Academy	4,471,321	1,645,126	147,000	139,570	10,000	2,000	6,415,017	482	13,309
Tennyson Knolls Preparatory School	2,750,086	1,041,762	309,500	83,985	-	-	4,185,333	290	14,432
Fairview	2,775,026	1,087,458	29,000	103,624	3,000	2,500	4,000,608	358	11,175
Sunset Ridge	3,273,636	1,200,826	294,600	74,900	-	5,251	4,849,213	416	11,657
Board of Education	122,396	40,151	503,300	17,300	5,000	14,500	702,647	6,555	107
Superintendent	724,629	236,112	37,500	25,000	-	4,553	1,027,794	6,555	157
Community Relations	527,337	180,822	112,544	38,556	-	8,000	867,259	6,555	132
Learning Services	3,591,878	1,236,712	2,448,449	609,851	24,300	34,350	7,945,540	6,555	1,212
Special Education	1,629,915	480,933	944,511	32,000	-	4,800	3,092,159	1,104	2,801
Human Resources	2,277,248	755,217	166,317	19,480	2,000	9,156	3,229,419	6,555	493
Financial Services	941,870	326,748	376,500	45,601	1,500	5,000	1,697,219	6,555	259
Operations Office	1,803,979	757,297	239,306	71,000	-	2,514	2,874,096	6,555	438
Creative Arts Pipeline	360,833	121,316	43,900	29,389	-	6,000	561,438	6,555	86
Robert Landgraf Center	-	-	9,800	18,300	-	-	28,100	6,555	4
Iver C Ranum	892,995	95,792	48,500	396,800	-	-	1,434,087	6,555	219
Operation & Maintenance	3,252,635	1,145,169	718,852	564,783	218,500	3,570	5,903,509	6,555	901
Logistics	835,107	328,713	171,780	43,000	278,000	1,100	1,657,700	6,555	253
Technology Services	1,132,211	390,824	211,315	14,000	515,700	600	2,264,650	6,555	345
Transportation	2,309,151	1,009,313	409,919	316,120	8,900	(188,000)	3,865,403	6,555	590
Districtwide	-	-	3,201,337	162,000	-	5,724,062	9,087,399	6,555	1,386
Daniel C Vallez Learning Center	-	-	10,500	38,179	-	-	48,679	6,555	7
Total Expenditures	**$77,675,370**	**$28,277,433**	**$12,607,481**	**$4,886,382**	**$ 1,093,900**	**$5,719,916**	**$ 130,260,482**		

RESOURCE ALLOCATION - ALL SCHOOLS

PURCHASED SERVICES, MATERIALS AND SUPPLIES

FISCAL YEAR 2026-2027

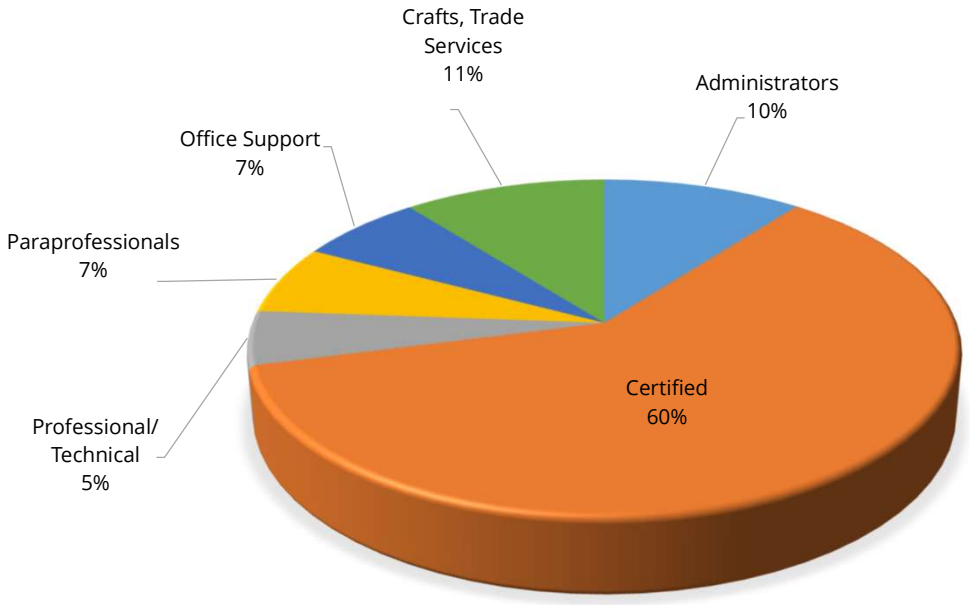
	Projected Students	Projected At-Risk Students	K-12 Instructional Allocation	K-12 At-Risk Instructional Allocation	Total Instructional Allocation	Non-Instructional Allocation	Total Allocation	Total Allocation
Elementary Schools			**$80**	**$50**		**$40**	**100%**	**90%**
Early Childhood	0	184	0	9,200	9,200	0	9,200	8,280
Harris Park	345	283	27,600	14,145	41,745	13,800	55,545	49,991
Mesa	280	230	22,400	11,480	33,880	11,200	45,080	40,572
Sherrelwood	200	164	16,000	8,200	24,200	8,000	32,200	28,980
Total Elementary Schools	**825**	**861**	**66,000**	**43,025**	**109,025**	**33,000**	**142,025**	**127,823**
K-8 Schools			**$100**	**$70**		**$50**	**100%**	**90%**
CSLA	309	253	30,900	17,737	48,637	15,450	64,087	57,678
Hodgkins	480	394	48,000	27,552	75,552	24,000	99,552	89,597
Orchard Park	482	395	48,200	27,667	75,867	24,100	99,967	89,970
Tennyson Knolls	290	238	29,000	16,646	45,646	14,500	60,146	54,131
STEM	375	206	37,500	14,438	51,938	18,750	70,688	63,619
MAA	280	230	28,000	16,072	44,072	14,000	58,072	52,265
Fairview	358	294	35,800	20,549	56,349	17,900	74,249	66,824
Uplands Discovery Campus	615	504	61,500	35,301	96,801	30,750	127,551	114,796
Sunset Ridge	416	341	41,600	23,878	65,478	20,800	86,278	77,651
Total K-8 Schools	**3,605**	**2,855**	**360,500**	**199,840**	**560,340**	**180,250**	**740,590**	**666,531**
High Schools			**$140**	**$110**		**$60**	**100%**	**90%**
Westminster	1,890	1,512	264,600	166,320	430,920	113,400	544,320	489,888
Hidden Lake	305	259	42,700	28,518	71,218	18,300	89,518	80,566
Total High Schools	**2,195**	**1,771**	**307,300**	**194,838**	**502,138**	**131,700**	**633,838**	**570,454**
Grand Total	**6,625**	**5,487**	**$733,800**	**$437,702**	**$1,171,502**	**$344,950**	**$1,516,452**	**$1,364,807**

10 - GENERAL FUND - SUMMARY OF JOB CLASSIFICATIONS

FISCAL YEARS 2022-2023 to 2026-2027

Salaries by Job Code	Actual 2023	Actual 2024	Actual 2025	Amended 2026	Adopted 2027
Administrators	$ 8,387,559	$ 9,467,093	$ 9,032,562	$ 8,666,581	$ 8,137,975
Certified	39,764,989	41,687,156	44,583,244	45,287,304	46,947,231
Professional/Technical	2,709,333	2,955,169	3,279,250	3,815,044	4,021,364
Paraprofessionals	4,541,704	4,874,239	4,610,236	5,154,337	5,083,272
Office Support	5,061,846	5,438,521	5,518,694	5,248,575	5,145,581
Crafts, Trade Services	7,059,325	7,285,278	7,335,099	8,242,888	8,271,612
Total Salaries	**67,524,756**	**71,707,455**	**74,359,085**	**76,414,729**	**77,607,035**
Benefits					
PERA & Medicare	15,254,902	16,177,048	15,901,661	17,204,651	17,662,168
Insurance & Other Benefits	12,457,969	8,636,512	10,491,321	10,576,058	10,683,600
Total Benefits	**27,712,872**	**24,813,559**	**26,392,982**	**27,780,709**	**28,345,768**
Other Expenses	16,508,542	24,483,357	24,139,808	26,356,327	24,307,679
Total Expenditures	**$ 111,746,170**	**$ 121,004,372**	**$ 124,891,875**	**$ 130,551,765**	**$ 130,260,482**

General Fund Salary & Benefits by Job 2026-2027



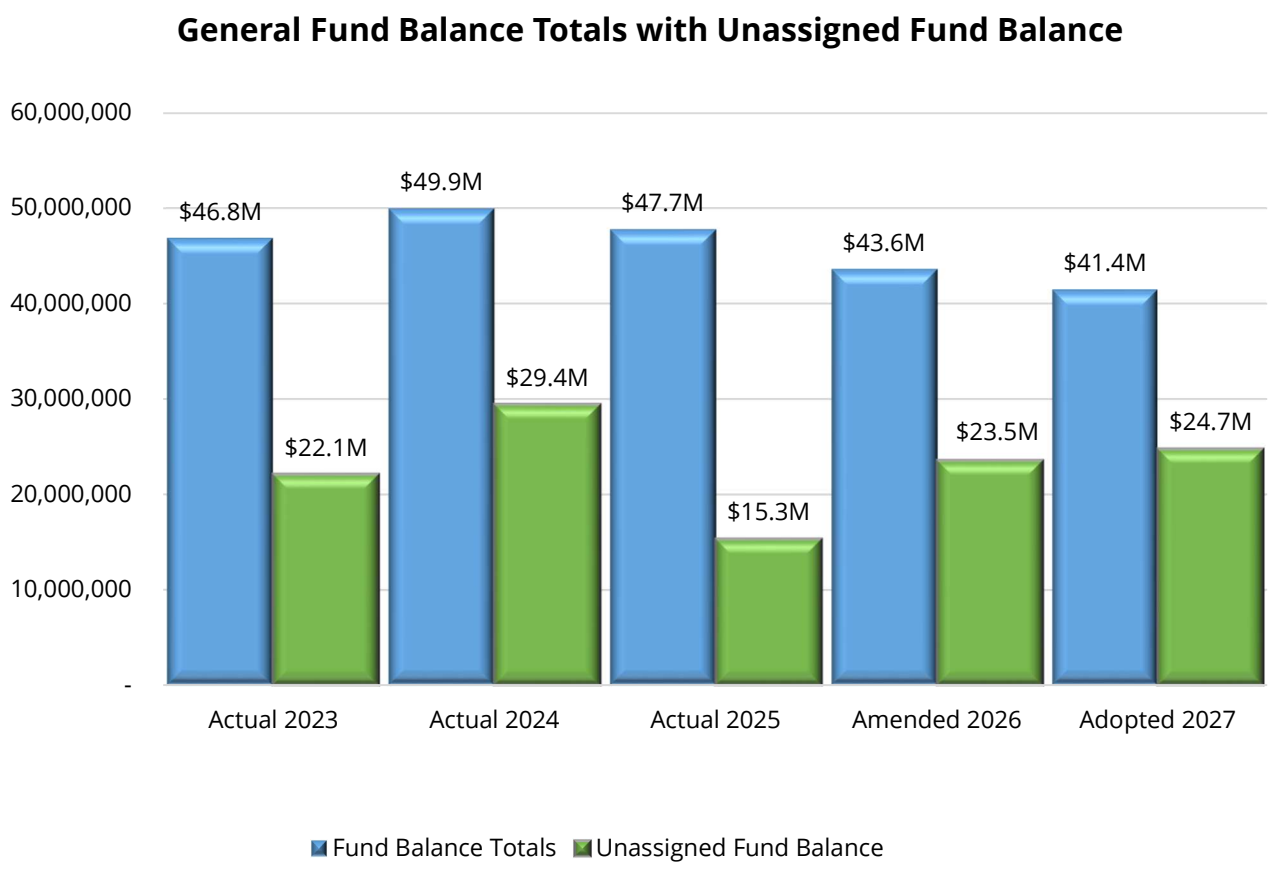
Reserves/Fund Balance

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 District's fund balance has grown over the years. Although there has been a recent decrease in the fund balance, investment firms have confirmed that our financial position remains 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).

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 2025-26. 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.



THREE-YEAR ASSUMPTIONS 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. The budget forecast is one of many tools used in the budget development process. The parameters utilized in projecting revenues and expenditures 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 the district's declining enrollment, the projections for the following years are as follows:

Year End June 30th	PK-12 Students (Head Count)
2027	7302
2028	7,083
2029	6,941

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. 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 $329 per student. This will allow the District to meet capital reserve and risk management funding needs.
4. The override revenues will vary based on assessed valuations each year. With the state laws districts are unable to go out for more than 27 mills. The District currently receives the 27 mills.
5. All except State equalization revenue all the other revenues are being increased by an average of 3% being the economy situation.

Expenditure Assumptions:

1. The mandatory TABOR emergency reserve is maintained at three percent (3%) of appropriated expenditures.
2. Board policy requires the contingency reserve to be maintained at five percent (5%) of budgeted expenditures.
3. For projection purposes, all expenses are increased by an average of 2% each year in the projections through June 30, 2029. Furthermore, it is assumed that staffing ratios and class size will remain unchanged.
4. Benefits are increased by 450,000 for healthcare and other benefits per the association agreement.
5. The purchased services, supplies and materials, capital outlay, and other expenditure budgets are adjusted based on expenditure trends over the prior five years.

BUDGET FORECAST: ALL FUNDS
FISCAL YEAR 2026-2027 TO 2029-2030

Revenue Summary of All Funds (Includes Transfers)	Adopted 2027	Projected 2028	Projected 2029	Projected 2030
10 General Fund	$130,689,004	$134,279,412	$135,825,259	$137,957,049
18 Risk Management Fund	1,430,000	1,705,440	1,728,492	1,737,358
19 Colorado's Universal Pre-K (UPK) Fund	3,735,000	3,773,050	3,811,502	3,850,359
21 Nutrition Services Fund	7,748,406	7,495,374	7,717,456	7,871,805
22 Government Designated Purpose Grants Fund	12,290,000	12,603,395	12,905,876	13,215,618
23 Student Athletic & Activity Fund	1,619,000	1,620,190	1,621,392	1,622,606
26 Daycare Program Fund	780,000	795,600	811,512	827,742
29 School Activity Fund	535,000	543,025	551,170	559,438
31 Bond Redemption Fund	8,800,000	8,760,860	8,760,860	8,936,077
41 Building Fund	2,750,000	2,062,500	1,031,250	206,250
43 Capital Reserve Fund	4,342,620	2,594,793	2,646,934	2,725,067
Total	$174,719,030	$176,233,639	$177,411,703	$179,509,368
Expenditure Summary of All Funds				
10 General Fund	$130,260,482	$131,614,865	$134,247,162	$136,932,105
18 Risk Management Fund	1,765,000	1,817,950	1,819,539	1,872,536
19 Colorado's Universal Pre-K (UPK) Fund	4,099,799	4,140,797	4,182,205	4,224,027
21 Nutrition Services Fund	7,739,072	7,648,089	7,801,050	7,957,071
22 Government Designated Purpose Grants	12,290,000	12,603,395	12,905,876	13,215,617
23 Student Athletic & Activity Fund	1,535,118	1,603,739	1,590,814	1,622,630
26 Daycare Program Fund	779,695	792,974	808,834	825,010
29 School Activity Fund	582,770	593,405	604,243	615,287
31 Bond Redemption Fund	13,867,878	8,636,052	8,647,230	8,812,797
41 Building Fund	45,638,750	31,370,516	11,319,428	9,135,970
43 Capital Reserve Fund	4,557,620	2,305,095	2,374,248	2,445,475
Total	$223,116,184	$203,126,876	$186,300,627	$187,658,526

ALL FUNDS – REVENUE BY SOURCES, EXPENDITURES BY OBJECT
FISCAL YEAR 2026-2027

Sources of Revenue by Object (Excludes Transfers)	Adopted 2027
1000-1999 Local Sources	$84,386,988
3000-3009 State Sources	66,148,516
4000-4999 Federal Sources	17,825,906
Total Sources	**168,361,410**
Expenditures by Object	
0100-0199 Salaries	87,689,414
0200-0299 Employee Benefits	32,515,638
0300-0599 Purchased Services & Property	52,118,194
0600-0699 Supplies	17,794,598
0700-0799 Property	16,446,265
0800-0999 Other Objects	16,552,077
Total Expenditures	**$223,116,184**

**Note: Totals may not match due to rounding.*

Major Shifts and Changes Included in this Budget:

Revenues:

1. **General Fund:** revenues are projected to decrease 1.5% approximately, mainly due to declining enrollment
2. **State Funding (Year Two of New Formula):** Funding is projected based on the second year of implementing Colorado's new, more equitable school finance act, which provides increased transparency and resources.
3. **Enrollment Projection:** District enrollment is anticipated to decrease by 4% for the 2026-27 academic year.
4. **Local and State Tax Revenue:** Projected revenues from local property values are expected to remain consistent with prior-year levels

Expenditures:

5. **Association Contract (Year Two):** Continuation of the two-year negotiated compensation package with the association. This is the second year of the agreement, which provides salary increases and benefits for all employee groups. The total package for both years is valued at approximately $10 million, ensuring competitive compensation for our staff.
6. **Literacy Support:** We are continuing the investment in CORE and elective teachers to maintain appropriate class sizes and are proceeding with the $1.2 million Literacy pilot program in Kindergarten. This program provides specialized, intensive support from an external partner to boost reading proficiency in these foundational years.
7. **Bond Project Spending:** Dedicated spending of the bond proceeds in the 2026-2027 fiscal year to complete key facility improvements .
8. **One-Time Expenses:** The budget includes the following non-recurring expenditures:
    a. Capital project allocations based on the FTFI committee recommendations.
    b. Second-year funding for Kindergarten paraprofessionals dedicated to literacy intervention and support.

10 - GENERAL FUND - REVENUES BY SOURCE, EXPENDITURES BY OBJECT & FUND BALANCE

FISCAL YEARS 2022-2023 to 2029-2030

Sources of Revenue	Actual	Actual	Actual	Amended	Adopted	Projected	Projected	Projected
1000-1999 Local Sources	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**
1100-1199 Taxes	$ 55,863,624	$ 60,598,225	$ 61,078,213	$ 65,122,912	$ 65,132,588	$ 68,109,577	$ 69,131,220	$ 70,168,189
1300-1399 Tuition	825	1,055	1,495	900	-	-	-	-
1500-1599 Earnings on Investments	2,970,262	3,520,767	2,352,843	2,163,217	1,850,000	1,813,000	1,776,740	1,956,191
1900-1999 Other Revenue from Local Sources	2,970,840	2,985,420	2,772,499	2,625,696	2,612,900	2,508,384	2,458,216	2,706,496
Subtotal Local	**61,805,551**	**67,105,467**	**66,205,050**	**69,911,825**	**69,595,488**	**72,430,961**	**73,366,177**	**74,830,876**
3000-3999 State Sources								
3000-3009 State Sources	5,242,150	5,495,879	5,827,815	5,686,056	5,534,731	5,590,079	5,645,980	5,702,439
3010-3019 State Revenue from Other Agencies	-	-	356,737	390,000	315,000	318,150	321,332	324,545
3110-3199 State Share Equalization	57,993,082	54,631,426	58,119,057	55,167,395	54,608,785	55,154,873	55,706,422	56,263,486
3200-3209 Adjustments to Categorical Revenues	-	843,063	-	-	-	-	-	-
3899- On Behalf Payment-CDE	5,012,620	611,648	1,445,943	800,000	600,000	750,000	750,000	800,000
3210-3299 Equalization Adjustment	-	14,632	-	-	-	-	-	-
Subtotal State Sources	**68,247,852**	**61,596,648**	**65,749,551**	**62,043,451**	**61,058,516**	**61,813,102**	**62,423,733**	**63,090,470**
4000-4999 Federal Sources								
4020-4899 Federal Revenue	46,714	74,483	35,334	35,000	35,000	35,350	35,350	35,704
Subtotal Federal Sources	**46,714**	**74,483**	**35,334**	**35,000**	**35,000**	**35,350**	**35,350**	**35,704**
Total Revenue Allocation Before Transfers	**130,100,117**	**128,776,598**	**131,989,935**	**131,990,276**	**130,689,004**	**134,279,412**	**135,825,259**	**137,957,049**
Expenditures								
0100-0199 Salaries	67,524,909	71,707,455	74,359,085	76,414,729	77,607,035	78,383,105	79,950,767	81,549,782
0200-0299 Employee Benefits	27,712,872	24,813,559	26,392,982	27,780,709	28,345,768	28,629,226	29,201,811	29,785,847
0300-0399 Purchased Services	6,135,714	8,668,146	8,241,651	9,719,951	9,587,943	9,779,702	9,975,296	10,174,802
0400-0499 Purchased Property Services	1,044,440	1,210,024	1,334,533	1,678,632	1,483,125	1,512,788	1,543,043	1,573,904
0500-0599 Other Purchased Services	1,159,606	1,191,306	1,451,587	1,693,890	1,536,413	1,567,141	1,598,484	1,630,454
0600-0699 Supplies	4,485,196	4,210,286	4,419,415	4,990,636	4,886,382	4,984,110	5,083,792	5,185,468
0700-0799 Property	2,682,058	2,466,546	1,859,361	1,856,740	1,093,900	1,115,778	1,138,094	1,160,855
0800-0899 Other Objects / Dues & Fees	554,433	4,096,812	4,017,634	3,068,978	2,619,916	2,633,016	2,685,676	2,739,389
0900-0999 Other Uses of Funds	447,096	2,640,236	2,815,627	3,347,500	3,100,000	3,010,000	3,070,200	3,131,604
Total Expenditures	**111,746,323**	**121,004,372**	**124,891,875**	**130,551,765**	**130,260,482**	**131,614,865**	**134,247,162**	**136,932,105**
5000-5999 Other Sources/Transfer Allocations								
5223 Transfer To Athletics/Activity	1,300,000	1,500,000	1,500,000	1,400,000	1,500,000	1,500,000	1,500,000	1,500,000
5226 Transfer To Daycare Program	500,000	-	-	280,000	-	-	-	-
5243 Transfer To Capital Reserve	8,277,400	6,754,785	6,934,752	2,445,340	3,657,620	2,469,793	2,469,793	2,595,017
5218 Transfer To Insurance Reserve	1,603,548	1,628,345	-	1,200,000	1,200,000	1,300,000	1,350,000	1,400,000
5400 Proceeds from Lease	(346,116)	(919,579)	(369,276)	(700,000)	(600,000)	(620,000)	(620,000)	(620,000)
5219 Transfer To Universal Preschool Program	3,912,514	1,000,000	-	-	-	-	-	-
Total Transfer Allocations	**15,247,346**	**9,963,551**	**8,065,476**	**4,625,340**	**5,757,620**	**4,649,793**	**4,699,793**	**4,875,017**
Total Expenditures and Transfers	**126,993,669**	**130,967,923**	**132,957,352**	**135,177,105**	**136,018,102**	**136,264,658**	**138,946,955**	**141,807,122**
Net Change in Fund Balance	**3,106,448**	**(2,191,326)**	**(967,417)**	**(3,186,829)**	**(5,329,097)**	**(1,985,246)**	**(3,121,696)**	**(3,850,073)**
Beginning Fund Balance (Deficit)	46,802,694	49,909,142	47,717,816	46,750,400	46,750,400	41,421,302	41,421,302	39,436,056
Ending Fund Balance	**49,909,142**	**47,717,816**	**46,750,400**	**43,563,571**	**41,421,302**	**39,436,056**	**38,299,606**	**35,585,983**
% of Ending Fund Balance	39.30%	36.43%	35.16%	32.23%	30.45%	28.94%	27.56%	25.09%
Reserves								
Nonspendable:								
Inventories and Prepaids	235,000	191,445	615,042	445,000	445,000	420,000	425,000	440,000
Restricted:								
TABOR	3,956,333	4,112,553	4,139,195	3,959,708	3,920,670	4,028,382	4,074,758	4,138,711
Assigned:								
Other Purposes	2,894,000	721,520	392,780	450,000	450,000	463,500	463,500	477,405
Contingency Reserve	6,349,683	6,136,005	6,555,146	6,599,514	6,534,450	6,713,971	6,791,263	6,897,852
Subsequent Year Expenditures	-	21,256,764	9,789,556	8,600,000	5,329,097	1,985,246	3,121,696	3,850,073
Unnasigned Ending Fund Balance	**36,474,125**	**15,299,529**	**25,258,681**	**23,509,349**	**24,742,084**	**25,824,958**	**23,423,389**	**19,781,942**
Total Ending Fund Balance	**$ 49,909,142**	**$ 47,717,816**	**$ 46,750,400**	**$ 43,563,571**	**$ 41,421,302**	**$ 39,436,056**	**$ 38,299,606**	**$ 35,585,983**

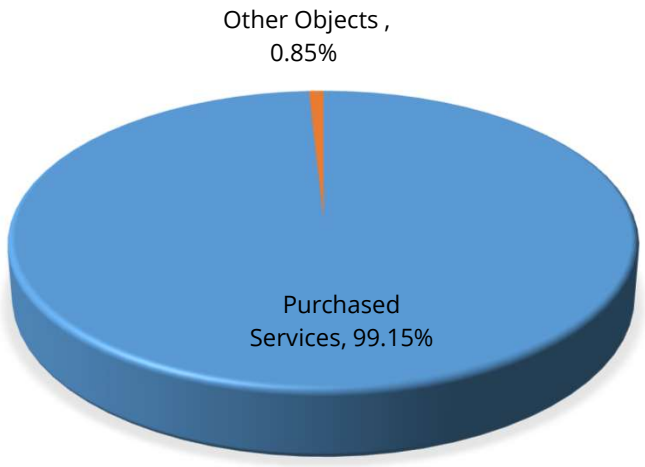
RISK MANAGEMENT SUB-FUND

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. The Districts claims have been lower for the last few years so the fund is doing better than other school districts in the state.

18 - Risk Management
Fiscal Years 2022-2023 to 2029-2030

Sources of Revenue by Object	Actual 2023	Actual 2024	Actual 2025	Amended 2026	Adopted 2027	Projected 2028	Projected 2029	Projected 2030
1000-1999 Local Sources	$ 319,050	$ 173,945	$ 395,100	$ 280,000	$ 230,000	$ 234,600	$ 239,292	$ 244,078
5000-5999 Other Sources	1,603,548	1,628,345	-	1,200,000	1,200,000	1,470,840	1,489,200	1,493,280
Total Revenue Allocation	**1,922,598**	**1,802,290**	**395,100**	**1,480,000**	**1,430,000**	**1,705,440**	**1,728,492**	**1,737,358**
Expenditures by Object								
0100-0199 Salaries	-	-	-	-	-	-	-	-
0200-0299 Employee Benefits	-	-	-	-	-	-	-	-
0300-0399 Purchased Services	-	-	-	-	-	-	-	-
0400-0499 Purchased Property Services	-	-	-	-	-	-	-	-
0500-0599 Other Purchased Services	1,563,977	1,668,937	1,754,414	1,685,000	1,750,000	1,802,500	1,804,075	1,856,622
0600-0699 Supplies	-	-	-	-	-	-	-	-
0700-0799 Property	-	-	-	-	-	-	-	-
0800-0899 Other Objects	137,602	13,177	22,032	15,000	15,000	15,450	15,464	15,914
Total Expenditures	**1,701,579**	**1,682,114**	**1,776,446**	**1,700,000**	**1,765,000**	**1,817,950**	**1,819,539**	**1,872,536**
Total Excess over (under) Expenditures	**221,019**	**120,176**	**(1,381,346)**	**(220,000)**	**(335,000)**	**(112,510)**	**(91,047)**	**(135,178)**
Fund Balance Beginning	3,593,851	3,814,873	3,935,047	2,553,701	2,333,701	1,998,701	1,886,191	1,795,144
Fund Balance Ending	**3,814,872**	**3,935,047**	**2,553,701**	**2,333,701**	**1,998,701**	**1,886,191**	**1,795,144**	**1,659,966**
Restricted for Insurance Pool	$ 3,814,872	$ 3,935,047	$ 2,553,701	$ 2,333,701	$ 1,998,701	$ 1,886,191	$ 1,795,144	$ 1,659,966

Risk Management Summary of Expenditures 2026-2027



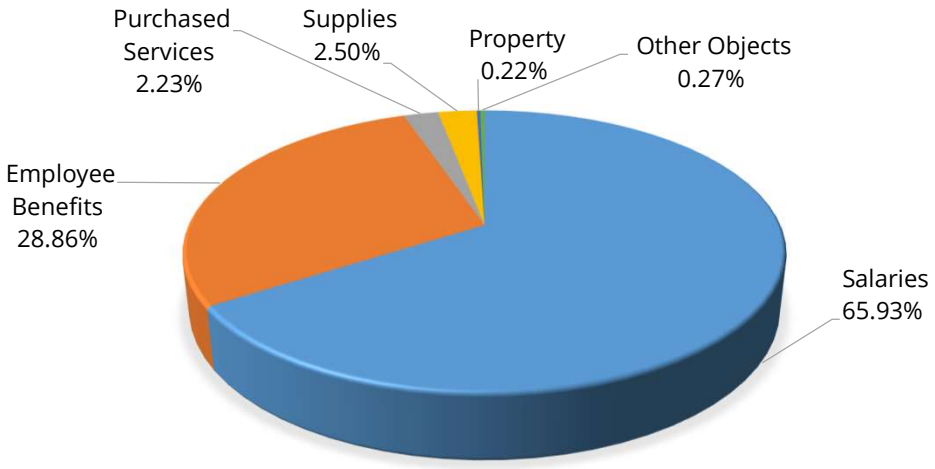
UNIVERSAL PRESCHOOL PROGRAM (UPK) SUB-FUND

The Universal Preschool Program (UPK) Sub-Fund of the General Fund allows a district to separate UPK accounting and maintain a self-balancing set of records. This fund is used to track expenditures related to the preschool programs. Any funds remaining in the preschool program budget at the end of a budget year remains available for use in future UPK budget years.

19 - Universal Preschool Fund
Fiscal Years 2022-2023 to 2029-2030

Sources of Revenue by Object	Actual 2023	Actual 2024	Actual 2025	Amended 2026	Adopted 2027	Projected 2028	Projected 2029	Projected 2030
1000-1999 Local Sources	$ 237,331	$ 192,290	$ 163,002	$ 19,000	$ 35,000	$ 36,050	$ 37,132	$ 38,245
3000-3999 State Sources	-	4,749,997	4,646,786	4,000,000	3,700,000	3,737,000	3,774,370	3,812,114
5000-5999 Other Sources	3,912,514	1,000,000	-	-	-	-	-	-
Total Revenue Allocation	**4,149,845**	**5,942,287**	**4,809,788**	**4,019,000**	**3,735,000**	**3,773,050**	**3,811,502**	**3,850,359**
Expenditures by Object								
0100-0199 Salaries	2,781,365	3,287,717	3,027,199	2,994,428	2,702,863	2,729,891	2,757,190	2,784,762
0200-0299 Employee Benefits	1,115,810	1,272,814	1,173,323	1,164,588	1,183,136	1,194,967	1,206,917	1,218,986
0300-0399 Purchased Services	363,048	152,505	58,759	2,500	2,500	2,525	2,550	2,576
0400-0499 Purchased Property Services	49,892	44,033	50,867	68,490	66,500	67,165	67,837	68,515
0500-0599 Other Purchased Services	3,363	16,858	13,423	22,400	22,400	22,624	22,850	23,079
0600-0699 Supplies	121,927	91,885	87,389	58,574	102,400	103,424	104,458	105,503
0700-0799 Property	7,000	245,366	1,349	8,500	9,000	9,090	9,181	9,273
0800-0899 Other Objects	14,008	56,880	262,957	11,000	11,000	11,110	11,221	11,333
Total Expenditures	**4,456,413**	**5,168,058**	**4,675,265**	**4,330,480**	**4,099,799**	**4,140,797**	**4,182,205**	**4,224,027**
Total Excess over (under) Expenditures	**(191,272)**	**774,229**	**134,523**	**(311,480)**	**(364,799)**	**(367,747)**	**(370,703)**	**(373,667)**
5000-5999 Transfers								
5228 Transfer To Local Coordinating Organization (LCO)	-	-	-	312,637	-	-	-	-
Net Change in Fund Balance	**(306,568)**	**774,229**	**134,523**	**(624,117)**	**(364,799)**	**(367,747)**	**(370,703)**	**(373,667)**
Fund Balance Beginning	1,267,936	961,368	1,735,599	1,870,122	1,246,005	881,206	513,460	142,757
Fund Balance Ending	**961,368**	**1,735,599**	**1,870,122**	**1,246,005**	**881,206**	**513,460**	**142,757**	**(230,911)**
Restricted for Universal Preschool Program	$ 961,368	$ 1,735,599	$ 1,870,122	$ 1,246,005	$ 881,206	$ 513,460	$ 142,757	$ (230,911)

Universal Preschool Summary of Expenditures 2026-2027



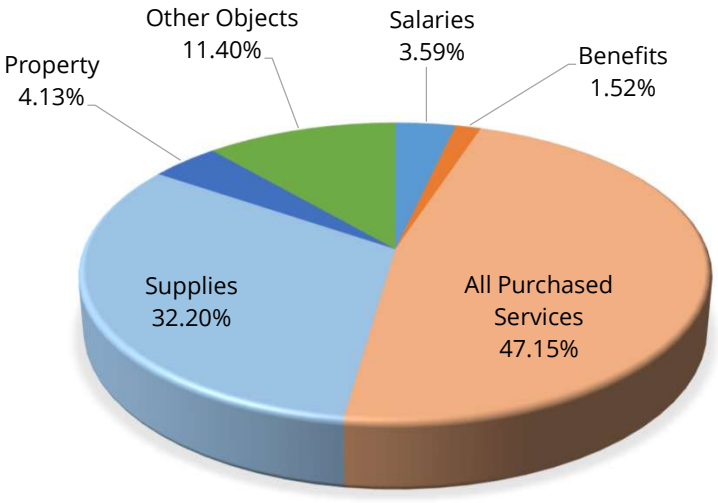
SPECIAL REVENUE FUNDS – NUTRITION SERVICES FUND

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.

21 - Nutrition Services Fund
Fiscal Years 2022-2023 to 2029-2030

Sources of Revenue by Object	Actual 2023	Actual 2024	Actual 2025	Amended 2026	Adopted 2027	Projected 2028	Projected 2029	Projected 2030
1000-1999 Local Sources	$ 313,794	$ 248,664	$ 249,619	$ 272,500	$ 272,500	$ 277,950	$ 283,509	$ 289,179
3000-3999 State Sources	93,273	1,572,245	112,861	135,000	135,000	137,700	141,831	144,668
4000-4999 Federal Sources	5,312,872	5,140,233	7,356,437	6,940,906	7,340,906	7,079,724	7,292,116	7,437,958
5000-5999 Other Sources	-	-	-	-	-	-	-	-
Total Revenue Allocation	**5,719,939**	**6,961,141**	**7,718,917**	**7,348,406**	**7,748,406**	**7,495,374**	**7,717,456**	**7,871,805**
Expenditures by Object								
0100-0199 Salaries	150,452	100,623	184,464	230,843	277,517	235,460	240,169	244,972
0200-0299 Employee Benefits	63,597	43,591	72,099	99,300	117,830	101,286	103,312	105,378
0300-0399 Purchased Services	2,532,005	2,807,440	3,004,010	2,777,500	3,012,000	2,833,050	2,889,711	2,947,505
0400-0499 Purchased Property Services	130,541	125,855	363,666	412,000	200,000	420,240	428,645	437,218
0500-0599 Other Purchased Services	382,063	613,744	434,143	465,000	437,225	474,300	483,786	493,462
0600-0699 Supplies	2,133,019	2,053,578	2,415,244	2,320,983	2,492,000	2,367,403	2,414,751	2,463,046
0700-0799 Property	824,065	470,697	49,633	342,500	320,000	349,350	356,337	363,464
0800-0899 Other Objects	447,733	917,086	763,903	850,000	882,500	867,000	884,340	902,027
Total Expenditures	**6,663,475**	**7,132,614**	**7,287,162**	**7,498,126**	**7,739,072**	**7,648,089**	**7,801,050**	**7,957,071**
Total Excess over (under) Expenditures	**(943,537)**	**(171,473)**	**431,755**	**(149,720)**	**9,334**	**(152,715)**	**(83,595)**	**(85,267)**
Fund Balance Beginning	4,828,734	3,885,198	3,713,726	4,145,481	4,145,481	3,995,761	3,843,046	3,759,451
Fund Balance Ending	**3,885,198**	**3,713,726**	**4,145,481**	**3,995,761**	**4,154,815**	**3,843,046**	**3,759,451**	**3,674,185**
Restricted for Nutrition Services Fund	$ 3,885,198	$ 3,713,726	$ 4,145,481	$ 3,995,761	$ 4,154,815	$ 3,843,046	$ 3,759,451	$ 3,674,185

Nutrition Services Summary of Expenditures 2026-2027



SPECIAL REVENUE FUNDS - GOVERNMENTAL DESIGNATED-PURPOSE GRANT

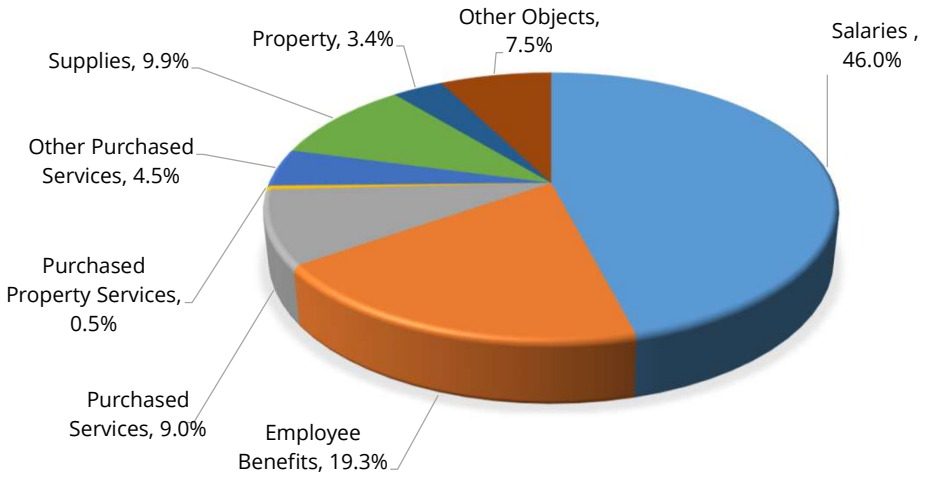
Government Designated Purpose grants are external resources that are for a particular need. Major grants are listed below:

Major Grant Awards
Title I-A
Title II-PART A - Improving Teacher Quality
Title III English Language Learners
Title IV-A Student Support & Academic Enrichment
Title VI B & Preschool (Individuals with Disabilities Education Act)
School to Work Alliance (SWAP)
Opioid Abatement
Medicaid

22 - Governmental Designated-Purpose Grants Fund
Fiscal Years 2022-2023 to 2029-2030

Sources of Revenue by Object	Actual 2023	Actual 2024	Actual 2025	Amended 2026	Adopted 2027	Projected 2028	Projected 2029	Projected 2030
1000-1999 Local Sources	$ 403,918	$ 373,188	$ 293,120	$ 656,000	$ 585,000	$ 599,918	$ 614,316	$ 629,059
3000-3999 State Sources	1,346,984	1,157,333	742,772	1,301,834	1,255,000	1,287,003	1,317,891	1,349,520
4000-4999 Federal Sources	16,908,951	10,854,833	8,859,109	9,647,378	10,450,000	10,716,475	10,973,670	11,237,038
Total Revenue Allocation	**18,659,853**	**12,385,354**	**9,895,001**	**11,605,212**	**12,290,000**	**12,603,395**	**12,905,876**	**13,215,618**
Expenditures by Object								
0100-0199 Salaries	9,707,335	6,270,694	4,851,883	5,407,958	5,650,197	5,794,277	5,933,339	6,075,740
0200-0299 Employee Benefits	3,278,483	2,132,553	1,666,242	2,067,796	2,366,461	2,426,806	2,485,049	2,544,691
0300-0399 Purchased Services	1,536,203	1,030,979	1,394,307	1,072,902	1,105,089	1,133,269	1,160,467	1,188,318
0400-0499 Purchased Property Services	590	595	958	54,500	56,135	57,566	58,948	60,363
0500-0599 Other Purchased Services	821,613	614,754	728,393	541,959	558,218	572,452	586,191	600,260
0600-0699 Supplies	549,539	567,719	393,481	1,032,151	1,213,116	1,244,050	1,273,907	1,304,481
0700-0799 Property	946,147	746,278	59,810	480,667	420,087	430,799	441,138	451,726
0800-0899 Other Objects	1,819,943	1,021,782	799,927	947,279	920,697	944,175	966,835	990,039
Total Expenditures	**18,659,853**	**12,385,354**	**9,895,001**	**11,605,212**	**12,290,000**	**12,603,395**	**12,905,876**	**13,215,617**
Total Excess over (under) Expenditures	-	-	-	-	-	-	-	-
Fund Balance Beginning	-	-	-	-	-	-	-	-
Fund Balance Ending	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Governmental Designated-Purpose Grants Summary of Expenditures 2026-2027



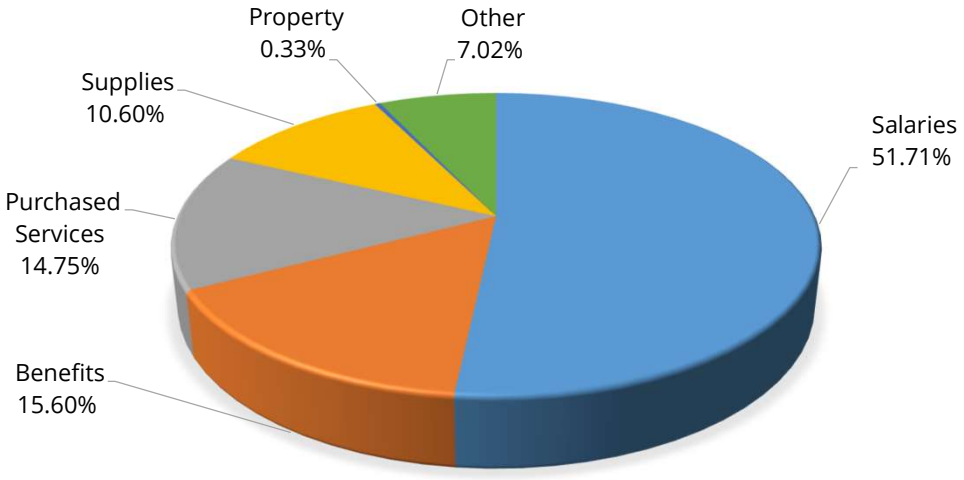
SPECIAL REVENUE FUNDS – STUDENT ATHLETICS FUND

The Student Athletics Fund is dedicated to supporting co-curricular and extracurricular programs that enrich the student experience beyond the standard classroom curriculum. This fund ensures that athletics programs have the resources necessary to operate effectively. Some revenues are collected through student participation fees and gate receipts from athletic events, but the majority of the funding is provided via an operating transfer from the General Fund.

23 - Student Athletics Fund
Fiscal Years 2022-2023 to 2029-2030

Sources of Revenue by Object	Actual 2023	Actual 2024	Actual 2025	Amended 2026	Adopted 2027	Projected 2028	Projected 2029	Projected 2030
1000-1999 Local Sources	$ 104,517	$ 680,942	$ 706,976	$ 115,100	$ 119,000	$ 120,190	$ 121,392	$ 122,606
5000-5999 Other Sources	1,300,000	1,500,000	1,500,000	1,400,000	1,500,000	1,500,000	1,500,000	1,500,000
Total Revenue Allocation	**1,404,517**	**2,180,942**	**2,206,976**	**1,515,100**	**1,619,000**	**1,620,190**	**1,621,392**	**1,622,606**
Expenditures by Object								
0100-0199 Salaries	902,467	872,457	792,305	732,103	793,859	754,066	724,147	738,630
0200-0299 Employee Benefits	280,605	184,111	228,336	254,567	239,429	262,204	267,448	272,797
0300-0399 Purchased Services	67,027	81,565	87,550	322,100	226,430	331,763	338,398	345,166
0400-0499 Purchased Property Services	38,129	166	207	-	-	-	-	-
0500-0599 Other Purchased Services	50,272	62,961	25,069	-	-	-	-	-
0600-0699 Supplies	187,939	708,318	692,163	125,958	162,700	129,737	132,331	134,978
0700-0799 Property	-	33,232	20,651	5,000	5,000	5,150	5,253	5,358
0800-0899 Other Objects	69,350	188,249	207,952	117,300	107,700	120,819	123,236	125,701
Total Expenditures	**1,595,789**	**2,131,059**	**2,054,233**	**1,557,028**	**1,535,118**	**1,603,739**	**1,590,814**	**1,622,630**
Total Excess over (under) Expenditures	**(191,272)**	**49,883**	**152,743**	**(41,928)**	**83,882**	**16,451**	**30,578**	**(25)**
5229 Transfer To Student Activity Fund 29	-	-	-	(563,292)	-	-	-	-
Net Change in Fund Balance	**1,230,650**	**49,883**	**152,743**	**(605,220)**	**83,882**	**16,451**	**30,578**	**(25)**
Fund Balance Beginning	215,919	558,366	608,249	760,992	155,771	239,653	256,104	286,682
Fund Balance Ending	**24,647**	**608,249**	**760,992**	**155,771**	**239,653**	**256,104**	**286,682**	**286,657**
Assigned to Athletics Fund	$ 24,647	$ 608,249	$ 760,992	$ 155,771	$ 239,653	$ 256,104	$ 286,682	$ 286,657

Student Athletics Summary of Expenditures 2026-2027



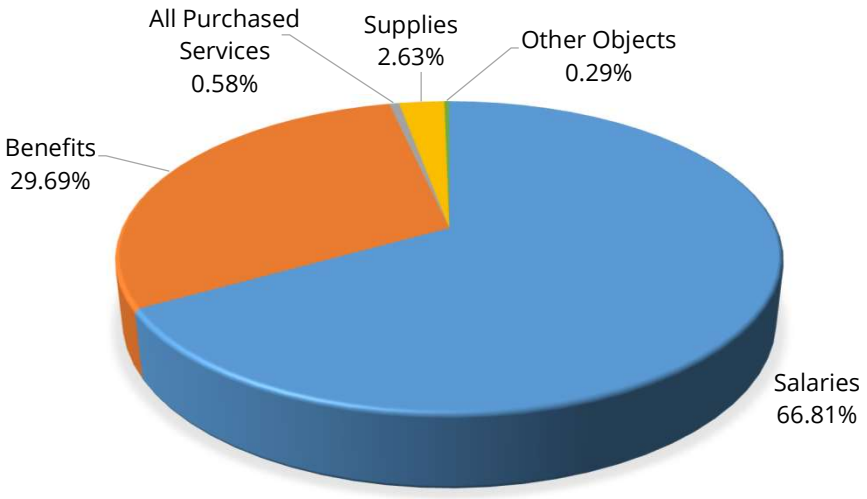
SPECIAL REVENUE FUNDS - DAYCARE FUND

The daycare fund accounts for all transactions associated with running the center for students three and under. Over 96% of all transactions in the fund are associated with salary and benefits.

26 - Daycare Fund
Fiscal Years 2022-2023 to 2029-2030

Sources of Revenue by Object	Actual 2023	Actual 2024	Actual 2025	Amended 2026	Adopted 2027	Projected 2028	Projected 2029	Projected 2030
1000-1999 Local Sources	$ 1,605,927	$ 1,699,843	$ 1,835,499	$ 1,800,000	$ 780,000	$ 795,600	$ 811,512	$ 827,742
3000-3999 State Sources	-	-	-	-	-	-	-	-
4000-4999 Federal Sources	-	-	-	-	-	-	-	-
5000-5999 Other Sources	500,000	-	-	280,000	-	-	-	-
Total Revenue Allocation	**2,105,927**	**1,699,843**	**1,835,499**	**2,080,000**	**780,000**	**795,600**	**811,512**	**827,742**
Expenditures by Object								
0100-0199 Salaries	1,216,461	1,556,555	1,451,038	1,361,493	520,943	531,361	541,989	552,828
0200-0299 Employee Benefits	454,838	578,752	560,047	563,418	231,503	233,818	238,494	243,264
0300-0399 Purchased Services	-	-	73,583	70,000	4,500	4,590	4,682	4,775
0400-0499 Purchased Property Services	16,157	18,665	28,224	18,850	-	-	-	-
0500-0599 Other Purchased Services	2,721	5,318	37,572	3,750	-	-	-	-
0600-0699 Supplies	73,310	61,525	53,015	46,500	20,500	20,910	21,328	21,755
0700-0799 Property	-	-	-	-	-	-	-	-
0800-0899 Other Objects	-	1,779	4,948	9,000	2,250	2,295	2,341	2,388
Total Expenditures	**1,763,487**	**2,222,594**	**2,208,426**	**2,073,011**	**779,695**	**792,974**	**808,834**	**825,010**
Total Excess over (under) Expenditures	**342,440**	**(522,751)**	**(372,927)**	**6,989**	**305**	**2,626**	**2,678**	**2,732**
Fund Balance Beginning	555,810	898,250	376,020	3,093	3,093	3,397	3,397	6,023
Fund Balance Ending	**898,250**	**376,020**	**3,093**	**10,082**	**3,397**	**6,023**	**6,075**	**8,755**
Restricted for Daycare Program	$ 898,250	$ 375,499	$ 3,093	$ 10,082	$ 3,397	$ 6,023	$ 6,075	$ 8,755

Daycare Program Summary of Expenditures 2026-2027



SPECIAL REVENUE FUNDS -LOCAL CORDINATING ORGANZIATION

The LCO accounts for all transactions associated with operations for UPK in Adams County.

28 - Local Cordinating Organziation
Fiscal Years 2022-2023 to 2029-2030

Sources of Revenue by Object	Actual 2023	Actual 2024	Actual 2025	Amended 2026	Adopted 2027	Projected 2028	Projected 2029	Projected 2030
1000-1999 Local Sources	$ -	$ -	$ -	$ 201,914	$ -	$ -	$ -	$ -
3000-3999 State Sources	-	-	-	437,862	-	-	-	-
4000-4999 Federal Sources	-	-	-	-	-	-	-	-
5000-5999 Other Sources	-	-	-	312,637	-	-	-	-
Total Revenue Allocation	**-**	**-**	**-**	**952,413**	**-**	**-**	**-**	**-**
Expenditures by Object								
0100-0199 Salaries	-	-	-	394,384	-	-	-	-
0200-0299 Employee Benefits	-	-	-	141,068	-	-	-	-
0300-0399 Purchased Services	-	-	-	26,820	-	-	-	-
0400-0499 Purchased Property Services	-	-	-	-	-	-	-	-
0500-0599 Other Purchased Services	-	-	-	-	-	-	-	-
0600-0699 Supplies	-	-	-	5,200	-	-	-	-
0700-0799 Property	-	-	-	14,400	-	-	-	-
0800-0899 Other Objects	-	-	-	370,541	-	-	-	-
Total Expenditures	**-**	**-**	**-**	**952,413**	**-**	**-**	**-**	**-**
Total Excess over (under) Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Fund Balance Beginning	-	-	-	-	-	-	-	-
Fund Balance Ending	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Restricted for Daycare Program	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

**The LCO previously reported in Fund 19.*

Fund 28 will be closed in FY25-26 and will no longer appear in future budget cycles after the required reporting period.

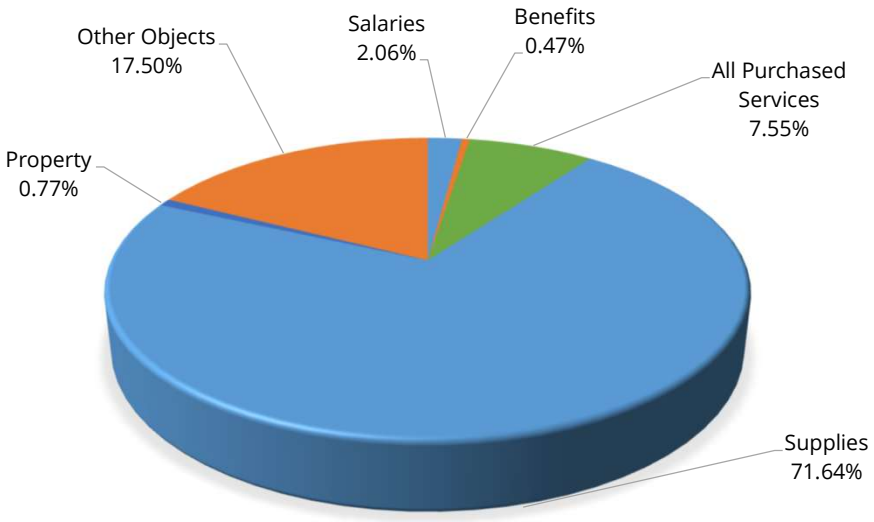
SPECIAL REVENUE FUNDS - SCHOOL ACTIVITY

The School Activity Fund consists of monies collected and held by the district for the benefit of the student body. These funds are restricted to supporting extracurricular programs, student organizations, and school-wide events. The fund is managed in accordance with district policy to ensure all expenditures directly enhance the educational and social experience of the students.

29 - School Activity
Fiscal Years 2025-2026 to 2029-2030

Sources of Revenue by Object	Amended 2026	Adopted 2027	Projected 2028	Projected 2029	Projected 2030
1000-1999 Local Sources	$ 498,000	$ 535,000	$ 543,025	$ 551,170	$ 559,438
5000-5999 Other Sources	563,292	-	-	-	-
Total Revenue Allocation	**1,061,292**	**535,000**	**543,025**	**551,170**	**559,438**
Expenditures by Object					
0100-0199 Salaries	2,000	12,000	12,240	12,485	12,734
0200-0299 Employee Benefits	460	2,760	2,815	2,872	2,929
0300-0399 Purchased Services	8,000	32,000	32,640	33,293	33,959
0400-0499 Purchased Property Services	4,500	4,500	4,590	4,682	4,775
0500-0599 Other Purchased Services	7,500	7,500	7,650	7,803	7,959
0600-0699 Supplies	498,000	417,500	425,850	434,367	443,054
0700-0799 Property	2,500	4,500	4,590	4,682	4,775
0800-0899 Other Objects	101,000	102,010	103,030	104,060	105,101
Total Expenditures	**623,960**	**582,770**	**593,405**	**604,243**	**615,287**
Total Excess over (under) Expenditures	**437,332**	**(47,770)**	**(50,380)**	**(53,073)**	**(55,849)**
Fund Balance Beginning	-	437,332	389,562	339,182	286,109
Fund Balance Ending	**437,332**	**389,562**	**339,182**	**286,109**	**230,260**
Restricted for School Activity Fund	$ 437,332	$ 389,562	$ 339,182	$ 286,109	$ 230,260

School Activity Summary of Expenditures 2026-2027



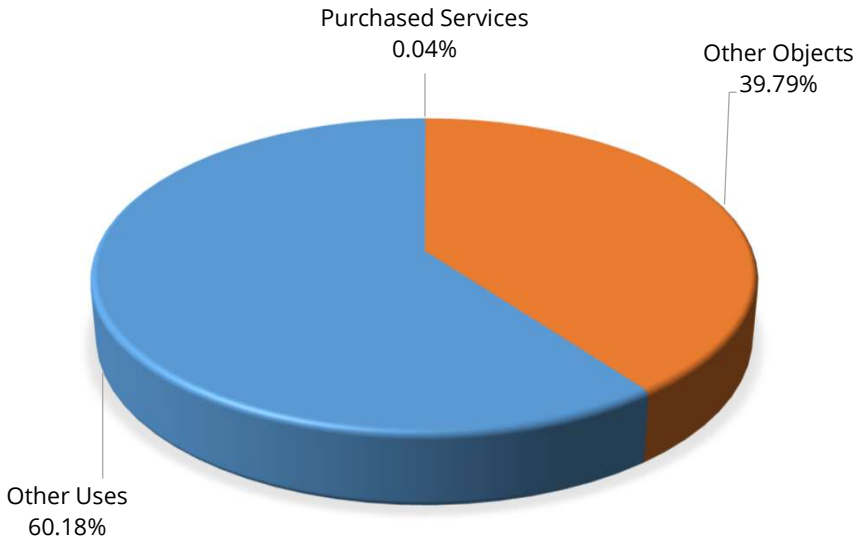
DEBT SERVICES FUND - BOND REDEMPTION FUND

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. These funds are segregated from general operating capital and are used exclusively for the scheduled repayment of principal and interest at maturity, ensuring the district meets its debt covenants and long-term financial obligations.

31 - Bond Redemption Fund
Fiscal Years 2022-2023 to 2029-2030

Sources of Revenue by Object	Actual 2023	Actual 2024	Actual 2025	Amended 2026	Adopted 2027	Projected 2028	Projected 2029	Projected 2030
1000-1999 Local Sources	$ 8,688,909	$ 8,657,781	$ 8,850,614	$ 8,589,078	$ 8,800,000	$ 8,760,860	$ 8,760,860	$ 8,936,077
Total Revenue Allocation	**8,688,909**	**8,657,781**	**8,850,614**	**8,589,078**	**8,800,000**	**8,760,860**	**8,760,860**	**8,936,077**
Expenditures by Object								
0300-0399 Purchased Services	3,900	5,000	3,900	5,100	5,100	5,202	5,204	5,306
0800-0899 Other Objects	375,663	189,231	2,619,750	5,590,000	5,517,778	190,000	193,800	197,676
0900-0999 Other Uses of Funds	7,765,000	8,140,000	8,150,000	8,195,000	8,345,000	8,440,850	8,448,226	8,609,815
Total Expenditures	**8,144,563**	**8,334,231**	**10,773,650**	**13,790,100**	**13,867,878**	**8,636,052**	**8,647,230**	**8,812,797**
Total Excess over (under) Expenditures	**544,346**	**323,550**	**(1,923,036)**	**(5,201,022)**	**(5,067,878)**	**124,808**	**113,630**	**123,280**
5000-5999 Transfers	-	-	10,685,404	-	-	-	-	-
Fund Balance Beginning	10,939,851	11,484,198	11,872,816	20,635,184	15,434,162	10,366,284	10,491,092	10,604,722
Fund Balance Ending	**11,484,198**	**11,872,816**	**20,635,184**	**15,434,162**	**10,366,284**	**10,491,092**	**10,604,722**	**10,728,002**
Restricted for Bond Redemption Fund	$ 11,484,198	$ 11,872,816	$20,635,184	$ 15,434,162	$10,366,284	$10,491,092	$10,604,722	$10,728,002

Bond Redemption Summary of Expenditures 2026-2027



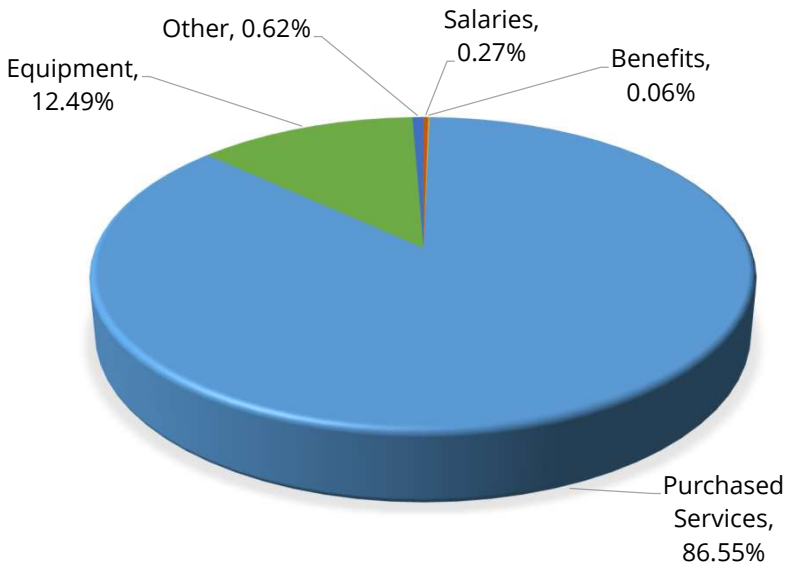
CAPITAL PROJECT FUND - BUILDING FUND

This fund accounts for the financial resources to be used to construct, renovate and equip capital facilities. Projects are being funded from the issuance of $111 million in General Obligation Bonds in December 2024.

41 – Building Fund
Fiscal Years 2024-2025 to 2029-2030

Sources of Revenue by Object	Actual 2025	Amended 2026	Adopted 2027	Projected 2028	Projected 2029	Projected 2030
1000-1999 Local Sources	$ 2,679,380	$ 4,750,000	$ 2,750,000	$ 2,062,500	$ 1,031,250	$ 206,250
Total Revenue Allocation	**2,679,380**	**4,750,000**	**2,750,000**	**2,062,500**	**1,031,250**	**206,250**
Expenditures by Object						
0100-0199 Salaries	-	125,000	125,000	126,250	127,513	128,788
0200-0299 Employee Benefits	-	28,750	28,750	29,038	29,328	29,621
0300-0399 Purchased Services	2,880,277	17,500,000	31,000,000	12,854,740	4,111,250	5,800,000
0400-0499 Purchased Property Services	-	-	8,500,000	10,054,740	4,200,000	700,000
0500-0599 Other Purchased Services	-	-	-	-	-	-
0600-0699 Supplies	-	-	-	-	-	-
0700-0799 Property	131,347	1,700,000	5,700,000	3,105,748	2,357,800	1,974,584
0800-0899 Other Objects	-	275,000	285,000	5,200,000	493,537	502,977
Total Expenditures	**3,011,624**	**19,628,750**	**45,638,750**	**31,370,516**	**11,319,428**	**9,135,970**
Other Sources	113,357,621	-	-			
Total Excess over (under) Expenditures	**113,025,378**	**(14,878,750)**	**(42,888,750)**	**(29,308,016)**	**(10,288,178)**	**(8,929,720)**
Fund Balance Beginning	-	113,025,378	98,146,628	55,257,878	25,949,862	15,661,684
Fund Balance Ending	**113,025,378**	**98,146,628**	**55,257,878**	**25,949,862**	**15,661,684**	**6,731,965**
Restricted for Building Fund	$ 113,025,378	$ 98,146,628	$ 55,257,878	$ 25,949,862	$ 15,661,684	$ 6,731,965

Building Fund Summary of Expenditures 2026-2027



BOND GENERAL OBLIGATION DEBT
SERIES 2021, 2024A AND 2024B

	Series 2021 Bonds			Series 2024A Bonds			Series 2024B Bonds			Annual
Year	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest		Total
2027	8,345,000	37,802	8,382,802	-	5,000,000	5,000,000	-	479,695	479,695	13,862,497
2028				-	5,000,000	5,000,000	3,510,000	403,703	3,913,703	8,913,703
2029				-	5,000,000	5,000,000	3,665,000	247,815	3,912,815	8,912,815
2030				-	5,000,000	5,000,000	3,825,000	83,959	3,908,959	8,908,959
2031				3,025,000	4,924,375	7,949,375	-	-	-	7,949,375
2032				3,175,000	4,769,375	7,944,375	-	-	-	7,944,375
2033				3,335,000	4,606,625	7,941,625	-	-	-	7,941,625
2034				3,500,000	4,435,750	7,935,750	-	-	-	7,935,750
2035				3,675,000	4,256,375	7,931,375	-	-	-	7,931,375
2036				3,860,000	4,068,000	7,928,000	-	-	-	7,928,000
2037				4,055,000	3,870,125	7,925,125	-	-	-	7,925,125
2038				4,255,000	3,662,375	7,917,375	-	-	-	7,917,375
2039				4,470,000	3,444,250	7,914,250	-	-	-	7,914,250
2040				4,690,000	3,215,250	7,905,250	-	-	-	7,905,250
2041				4,925,000	2,974,875	7,899,875	-	-	-	7,899,875
2042				5,175,000	2,722,375	7,897,375	-	-	-	7,897,375
2043				5,430,000	2,457,250	7,887,250	-	-	-	7,887,250
2044				5,705,000	2,178,875	7,883,875	-	-	-	7,883,875
2045				5,990,000	1,886,500	7,876,500	-	-	-	7,876,500
2046				6,285,000	1,579,625	7,864,625	-	-	-	7,864,625
2047				6,600,000	1,257,500	7,857,500	-	-	-	7,857,500
2048				6,930,000	919,250	7,849,250	-	-	-	7,849,250
2049				7,280,000	564,000	7,844,000	-	-	-	7,844,000
2050				7,640,000	191,000	7,831,000	-	-	-	7,831,000
Total	$8,345,000	37,802	$8,382,802	$100,000,000	77,983,750	$177,983,750	$11,000,000	$1,215,172	$12,215,172	$198,581,724



LEGAL DEBT LIMIT CALCULATION

Year	Assessed Value	Debt Limit (20% of assessed)	Debt Applicable to Limit General Obligation Bonds	Debt Margin	Total Debt as a percentage of Debt Limit
2026	1,253,799,067	250,759,813	209,621,924	41,137,889	83.59%
2025	1,114,677,701	222,935,540	16,683,156	206,252,384	7.48%
2024	1,111,016,510	222,203,302	24,987,044	197,216,258	11.25%
2023	922,064,890	184,412,978	32,830,000	151,582,978	17.80%
2022	924,345,980	184,869,196	40,595,000	144,274,196	21.96%
2021	850,738,420	170,147,684	48,115,000	122,032,684	28.28%
2020	851,039,720	170,207,944	52,160,000	118,047,944	30.64%
2019	682,441,830	136,488,366	58,440,000	78,048,366	42.82%
2018	689,735,170	137,947,034	64,515,000	73,432,034	46.77%
2017	573,590,860	114,718,172	70,430,000	44,288,172	61.39%

DEBT SERVICES

Certificates of Participation, Series 2019, 2020A and 2020B

Period Ending	2019 Principal	2019 Interest	2020A Principal	2020A Interest	2020B Principal	2020B Interest	Total Fiscal Year
6/30/2027	1,600,000	2,955,188	810,000	374,000	-	437,305	6,176,493
6/30/2028	1,680,000	2,873,188	840,000	341,000	-	437,305	6,171,493
6/30/2029	1,765,000	2,787,063	875,000	306,700	-	437,305	6,171,068
6/30/2030	1,855,000	2,696,563	915,000	270,900	-	437,305	6,174,768
6/30/2031	1,945,000	2,601,563	950,000	233,600	-	437,305	6,167,468
6/30/2032	2,045,000	2,501,813	990,000	194,800	-	437,305	6,168,918
6/30/2033	2,145,000	2,397,063	1,030,000	154,400	-	437,305	6,163,768
6/30/2034	2,255,000	2,298,338	1,070,000	112,400	-	437,305	6,173,043
6/30/2035	2,345,000	2,206,338	1,115,000	68,700	-	437,305	6,172,343
6/30/2036	2,440,000	2,098,438	1,160,000	23,200	-	437,305	6,158,943
6/30/2037	2,560,000	1,973,438	-	-	1,210,000	418,550	6,161,988
6/30/2038	2,690,000	1,842,188	-	-	1,250,000	380,420	6,162,608
6/30/2039	2,820,000	1,725,588	-	-	1,285,000	341,128	6,171,715
6/30/2040	2,920,000	1,610,175	-	-	1,330,000	300,595	6,160,770
6/30/2041	3,055,000	1,474,956	-	-	1,370,000	258,745	6,158,701
6/30/2042	3,190,000	1,333,519	-	-	1,415,000	215,224	6,153,743
6/30/2043	3,335,000	1,185,613	-	-	1,460,000	169,943	6,150,555
6/30/2044	3,485,000	1,030,894	-	-	1,505,000	123,244	6,144,138
6/30/2045	3,645,000	865,325	-	-	1,555,000	75,049	6,140,374
6/30/2046	3,820,000	688,200	-	-	1,605,000	25,279	6,138,479
6/30/2047	4,000,000	502,575	-	-	-		4,502,575
6/30/2048	4,190,000	308,100	-	-	-		4,498,100
6/30/2049	4,390,000	104,300	-	-	-		4,494,300
Total	**64,175,000**	**40,060,419**	**9,755,000**	**2,079,700**	**13,985,000**	**6,681,225**	**136,736,344**

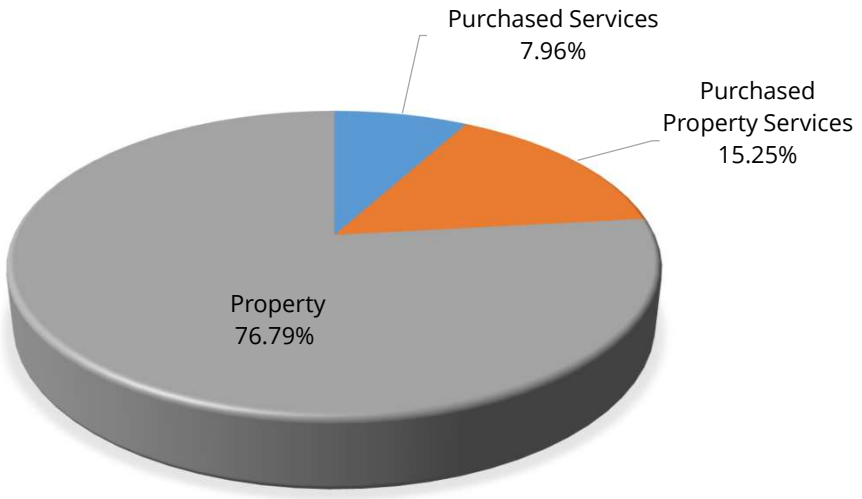
CAPITAL PROJECT FUND - CAPITAL RESERVE

The Capital Reserve Fund is a restricted fund used for the district's long-term infrastructure needs and high-cost physical assets. Unlike the General Fund, which covers day-to-day operational costs like salaries and utilities, this fund is a strategic "savings account" designed to protect the district's long-term investments in its facilities and equipment. The revenue for this fund typically comes from a transfer from the General Fund.

43 - Capital Reserve Fund
Fiscal Years 2022-2023 to 2029-2030

Sources of Revenue by Object	Actual 2023	Actual 2024	Actual 2025	Amended 2026	Adopted 2027	Projected 2028	Projected 2029	Projected 2030
1000-1999 Local Sources	$ 2,459	$ -	$ 298,116	$ 1,175,000	$ 685,000	$ 125,000	$ 127,500	$ 130,050
5000-5999 Other Sources	8,277,400	6,754,785	6,934,752	2,445,340	3,657,620	2,469,793	2,519,434	2,595,017
Total Revenue Allocation	**8,279,859**	**6,754,785**	**7,232,868**	**3,620,340**	**4,342,620**	**2,594,793**	**2,646,934**	**2,725,067**
Expenditures by Object								
0100-0199 Salaries	-	-	-	-	-	-	-	-
0200-0299 Employee Benefits	-	-	-	-	-	-	-	-
0300-0399 Purchased Services	1,092,449	3,814,030	4,112,346	2,000,718	350,000	360,500	371,315	382,454
0400-0499 Purchased Property Services	9,228,713	19,529,769	2,342,355	1,325,705	670,616	690,734	711,457	732,800
0700-0799 Property	2,562,547	2,412,000	2,235,762	1,217,340	3,376,000	1,253,860	1,291,476	1,330,220
0800-0999 Other Objects	109,200	109,200	109,199	-	161,004	-	-	-
Total Expenditures	**12,992,909**	**25,864,999**	**8,799,662**	**4,543,763**	**4,557,620**	**2,305,095**	**2,374,248**	**2,445,475**
Total Excess over (under) Expenditures	**(4,713,050)**	**(19,110,214)**	**(1,566,795)**	**(923,423)**	**(215,000)**	**289,699**	**272,686**	**279,592**
Fund Balance Beginning	31,223,549	26,510,499	7,400,285	5,833,490	4,910,068	4,695,068	4,984,766	5,257,453
Fund Balance Ending	**26,510,499**	**7,400,285**	**5,833,490**	**4,910,068**	**4,695,068**	**4,984,766**	**5,257,453**	**5,537,044**
Restricted for Grant Match	2,629,764	2,629,764	2,629,764	2,611,035	2,605,210	2,657,314	2,710,460	2,764,669
Restricted for Capital Reserve Projects	$ 23,880,734	$ 4,770,519	$ 3,203,725	$ 2,299,032	$ 2,089,858	$ 2,327,452	$ 2,546,992	$ 2,772,375

Capital Reserve Summary of Expenditures 2026-2027



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.

2026-2027 Capital Reserve Projects

Departments	Item Requested	
Maintenance & Operations	Aux Services Equipment Replacement Cycle (Custodial, Grounds, Maint, Purchasing, Transportation, Warehouse)	$100,000
Procurement	Copiers Lease	200,000
Procurement	Instructional Equipment Replacement Cycle	50,000
Technology Services	Computer Replacement Cycle	700,000
Transportation	Replacement Cycle	176,000
TOTAL	**TOTAL FOR REPLACEMENT CYCLES/LEASE AGREEMENTS**	**1,226,000**
Operations	Renew contract and replace equipment	100,000
Maintenance & Operations	Security, Cameras, Network Irrigation	70,616
Maintenance & Operations	Electrical Upgrades	75,000
Maintenance & Operations	LAN Cabling, Fire Alarm Upgrades, Intercom System Replacements	75,000
Maintenance & Operations	Hazardous Material Removal	75,000
Maintenance & Operations	Energy Management	75,000
Maintenance & Operations	Landscaping Project EWF for Playgrounds	100,000
Technology Services	Network Attached Storage Replacement	100,000
Technology Services	Data Center Computer Replacement	250,000
TOTAL		**920,616**
Maintenance & Operations	District wide asphalt/concrete repair	150,000
Maintenance & Operations	District wide interior and exterior painting	100,000
Maintenance & Operations	District wide flooring repairs	100,000
TOTAL		**350,000**
District Wide	Project Contingency	161,004
TOTAL		**161,004**
	GRAND TOTAL	**$ 2,657,620**

PROJECTS & CONTRACTS OVER $150,000

FISCAL YEAR 2026-27

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 $150,000 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 of Education 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 $150,000 or more and is not included in the District's Approved Budget, the purchase must be approved by the Board of Education. The Chief Financial Officer or designee of Finance shall provide a quarterly report to the Board of Education listing all purchases of $150,000 or more.

Board Policy DJ-R- Any payments to the same vendor above $150,000 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 or are not included on this list they will need to go to the board to get the overage approved by the Board of Education.

Department Name	Anticipated Amount	Purpose / Additional Information / Description	Project Timeline
Athletics & Activities			
BSN Sports	$650,000	Sports Equipment & Uniforms	2026-27
Denver Athletic	$200,000	Sports Equipment & Uniforms	2026-27
Gemini Imprints	$300,000	Spirit Gear	2026-27
Board of Education			
Semple, Farrington, Everall & Case PC	$150,000	Attorney fees	2026-27
Districtwide			
BOCES Insurance Pool	$2,100,000	District Risk Insurance	2026-27
City of Thornton	$250,000	Water and Sewer	2026-27
City of Westminster	$1,075,000	Water and Sewer / Security Services	2026-27
Colorado Department of Labor	$200,000	Unemployment Insurance	2026-27
Commerce Bank	$2,800,000	District P-Card Program	2026-27
Crestview Water	$320,000	Water and Sewer	2026-27
Symmetry Energy Solutions LLC	$700,000	Utilities	2026-27
Waste Management of Colorado Inc	$250,000	Trash Services	2026-27
Xcel Energy	$3,000,000	Utilities	2026-27
Finance Department			
Forvis Mazars LLP	$150,000	Financial Audit	2026-27
Tyler Technologies	$250,000	SERP - Accounting, HR, Payroll, Purchasing, and Warehouse System	2026-27
Learning Services			
Discovery Science	$150,000	Science Curriculum	2026-27
Front Range Community College	$250,000	Concurrent enrollment.	2026-27
IXL	$220,000	Online subscription - supporting core curriculum. Also, Rosetta Stone.	2026-27
Lexia Learning	$250,000	Online subscriptions - supporting Literacy	2026-27

Renaissance Learning	$250,000	Starr Assessment, Educlimber Data Warehouse, and Nearpod	2026-27
SAVVAS Learning	$350,000	Math Curriculum	2026-27
HMH Education	$400,000	Literacy Curriculum	2026-27
Logistics			
Amazon Business	$150,000	Various Warehouse Stock Purchases	2026-27
Arnold Machinery	$150,000	Warehouse Equipment And Repairs	2026-27
Meteor Education	$1,000,000	District Wide Furniture	2026-27
Prestige Moving / Blue Sky Installation	$200,000	District Wide Moving And Installation Services	2026-27
Virco Furniture Company	$250,000	School/Classroom Furniture	2026-27
Xerox Business Solutions South West	$200,000	District Wide Printing Services Copiers/Printers Services	2026-27
Xerox Financial (Vendor May Change For 26-27)	$200,000	Copier Lease / Papercut License/ Open Text	2026-27
Xerox Financial (Vendor May Change For 26-27)	$200,000	Copier Lease/Papercut License/Open Text	2026-27
Maintenance & Operations			
General Contractor / TBD	$11,000,000	General Construction	2026-29
Abatement Contractor/ Extreme Environmental	$250,000	Asbestos Removal	2026-27
BSN Sports	$650,000	Scoreboards, Gym, and Field equipment	2026-27
ADI	$200,000	Video Intercom Services	2026-27
All City Floors	$200,000	Gym Floors	2026-27
Ballard Group	$150,000	Mechanical Design	2026-27
Blue Mesa	$200,000	Radon Testing/Air Clear	2026-27
Cator Ruma	$150,000	Electrical Design	2026-27
Colorado Doorway	$150,000	Door Replacement	2026-27
Commissioning / Group 14 Engineering	$200,000	Commissioning & Professional Services	2026-27
3rd Party Inspections/ Ground Engineering	$200,000	3rd Party Inspections	2026-27
Contracted Transportation Services	$850,000	Charter Transportation Services	2026-27
Custodial Contracted Services / Triad	$850,000	Custodial Services	2026-27
Daktronics Inc	$350,000	Exterior Signs & Scoreboards	2026-27
Contracted Electrical Services / Colorado Lighting	$1,000,000	Electrical	2026-27
Contracted Elevator Services/TKE Elevator/MEI	$1,500,000	Elevator Repairs	2026-27
Energy Partners/McKinstry	$3,500,000	Energy Management	2026-27
Ferguson	$200,000	Plumbing	2026-27
Contracted Fire Alarm Services/Vulcan/Tech Electronics	$500,000	Fire Alarm Services	2026-27
Flooring Contractor / Gary Leimer	$1,000,000	Flooring	2026-27
Fuel for Fleet Vehicles	$200,000	Fuel for transportation fleets, white and yellow	2026-27
Glass Company / EAP Glass	$1,500,000	Glass	2026-27
Hallmark	$400,000	Concrete	2026-27
Contactor TBD/ Window Coverings	$250,000	Window Shades	2026-27
White Fleet Replacement/ Dealer TBD	$300,000	White Fleet Replacement	2026-27
Contracted Plumbing Services/Landgraf Plumbing & Heating	$500,000	Building Maintenance & Repairs	2026-27
Landscaping Services / Contractor TBD	$1,000,000	Landscaping Purchase Services	2026-27
Luminosity	$200,000	Lighting	2026-27
Yellow (Change from White) Fleet Replacement/Dealer TBD	$350,000	Yellow & White Fleet	2026-27
Roof Repair/ Vendor TBD	$3,000,000	Roof Repairs	2026-27
Mechanical Equipment / Carrier West	$900,000	HVAC Equipment	2026-27

Kitchen Services/ Vendor TBD	$550,000	Kitchen Equipment	2026-27
Millwork / Vendor TBD	$1,500,000	Cabinet Work	2026-27
Miracle Method	$400,000	Restroom Upgrades	2026-27
Norcon	$200,000	Bleacher Replacement	2026-27
Contracted Painting/Staining Contractor / Apple Valley/TBD	$500,000	Painting / Drywall	2026-27
Colorado Materials	$200,000	Landscaping Materials	2026-27
Playround Vendor/ TBD	$2,500,000	Playground Equipment	2026-27
Precision Media	$200,000	AV Upgrades	2026-27
Radio Resource	$200,000	Radios	2026-27
RMI Cooling Towers	$200,000	Cooling Tower Maintenance	2026-27
Set Point	$200,000	Control Replacements	2026-27
Sterling Communication Technologies	$3,200,000	Security, intercom, AV	2026-27
Summit Contracting Asphalt & Concrete	$500,000	Purchase Services	2026-27
Third Party Inspector / Ground Engineering Consultants	$200,000	3rd Party Inspection	2026-27
TK Tek	$500,000	LAN Cabling	2026-27
Mechanical Contracted Services / Trane	$350,000	HVAV Equipment and Services	2026-27
General Contractor / TBD General Contractor	$1,500,000	General Contractor	2026-27
General Custodial Supply / Brady Plus	$200,000	Custodial Supplies & Equipment	2026-27
Gemini Imprints	$250,000	Uniforms, Signage, Misc	2026-27
A/V Supplier/TBD/CDW	$350,000	A/V equipment, T.V, Projector, Monitors	2026-27
Nutrition			
ChefTek	$400,000	Kitchen equipment repairs & maintenance	2026-27
Compass Group Inc.	$7,500,000	Food Service Management Company	2026-27
Great Lakes Hotel Supply	$400,000	Kitchen repairs & equipment	2026-27
Operations Office			
Boys & Girls Clubs of Metro Denver	$955,740	WPS Boys & Girls Club Locations - Operating Expenses	2026-27
Intergrated Services			
Aya Healthcare Inc. (Aya Education)	$315,000	In the event to fill positions we will use staffing agencies to have a pool of candidates to ensure all positions are filled.	2026-27
Beyond Therapy Education Solutions	$150,000	In the event to fill positions we will use staffing agencies to have a pool of candidates to ensure all positions are filled.	2026-27
Firefly Autism	$200,000	Out of district placement costs	2026-27
Rocky Mountain Deaf School (Jeffco School District)	$250,000	Out of district placement costs	2026-27
Spectra Centers, Inc.	$300,000	Out of district placement costs	2026-27
The Stepping Stones Group	$250,000	In the event to fill positions we will use staffing agencies to have a pool of candidates to ensure all positions are filled.	2026-27
Technology Services			
CDW-G	$2,000,000	Computer equipment, tools, software, accessories, and peripherals purchased by all buildings and departments	2026-27
Infinite Campus	$160,000	Student Information System Software provider for renewal, support and maintenance	2026-27
Digital Warehouse	$200,000	Network equipment	2026-27
DirSec	$400,000	Network equipment as well as compute and storage hardware and software	2026-27

ePlus	$400,000	Network equipment as well as compute and storage hardware and software, also maintenance support licenses	2026-27
NexusTek	$700,000	Helpdesk support services	2026-27
SHI	$400,000	Network equipment as well as compute and storage hardware and software	2026-27
Trace3	$400,000	Network equipment as well as compute and storage hardware and software. Also, software applications support and licensing	2026-27

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INFORMATIONAL SECTION

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ECONOMIC OUTLOOK

SUMMARY

While the state is avoiding a severe recession, economic growth is noticeably decelerating, leading to constrained state revenues. State lawmakers face a tightening fiscal environment for the upcoming 2026-2027 fiscal year, driven by a structural deficit, reduced tax revenue expectations, and rapid spending growth in mandatory programs (like Medicaid) colliding with the Taxpayer's Bill of Rights (TABOR) cap. Consequently, budget reductions and strict financial management will dominate legislative priorities.

Employment and the Labor Market

Colorado's labor market continues to cool off from its post-pandemic highs, presenting a mixed picture:

- **Slowing Job Growth:** Overall employment growth has slowed significantly. While businesses are still hiring, the pace has dropped, and state GDP growth projections have been revised downward to the 1.4% – 1.6% range.
- **Rising Unemployment Duration:** Though Colorado's baseline unemployment rate remains relatively stable (hovering in the low 4% range), warning signs are flashing. Initial claims for unemployment insurance have ticked upward, and the duration that workers remain unemployed is lengthening.
- **Wage Disparities:** Wage growth is decelerating, particularly for low- and middle-income workers. Meanwhile, higher-income earners in sectors like artificial intelligence and tech continue to see gains. This divergence is constraining consumer spending, as middle-class households are forced to tighten their belts.

Housing and Consumer Finances

Housing affordability remains one of the most significant vulnerabilities in Colorado's economy, acting as a drag on broader economic health:

- **Persistent Unaffordability:** High home prices paired with elevated financing costs continue to lock potential homebuyers out of the market. Residential construction permits remain subdued, meaning the housing supply shortage is unlikely to be resolved in the near term.
- **Household Strain:** Because an outsized portion of income is going toward housing, consumers have less disposable income. The forecast notes that credit card delinquencies and auto loan defaults have climbed to their highest levels since 2011, indicating that households are overextended.
- **Economic Drag:** The lack of affordable "workforce housing" continues to challenge businesses attempting to recruit and retain workers, further stunting local economic expansion.

K-12 Education

Education funding is facing a highly complex and constrained environment heading into the 2026-2027 school year:

- **Budget Competition:** K-12 education is one of the state's largest expenses. Because the state is facing a projected General Fund shortfall (totaling hundreds of millions of dollars) due to lower corporate and income tax collections, the legislature has limited flexibility. K-12 funding is in direct competition with soaring Medicaid costs for a shrinking pool of available discretionary revenue.
- **Declining Enrollment:** Compounding the state-level budget issues, many individual school districts are grappling with declining student enrollment. Because state funding is tied to student counts, districts are facing millions of dollars in revenue reductions even as their basic operational costs increase.
- **Funding Priorities:** Despite the bleak revenue picture, lawmakers are attempting to protect core investments, including baseline per-pupil funding and universal preschool initiatives, though ambitious funding increases will likely be paused or scaled back to balance the state budget.



DEMOGRAPHICS AND PROPERTY TAX INFORMATION

Adams County, Colorado, situated within the Denver metropolitan region, was founded in 1902 and named in honor of Alva Adams, a well-regarded former governor. Today, Adams County continues to be recognized as one of the state's most dynamically evolving areas. Within this county is the City of Westminster. According to the city's 2026 Adopted Budget, Westminster spans 34 square miles and features a robust demographic and economy.

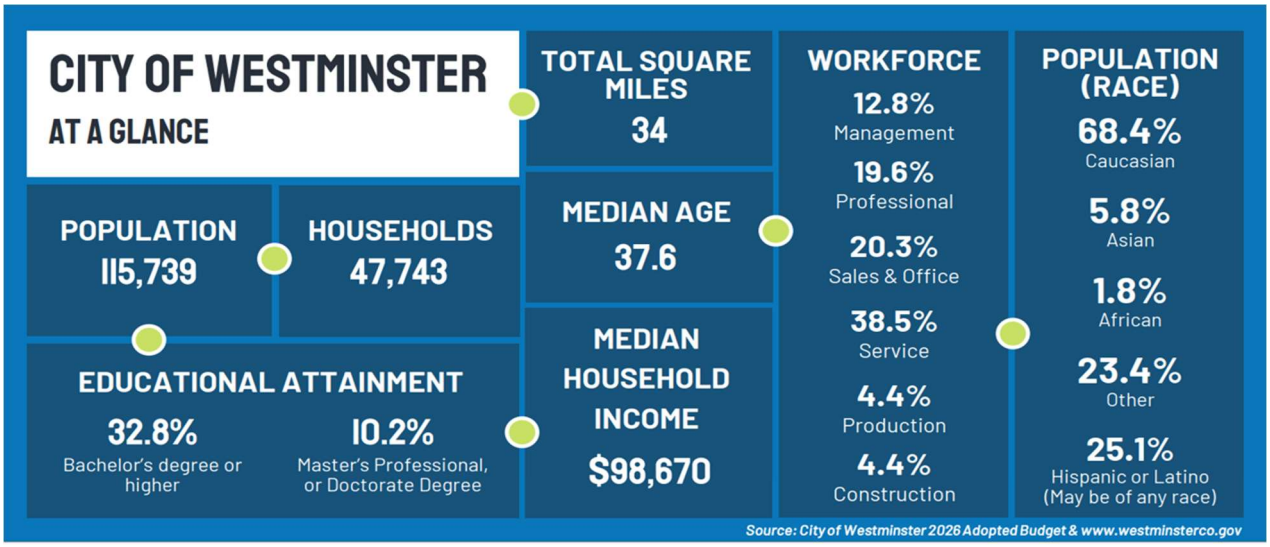
Westminster Public Schools—formerly known as Adams County School District 50—is located in the southwest portion of the county. While the city itself covers 34 square miles, the school district encompasses 17.5 square miles, primarily serving the southern area of Westminster with smaller boundaries extending into the neighboring cities of Denver and Arvada.

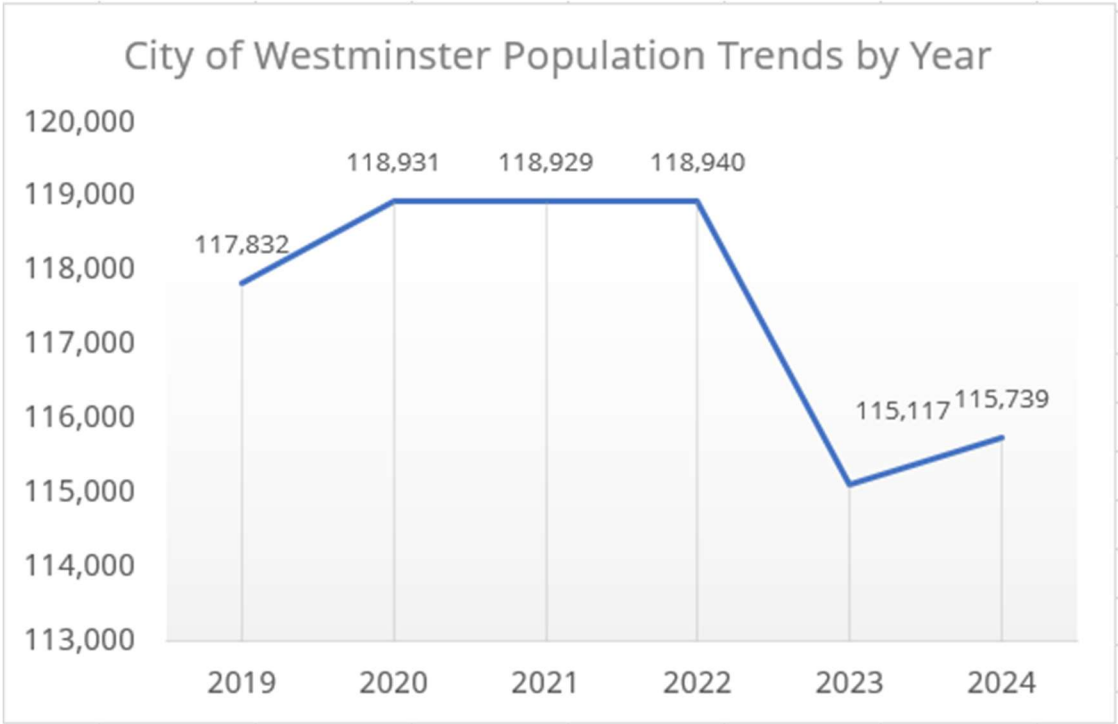
The district has a rich history dating back to 1877, when the first school in Westminster was established. Between 1877 and the early 1900s, the Westminster area was served by four distinct school districts: Utah Junction, Westminster District, Baker District, and Berkeley Garden District. In 1928, three of these districts—Westminster, Baker, and Berkeley Gardens—consolidated to construct a new high school, which opened in 1929. The school's first graduating class, in 1931, consisted of just four students. In May 1946, the three districts formally unified to become School District No. 50, with Utah Junction joining later in May 1954.



CITY OF WESTMINSTER PROFILE

Westminster, Colorado, has an estimated population of 115,739. Westminster is located in both Adams and Jefferson counties and is part of the Denver metropolitan area. According to the City of Westminster ACFR, the city is ~96% built out, with just over 3.7% of its remaining area to be developed.

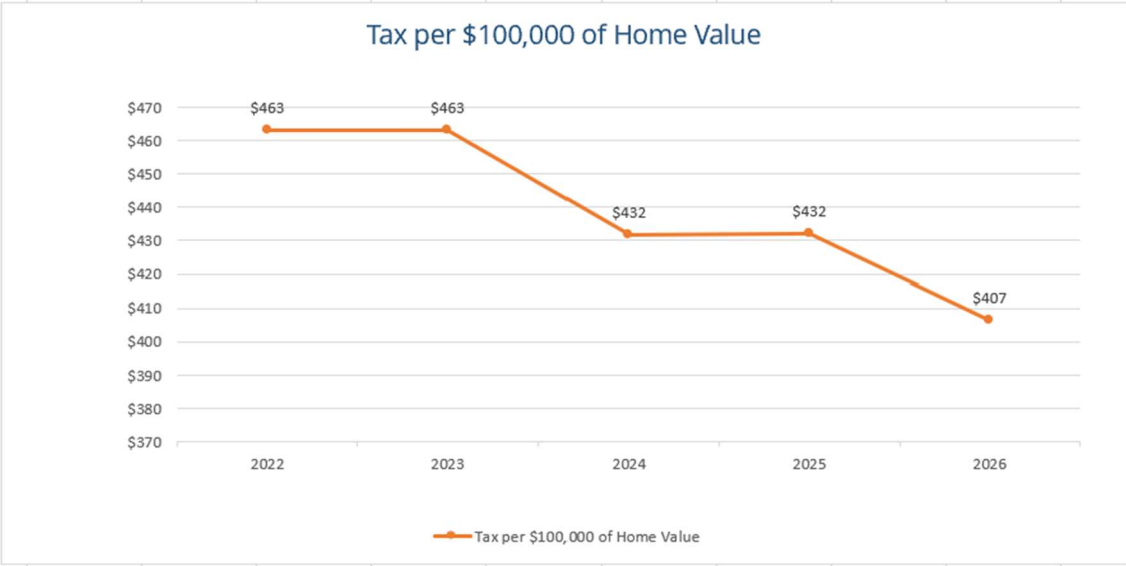


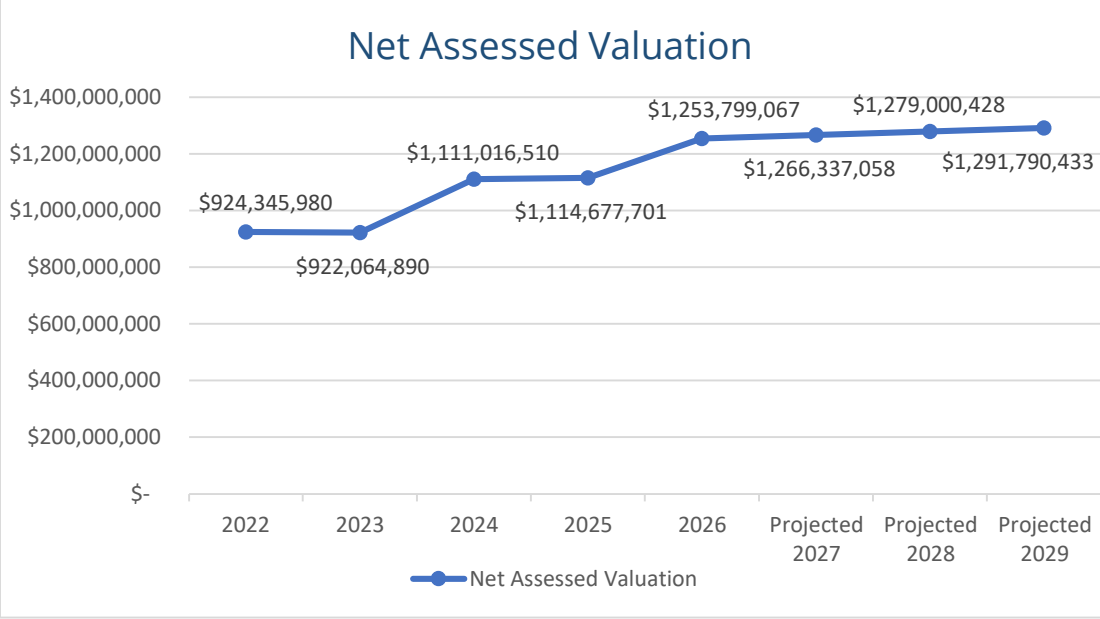


PROPERTY TAX AND NET ASSESSED VALUATION

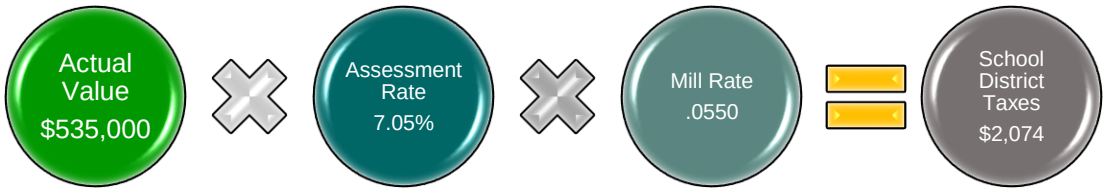
School districts and school boards across Colorado have had to make difficult budget decisions over the past several years due to funding reductions. Most districts' school finance revenue comes from both state and local sources. Property tax is the primary local source of funding.

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 experienced growth and rising property values. The assessed value, less any exempted amount, is then multiplied by the applicable tax rate to determine the taxes owed.





For example, the City of Westminster reports in the 2026 Adopted Budget that the median sales price for a single-family detached home is $535,000. As a result, the property tax calculation would be as follows:



THE GALLAGHER AMENDMENT

The Gallagher Amendment (1982), which for decades required a fixed ratio between residential and non-residential tax revenues, was repealed by Colorado voters in 2020 through Amendment B. This repeal decoupled the two property classes and initially stabilized the residential assessment rate at 7.15%. However, in response to unprecedented surges in market valuations, the Colorado General Assembly has since intervened with successive legislative packages—most notably SB24-233 and HB24B-1001—to mitigate the impact on taxpayers.

THE CURRENT ASSESSMENT SYSTEM

Effective for the 2025 tax year (payable in 2026), Colorado has transitioned from a uniform residential rate to a dual-rate "split" system. This framework applies different assessment rates depending on the taxing authority:

- School District Rate: Residential property is assessed at 7.05% for the portion of the tax bill dedicated to public school funding.
- Local Government Rate: For all other taxing entities (including the City of Westminster, Adams/Jefferson Counties, and special districts), the assessment rate has been reduced to 6.25%.



REVENUE GROWTH PREDICTIONS

To provide long-term predictability and prevent future tax spikes, a 5.25% annual revenue growth cap has been established for most local governments. If property value increases would cause a municipality's qualified tax revenue to exceed this limit, the entity must either lower its mill levy or obtain voter approval to retain the excess funds. A similar, separate growth limit of 6.0% (per two-year cycle) now applies to school district property tax revenues.

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

WESTMINSTER PUBLIC SCHOOLS MILL LEVY INFORMATION

Category	2022	2023	2024	2025	2026	Projected 2027	Projected 2028	Projected 2029
General Fund Mills - SFA	27.000	27.000	27.000	27.000	27.000	27.000	27.000	27.000
Mill Levy Override	27.851	27.855	21.199	25.344	22.440	22.664	22.891	23.120
Hold Harmless – SFA	0.562	0.562	0.467	0.465	0.414	0.414	0.414	0.414
Abatement	0.306	0.317	0.050	0.195	0.797	0.797	0.797	0.797
Bond Redemption Mills	9.080	9.043	7.491	7.446	7.019	7.019	7.019	7.019
Total Mills	**64.799**	**64.777**	**56.207**	**60.450**	**57.670**	**57.894**	**58.121**	**58.350**
Net Assessed Valuation	$1,111,016,510	$1,111,016,510	$ 1,111,016,510	$1,114,677,701	$1,253,799,067	$ 1,266,337,058	$1,279,000,428	$ 1,291,790,432
Total Taxes	$ 67,094,466	$ 67,094,466	$ 67,094,466	$ 67,381,875	$ 72,306,592	$ 73,029,658	$ 73,759,955	$ 74,497,554



SCHEDULE OF BOND PAYMENTS

GENERAL OBLIGATION DEBT

In December 2024, the District issued $111 million in general obligation bonds. These funds are earmarked for multi-year facility enhancements, including the completion of the Ranum Re-Imagined Innovation Campus, the development of the Uplands Discovery Campus, and essential district-wide safety and infrastructure upgrades.

	Series 2021 Bonds			*Series 2024A Bonds*			*Series 2024B Bonds*			*Annual*
Year	*Principal*	*Interest*	*Total*	*Principal*	*Interest*	*Total*	*Principal*	*Interest*	*Total*	*Total*
2027	8,345,000	37,802	8,382,802	-	5,000,000	5,000,000	-	479,695	479,695	13,862,497
2028				-	5,000,000	5,000,000	3,510,000	403,703	3,913,703	8,913,703
2029				-	5,000,000	5,000,000	3,665,000	247,815	3,912,815	8,912,815
2030				-	5,000,000	5,000,000	3,825,000	83,959	3,908,959	8,908,959
2031				3,025,000	4,924,375	7,949,375	-	-	-	7,949,375
2032				3,175,000	4,769,375	7,944,375	-	-	-	7,944,375
2033				3,335,000	4,606,625	7,941,625	-	-	-	7,941,625
2034				3,500,000	4,435,750	7,935,750	-	-	-	7,935,750
2035				3,675,000	4,256,375	7,931,375	-	-	-	7,931,375
2036				3,860,000	4,068,000	7,928,000	-	-	-	7,928,000
2037				4,055,000	3,870,125	7,925,125	-	-	-	7,925,125
2038				4,255,000	3,662,375	7,917,375	-	-	-	7,917,375
2039				4,470,000	3,444,250	7,914,250	-	-	-	7,914,250
2040				4,690,000	3,215,250	7,905,250	-	-	-	7,905,250
2041				4,925,000	2,974,875	7,899,875	-	-	-	7,899,875
2042				5,175,000	2,722,375	7,897,375	-	-	-	7,897,375
2043				5,430,000	2,457,250	7,887,250	-	-	-	7,887,250
2044				5,705,000	2,178,875	7,883,875	-	-	-	7,883,875
2045				5,990,000	1,886,500	7,876,500	-	-	-	7,876,500
2046				6,285,000	1,579,625	7,864,625	-	-	-	7,864,625
2047				6,600,000	1,257,500	7,857,500	-	-	-	7,857,500
2048				6,930,000	919,250	7,849,250	-	-	-	7,849,250
2049				7,280,000	564,000	7,844,000	-	-	-	7,844,000
2050				7,640,000	191,000	7,831,000	-	-	-	7,831,000
Total	$ 8,345,000	37,802	$ 8,382,802	$ 100,000,000	77,983,750	$ 177,983,750	$ 11,000,000	$ 1,215,172	$ 12,215,172	$ 198,581,724

CERTIFICATES OF PARTICIPATION

Westminster Public Schools issued Certificates of Participation (COPs) in 2018 to finance several capital improvement projects. The decision to issue COP allows the district to maximize the value of the additional mills approved by the voters in November.

SERIES 2019, 2020A, and 2020B

Period Ending	2019 Principal	2019 Interest	2020A Principal	2020A Interest	2020B Principal	2020B Interest	Total Fiscal Year
6/30/2027	1,600,000	2,955,188	810,000	374,000	-	437,305	6,176,493
6/30/2028	1,680,000	2,873,188	840,000	341,000	-	437,305	6,171,493
6/30/2029	1,765,000	2,787,063	875,000	306,700	-	437,305	6,171,068
6/30/2030	1,855,000	2,696,563	915,000	270,900	-	437,305	6,174,768
6/30/2031	1,945,000	2,601,563	950,000	233,600	-	437,305	6,167,468
6/30/2032	2,045,000	2,501,813	990,000	194,800	-	437,305	6,168,918
6/30/2033	2,145,000	2,397,063	1,030,000	154,400	-	437,305	6,163,768
6/30/2034	2,255,000	2,298,338	1,070,000	112,400	-	437,305	6,173,043
6/30/2035	2,345,000	2,206,338	1,115,000	68,700	-	437,305	6,172,343
6/30/2036	2,440,000	2,098,438	1,160,000	23,200	-	437,305	6,158,943
6/30/2037	2,560,000	1,973,438	-	-	1,210,000	418,550	6,161,988
6/30/2038	2,690,000	1,842,188	-	-	1,250,000	380,420	6,162,608
6/30/2039	2,820,000	1,725,588	-	-	1,285,000	341,128	6,171,715
6/30/2040	2,920,000	1,610,175	-	-	1,330,000	300,595	6,160,770
6/30/2041	3,055,000	1,474,956	-	-	1,370,000	258,745	6,158,701
6/30/2042	3,190,000	1,333,519	-	-	1,415,000	215,224	6,153,743
6/30/2043	3,335,000	1,185,613	-	-	1,460,000	169,943	6,150,555
6/30/2044	3,485,000	1,030,894	-	-	1,505,000	123,244	6,144,138
6/30/2045	3,645,000	865,325	-	-	1,555,000	75,049	6,140,374
6/30/2046	3,820,000	688,200	-	-	1,605,000	25,279	6,138,479
6/30/2047	4,000,000	502,575	-	-	-		4,502,575
6/30/2048	4,190,000	308,100	-	-	-		4,498,100
6/30/2049	4,390,000	104,300	-	-	-		4,494,300
Total	**64,175,000**	**40,060,419**	**9,755,000**	**2,079,700**	**13,985,000**	**6,681,225**	**136,736,344**

DISTRICT ENROLLMENT INFORMATION

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

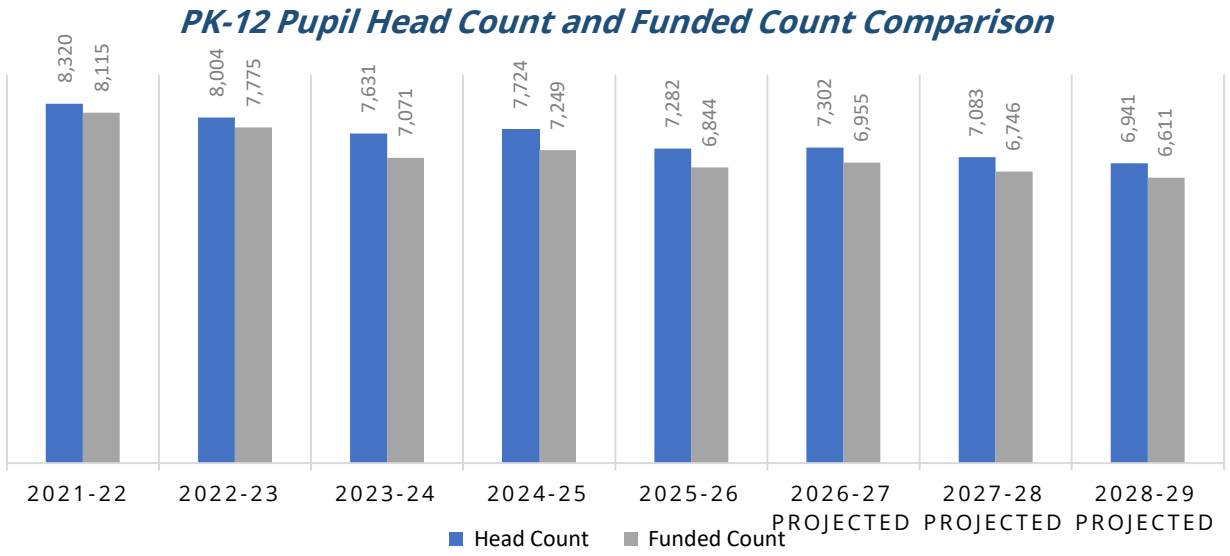
The District hires an outside consultant to perform the projection process. The projection process begins by reviewing the number of students currently enrolled. This will be used as the "base" for the projections. Cohort data, which considers mobility rates, choice, and other factors that have occurred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

SUMMARY OF PUPIL COUNTS FOR SPECIFIC SCHOOLS

School Name	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
Early Learning Center at Francis M. Day	63	0	0	0	0	0	0	0	0	0	0	0	0	0	**63**
Metropolitan Arts Academy	15	23	35	29	24	33	31	46	45	25	0	0	0	0	**306**
Fairview Elementary School	16	35	30	37	49	57	34	46	41	45	0	0	0	0	**390**
Early Learning Center at Gregory Hill	116	0	0	0	0	0	0	0	0	0	0	0	0	0	**116**
Harris Park Elementary School	13	31	34	27	30	32	40	0	0	0	0	0	0	0	**207**
Hidden Lake Secondary School	0	0	0	0	0	0	0	0	0	1	3	39	88	181	**312**
Colorado STEM Academy	32	42	30	37	52	37	43	56	54	26	0	0	0	0	**409**
Josephine Hodgkins Leadership Academy	31	52	43	40	58	64	53	54	72	61	0	0	0	0	**528**
Colorado Sports Leadership Academy	18	28	32	32	34	43	36	44	45	51	0	0	0	0	**363**
Mesa Elementary School	18	37	43	58	55	54	46	0	0	0	0	0	0	0	**311**
John E. Flynn A Marzano Academy	16	41	48	33	41	34	39	38	37	30	0	0	0	0	**357**
Shaw Heights Middle School	0	0	0	0	0	0	0	85	86	117	0	0	0	0	**288**
Sherrelwood Elementary School	18	32	27	29	24	33	38	0	0	0	0	0	0	0	**201**
Orchard Park Academy	17	39	58	43	66	74	48	56	59	56	0	0	0	0	**516**
Sunset Ridge Elementary School	0	49	39	40	41	52	51	51	55	53	0	0	0	0	**431**
Tennyson Knolls Preparatory School	15	32	21	39	34	28	42	27	39	42	0	0	0	0	**319**
Westminster Academy for International Studies	12	19	22	22	24	29	22	28	28	23	0	0	0	0	**229**
Westminster High School	0	0	0	0	0	0	0	0	0	0	496	500	469	471	**1936**
Total	**400**	**460**	**462**	**466**	**532**	**570**	**523**	**531**	**561**	**530**	**499**	**539**	**557**	**652**	**7282**

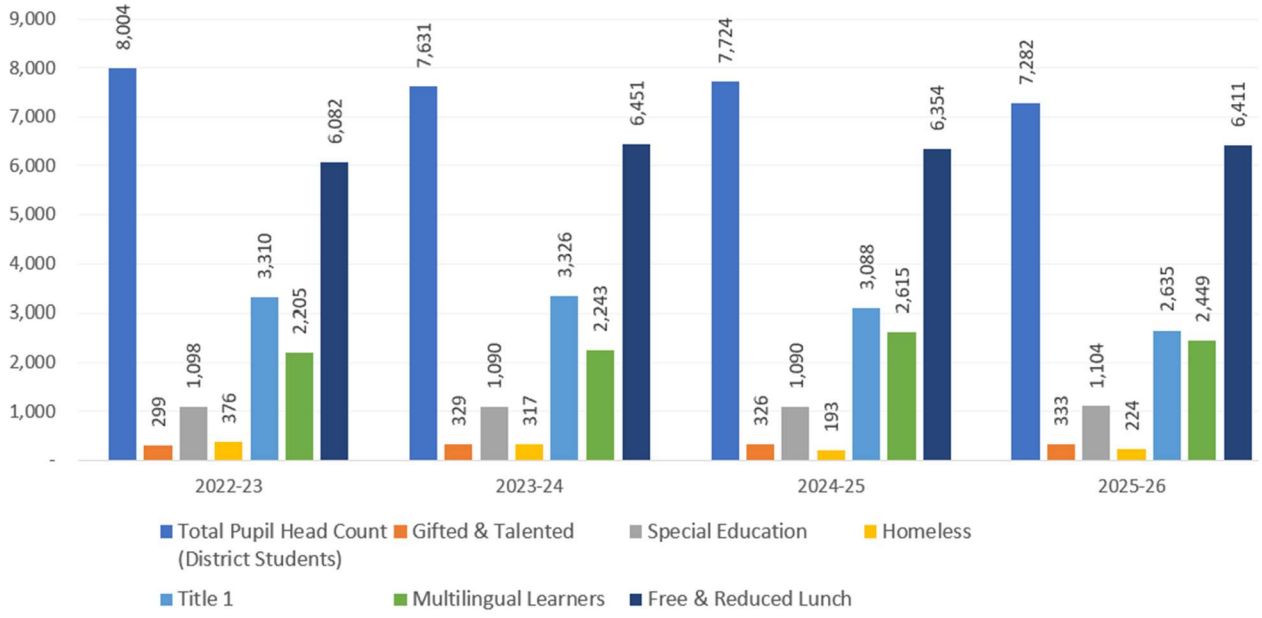
Source: 2025-26 October Pupil Count (district-enrolled students only).

The following graphs represent enrollment trends and projections in the district for K-12.



DISTRICT POPULATION

The district's student population is diverse, including special education students, Multilingual Learners, talented and gifted students, and students eligible for free and reduced lunch.



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.

WPS ACCREDITATION

2022 *(Transitional)*	
Schools	**Points**
Sherrelwood	77.7
Flynn Marzano	70.8
Mesa ES	69.9
Col. STEM Academy	67.1
WAIS	63.8
Hidden Lake HS	61.1*
Fairview ES	59.0
Shaw Heights MS	47.2
Orchard Park Academy	47.1
Hodgkins LA	45.6
Sunset Ridge ES	44.3
Westminster HS	44.3
Tennyson Knolls Prep	42.6
Colorado Sports LA	35.9
Harris Park ES	31.4
MET Insufficient Data	NR

2023	
Schools	**Points**
Col. STEM Academy	85.8
WAIS	69.4
Sherrelwood ES	65.9
Mesa ES	63.8
Sunset Ridge	60.8
Harris Park ES	60.0
The MET	58.8
Flynn Marzano	53.5
Hidden Lake Secondary	61.7*
Fairview	50.8
Shaw Heights MS	45.9
Orchard Park Academy	44.9
Colorado Sports LA	44.6
Westminster HS	44.2
Tennyson Knolls Prep	43.8
Hodgkins LA	35.0

2024	
Schools	**Points**
Col. STEM Academy	77.7
WAIS	68.1
Mesa ES	67.2
Sunset Ridge	60.3
The MET	59.9
Hidden Lake Secondary	54.5*
Tennyson Knolls Prep	51.6
Sherrelwood ES	51.5
Flynn Marzano	45.2
Westminster HS	43.9
Shaw Heights MS	43.8
Harris Park ES	43.7
Orchard Park Academy	43.0
Colorado Sports LA	40.6
Hodgkins LA	40.5
Fairview	36.3

2025	
Schools	**Points**
Col. STEM Academy	68.0
The MET	62.8
Sherrelwood ES	59.5
Mesa ES	53.8
Colorado Sports LA	52.4
Hidden Lake Secondary	51.9*
Sunset Ridge	51.6
WAIS	50.0
Orchard Park Academy	46.2
Shaw Heights MS	46.3
Westminster HS	44.5
Flynn Marzano	43.4
Tennyson Knolls Prep	41.8
Fairview	39.2
Hodgkins LA	35.1
Harris Park ES	31.2

District	44.6
Academic Achievement	31.0
Academic Growth	57.0
Postsecondary Readiness	42.3

District	44.6
Academic Achievement	34.0
Academic Growth	55.1
Postsecondary Readiness	42.3

District	44.3
Academic Achievement	33.3
Academic Growth	55.4
Postsecondary Readiness	40.4

District	43.3
Academic Achievement	33.1
Academic Growth	53.9
Postsecondary Readiness	39.4

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

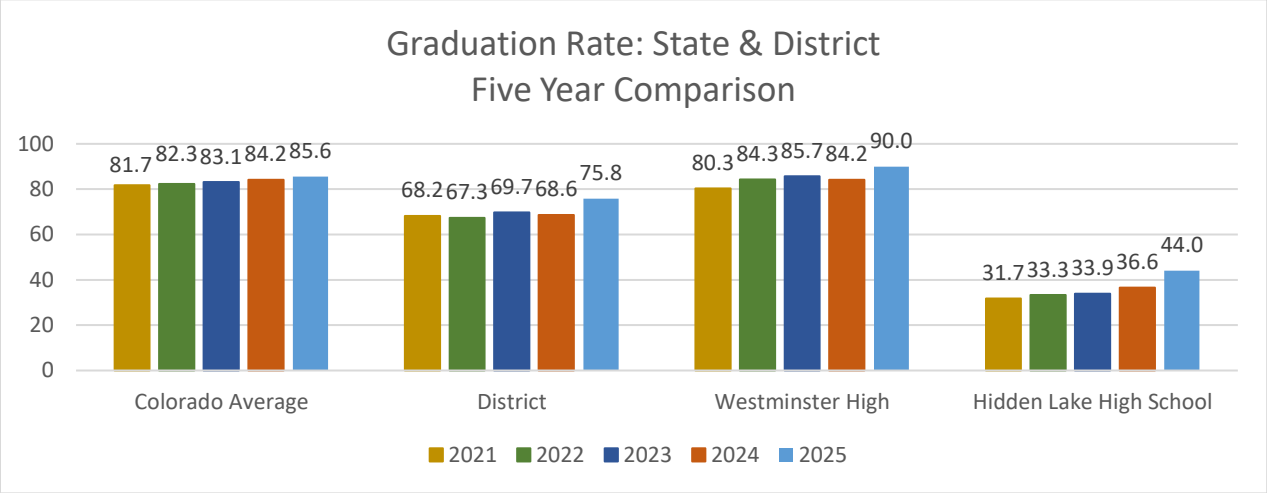
District Plan Assignment	Points
Distinction	> 74
Performance	56 - 73.9
Improvement	44 - 55.9
Priority Improvement	34 - 43.9
Turnaround	< 33.9

Updated: August 14, 2025

Note: WPS Began recognition of schools of Distinction in 2018

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

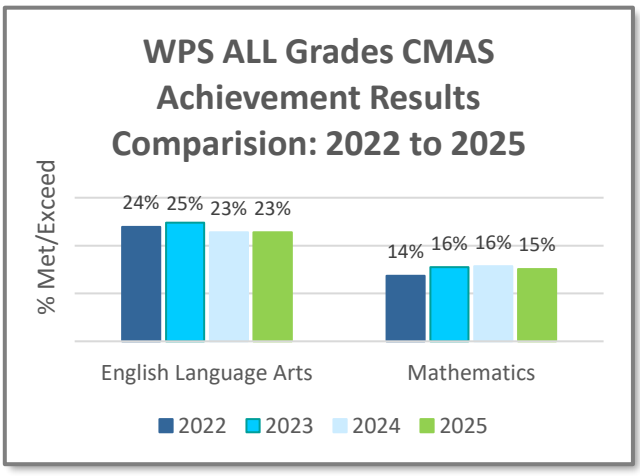
GRADUATION RATES

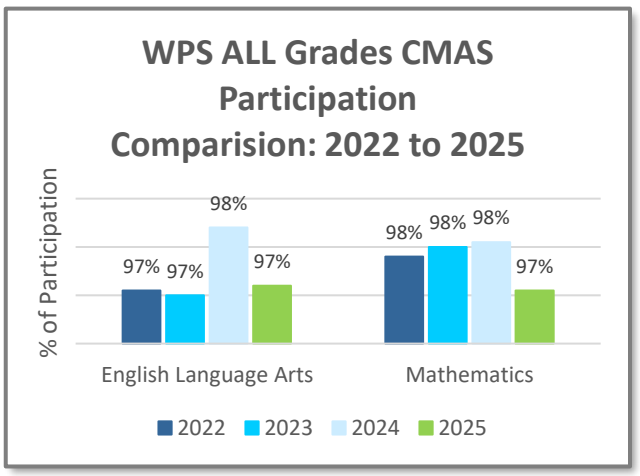


STATE TESTING TRENDS AND RESULTS

CMAS

Colorado Measures of Academic Success (CMAS) and Preliminary Scholastic Aptitude Test (PSAT/SAT) are the system of statewide tests that are given to all Colorado students. CMAS English Language Arts and Mathematics is given to all students in grades three through eight. Students in fifth, eighth, and 11th grade take the CMAS science assessments. The CMAS Social Studies assessment was not administered from Spring 2021 through 2024 because of updates in standards and redevelopment of the test. Beginning in Spring 2025, the Colorado Department of Education will decide the grade levels and schools responsible for administering the assessment. This decision will involve a sampling method ensuring that all schools administer the Social Studies assessment every three years.





COLORADO PSAT 10 AND SAT

Colorado has given a college entrance exam to all 11th graders in public schools each spring since 2001. In 2015, the Colorado legislature passed House Bill 15-1323, requiring the state to competitively bid for a new 10th-grade exam aligned with 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 with the Colorado high school 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 the next steps for extra support or possible acceleration.

The SAT is closely aligned to the 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 are 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. During testing, students can send their scores to up to 4 colleges for free.

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 of 2016, and public-school 11th graders began taking the SAT in the spring of 2017.

In spring 2024, the state implemented a new digital testing format for the PSAT and SAT, which likely contributed to the observed drops statewide. Specifically, the math portions of the PSAT for 9th and 10th graders, and the SAT for 11th graders, showed noticeable decreases.

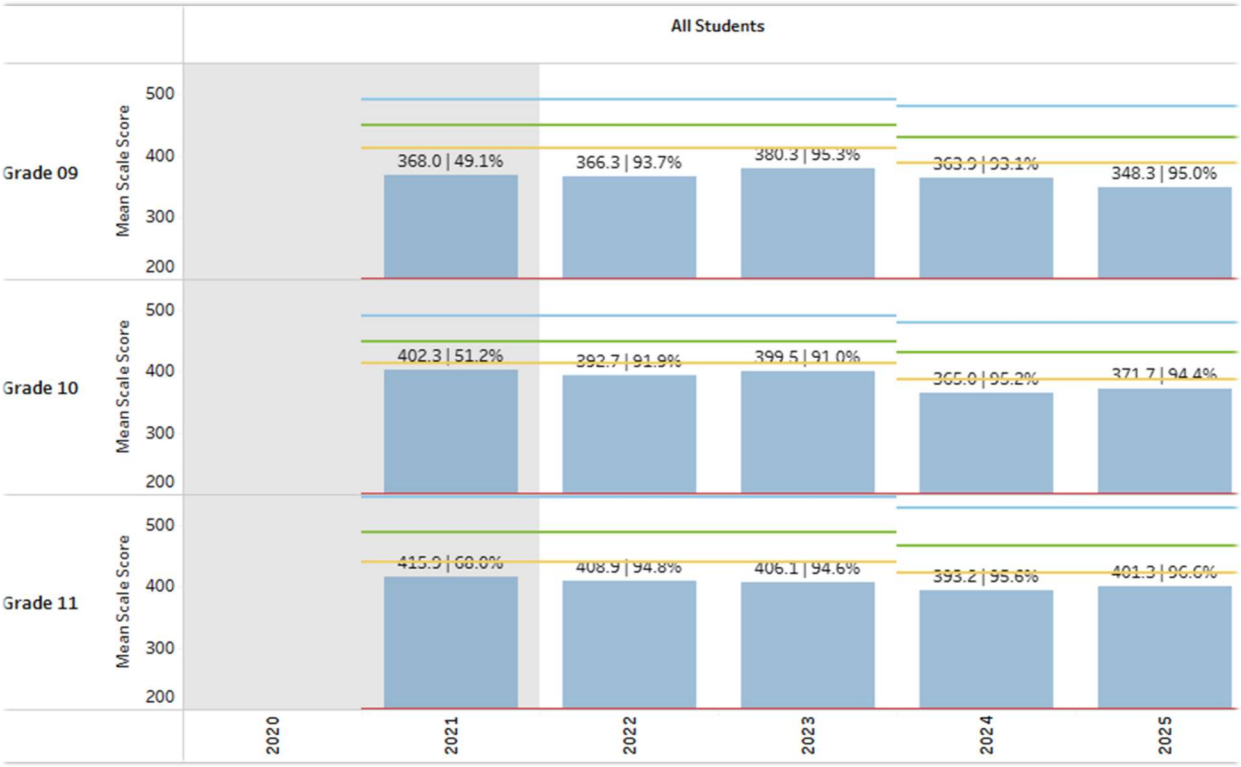


DISTRICT PSAT/SAT EVIDENCE-BASED READING AND WRITING OVER TIME



Note: These results include the total Mean Scale Score
Red= Does Not Meet, Yellow= Approaching, Green= Meet, and Blue = Exceeds

DISTRICT PSAT/SAT MATH OVER TIME



Note: These results include the total Mean Scale Score
Red= Does Not Meet, Yellow= Approaching, Green= Meet, and Blue = Exceeds

STAFFING SUMMARY

The major portion of any school district's budget is allocated to support personnel in order to provide services to students. For the budgeted year, salaries and benefits represent approximately 80% of the District's General Fund budget. Considering the District's Vision 2030 Plan, input from District Leadership, and other variables, the primary objective of the staffing outline is to equitably distribute available human resources and to provide the most effective and efficient instructional setting possible.

STAFFING BY JOB CLASS

Total Staff by Job Class	2022-23	2023-24	2024-25	2025-26	2026-27
100 - Principal	16.00	16.00	16.00	16.00	14.00
100 - Assistant Principal	17.00	19.00	19.00	18.00	15.00
100- Other	27.50	40.36	30.00	33.00	32.50
	60.50	**75.36**	**65.00**	**67.00**	**61.50**
200 - Regular Teacher	341.00	342.00	342.00	338.00	338.00
200 - Other Teacher	141.54	143.52	145.70	146.79	146.70
200 - Counselors	21.00	19.00	17.50	17.50	17.50
200 - Certified Library/Media	1.00	1.00	1.00	1.00	1.00
	504.54	**505.52**	**506.20**	**503.29**	**503.20**
300- Other Professionals	23.00	21.00	21.00	20.00	22.00
	23.00	**21.00**	**21.00**	**20.00**	**22.00**
400 - Instructional Paraprofessional	43.00	18.50	18.50	36.33	33.00
400 - Specialized Paraprofessional	53.00	43.60	55.60	51.60	56.60
400 - Classified Library/Media	14.00	15.00	15.00	17.00	13.00
400 - Other Professional	45.00	35.40	34.50	23.00	0.00
	155.00	**112.50**	**123.60**	**127.93**	**102.60**
500 - Secretarial	38.00	38.00	35.00	35.00	38.00
500 - Other Office	22.00	25.00	36.40	36.40	31.50
	60.00	**63.00**	**71.40**	**71.40**	**69.50**
600 - Custodial	62.00	56.00	57.50	57.50	56.50
600 - Other	36.00	73.00	71.00	63.10	79.00
	98.00	**98.00**	**129.00**	**120.60**	**135.50**
Total Staff by Program Group	**901.04**	**906.38**	**915.70**	**910.22**	**894.30**

**General Fund Only*

SALARY SCHEDULES

Westminster Public Schools
Where Education is Personal

LICENSED TEACHER Salary Schedule
2026-2027
*** A Doctorate stipend of $1,500 will be paid to eligible employees.**
***A stipend of $3,000 will be paid to eligible employees who have completed 20 or more years of service.**

	BA+0	BA+15	BA+30	BA+45	MA+0	MA+15	MA+30	MA+45	MA+60	MA+75	MA+90	DOC
A	65,299	65,990	67,301	68,324	72,639	75,521	79,117	82,715	86,305	94,935	103,568	103,568
B	65,299	66,813	68,019	69,186	73,362	76,241	79,838	83,433	87,386	96,011	104,643	104,643
C	65,299	67,455	68,743	70,054	74,082	76,960	80,555	84,153	88,460	97,090	105,726	105,726
D	65,299	68,105	69,458	70,913	74,799	77,677	81,273	84,871	89,541	98,172	106,805	106,805
E	65,299	68,759	70,176	71,775	75,515	78,398	81,996	85,587	90,621	99,252	107,883	107,883
F	65,299	69,422	70,900	72,643	76,235	79,117	82,715	86,311	91,702	100,331	108,960	108,960
G		70,090	71,619	73,508	76,954	79,838	83,432	87,028	92,776	101,405	110,039	110,039
H			72,334	74,367	77,670	80,555	84,147	87,749	93,859	102,489	111,117	111,117
I			73,058	75,233	78,392	81,274	84,869	88,467	94,931	103,567	112,195	112,195
J			73,775	76,092	79,111	81,995	85,587	89,185	96,011	104,642	113,273	113,273
K			74,491	77,676	79,832	82,717	86,444	89,904	97,092	105,722	114,348	114,348
L			75,211	79,257	80,554	83,544	87,307	90,803	98,174	106,804	115,429	115,429
M			75,937	80,049	81,359	84,379		91,711	99,155	107,883	116,510	116,510
N				80,851	82,174				100,147	108,963	117,677	117,677
O										110,052	118,853	122,484
P										111,153	120,041	123,710
Q												124,946

Westminster Public Schools
Where Education is Personal

ADMINISTRATOR Salary Schedule
2026-2027
***A Doctorate stipend of $2,000 will be paid to eligible employees.**

	CHIEF OFFICER	EXEC DIRECTOR	CHIEF/INSTR	SUPPORT DIRECTOR	HIGH PRINCIPAL	HIGH ASST PRINCIPAL	MID SCH PRINCIPAL	MID SCH ASST PRINCIPAL	ELEM PRINCIPAL	ELEM ASST PRINCIPAL	K-8 PRINCIPAL	K-8 ASST. PRINCIPAL	COORDINATOR
A	162,291	153,894	137,164	110,097	135,635	114,769	125,965	111,969	121,874	106,372	128,535	114,254	96,953
B	166,001	156,905	140,887	114,109	139,363	117,768	129,440	114,968	125,040	109,659	132,070	117,225	99,793
C	169,711	159,977	144,611	118,119	143,091	120,768	132,915	117,968	128,207	112,949	135,606	120,195	102,633
D	173,420	163,111	148,335	122,132	146,819	123,767	136,388	120,966	131,373	116,238	139,140	123,166	105,471
E	177,130	166,307	152,059	126,142	150,547	126,765	139,863	123,966	134,540	119,526	142,676	126,136	108,311
F	180,839	169,566	155,782	130,153	154,276	129,766	143,338	126,964	137,707	122,815	146,212	129,106	111,151
G	184,548	172,892	159,507	134,166	158,003	132,764	146,811	129,964	140,874	126,105	149,747	132,077	113,989
H	188,258	176,282	163,229	138,177	161,732	135,765	150,285	132,963	144,039	129,392	153,282	135,048	116,829
I	191,968	179,743	166,954	142,187	165,459	138,763	153,760	135,963	147,206	132,683	156,817	138,018	119,669
J	195,678	183,272	170,678	146,199	169,188	141,763	157,233	138,961	150,373	135,972	160,353	140,988	122,507
K	199,387	186,870	174,401	150,210	172,917	144,762	160,707	141,961	153,538	139,261	163,887	143,959	125,346
L	203,098	190,541	178,125	154,222	176,644	147,762	164,182	144,959	156,705	142,549	167,423	146,929	128,186
M	206,808	194,286	181,849	158,233	180,373	150,761	167,655	147,959	159,872	145,838	170,959	149,901	131,024
N	210,516	198,107	185,888	162,244	184,101	153,761	171,130	150,958	163,038	149,127	174,494	152,871	133,863
O	214,225	202,001	189,296	166,256	187,829	156,760	174,604	153,957	166,204	152,417	178,029	155,843	136,702

	4-10 YEARS	11-20 YEARS	21+ YEARS
LONGEVITY	500	2,000	2,500

Westminster Public Schools
Where Education is Personal

EDUCATIONAL SUPPORT PROFESSIONAL Salary Ranges 2026-2027

INSTRUCTIONAL SUPPORT SALARY SCHEDULE

INST 01	INST 02	INST 03
21.75 – 25.30 – 33.11	23.30 – 27.51 – 36.12	25.55 – 29.95 – 38.74
Inst Asst GenEd	Audiologist Asst	Braillist
	Hearing Interpreter	Inst Service Coordinator
	Inst Asst Career Program	Inst Asst SpEd
	Inst Asst CLD	Librarian
	Library Media Technician	Vision/Hearing Screener

NON - INSTRUCTIONAL SUPPORT SALARY SCHEDULE

NONINST 01	NONINST 02	NONINST 03	NONINST 04	NONINST 05
21.65 – 22.94 – 29.68	22.88 – 26.63 – 35.02	23.92 – 28.11 – 36.80	26.27 – 30.47 – 39.23	30.85 – 35.70 – 44.54
Building Aide	Office Assistant	Bookkeeper	Administrative Assistant	Executive Assistant
	Receptionist	Department Assistant	Buyer	Service Coordinator
			Campus Monitor	
			Community Liaison	
			Secretary to Principal	
			Systems Specialist	

AUXILIARY/TECHNICAL SUPPORT SALARY SCHEDULE

AUX/TECH 01	AUX/TECH 02	AUX/TECH 03	AUX/TECH 04	AUX/TECH 05
21.65 – 25.56 – 32.63	23.30 – 27.51– 36.12	24.84– 29.06 – 37.02	28.62 – 33.48 – 42.33	38.20 – 42.44 – 49.51
Bus Monitor	Mail Delivery	Bus Driver	*Dept./Warehouse Lead	Athletic Trainer
Custodian	Warehouse	Head Custodian Elementary	Utility Repair	Educational Interpreter
			Welder	*Licensed Electrician
		AUX/TECH 03.1		*Licensed HVAC Tech
		28.37 – 32.59 – 39.65	**AUX/TECH 04.1**	Locksmith
			30.09 – 34.04 – 42.62	Plumber
		Bus Dispatcher		Safety Coordinator
		Maintenance Specialist	Driver Trainer	Speech and Lang Asst
			Technology Trainer	System Administrator
			AUX/TECH 04.2	**** Lead position receives***
			33.71 – 36.23 – 43.03	***$2,500 stipend each year***
			Head Custodian Secondary	
			AUX/TECH 04.3	
			35.82 – 38.35 – 43.42	
			*Carpenter	
			Custodial Trainer	
			Mechanic	
			Sprinkler Technician	

A stipend of $2,000 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

Westminster Public Schools
Where Education is Personal

EXTRA DUTY Salary Table(Coach)
2026-2027

	A	B	C	D	E	F	G
1	$4,694.28	$3,754.80	$3,678.85	$3,203.39	$2,977.62	$1,963.23	$1,573.08
2	$4,950.22	$4,038.83	$3,962.88	$3,482.22	$3,261.65	$2,248.30	$1,853.99
3	$5,234.25	$4,320.78	$4,246.91	$3,767.29	$3,518.63	$2,532.33	$2,139.06
4	$5,516.20	$4,603.77	$4,529.90	$4,024.27	$3,774.57	$2,813.24	$2,423.09
5	$5,775.26	$4,860.75	$4,787.92	$4,282.29	$4,034.67	$3,071.26	$2,679.03
6	$6,032.24	$5,118.77	$5,043.86	$4,539.27	$4,290.61	$3,330.32	$2,936.01
7	$6,289.22	$5,376.79	$5,302.92	$4,798.32	$4,546.55	$3,587.30	$3,192.99
8	$6,546.20	$5,634.81	$5,559.90	$5,055.30	$4,804.57	$3,844.28	$3,452.05
9	$6,804.22	$5,891.79	$5,817.92	$5,312.28	$5,061.55	$4,101.26	$3,710.07
10	$7,062.24	$6,148.76	$6,075.94	$5,569.26	$5,320.61	$4,361.36	$3,966.00

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

Westminster Public Schools
Where Education is Personal

PROFESSIONAL TECHNICAL Salary Schedule
2026-2027
***A Longevity stipend of $2,500 will be paid to eligible employees who have completed 21 or more years of service.**

	IT Support	Professional Technical Support	Support Manager
A	80,758	64,383	80,758
B	82,857	66,832	82,857
C	84,958	69,282	84,958
D	87,057	71,730	87,057
E	89,157	74,181	89,157
F	91,255	76,979	91,255
G	93,354	79,778	93,354
H	95,455	82,577	95,455
I	97,553	85,377	97,553
J	100,353	88,175	100,353
K	103,151	91,326	103,151
L	105,950	94,475	105,950
M	108,750	97,622	108,750
N	111,829	100,772	111,829
O	112,529	103,922	112,529
P	115,591	107,071	115,591
Q	118,653	110,221	118,653
R	121,580	113,149	121,580
S	125,228	116,542	125,228
T	128,985	120,039	128,985
U	132,742	123,535	132,742
V	135,396	126,006	135,396

BUDGET POLICIES

DA-FISCAL MANAGEMENT GOALS

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

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

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

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

Revised: June 26, 2012

DAB-FINANCIAL ADMINISTRATION

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

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

Reporting to Board and Community

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

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

Financial Reports
Quarterly Reports

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

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

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

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

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

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

The Board may request other financial reports as needed.

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

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

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: October 10, 2023

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)

DAC-FEDERAL FISCAL COMPLIANCE

Federal funds received by the district shall be administered in accordance with this policy and applicable federal law, including but not limited to the federal Uniform Grant Guidance. The Board designates the chief financial officer or designee as the district contact for all federal programs and funding.
The superintendent or designee may develop and implement accompanying regulations and procedures to assist in the proper administration of federal funds and implementation of this policy, including but not limited to cash management procedures, procurement activities, and allowability of costs.

Subrecipient monitoring
If the district awards subgrants, the district shall monitor grant subrecipients to ensure compliance with applicable law and Board policy.

Time and effort reporting
District employees paid with federal funds shall document the time they expend in work performed in support of each federal program and/or such program's cost objective(s), in accordance with applicable federal law. Time and effort reporting requirements do not apply to contracted individuals.

Recordkeeping
The district shall maintain proper federal fiscal records in accordance with Board policy and applicable law. Such records shall be retrievable and available for programmatic or financial audit.

Adopted: October 10, 2023

LEGAL REFS.: 2 C.F.R. Part 200 (Uniform Grant Guidance)
34 C.F.R. Parts 75, 76 (EDGAR Education Department General Administrative Regulations)

DB-ANNUAL BUDGET

The annual budget is the financial plan for the operation of the school system. It provides the framework for both expenditures and revenues for the year and future years and translates into financial terms for the educational programs and objectives of the District.

Three- Year Budget Plan
The Superintendent of designee is directed to develop, subject to annual approval by the Board of Education, a three-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 Universal Preschool Program (UPK). 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.

The Board of Education assigns to the Superintendent or designee the responsibility of accumulating and maintains a capital reserve assigned fun balance amounting to 2% of the District's current fiscal year adopted budget as an operating reserve.

The operating reserve can only be used when matching funds are needed to apply for the grant. If any part of the operating reserve is used in any fiscal year, funds will be reallocated from the general fund to restore 2% reserve. The operating reserve will be restored before any other budget allocations in the subsequent fiscal year, unless the Board of Education approves otherwise.

Adopted: March 12, 2002

Last Revised: October 10, 2023

LEGAL REFS.: C.R.S. § 22-11-302(1)(a) (district accountability committee budget recommendations)
C.R.S. § 22-11-402(1)(a) (school level accountability committee budget recommendations)
C.R.S. § 22-32-109(1)(b)
C.R.S. §§ 22-44-101 through 117 (school district budget law, Board shall cause a proposed budget to be prepared and shall adopt a budget for each fiscal year)
C.R.S. § 22-44-106 (operating reserve)
C.R.S. § 22-44-301, et seq. (Public School Financial Transparency Act)
C.R.S. § 22-45-103(1)(c) (authorized expenditures from capital reserve fund)
C.R.S. § 29-1-103(3) (budget to reflect lease-purchase payment obligations)

DBD-DETERMINATION OF BUDGET PRIORITIES

All resources of the District shall be directed toward ensuring that all students reach their learning potential, including that they meet or exceed state and District content standards.

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

1. Determine how resources are currently allocated by school, grade and program

2. Link specific inputs with results for students and determine whether the current allocation of resources is effective in raising student achievement

3. Identify ways to better use resources to achieve the District's educational objectives and improve teaching and learning

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

The District Accountability Advisory Committee shall make recommendations to the Board of Education or the Board's designee relative to priorities for expenditures of District funds and provide a copy of the recommendations to the Superintendent. The Board of Education shall consider these priorities when it adopts the annual budget. The Superintendent shall consider the District Accountability Advisory Committee recommendations when preparing the budget to be presented to the Board of Education.

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

1. Be derived from a three-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: October 10, 2023

LEGAL REFS.: C.R.S. § 22-11-302(1)(a) (district accountability committee budget recommendations)
C.R.S. § 22-11-402(1)(a) (school-level accountability committee budget recommendations)
C.R.S. § 22-44-105(1.5) (budget parameters regarding expenses not exceeding revenue and use of beginning fund balance)

DBG-BUDGET ADOPTION PROCEDURES

A proposed budget, developed under the direction of the Superintendent, shall be presented to the Board of Education no later than June 1 for the next fiscal year. Together with the preliminary budget, a statement shall be submitted describing the major objectives of the District's educational program for the ensuring fiscal year, and the manner in which the budget proposes to fulfill such objectives.

The Board of Education shall notify the public that it has received a proposed budget from the administration. The proposed budget shall be available for public inspection at the office of the Superintendent, and public notices shall be posted to that effect.

It shall be the Board of Education's responsibility to review the proposed budget in open session, make such changes as it deems necessary, and adopt a budget and appropriation resolution no later than June 30 for the ensuing fiscal year.

Once the budget is adopted, it shall become the plan and legal authority for receiving and expending money during the fiscal year, except that, the Board of Education may review and change the budget with

respect to both revenues and expenditures (prior to January 31 of the fiscal year for which the budget was adopted).

Authorization for Revenue Increase
The District may call an election to seek voter approval of an increase in the District's Authorized revenue base, in accordance with applicable law. If the District is authorized to raise and spend additional local revenues, the Board of Education may adopt a supplemental budget.

Last Revised: June 26, 2012

DBG-E-DEADLINES IN BUDGETING PROCESS SET BY STATUTE

Note: The Colorado Department of Education annually notifies each district of critical dates in accordance with statutory requirements below.

By December 15	Board of Education must certify to Board of County Commissioners the separate amounts necessary to be raised by taxes for the school District's general, bond redemption, transportation and special building funds [C.R.S. § 22-40-102(1); C.R.S. § 39-5-128]
By June 1	Proposed budget must be submitted to Board of Education for tentative approval [C.R.S. § 22-44-108(1)]
Within 10 days of above	Notice of proposed budget must be published; budget must be made available for public inspection [C.R.S. § 22-44-109(1)]
Before final adoption	Public hearings must be held [C.R.S. § 22-44-110(1)]
Before end of fiscal year (June 30)	Board of Education must adopt official budget and appropriations resolution [C.R.S. § 22-44-103(1), 22-44-107(1), 22-44-110(4)]
Within 60 days of final adoption	District must post the Board of Education's adopted budget online, in a downloadable format, free for public access [C.R.S. § 22-44-304(1)(a)(I), (3)(a)]
By January 31	Board of Education may review and change the budget with respect to both revenues and expenditures [C.R.S. § 22-44-110(5)]

Additional deadlines if District seeks authorization to raise additional local revenues at an election:

At least 60 days prior to election	Ballot question must be delivered to county clerk and recorder [C.R.S. § 1-5-203(3)]
First Tuesday in November in odd-numbered years; general election date in even-numbered years	District may request authorization to raise additional local revenues subject to limitations set forth in law [Colorado Constitution, Article X, Section 20; C.R.S. § 22-54-108]
Following election	If the District is authorized to raise and spend additional local revenues, Board of Education may adopt a supplemental budget [C.R.S. § 22-44-110(6)]

LEGAL REF: Colo. Const. Art X, Sec. 20
C.R.S. § 22-44-103
C.R.S. §§ 22-44-107 through 110
C.R.S. § 22-54-108

Last Revised: June 26, 2012

DBGA-MILL LEVY OVERRIDES

If the Board of Education is of the opinion that revenues in excess of those provided through equalization program funding are necessary to provide for the needs of the District, the Board of Education may seek authorization at an election to raise additional local property tax revenues. The requested amount shall not exceed 20 percent of the District's total program funding for the budget year in which the limitation was reached or $200,000, whichever is greater.

The Board of Education shall call an election to raise additional local revenues if an initiative petition containing signatures of at least five percent of the registered electors in the District is properly submitted to the Board of Education. An initiative petition shall be submitted at least 90 days prior to the election date in order to be valid.

Such elections shall be held on the first Tuesday in November in odd-numbered years in conjunction with the regular biennial school election or on general election day in even-numbered years.

If other jurisdictions that have overlapping boundaries or the same electors as the school District are conducting an election on the same day, the county clerk and recorder shall conduct the election as a coordinated election to allow voters to vote on all ballot issues at one polling place. The decision whether the election will be conducted as a polling place election or by mail ballot is one which shall be made by the county clerk.

The election shall be conducted pursuant to an intergovernmental agreement between the District and the county clerk and recorder. The agreement shall allocate responsibilities between the county clerk and the District for the preparation and conduct of the election and shall be signed no less than 60 days prior to the election. The Board of Education shall designate a school election official to whom some election responsibilities may be delegated pursuant to the agreement.

As an alternative, the District may have the option of conducting the election by mail ballot in accordance with rules promulgated by the secretary of state when the county clerk is conducting a polling place election. This decision should be made after consultation with the county clerk. However, mail ballot elections may not be held for mill levy elections on the same day as elections are held to elect members of Congress.

Transportation Mill Levies
The Board of Education may submit the question of whether to impose a mill levy for the payment of excess transportation costs at an election held in conjunction with the regular biennial election in odd-numbered years or with the general election in even-numbered years.

Excess transportation costs are defined as the current operating expenditures for student transportation minus any state reimbursement entitlement based on amounts expended and received in a 12-month period as specified in state law.

If the measure passes, the District shall deposit the resulting revenue in the transportation fund.

Election information
Expenditures of any school District funds or in kind services to otherwise inform voters about election issues must be specifically authorized by the Board of Education. The District may dispense a factual summary which includes arguments both for and against the proposal without any conclusion or opinions in favor of or against any particular issue addressed by the summary.

Last Revised: June 26, 2012

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

DBJ-BUDGET TRANSFERS

Unencumbered moneys shall not be transferred from one fund to another unless authorized in advance by the Superintendent's designee. 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.

Last Revised: October 10, 2023

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)(ll) (general fund)
C.R.S. § 24-10-115 (authority for public entities to obtain insurance)

DBK-FISCAL EMERGENCIES

If the Board of Education determines, during any budget year, that the anticipated revenues and amounts appropriated for expenditure in the budget exceed actual revenues available to the district due, in whole or in part, to action of the legislature or governor, the Board of Education may declare a fiscal emergency. Such action shall require the affirmative vote of two-thirds of the members of the Board of Education.

If a fiscal emergency is declared by the Board of Education, the Board of Education may implement a reduction in salaries for all employees of the District on a proportional basis or may alter the work year of employees. Such reduction in salaries may be made notwithstanding any adopted salary schedule or policy.

Prior to taking such action, the Board of Education shall hold at least one public hearing.

Last Revised: June 26, 2012

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)

DBL-DISPOSITION OF SENIOR CLASS ACCOUNT BALANCES

Balances of graduated senior class accounts must revert to the high school general fund account by December 31 of the same calendar year of graduation unless a written request for an exception is approved. An exception may be requested in writing by the Principal and approved by the Chief Financial Officer.

An example of an acceptable request for delay of reversion is the purchase of a senior class gift to be received after graduation day and before December 31 of the same calendar year.

Any balance remaining from a graduated senior class account must revert to the high school general fund account on December 31 of the same calendar year of graduation.

Last Revised: June 26, 2012

DCA-CAPITAL RESERVE FUND BUDGET PLANNING

Capital outlay expenditures
"Capital outlay expenditures" means those expenditures which result in the acquisition of fixed assets or additions to fixed assets which the Board of Education anticipates will have benefits for more than one year. They are expenditures for land or existing buildings, improvements of grounds, construction buildings, additions to buildings, remodeling of buildings or initial additional or replacement equipment.

Capital reserve fund
Maintaining resources in the capital reserve fund is a beneficial and sound business practice and protects the public's investment in school District facilities. The Board of Education directs the Superintendent or designee to budget an amount up to $800/per funded student each year to the capital reserve account for capital outlay expenditures authorized by state law. The funded students will include all students counted and funded through the October count process. Unencumbered moneys in the fund may be transferred by Board of Education resolution to the insurance reserve fund or any other risk management fund as defined in state law.

Expenditures from the fund will be limited to long-range capital outlay expenditures and may be made only for the following purposes:

1. Acquisition of land or improvements and construction of structures thereon or acquisition of land with existing structures, equipment and furnishings.

2. Construction of additions to existing buildings.

3. Procurement and installation of equipment for new buildings and additions to existing buildings.

4. Alterations and improvements to existing structures where the total estimated cost of such project for labor and materials is in excess of $2,500.

5. Acquisition of school buses or other equipment, the estimated unit cost of which including any necessary installation is in excess of $1,000.

6. Installment purchase agreements of 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 1st. This list will be in priority order.
2. The Director of Auxiliary Services will meet with each facility administrator prior to March 1st, 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 30th 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.

Last Revised: October 10, 2023

LEGAL REF.: C.R.S. § 22-45-103

DD-GRANTS MANAGEMENT

The District encourages and is receptive to financial support from appropriate federal, state, local governmental and private grant-makers to aid in delivery, maintenance, and improvement of District and school educational, support or operational programs.

The term "grant" encompasses all federal, state, and local governmental, corporate or foundation financial awards that have specific performance requirements or conditions attached and that are applied for and accepted by the District.

Westminster Public Schools is the legal applicant and recipient for all grant funds applied for and received by all of its public schools, programs and departments. Contracts awarded to the District consequent to the receipt of a grant by another agency or institution are considered sub-award grants, and are subject to all of same requirements as awards received directly by Westminster Public Schools. Grants applied for and received by individual District personnel for personal or professional development purposes are not subject to District policies unless they involve students, use of school property, or require the participation of other District personnel.

The District may apply for and receive grants that support the current Westminster Public Schools Goals or otherwise improve educational resources. The Board reserves the right to approve or decline any grant application or award, and may delegate this authority to the Superintendent or his/her designee.

Any grant application must be approved by the District's Director of Federal, State and Special Grants or his/her designee. Schools or District departments may not make applications for grants requiring the expenditure of non-budgeted district or school funds, without submission of an Intent to Apply form for the approval of the Director of Federal, State and Special Grants or his/her designee.

Last Revised: September 13, 2016

DE-REVENUES FROM TAX SOURCES

Local Funds

The Board of Education, in accordance with state law, shall file a "Certification of Tax Levies" with the Board of County Commissioners, which shall levy the property tax rate required to raise the amount of funds requested. A copy shall also be forwarded to the County Assessor.

The District also shall receive a portion of specific ownership tax on personal property.

State Funds
The District is entitled to receive equalization and categorical funds from the State of Colorado. The District shall file the required reports and forms to secure the amount of state funds to which it is entitled.

Federal Funds
Applications shall be made for federal funds, when available provided that none of the conditions of acceptance conflicts with Board of Education policies, District objectives or state law.

Last Revised: June 26, 2012

LEGAL REFS.: C.R.S. § 22-40-102 (certification of tax revenues)

DEA-FUNDS FROM LOCAL TAX SOURCES

Mill Levies
If the Board of Education is of the opinion that revenues in excess of those provided through equalization program funding are necessary to provide for the needs of the District, the Board of Education may seek authorization at an election to raise additional local property tax revenues. The requested amount shall not exceed 25 percent of the District's total program funding for the budget year in which the limitation was reached.

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 or 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.

Last Revised: October 10, 2023

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)

This budget is developed in accordance with the policies and procedures adopted by the Westminster Public Schools Board of Education. While the district operates under a vast array of board-approved policies that fundamentally guide and inform this budget, this document does not include every policy adopted by the Board.

All additional Westminster Public Schools policies can be found on the district website at WPS.org

ABBREVIATIONS, ACRONYMS & GLOSSARY

ACFR
Annual Comprehensive Financial Report

AP
Advanced Placement

ASBO
Association of School Business Officials International

AVID
Advancement via Individual Determination

CAP
Community Asset Project

CBS
Competency Based System

CDE
Colorado Department of Education

CHSAA
Colorado High School Activities Association

CMAS
Colorado Measures of Academic Success

CLDE
Culturally and Linguistically Diverse Education

CPI
Consumer Price Index

COP
Certificates of Participation

CPP
Colorado Preschool Program

C.R.S.
Colorado Revised Statutes

CSA
Colorado STEM Academy

CMAS
Colorado Measures of Academic Success

CSDSIP
Colorado School Districts' Self-Insurance Pool

CTE
Career and Technical Education

DAAC
District Accountability Advisory Committee

ECC
Early Childhood Center

ECE
Early Childhood Education

ECEA
Exceptional Children's Education Act

ELC
Early Learning Center

ELL
English Language Learners

ELPA
English Language Proficiency Act

ERP
Enterprise Resource Planning

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

HLHS
Hidden Lake High School

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

LAN
Local Area Network

LD
Learning Disabilities

MAA
Metropolitan Arts Academy

PERA
Public Employees' Retirement Association

PPOR
Per Pupil Operating Revenue

PTO
Parent Teacher Organization

RISE
Resources to fund success for all student's image of the school district's success established in the district and community Sustained Excellence in achievement for all student

SAT
Scholastic Assessment Test

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

UPK
Universal Preschool Program

VSP
Vision Service Providers

USDA
United States Department of Agriculture

WAIS
Westminster Academy for International Studies

WIDA
Wisconsin, Delaware, Arkansas

WHS
Westminster High School

WPS
Westminster Public Schools

YESS
Youth Empowerment Support Services

GLOSSARY

Abatements
Abatements are complete or partial cancellations of a tax levy. Abatements usually apply to tax levies, special assessments, and service charges.

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 taxable value of real and personal property as determined by a tax assessor or government agency as a basis for levying taxes. Assessed valuation does not necessarily correspond to 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.

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 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 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 Measures of Academic Success
The Colorado Measures of Academic Success (CMAS) 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 CMAS 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 that, for the District, runs from July 1st to 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
The Gallagher Amendment (1982), which for decades required a fixed ratio between residential and non-residential tax revenues, was repealed by Colorado voters in 2020 through Amendment B. This repeal decoupled the two property classes and initially stabilized the residential assessment rate at 7.15%. However, in response to unprecedented surges in market valuations, the Colorado General Assembly has since intervened with successive legislative packages—most notably SB24-233 and HB24B-1001—to mitigate the impact on taxpayers.

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.

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
The 2024 modernization of Colorado's Public School Finance Act (HB 24-1448) transitions the state's 178 school districts from a complex 1994 formula to a more equitable, student-centered, additive funding model starting in the 2025–26 budget year. This new approach establishes a statewide base per-pupil funding amount and adds targeted 25% weights for at-risk, English Language Learner, and Special Education students, alongside updated adjustments for district size, cost of living, and geographical locale. Coupled with the recent elimination of the Budget Stabilization Factor, this legislation ensures that educational resources are allocated uniformly and fairly based directly on individual student needs and distinct district demographics, rather than historical property wealth.

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 CAP

Colorado's current Referendum C cap serves as the state's constitutional revenue limit, automatically adjusting each year for inflation and population growth to dictate how much money the government can keep before issuing TABOR refunds to taxpayers.

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 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.

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