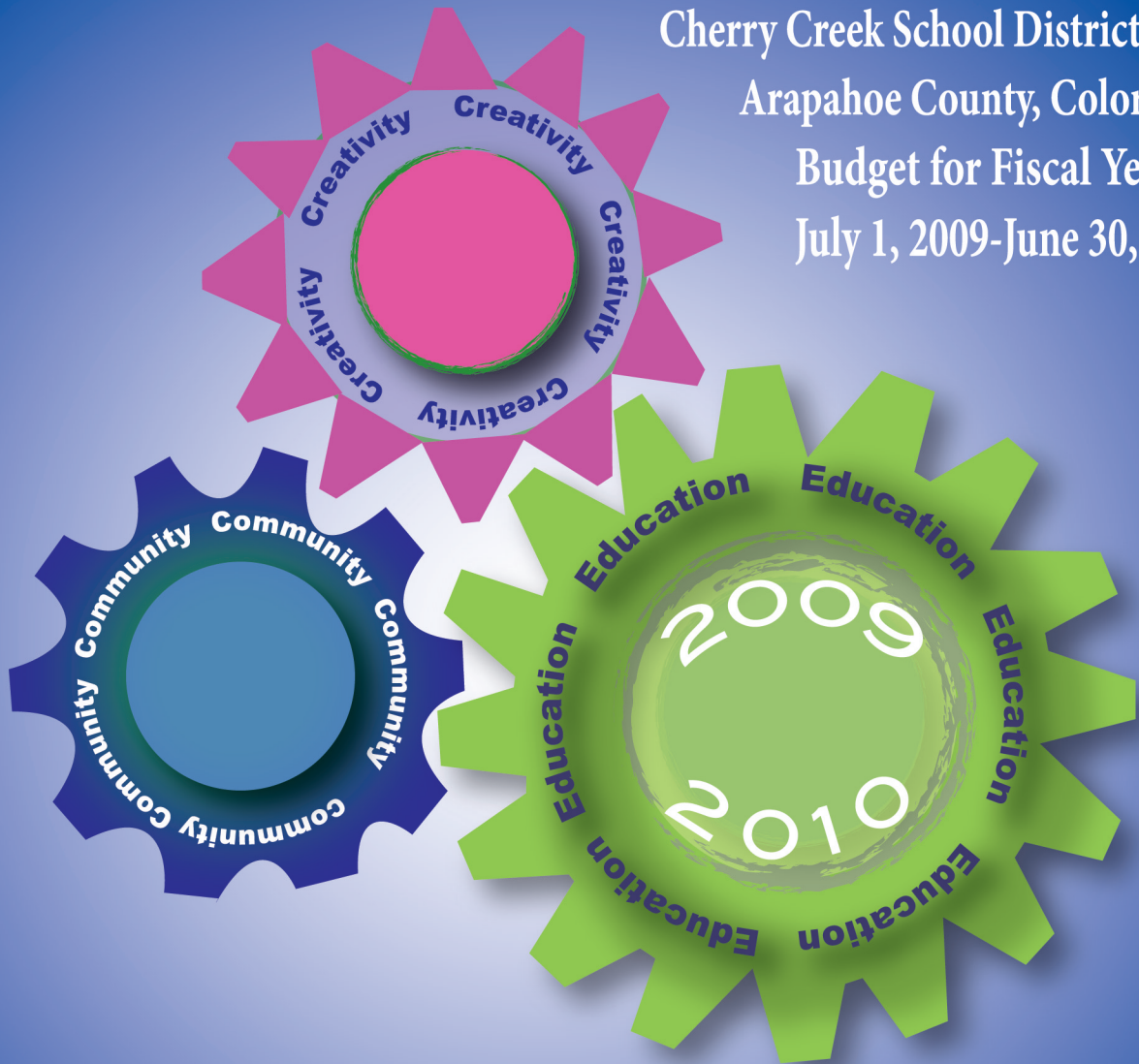


Financial Plan

Cherry Creek School District No. 5
Arapahoe County, Colorado
Budget for Fiscal Year
July 1, 2009-June 30, 2010



Inspiring Academic Challenges



CherryCreekSchools

Dedicated to Excellence

**Cherry Creek School District No. 5
Arapahoe County, Colorado**

**FINANCIAL PLAN AND BUDGET
2009-10**

**Fiscal Year
July 1, 2009 – June 30, 2010**

Prepared by
Fiscal Services Division

*Guy G. Bellville
Chief Financial Officer*

*Dan Huenneke
Director of Budget*

Acknowledgments

We are honored to display the cover graphic design produced by

Jaime Mondragon

as an example of the quality work of our high school students in the Cherry Creek School District Career and Technical Education Program.

Thank you to the members of the Budget Department for their dedicated efforts in preparing the Financial Plan and to the other staff members of the Fiscal Services Division who assisted in this process.

Our utmost appreciation is extended to the members of the Board of Education for the many hours contributed in providing direction to the Cherry Creek School District and to the community for their continued support.

**CHERRY CREEK SCHOOL DISTRICT
FINANCIAL PLAN
FISCAL YEAR 2009-10**

TABLE OF CONTENTS

INTRODUCTORY SECTION / EXECUTIVE SUMMARY

Section Table of Contents	1
Board of Education	3
District Leadership Team	4
A Message from the Superintendent	5
Budget Awards	20
Guide to Using the Budget Document	22
Executive Summary	25-38
Introduction	25
Financial Plan Budget Resolution	30
Revenue and Expense Budgets for All Funds	31
Fund Overview	32
Legislative Impacts	34
Student Enrollment and Achievement	35
School District Staffing	36
Operations and Maintenance Expenditure Impact	37
Bonded General Obligation Debt for School Facilities	38

ORGANIZATIONAL SECTION

Section Table of Contents	39
---------------------------------	----

District Profile and Highlights

Mission, Vision, and Values	41
Organizational Chart	42
Administrative Functions	43
Points of Pride	44
Community Involvement Resources	48
Board of Education	50
School District Governance and Authority	51
National and State Awards and Recognition	52
Our Heritage	55
General Description	56
District Maps	58

Policies and Financial Plan Development

Summary of Board Policies	61
Budget Process Timeline	64
Financial Plan Development	66

CHERRY CREEK SCHOOL DISTRICT FINANCIAL PLAN FISCAL YEAR 2009-10

TABLE OF CONTENTS

Policies and Financial Plan Development (Continued)

Financial Plan Amendments	67
Participation in the Budget Process	67
General Guidelines	68
Budgeting Basis	69
Accounting Practices Budget Controls	70

FINANCIAL SECTION

Section Table of Contents	71
---------------------------------	----

Consolidated Budget Summary

Consolidated Budget Summary Introduction	75
Appropriated Expenditures by Fund Type	76
Expenditures in All Funds by Object.....	77
All Funds – Budgeted Revenue	78
All Funds – Budgeted Expenditures by Activity	79
Largest Revenue Sources	80
Description of Expenditures by Object.....	81
Revenue by Fund Type	82
Expenditures by Fund Type.....	83
All Funds - Synopsis of Revenue and Expenditures	84

General Fund

Introduction	85
Public School Finance Act Summary.....	85
General Fund Revenue Assumptions.....	87
Synopsis of General Fund Revenue.....	88
General Fund Expenditure Assumptions	90
Synopsis of General Fund Expenditures	92
General Fund Reserves.....	93
Five Year Summary of Revenue and Expenditures	94
Five Year Revenue Summary.....	96
Comparative Schedule of General Fund Expenditures by Activity	98
Expenditures by Activity and Object	100
General Fund Staffing and Expenditures	106
Summary Budget and Three Year Projections	110

**CHERRY CREEK SCHOOL DISTRICT
FINANCIAL PLAN
FISCAL YEAR 2009-10**

TABLE OF CONTENTS

Other Funds

Designated Purpose Grants Fund

Local, State, and Federal Grants	111
Five Year Summary of Revenue and Expenditures	113
Five Year Summary of Expenditures by Grant	114
Expenditures by Activity	115
Expenditures by Grant and Object.....	116
Expenditures by Grant	117
Summary Budget and Three Year Projections	118

Extended Child Services Fund

Program Profile	119
Five Year Summary of Revenue and Expenditures	120
Revenue by Program.....	121
Expenditures and Transfers by Activity and Object.....	122
Summary Budget and Three Year Projections	124

Pupil Activities Fund

Program Profile	125
Five Year Summary of Revenue and Expenditures	126
Expenditures by School and Object.....	127
Summary Budget and Three Year Projections	128

Capital Reserve Fund with Capital Finance Corporation

Program Profile	129
Five Year Summary of Revenue and Expenditures	130
Expenditures by Activity.....	131
Expenditures by Facility and Project	132
Summary Budget and Three Year Projections	136
Capital Finance Corporation Statement of Program.....	137
Vehicle Expenditures	138

**CHERRY CREEK SCHOOL DISTRICT
FINANCIAL PLAN
FISCAL YEAR 2009-10**

TABLE OF CONTENTS

Building Fund

Program Profile	139
Energy Savings Efforts	140
Five Year Summary of Revenue and Expenditures	141
2003 Bond Issue, Budgeted and Projected Expenditures by Project	142
2008 Bond Issue, Budgeted and Projected Expenditures by Project	143
2003 Bond Issue, Budgeted Expenditures by Facility and Project	144
2008 Bond Issue, Budgeted Expenditures by Facility and Project	148
Additional Costs of New Schools and Facilities	156
Estimated Capital Improvements Impact – Operating Budget	157
Summary Budget and Three Year Projections	158

Bond Redemption Fund

Program Profile	159
Five Year Summary of Revenue and Expenditures	160
General Obligation Bonds.....	161
General Obligation Bonds – Principal and Interest by Issue	162
Bonded Debt Summary	164
Debt Service Per Pupil	165
Summary Budget and Three Year Projections	166

Food Services Fund

Program Profile	167
Five Year Summary of Revenue and Expenditures	168
Schedule of Revenue by Source	169
Five Year Comparison of Revenue and Expenditures	170

INFORMATIONAL SECTION

Section Table of Contents	171
---------------------------------	-----

Student Achievement

Academic Excellence	173
Teaching/Learning Cycle	174
Spring 2008 11 th Grade ACT Results	175
Accreditation and Colorado Growth Model	176
Assessment of 2007-08 Student Achievement	178
CSAP Performance Measures.....	179
Student Performance	181
Other Testing and Performance Measure Reports	182
College Entrance Examinations	183
Graduation Requirements.....	184

**CHERRY CREEK SCHOOL DISTRICT
FINANCIAL PLAN
FISCAL YEAR 2009-10**

TABLE OF CONTENTS

Personnel, Staffing, and Employee Benefits

Staffing Introduction	185
District Staff Positions	186
Five Year Staffing Summary	188
Staffing Summary of All Employees by Fund	190
General Fund Summary Comparison of Personnel, Salaries, and Benefits	192
General Fund Personnel, Salary and Benefits by Area	194
General Fund Staffing Budget Summary	198
General Fund Staffing Summary by Employee Groups	199
Summary Comparison of General Fund FTE	200

Significant Trends in Economy, Demographics, and Elections

The Colorado Economic Outlook	201
Employment and Income	202
Arapahoe County Demographic Profile	206
Cherry Creek School Enrollment Statistics	207
Comparative Mill Rates	210
Mill Levy History 2000-2010	211
Residential Property Taxes	212
Composition of Property Type of District's Assessed Valuation 1996-2009	213
History of Assessed Valuation 2000-2009	214
Tax Levy and Collection History – 1998 to 2008	215
Bond and Mill Levy Elections	216

GLOSSARY AND APPENDICES

Section Table of Contents	217
---------------------------------	-----

Abbreviations, Acronyms and Glossary

Abbreviations and Acronyms	219
Glossary of Terms	223

**CHERRY CREEK SCHOOL DISTRICT
FINANCIAL PLAN
FISCAL YEAR 2009-10**

TABLE OF CONTENTS

Appendices

Appendix A - Education Summit Report and Summit Implementation Steering Committee Report	233
Appendix B - Tier System	237
Appendix C - In Search of Excellence Task Force	239
Appendix D - District Technology Plan	241
Appendix E - Colorado Student Assessment Program.....	243
Appendix F - Board Policies	247
Appendix G - Estimated Fiscal Year Spending Under Section 20 of TABOR.....	275

**CHERRY CREEK SCHOOL DISTRICT
INTRODUCTORY SECTION / EXECUTIVE SUMMARY**

TABLE OF CONTENTS

Section Table of Contents	1
Board of Education	3
District Leadership Team	4
A Message from the Superintendent	5
Budget Awards	20
Guide to Using the Budget Document	22
Executive Summary	25-38
Introduction	25
Financial Plan Budget Resolution	30
Revenue and Expense Budgets for All Funds	31
Fund Overview	32
Legislative Impacts	34
Student Enrollment and Achievement	35
School District Staffing	36
Operations and Maintenance Expenditure Impact	37
Bonded General Obligation Debt for School Facilities	38



CherryCreekSchools

Dedicated to Excellence

Cherry Creek School District No. 5

Arapahoe County, Colorado



BOARD OF EDUCATION

Standing left to right

Jennifer Churchfield
Claudine McDonald

Vice President
Secretary

Seated left to right

Randy Perlis
Aagje C. Barber
Jim O'Brien

Assistant Secretary/Treasurer
President
Treasurer

Cherry Creek School District No. 5

Mary F. Chesley
Superintendent



DISTRICT LEADERSHIP TEAM

Mary F. Chesley	Superintendent
Eric Flor	Assistant Superintendent
Dr. Elliott Asp	Assistant Superintendent
Steve McGrath	Assistant Superintendent
Dr. Scott Siegfried	Assistant Superintendent
Guy G. Bellville	Chief Financial Officer
Amanda Hesterman	Internal Legal Counsel

“All high school graduates will require post-secondary training or education to be economically independent.”

Mary F. Chesley

A MESSAGE FROM THE SUPERINTENDENT

Our Mission

*“To inspire every student to
think, to learn, to achieve,
to care”*



Positioned for Future Success

The Cherry Creek School District is proud to present our Financial Plan for 2009-10. The plan helps deliver on promises to the community we serve to provide a high quality educational experience for students. We expect enrollment to be more than 50,700 students in the 2009-10 school year. As the fourth largest school district in the State of Colorado, Cherry Creek is positioned for future success with a Financial Plan that enables increased resources to be focused on academic achievement. Over 82% of our General Fund budget is dedicated to the classroom, and thanks to our community support in the November 2008 election, we are better positioned to enhance educational programs and reach new milestones in the future.

After nine years of successful leadership as Superintendent of the Cherry Creek School District, Dr. Monte Moses retired on December 31, 2008. Under Dr. Moses' tenure, the District successfully passed three bond elections, met the challenges of increased state and federal accountability, and enhanced its reputation as one of the best school systems in the nation. He advanced the District during a period of rapid and diverse growth with a visionary leadership that allowed the District to pursue the goals of excellence, equity, and college preparedness for all students.

I am honored to have been chosen to succeed as Superintendent of this high-performing school district. With my 19 years of service in the Cherry Creek School District, I am committed to continue building on the current momentum towards our goals of *“Excellence and Equity”* and *“College Preparedness”* for all students.

Our District is recognized as one of the leaders in teaching excellence through distinguished accomplishments over the years, and we demonstrate our commitment through *“Points of Pride,”* an annual publication which highlights many of our successes. Many of the national, state and local honors have also placed Cherry Creek as a district of choice for many students and parents as the learning opportunities enable students to reach their personal goals for educational achievement.

The Board of Education has stated their commitment to implement and use research-based best practices in schools and classrooms, since it has been shown that effective schools and teachers are the most prominent predictors of student success. We believe that *“college readiness is of primary importance,”* and that as schools chart their course, their alignment with college readiness is essential. We must settle for nothing less.

Leadership for Tomorrow

At the “Leadership for Tomorrow” luncheon in March 2009, leading supporters of excellence were honored by the Cherry Creek School District and the Cherry Creek Schools Foundation. Dr. Monte Moses was recognized in an honorary tribute for his outstanding leadership and dedication to excellence.

The 2009 Champions of Education, John and Carrie Morgridge of the Morgridge Foundation, were appreciated for grants received by the District that enabled Smart Boards to be added in classrooms to assist teachers in student instruction.

Bonnie Snyder, District Coordinator for Reading Together, was awarded with the “2009 Catherine Canny Educator Advocate” Award, which was established to recognize individuals who advocate for teachers and education professionals. Cherry Creek High School student, Kara Sanderlin, was selected as the recipient of the 2009 Monte Moses Future Educator Scholarship, an annual award in tribute to student excellence and college preparation.

Inspiring Academic Challenges

As we prepare for the 2009-10 school year, our thoughts are centered on “inspiring academic challenges” among students. Now more than ever, focused preparation for postsecondary education has been proven to lead to the success of students in their future pursuits. Clearly, one of the main determinants of college success has been related to the academic challenges of courses taken in high school.

We are committed to an emphasis on the four key dimensions of college readiness that will be an important focus throughout all grades:

- ◆ Key Cognitive Strategies
- ◆ Academic Behaviors
- ◆ Key Content Knowledge
- ◆ Contextual Skills & Awareness

Leadership and Excellence

One of the key factors that determines success in life is a focus on excellence in what we do. Our leadership sets an example for students in this regard. Our teachers are dedicated to excellence in results for students, **all students**. This is a challenge that we accept with enthusiasm by setting specific and ambitious improvement targets. We expect to see year to year improvement for all students.

Our vision must be clear as we view the opportunity to make an impact on children’s lives as a privilege. We value and cherish this experience. Educational leadership is a team effort among school teachers and administrators to create a classroom environment that fosters academic behaviors supportive of our mission.

Cherry Creek’s teaching/learning cycle is a framework for world class instruction. Our guaranteed and viable curriculum supports the teaching/learning cycle as teachers are focused on planning, teaching, monitoring, and adjusting to student progress as a means to elevate student achievement for all students. Teaching is responsive to student needs as instructional strategies are geared to building an awareness of the variety of student circumstances so teachers can anticipate the best course of action to engage students in the excitement of learning.

Our Commitment to Success

Cherry Creek’s mission is “to inspire every student to think, to learn, to achieve, to care.” We have embraced an organizational model that centers on two main elements: *College Preparedness and Success* and *Excellence and Equity*. The premises of this model assume that our mission will be accomplished through devotion to these elements throughout our schools. This alignment empowers schools to elevate the achievement of all students, close the achievement gap, and prepare all students for college success.

Our Values Support Our Mission

Cherry Creek School District places the needs and welfare of students above all else. We provide a safe and caring environment for learning. It is important to note that the support we provide to our students is exemplary in many ways.

To that end, we are intensifying our efforts in key areas that are critical to our children's future success:

- ◆ **College Preparedness** – ensuring that all students graduate with the knowledge and skills they need to succeed in higher education, regardless of the path they plan to follow after high school. In today's world, students need similar knowledge and skills whether they plan to go to college, into military service, or directly into the workforce.
- ◆ **Excellence and Equity** – increasing the achievement of all students and closing the achievement gap between the highest- and lowest-performing students.

Dimensions for College Readiness

Cherry Creek traditions are based on a solid culture of learning, which is based on a combination of inquiry, interaction, problem-solving, collaboration and team building, and use of technology. The framework includes many factors designed to motivate and maintain an environment conducive to learning.

The dimensions of college readiness are a critical base upon which to build a student's skill set toward lifelong learning.

- ◆ **Key Cognitive Strategies** — The primary focus here is to bring out the best academic effort and results through a problem solving and analytical approach that also inspires curiosity through inquiry and reasoning.
- ◆ **Key Content Knowledge** — The depth of skills required for a postsecondary education is based on knowledge in core subjects. English, writing, math and science form a basis for the application of skills in subjects later in college.
- ◆ **Academic Behaviors** — The development of self-discipline in learning is important to enable practical study habits that assist a student toward success and academic achievements to be proud of.
- ◆ **Contextual Skills and Awareness** — The ability to keep striving toward a future goal of a college education depends on an awareness of the benefits of a college education and depiction of real examples of college success stories for students to observe.

Academic Preparation

Cherry Creek School District takes an active role in your child's preparation for long-term educational success.

The dedication of our teachers and support staff to the individual needs of each child are examples of how the mission of the District is carried out through each level of the school district: elementary school, middle school, and high school.

The progress of each child is monitored through sophisticated assessment techniques. Information is relayed by teachers and administrators to parents and students in an effort to guide the child toward realistic academic achievement targets that are appropriate for each child's situation.

EDUCATIONAL INITIATIVES AND LEARNING

Essential Elements



PUBLIC SCHOOL FINANCE

A Changing World

The Economic Situation

As we approach the 2009-10 school year, we have seen a dramatic change in the economic environment in our nation and State. Trends now indicate a prolonged recession is upon us and notable decreases in State revenue are now expected to impact how school districts statewide are funded.

For the first time in seven years, the 2009 Legislative Session has released news of rescissions to schools which will pull back funding that was originally prescribed in statute. Areas of concern include the sustainability of funding for schools and how the State can fund programs with declining revenues.

We continue to be watchful of the situation and have developed a contingency plan that puts emphasis on direct instruction in the classroom, while bringing other expenditures in line with School Finance revenues reduced by the State.

The State funding reductions in the 2008-09 school year amount to \$1.7 million to the General Fund. The 2009-10 school year is affected by a funding limitation amount of \$6.7 million, which must be placed into a restricted reserve due to the State fiscal situation. Since the General Fund is the primary fund that supports classroom instruction and student support services, our contingency plan has addressed specific measures that can be taken to reduce expenditures in areas that would not impact student achievement.

As we plan for 2009-10 and 2010-11, our contingency plan is focused on a balanced budget in light of these new circumstances.

PERA Legislation

The economic slowdown has also impacted PERA and resulted in market decreases in returns and investments, that are in the midst of evaluation, in order to determine possible impacts on State divisions of government under PERA. It is anticipated that financial effects of the downturn will be reflected in future increases in costs to school districts in the form of increased contribution percentages and/or modification in benefit structures.

The amount of the financial impact will be analyzed by professional actuaries, and updated information will cause a reassessment of long-term goals within PERA. Future legislation will be likely as a means to adjust to the new conditions and prevent further deterioration in the funded status of PERA.

State Economic Forecast

The State utilizes a quarterly forecast to assess the economic outlook and adjust budget projections to comply with statutory and constitutional limitations. In the March 2009 forecast, declines in State income and sales tax collections indicate a multi-year trend of reduced resources. Revenue shortfalls at the State level in the 2008-09 fiscal year are anticipated to be about \$625 million. These shortfalls are expected to exceed \$800 million in the 2009-10 fiscal year.

Federal Stimulus Funding

Under the School Finance Act, State share equalization funding is being partially provided from Federal Stimulus funds. Approximately 2.65% of 2009-10 total program funding is from *"one-time funding."* The Cherry Creek School District is estimated to receive \$9,246,359 from this *"one-time Federal Stimulus funding."*

School Finance Act funding typically comes from three sources; 1) local property tax, 2) specific ownership tax, and 3) state equalization.

School Finance Act

Colorado sets its funding for schools through the School Finance Act, which is authorized during the Legislative Session that begins in January of each year. The school funding is determined by a formula that applies factors to each school district's base funding to calculate a per-pupil funding amount.

School Finance Act Senate Bill 09-256 establishes funding levels for all school districts in Colorado, which will be applied to FY2009-10. Since FY2001-02, funding has been increased each year by the change in CPI (Consumer Price Index) for Denver, Boulder, and Greeley, plus 1%, in accordance with Amendment 23. In FY2009-10, the funding levels indicated by Amendment 23 have been adjusted by applying restrictions on a substantial portion of funds so that the State may later rescind funds at their discretion.

PUBLIC SCHOOL FINANCE

A Changing World

A total of \$110 million in statewide funding limitations were enacted as a result of SB 09-256. This impacted the Cherry Creek School District with \$6.7 million in funding limitations, resulting in the implementation of a budget reduction and refinancing plan to effectively manage the reduction in resources at the local level. The funding was reduced statewide and lowered net funding to the Cherry Creek School District by approximately 1.93%.

- ◆ The FY2009-10 funding per pupil is estimated to be \$7,020, an increase of 2.9% or \$199 over the adjusted amount of \$6,821 for FY2008-09. This funding increase typically would be 4.9% (3.9% plus 1%) as called for in Amendment 23. However, the 1.93% reduction has been authorized by the State as a means to close an estimated \$800 million funding shortfall for FY2009-10.
- ◆ In FY2008-09, there was a statewide rescission of funding to close a \$600 million shortfall. This resulted in all school districts being reduced by a combined total of \$26 million. The effect on our District was a reduction of \$25.62 per pupil, or \$1,240,050, and an additional rescission of \$460,649. The total reduction was \$1,700,699.
- ◆ Total Cherry Creek funding reductions and limitations combined over FY2008-09 and FY2009-10 amount to \$8.4 million. Cherry Creek projected student funding by applying Amendment 23 without State funding reductions would have resulted in \$350.6 million of revenue for FY2009-10. Over \$8.4 million of reductions and limitations decrease funding to \$342.2 million.
- ◆ The projected total funding is anticipated to increase from the adjusted funding of \$329.7 million in FY2008-09 to \$342.2 million in FY2009-10, an increase of \$12.5 million. A portion of this increase, \$9.8 million, is the "net" increase in funding of 2.9%, which is net of funding limitations. The remaining \$2.7 million of this increase is due to projected FY2009-10 student enrollment growth of 385 full-time equivalent students.
- ◆ The School Finance Act no longer requires a minimum amount per pupil to be allocated to the Capital Reserve Fund or used for insurance and risk management activities in the General Fund. The minimum amount per pupil was \$298 per pupil in FY2008-09. In FY2009-10, the District is allocating \$310 per pupil.

Since funding is in a state of uncertainty due to economic impacts on State revenues, Cherry Creek Schools continue to monitor closely current State budget activity. In the process of developing the FY2009-10 budget, operational cost savings and refinancing of expenditures utilizing other funding sources totaling \$5.7 million were implemented throughout the District, primarily in educational support programs, to minimize the impact on direct classroom instruction. Future revenues will largely be impacted by external developments at the state and national levels, and local options for sustainable revenue will be explored whenever possible.

PUBLIC SCHOOL FINANCE

Components

Legislative and Funding Factors

Cherry Creek School District's Financial Plan for 2009-10 is based on the fiscal year beginning July 1, 2009 and ending June 30, 2010. Budgeted resources are largely dependent on two primary factors: the Denver/Boulder/Greeley Consumer Price Index (CPI) and funded enrollment for students.

The State Legislature adopts a School Finance Act each May with the purpose of setting funding for all 178 school districts in Colorado. The School Finance Act, SB 09-256, increases per pupil funding by 2.9% from \$6,821 in FY2008-09 to \$7,020 in FY2009-10.

The State Legislature adopted legislation for the purpose of phasing in funding for full-day kindergarten. Under this legislation, 717 out of 3,649 kindergarten students in 6 schools attended full-day kindergarten in 2008-09. Future funding for expanding full-day kindergarten has been suspended due to declining State revenues.

A State education reform measure known as the Colorado Achievement Plan for Kids (CAP4K) has been adopted, which includes reviewing and updating Colorado's Model Content Standards to better reflect 21st century learning requirements, as well as expanding these standards to encompass a preschool through postsecondary continuum. The bill calls for a school readiness assessment for incoming kindergartners and a postsecondary and workforce readiness assessment at the high school level.

The State Legislature is affected by a variety of constitutional limitations that impact the overall State budget. When Colorado lawmakers adopt the budget, they are faced with fiscal challenges, but must operate within the legal funding constraints. Referendum C has allowed allocations of funding for PreK-12 education, higher education, and healthcare. Future allocations may be restricted after the referendum expires June 30, 2010. Amendment 23, the measure that permits school funding to increase annually by 1% above the Consumer Price Index (CPI) increase, reverts to a school funding rate increase, based only on the CPI increase, for fiscal years after June 30, 2011.

Student Enrollment and General Fund Budget Growth

The October 2009 District enrollment is projected to be 23,108 in elementary schools, 11,273 in middle schools, 15,115 in high schools, and 1,218 in other programs. Total enrollment is expected to be 50,714 as compared to actual enrollment of 50,329 in October 2008. The October 2009 funded enrollment is expected to grow by 385 students.

The General Fund budget increased \$10.3 million from FY2008-09 to FY2009-10, an increase of 2.6%. The main increases to the budget are \$1.4 million for teaching staff to accommodate enrollment growth, normal compensation and benefit increases of \$10.6 million, mandated PERA retirement plan increases of \$3.6 million, and other staffing additions of \$0.4 million. The budget increase of \$10.3 million is net of ongoing cost containment reductions in the amount of \$5.7 million, which are being implemented for FY2009-10.



School Budget Development

The School District budget is a plan for the use of resources. Schools and departments develop a staffing plan that considers the resources available based on enrollment and funding permitted under the School Finance Act. As enrollment circumstances change at the school level, funding and staffing allocations are adjusted appropriately.

School budgets are developed using an 18:1 student-teacher ratio that provides classroom teachers to schools in order to meet the strategic instructional plan for each school. The instructional plan also includes teachers in targeted achievement areas, with emphasis on direct instruction, for the purpose of closing the achievement gap, providing classroom support, and raising the level of academic performance across the District.

A total of 82.6% of the FY2009-10 General Fund budget is for the instruction of students, a statistic that Cherry Creek has consistently maintained or improved. The remaining components of the budget are used for school support purposes such as transportation, maintenance, custodial, instructional support, and central services.

Other funds in the District are designated separately, because they are funded in whole by distinct funding sources. For example, Food Services is funded by lunch and breakfast fees and State and Federal assistance. The Building Fund is funded by proceeds from bond issues. Other funds are funded by fees, grants, and allocations on a self-supporting basis.

The Cherry Creek School District FY2009-10 budget is adopted by the Board of Education in June 2009, with consideration and review taking place beginning in May 2009. The budget is adopted based on Colorado statutes and provisions within school budget law.

Local Property Taxes

The Cherry Creek School District mill levy is set based on provisions within the School Finance Act using school enrollment and a statutory formula-based funding per pupil.

The property tax levy for 2009 was 49.569 mills, as compared to the 47.397 mills in 2008. The Cherry Creek General Fund Levy increased 2.172 mills, or 4.58% in 2009.

School property taxes in 2010 are estimated to decrease 0.6% to 49.266 mills, resulting in a property tax of \$1,320 for an average home value of \$336,620.



PUBLIC SCHOOL FINANCE

Components

DISTRICT PERFORMANCE MEASURES

Student Test Scores

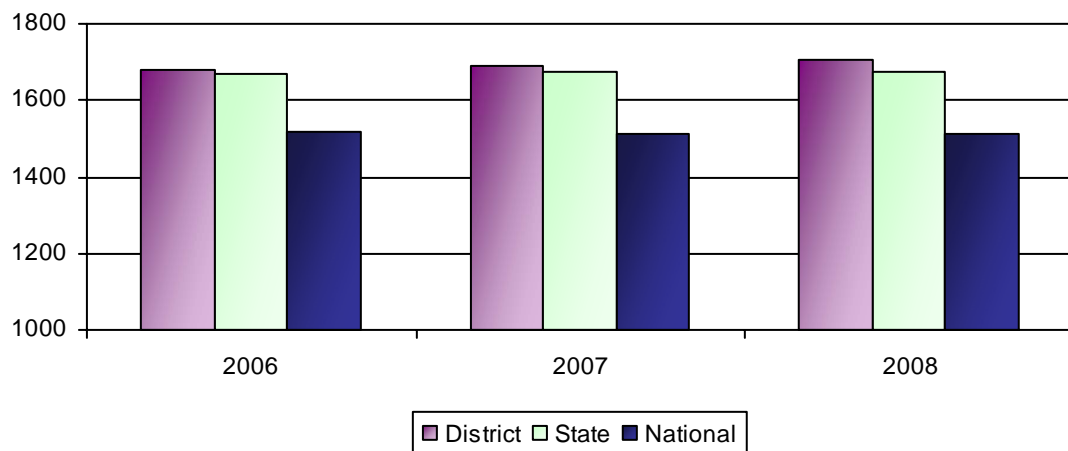
Achieving Excellence

Educational performance is necessary to ensure our students have an opportunity to achieve their highest goals. The School Accountability Reports (SAR) are released each year with ratings of schools based on achievements on the Colorado Student Assessment Program (CSAP) test. According to the Colorado Department of Education (CDE), 63% of Cherry Creek schools ranked "Excellent" or "High" with no schools below average. Seventeen schools ranked "Excellent" and nineteen ranked "High."

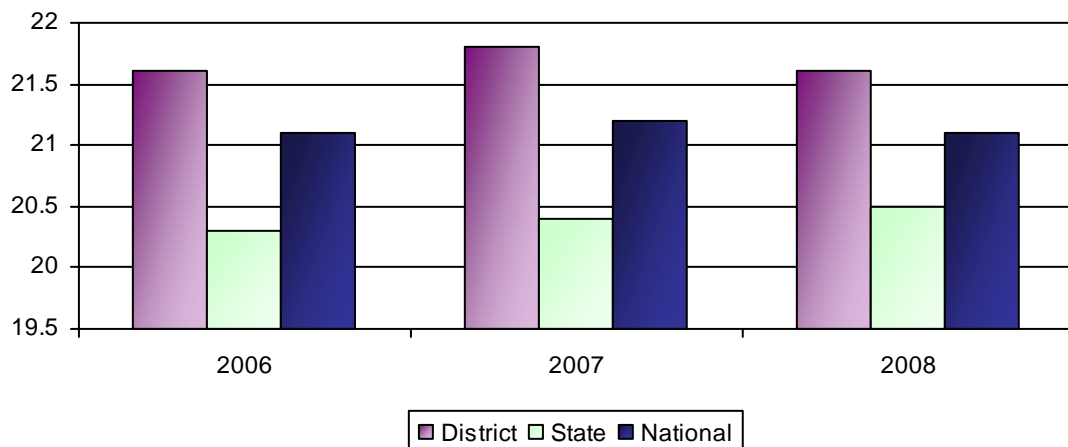
Our 2008 high school graduates continued to score better than state and national averages on the composite scores for the SAT and ACT tests. The SAT test results improved from 2007 by .7%.

	<u>SAT</u>	<u>ACT</u>
District	1704	21.6
State	1687	20.5
National	1511	21.1

District SAT Composite Comparison by Year



District ACT Composite Comparison by Year



The Cherry Creek School District currently has seven No Child Left Behind “*Blue Ribbon*” honors for schools that are academically superior in Colorado and/or have demonstrated significant gains in student achievement.



DISTRICT PERFORMANCE MEASURES

District Achievements

Collectively, the Class of 2008:

- ◆ Took more than 7,800 Advanced Placement tests
- ◆ Won 9 State Championships in athletics at the high school level
- ◆ Earned more than \$30 million in college scholarships and honors, which include:
 - 34 National Merit Finalists
 - 3 Air Force Academy and 2 West Point appointments
 - Gates Millennium Scholarship
 - Western Golf Association Evans Scholars Program
 - Martin Luther King Scholarship
 - 3 Boettcher Scholars
 - 5 National Hispanic Recognition Program recipients
 - National Achievement Scholarship Program

Other District Achievements include:

- ◆ 85% of students plan to attend college
- ◆ 10,100 students enrolled in Advanced Placement or International Baccalaureate programs
- ◆ 2008 ACT scores rose by the largest margin in Cherry Creek history for 11th graders, who will be graduating in 2009
- ◆ The achievement gap between White and Asian and Black and Hispanic students decreased
- ◆ Diversity—36% of District students are students of color
- ◆ A Highly Qualified Teaching Staff—99% of District teachers are considered “*Highly Qualified*” by No Child Left Behind, which means that teachers of core academic subjects are state certified, hold a bachelor’s degree, and have demonstrated subject area competency
- ◆ More National AVID (Advancement Via Individual Determination) Demonstration Schools than any other District in the world
- ◆ Greenwood Elementary, Campus Middle School, Challenge School, and Cherry Creek High School were named “Denver’s Top Schools”, which were featured in Denver “5280” Magazine
- ◆ Thirteen Cherry Creek schools were named John Irwin Schools of Excellence for 2007 by the Colorado Department of Education, which is given to the top 8% of schools at each level in the state based on overall academic performance

NOVEMBER 2008 ELECTION

Budget & Bond Election

2008 Budget and Bond Election

We would like to thank the voters in the Cherry Creek School District community for their support in passing ballot issues 3A and 3B on November 4, 2008. The success of this election gives the District critical financial resources needed to fund academic programs, maintain and improve existing schools (many of which were built before 1982), and build new schools to accommodate enrollment growth.

BUDGET ELECTION

The passage of issue 3A, which is an \$18 million budget override, allows the District to:

- Maintain class sizes in kindergarten through twelfth grade
- Provide curriculum and instruction necessary for success in college and the workplace
- Meet the increased costs of continuing the District's commitment to academic excellence and providing an educational program of the highest quality and standards
- Utilize current technology and computer applications to ensure student success in the 21st century

BOND ELECTION

The passage of issue 3B authorizes the District to sell \$203.55 million in bonds for renovations and new school construction, which will include:

- Renovation of 14 elementary schools, two middle schools, and two high schools built between 1958 and 1982
- Upgrades to wiring, fire protection, heating, air conditioning, and plumbing systems at 50 schools and other facilities
- Construction of three new elementary schools and a Science, Technology, Engineering, and Math Program Facility.



"We are very grateful that the community recognized the need to provide resources to continue our mission of excellence for all students. As we have in the past, we will keep our promise to provide the best educational opportunities for the children in this District."

Board of Education President, Aagje Barber

BOND ISSUE FACILITY IMPROVEMENTS

School Facility Projects

2008 Bond Funded Facility Projects

The foundation is being laid for school improvement projects that will be funded with school bond funds approved by voters in the November 2008 election. On January 27, 2009, the District successfully sold \$101,775,000 of District General Obligation bonds at a True Interest Cost of 4.25601%. This bond sale represented one half of the school bonds authorized by the voters in the District. The second half is expected to be sold in 2010.

Proceeds from the two bond issues will be used to build new schools and other facilities, to renovate and remodel existing schools, and provide safety/security and technology enhancements across the District.

The Cherry Creek School District Facilities team is selecting architects to design school renovations. Principals of schools undergoing renovations are planning to work with their school communities to prepare for upcoming improvements to their school and are encouraged to use the opportunity to explore changes they may want to make to the learning environment.

Elementary #41 will be the first school built with 2008 Bond Funds. It will be constructed in the growing Wheatlands subdivision located in southeastern Aurora, Colorado, and is expected to open in August 2010. The new Science, Technology, Engineering, & Math (STEM) Center, which is planned to be completed in December 2010, will be located between Prairie Middle School and Overland High School in Aurora. This facility will include only classrooms dedicated to students interested in the STEM fields of study. It will integrate the programming with both middle and high school schedules. Cherry Creek School District's goal is to build and develop the leading STEM program in the nation.

A schedule of planned projects and estimated opening dates is presented below:

Major Construction Projects with 2008 Bond Issue Funds *			
New Construction	Date	Renovations	Date
Transportation East	02/10	I-Team Renovation	08/09
Maintenance East	02/10	Arrowhead, Cimarron, Cottonwood Creek,	08/10
Elementary #41	08/10	Greenwood, Heritage, High Plains, Homestead,	
Instructional Support Facility	12/10	Independence, Meadow Point, Mission Viejo,	
Science, Technology, Engineering, & Math (STEM) Program Facility	12/10	Ponderosa, Sagebrush, Trails West, & Willow Creek Elementary Schools;	
Elementary #42	08/11	West Middle School	
Elementary #43	TBD	Smoky Hill High School	11/10
High School #7 (Design only)	TBD	Special Programs Center (SPC)	12/10
		Campus Middle School & Overland High School	08/11
* Projects will be funded from the \$203.55 million bond issue approved in the November 2008 Bond Election.			

EDUCATIONAL IMPROVEMENTS AND PLANNED RESOURCES

Staffing Initiatives

Program Expansions

Full-day kindergarten has been added at 6 elementary schools to serve 700 children as part of a focus on early childhood educational development.

The CARE/PREP programs, offered to students who may be alternative learners and/or who may have "at-risk" behaviors, have been expanded to include 9th and 10th grades. This alternative model will help students identify and pursue interests and talents through on-campus programming and community partnerships and internships. Existing resources will be used to accommodate this expansion.

Resources for Targeted Achievement Areas

Cherry Creek takes special strides to maximize funds targeted for academic excellence and has provided allocations to targeted areas where additional emphasis can be directed to student achievement.

Teaching Resources	Budgeted Amount (Thousands)	FTE
♦ K-3 and Middle Grades	\$4,339	76.7
♦ Reading Literacy and At-Risk Programs	2,124	36.4
♦ Instructional Program Support	2,192	30.4
♦ Technology Instruction	765	12.6
♦ North Area Achievement	839	9.5
♦ High School Achievement and AVID	609	4.8
Targeted Achievement Resources	\$10,868	170.4

Resources for Instructional Excellence

General Fund resources are dedicated to serve the student population, and provide a level of instructional programming geared to excellence. We provide quality teaching and support staff who reinforce our educational mission, "to inspire every student to think, to learn, to achieve, to care" as shown below:

Area of Resources	Budgeted Amount	Percent of General Fund
♦ Direct Instruction	\$279,246,199	68.0%
♦ Indirect Instruction	59,677,647	14.6%
♦ Operations and Maintenance Services	34,995,040	8.5%
♦ Central, Fiscal, and Community Services	16,656,866	4.0%
♦ Transportation	16,393,298	4.0%
♦ General Administration	2,937,696	0.7%
♦ Districtwide	870,854	0.2%
General Fund Expenditures	\$410,777,600	100.0%

ANNUAL BUDGET APPROPRIATION

Year To Year Expenditures Comparison by Fund

FY2008-09 to FY2009-10

The annual budget appropriation measure, once approved, is the funding authorized by the School Board. The amount appropriated is established for purposes of an approved expenditure level for the educational and school support programs of the District. The appropriation includes the General Fund, Special Revenue Funds, Capital Improvement Funds, and an Enterprise Fund.

The General Fund represents the operating fund of the District, supporting most of the instructional budgets for the schools and departments supporting the schools. With the exception of Capital Reserve, the Special Revenue Funds are primarily supported by school grants and fees for specific programs and are not supported by local tax dollars.

The Capital Improvement Funds are approved expenditures based on school bond issue funds authorized by voters and allocations of funds for capital purposes. The Enterprise Fund is the Food Services Fund which serves meals to children with fees and State and Federal assistance covering costs of the program.

The General Fund budget has increased by \$146 per student or 1.8% from FY2008-09. The amount budgeted per fund and per student is shown in the chart for comparison purposes.

More detailed budget information for each fund is noted in the remainder of this document.

Fund	FY2008-09		FY2009-10	
	Appropriated Budgeted Expenditures (Millions)	Budgeted Expenditures Per Student	Appropriated Budgeted Expenditures (Millions)	Budgeted Expenditures Per Student
General Fund	\$400.48	\$8,274	\$410.78	\$8,420
Designated Purpose Grants Fund	18.12	374	20.18	414
Extended Child Services Fund	17.08	353	16.75	343
Pupil Activities Fund	12.92	267	12.64	259
Capital Reserve Fund	10.79	223	11.68	240
Capital Finance Corporation	0.04	-	0.04	-
Sub-Total	459.43	9,491	472.07	9,676
Building Fund	109.02	2,253	86.02	1,763
Bond Redemption Fund	43.54	900	47.02	964
Food Services Fund	14.43	298	15.36	315
Total Budgeted Expenditures	626.42	12,942	620.47	12,718
Appropriated Reserves	17.10	353	17.47	358
Total Budget	\$643.52	\$13,295	\$637.94	\$13,076
Enrollment				
Full Student Count	Actual	50,329	Projected	50,714
Full-Time Equivalent (FTE) *	Actual	48,402	Projected	48,787

* Funded Students

Cherry Creek School District Tradition

Since the Cherry Creek School District was formed in 1950, educational standards have been solid and strong with conviction and purpose; staff members embrace their task in devotion to the needs of children, focused on preparation of the students for their future, with the community realizing the importance of the District mission.

We see the mission in two ways: First of all, the education of the whole child must be focused on realizing the full potential for that child. We are dedicated to a mission that serves that purpose.

Secondly, District staff members exemplify leadership skills as they seek the high bar when teaching children knowing that they are the catalyst for success and aspiring excellence for kids.

Awards

The information included in the budget document is structured to meet the rigorous requirements of the prestigious budget award programs from the Government Finance Officers Association (GFOA) and the Association of School Business Officials International (ASBO). To receive these awards, the budget document must serve as a communication tool that provides not only the financial plan information, but also incorporates policies and an operations guide into the budget document. We believe this financial plan meets these requirements and we will be submitting this document to both ASBO and GFOA for consideration of the awards program.



The District has received the Distinguished Budget Presentation Award from GFOA each year since 1994, and has received the Meritorious Budget Award from ASBO each year since 1997. The District has also received the Certificate of Achievement for Excellence in Financial Reporting from GFOA and the Certificate of Excellence in Financial Reporting from ASBO each year since 1993.

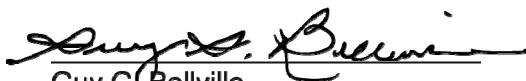


In Conclusion

The annual budget development process is a cooperative staff and community effort, which benefits from the combined efforts of those who participate in it. We continue to appreciate the strong support for schools provided by so many members of the community and invite further participation by anyone who is interested in helping to provide the best education we can for our children.

Sincerely,


Mary F. Chesley
Superintendent


Guy G. Bellville
Chief Financial Officer

INSPIRING ACADEMIC CHALLENGES



Based on Spring 2008 CSAP test results, 63% of Cherry Creek schools are ranked as "Excellent" or "High" according to the Colorado Department of Education.



Association of School Business Officials International®



This Meritorious Budget Award is presented to
Cherry Creek School District No. 5
For excellence in the preparation and issuance
of its school system budget
for the Fiscal Year 2008-2009.
The budget is judged to conform
to the principles and standards of the
ASBO International® Meritorious Budget Awards
Program.

A handwritten signature in black ink, reading "Jerry Brendel".

President

A handwritten signature in blue ink, reading "John D. Muesse".

Executive Director



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Cherry Creek School District #5
Colorado**

For the Fiscal Year Beginning

July 1, 2008

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Cherry Creek School District #5, Colorado** for its annual budget for the fiscal year beginning **July 1, 2008**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and are submitting it to GFOA to determine its eligibility for another award.

GUIDE TO USING THE BUDGET DOCUMENT

The fiscal year 2009-10 Financial Plan of the Cherry Creek School District is the District's annual budget. The purpose of this guide is to familiarize you, the user of this document, with the general layout of the budget, and how to use the various schedules and summary information included to make informed decisions about the budget.

FINANCIAL PLAN DOCUMENT

❖ Introductory Section/Executive Summary

- Includes the Board of Education and District Leadership team members
- Incorporates a Message from the Superintendent of Cherry Creek Schools
- The Budget Awards are included
- Provides a “Guide to Using the Budget Document”
- Executive Summary
 - Includes a summary of the District’s programs, goals and achievements, and Board of Education
 - The 2009-10 Budget Resolution approved by the Board of Directors is represented
 - A graphical revenue and expense summary for all funds is included
 - Each fund used by the District to account for revenue and expenditures is described
 - Legislative impacts on the Budget are detailed
 - Student enrollment, achievement, and staffing information is also included
 - Impact of operations and maintenance expenditures is described
 - A summary of the bonded General Obligation debt for school facilities is provided

❖ Organizational Section

- District Profile and Highlights
 - Includes the Cherry Creek School District Mission, Vision, and Values statements
 - An Organization Chart with Administrative Functions under each organization is provided
 - Goals, results, and achievements of excellence are included
 - Community organizations that support the District are defined
 - Board of Education information, meeting dates, and a summary of duties is provided
 - National and state awards and recognition are presented
 - A summary of the Cherry Creek School District heritage and quick facts is provided
 - Physical attributes of the District buildings, geographical area of the county, and area maps are included
- Policies and Financial Plan Development
 - Includes a brief overview of District policies and identifies financial plan development steps
 - Lists significant budget process timelines
 - Summarizes the process for amendments and revisions to the budget
 - Explains the steps for participation in the budget process
 - Gives a brief overview of the financial planning process
 - Provides general guidelines for revenue, expenditures and fund balance
 - Explains the modified and accrual basis of accounting
 - Identifies specific accounting practices and budget controls

❖ Financial Section

- Consolidated Budget Summary
 - Provides an illustration of how funds are set up according to GASB standards
 - Includes expenditures in all funds by object and graphical representation
 - Current year budgeted revenue and expenditures by activity is included
 - Provides descriptions of the largest revenue sources and of expenditures by object
 - Offers a five-year summary of revenue and expenditures by fund type
 - Includes a synopsis of all funds, including revenue, expenditures, and fund balance

GUIDE TO USING THE BUDGET DOCUMENT

➤ General Fund

The General Fund is the main operating fund of the District. The budgets for each of the schools and the operating departments of the District are included in the General Fund. Most of the expenditures for school and department staff, supplies, equipment, utilities, and the other costs necessary to operate the instructional, educational support, and administrative activities of the District are recorded in this fund.

➤ Other Funds

These are the District's *Special Revenue, Enterprise, and Capital Improvement and Debt Service Funds*. Each fund includes a group of revenue and expenditure accounts used to record the financial transactions related to the purpose of that fund. All funds, other than General Fund, are included in this sub-section. Detailed information is provided for revenue and expenditures.

- | | |
|---|------------------------|
| – Designated Purpose Grants Fund | – Building Fund |
| – Extended Child Services Fund | – Bond Redemption Fund |
| – Pupil Activities Fund | – Food Services Fund |
| – Capital Reserve Fund with Capital Finance Corporation | |

❖ **Informational Section**

➤ Student Achievement

- Discusses the District's Educational Plan for Academic Excellence
- Profiles performance and student achievement objectives
- Summarizes the School Accountability Reports
- Profiles student achievement test results from various testing tools
- Highlights the graduation requirements adopted by the District
- Compares graduation and dropout rates for the District and the State of Colorado

➤ Personnel, Staffing, and Employee Benefits

- Includes an explanation of the various employee groups
- Summarizes all District staff by fund
- Includes a distribution of General Fund staff positions by area and employee group

➤ Significant Trends in Economy, Demographics, and Elections

- Colorado economic and demographic information is included
- Cherry Creek School District enrollment trends and forecast information are included
- Comparative mill rates and mill levy history details are provided
- Includes a history of residential property tax values and assessed valuations
- Tax levy and collection history is provided
- Details bond and mill levy election information

❖ **Glossary and Appendices**

A comprehensive listing of abbreviations, acronyms and glossary are provided. An appendices sub-section is also provided, which contains documents that are referred to throughout the Financial Plan such as policies and established documentation used to guide the operational aspects of the District.

INDIVIDUAL SCHOOL AND DEPARTMENT BUDGETS (ISDB) DOCUMENT

General Fund Schools and Departments

The District is primarily organized into schools and departments. This budget document includes a separate annual operating budget for each of the schools and departments. Staffing and budget allocations are identified for each. Mission statements have been incorporated and the results of test scores are included for the schools. The document is subdivided into five sections, 1) Elementary Education, 2) Secondary Education, Other Schools and Programs, 3) Student Achievement Services, 4) Executive Administration and Instructional Departments, and 5) Other Support Departments.



CherryCreekSchools

Dedicated to Excellence

EXECUTIVE SUMMARY INTRODUCTION

The Cherry Creek School District educates over 50,000 children and serves over 264,000 residents in 108 square miles that spread across eight municipalities: Foxfield, Glendale, Greenwood Village and portions of Aurora, Cherry Hills Village, Centennial, Englewood and Denver.

Our District is located in the Denver, Colorado metropolitan area, which has been experiencing moderate growth. Over the past five years, funded enrollment growth has averaged 870 students per year. Building new schools, hiring additional teachers, and offering programming to accommodate new students has become a way of life in the management of the fourth largest school district in Colorado.

The District is fully accredited by the Colorado Department of Education.

SCHOOLS AND FACILITIES :

- ◆ 38 ELEMENTARY SCHOOLS (8 YR.-ROUND)
- ◆ 2 K-8 SCHOOLS
- ◆ 10 MIDDLE SCHOOLS
- ◆ 6 HIGH SCHOOLS—2 STADIUMS
- ◆ 8 ALTERNATIVE SCHOOL PROGRAMS
- ◆ 11 STUDENT SUPPORT FACILITIES

Specific programs, services, and activities offered at each school is provided on the individual school websites. Contact and additional resource information is also provided. This information can be found on the District website;

www.cherrycreekschools.org

Programs and Services

A variety of educational programs and services are offered to the Cherry Creek School District community to enhance student achievement. Some of these educational programs are summarized below.

Elementary Education - There are 38 elementary schools in the District, 8 of which operate on a 4-track, year-round schedule, serving 23,108 students. The two Directors of the Elementary Education department serve as a resource to the elementary school principals. These directors make on-site visits, review school assessment data, monitor progression of student achievement, and ensure alignment with District goals. Additional services at the elementary level include Preschool, Before-and-After School Care, Extended-day Kindergarten Enrichment Program, and Intercession. Further details can be found in the Extended Child Services Fund within the Financial Section.

Middle School Education - There are 10 middle schools in the District, all of which operate on a traditional schedule, serving 11,273 students. Each middle school feeds into a designated high school based on geographic proximity. There is one Director of the Middle School Education department who provides support and direction to the middle school principals ensuring all students master the core curriculum to advance to the high school level. The Director oversees student achievement by making on-site visits, reviewing school assessment data, and monitoring improvement of student achievement. Alignment with District initiatives of educational excellence are a priority.

High School Education - The District has 6 high schools, which also operate on a traditional schedule and serve 15,115 students. The Director of High School Education consults with and assists the principals in the development of educational programs to ensure “*College Access and Success*” and foster “*lifelong learning*”. Beginning in 2009, graduates will be required to successfully complete 22 units of coursework in preparation for postsecondary pursuits.

PROGRAMS AND SERVICES :

- ◆ ELEMENTARY EDUCATION (PREK-5)
 - PRESCHOOL
 - BEFORE AND AFTER SCHOOL
 - EXTENDED-DAY KINDERGARTEN
 - INTERSESSION
- ◆ MIDDLE SCHOOL EDUCATION (GRADES 6-8)
- ◆ HIGH SCHOOL EDUCATION (GRADES 9-12)
- ◆ SPECIAL EDUCATION
 - ENGLISH LANGUAGE ACQUISITION
 - GIFTED AND TALENTED
 - SPECIALIZED SERVICES FOR PHYSICAL AND EMOTIONAL IMPAIRMENT
 - EARLY CHILDHOOD
 - CHILD FIND
 - PREVENTION

EXECUTIVE SUMMARY

INTRODUCTION

Special Education teachers, psychologists, social workers and school nurses serve students with special needs at every school.

- 📖 The Gifted and Talented (G/T) program offers students a dynamic, challenging educational opportunity to ensure performance is commensurate with their abilities.
- 📖 Specialized services for physical and emotional impairments provide assessment and Individual Educational Plans (IEP) for children with vision/hearing, speech/language, learning, behavioral or developmental needs. These services are also provided to students with cognitive or severe disabilities through one of the 40 Integrated Learning Center (ILC) programs in the District.
- 📖 Early Childhood provides special education services to children ages three to five, *but not yet kindergarten age*. Services outlined on a child's IEP are based on the individual needs of the student and do not necessarily include a classroom placement. Delivery of services may be provided by a general or special early childhood educator, teaching assistant, speech pathologist, mental health professional, and/or occupational/physical therapist.
- 📖 English Language Acquisition (ELA) is offered to students whose first language is not English and who need to develop English proficiency to succeed in school. The CCSD English Language Acquisition Program strives to provide linguistically and culturally diverse students with equitable access, research-based instructional strategies, and learning opportunities to accelerate their social/academic English and overall achievement.
- 📖 Child Find is a service available free of charge which tests and identifies children (birth to 5 years of age but not yet kindergarten age) who may have developmental deficiencies or special needs that may affect their educational performance in a regular classroom. Parents of young children with concerns about their child's development in any cognitive, social, or motor skills area should contact the Cherry Creek Child Find Office at 720-554-4001.
- 📖 Prevention is a priority in our schools. This program is designed for students that may be at risk of succeeding in the school setting and completing their education. Programs are promoted to encourage healthy lifestyles and a *Safe, Disciplined, and Drug-Free* learning environment by building positive developmental assets. For further information, contact the Prevention office at 720-554-4247.



Dedicated to Excellence
Cherry Creek Schools

Extracurricular Programs

In addition to the educational programs offered above, numerous extracurricular activity and athletic opportunities are provided to Cherry Creek District students through the Pupil Activities program. This program creates a positive influence for children allowing them to build additional developmental assets needed to succeed academically and become a responsible member of the community.

EXECUTIVE SUMMARY

INTRODUCTION

Leadership Excellence

Leadership Excellence is the key to achieving the District's established goals. Instructional departments are charged by the Superintendent with general supervision of administrators, ongoing review of school assessment data, and alignment with the District's strategic goals. Site-based management at the school level will continue with aligned empowerment to prepare all students for "College Access and Success" by implementing an "Excellence and Equity" methodology.

The District maintains six strategic goals and will continue to pursue improved outcomes toward these initiatives.

MAJOR GOALS AND OBJECTIVES :

1. STRENGTHEN THE ORGANIZATION
2. ELEVATE STUDENT ACHIEVEMENT, CLOSE THE ACHIEVEMENT GAP, AND PREPARE ALL STUDENTS FOR "COLLEGE ACCESS AND SUCCESS"
3. BOLSTER SCHOOL SAFETY AND SECURITY
4. DEVELOP CITIZENSHIP, CIVILITY, AND CHARACTER
5. FUEL OUR VISION OF EXCELLENCE
6. RECRUIT, RETAIN, AND DEVELOP THE FINEST LICENSED PERSONNEL AND SUPPORT STAFF

NOTED ACHIEVEMENTS:

1. DEPUTY SUPERINTENDENT ASSUMED LEADERSHIP ROLE OF SUPERINTENDENT OF CHERRY CREEK SCHOOLS
2. DISTRICT RECEIVED "ACCREDITATION OF DISTINCTION" BY THE COLORADO DEPARTMENT OF EDUCATION
3. OVER 500 STAFF MEMBERS COMPLETED EMERGENCY RESPONSE AND CRISIS MANAGEMENT TRAINING
4. TWENTY-FIVE CHERRY CREEK SCHOOLS PARTICIPATED IN OVER 100 COMMUNITY OUTREACH PROGRAMS, FOOD DRIVES AND FUND RAISERS
5. SUCCESSFULLY PASSED AN \$18 MILLION BUDGET AND \$203.55 MILLION BOND ELECTION IN NOVEMBER 2008
6. OVER 99% OF LICENSED TEACHERS IN THE DISTRICT ARE CONSIDERED HIGHLY QUALIFIED AS DEFINED BY THE NO CHILD LEFT BEHIND (NCLB) ACT

Board of Education

The State Board of Education is authorized by Article IX of the Constitution of the State of Colorado with the general supervision of the public schools and to provide guidance on education issues. The State Board of Education is the governing board of the Colorado Department of Education (CDE). The CDE provides leadership, consultation, and administrative services to Colorado's 178 local school districts on a statewide and regional basis. Colorado is a "local control" state, which allows many PreK-12 decisions on issues such as curriculum, personnel, school calendars, graduation requirements, and classroom policy to be made by the state's school districts and their local school boards. Accreditation, teacher licensing, transportation, nutrition, special education, and early childhood education are supervised at the state level.¹

The District was formed in 1950 and is currently governed by a five-director Board whose members are elected by the registered electors of the District to staggered four-year terms of office without compensation. It is divided into five director districts, where one director is elected from each district. This Board acts in accordance with the requirements of the Colorado and federal laws and represents the unique needs of the Cherry Creek School District citizens.

GOVERNANCE HIERARCHY:

- ◆ COLORADO STATE BOARD OF EDUCATION
- ◆ COLORADO DEPARTMENT OF EDUCATION
- ◆ CHERRY CREEK SCHOOL DISTRICT BOARD OF EDUCATION

¹ From the Colorado Department of Education (CDE) website; www.cde.state.co.us.

EXECUTIVE SUMMARY INTRODUCTION

DESCRIPTION OF MAJOR REVENUE SOURCES

Revenue is generated from property and specific ownership taxes, state equalization aid, federal programs, investment income, tuition fees, rental of facilities, student activity fees, and gate receipts. The following sources provide revenue for the General Fund and are defined in more detail below:

LOCAL FUNDING:

Property Taxes – Property Taxes are collected from local residential and commercial property owners for CCSD by the local county treasurer's office, the Arapahoe County Treasurer. The treasurer distributes the collections to the school district. The Colorado Division of Property Taxation reevaluates the residential assessment rate every two years. The amount of property taxes is calculated by taking the mill rate and multiplying it by the taxable value of the property, as assessed by the County Assessors office. A mill rate of 1 mill means \$1 of taxes per \$1,000 of taxable assessed value. The formula to calculate the District portion of property taxes on a residence is: *Property Value x Assessment Rate x Estimated Mill Rate / 1000 = School Property Tax*. (Property taxes are calculated for the General Fund and Bond Redemption Fund).

Specific Ownership Taxes – These are the taxes collected based on the sales of motor vehicles in the county and are collected when vehicles are purchased and registered. Projections for Specific Ownership Taxes are based on actual previous collections adjusted for current economic conditions.

Other Revenue – Other Revenue includes investment earnings, beverage contract revenue, and fees for athletics, activities, parking, and rental of District facilities.



Local Funding



State Funding

STATE FUNDING:

State Equalization Aid – This is the funding that is allocated from the State of Colorado to fund educational programs authorized by the Public School Finance Act of 1994. Funding is provided on a 'per-pupil' basis from enrollment figures generated by the October 1 official school district count. There are a variety of factors that influence the projected enrollments for the upcoming school year that must be considered carefully in order to determine how a budgeted revenue figure is determined.

Categorical (State) Funding – Categorical programs include Special Education, Transportation, Vocational Education, English Language Acquisition and Gifted and Talented education programs. State law specifies that funding for these programs provided by the State increases each year at the rate of inflation plus 1%. Amendment 23 allows 1% to be added to the rate of inflation for projected funding through 2010-11.

FEDERAL FUNDING:

Federal Funding – Federal funds provide support for the Designated Purpose Grants Fund through Title programs under the "No Child Left Behind Act" and funding for special needs programs. The Food Services Fund is also funded by Federal sources. The two largest amounts the District receives are for "Education of the Handicapped" and federal reimbursement for the school breakfast and lunch programs.



Federal Funding

EXECUTIVE SUMMARY

INTRODUCTION

DESCRIPTION OF EXPENDITURES

Expenditures cover salaries, benefits, and daily operational costs for running the District. The following provides a more detailed explanation of what each type of expenditure includes:

Direct Instruction

Cherry Creek School District spends 68% of the total General Fund operating expenditures on direct instruction. Direct instruction costs are associated with delivery of instructional services to students, including teacher compensation, supplies, and equipment for educational programs to provide learning opportunities for regular education, gifted and talented, activities and athletics, and programs for students with disabilities.

Indirect Instruction

Indirect instruction includes support services within the school to assist the students in areas of attendance and records, guidance, health and audiology, as well as provides mental health and social worker services. School administration includes management and clerical support.

Operations, Maintenance and Custodial Services

These are costs associated with the operations and maintenance of the District facilities. This includes costs for utilities, repair and maintenance of buildings and grounds, as well as equipment. Funding in this area supports the students in providing a safe environment in which they can learn.

Central, Fiscal and Community Services

Central Services include Districtwide departments such as Assessment and Evaluation, Risk Management, Planning, Communication, Human Resources and Information Systems. Areas included in Fiscal Services are accounting, payroll, bookkeeping, budgeting, printing, purchasing and warehousing services. These Central and Fiscal Services Departments, in addition to Community Services, provide support for the schools and students to enhance their learning opportunities.

Transportation Services

Transportation Services operates buses to transport students to and from school and activities, conducts training for drivers, and inspects and maintains buses in order to provide safe transportation for students.

General Administration

General Administration provides leadership throughout the District to support students and staff. Included in these costs are those for the Superintendent, Executive Administration, and federal, state, and staff relations.



**EXECUTIVE SUMMARY
FINANCIAL PLAN BUDGET RESOLUTION**

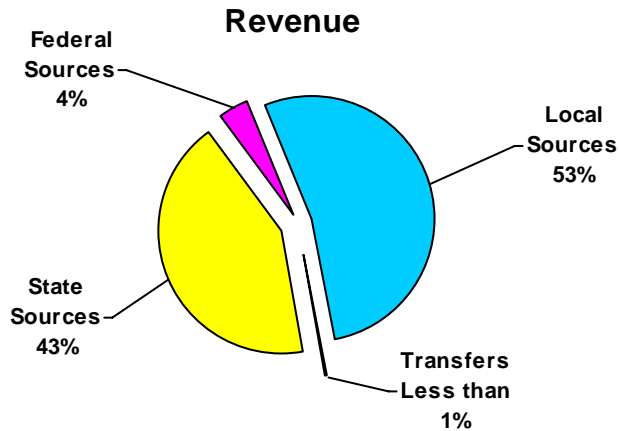
Approval of 2009-10 Fiscal Year Budget

RESOLVED, That the 2009-10 Fiscal Year Budget of Cherry Creek School District No. 5 in Arapahoe County, as presented to the Board of Education, for the Fiscal Year beginning July 1, 2009 and ending June 30, 2010 be adopted, and that there be appropriated to each fund of the School District the following amounts by fund, as recommended by the Superintendent and the Chief Financial Officer:

	Budget
Operating Fund	
General Fund	\$426,750,600
Special Revenue Funds	
Designated Purpose Grants Fund	20,182,600
Extended Child Services Fund	17,256,110
Pupil Activities Fund	13,014,050
Capital Reserve Fund	12,035,131
Capital Finance Corporation	41,000
Capital Improvement and Debt Service Funds	
Building Fund	86,014,758
Bond Redemption Fund	47,020,739
Enterprise Fund	
Food Services Fund	<u>15,627,393</u>
TOTAL APPROPRIATION	<u>\$637,942,381</u>

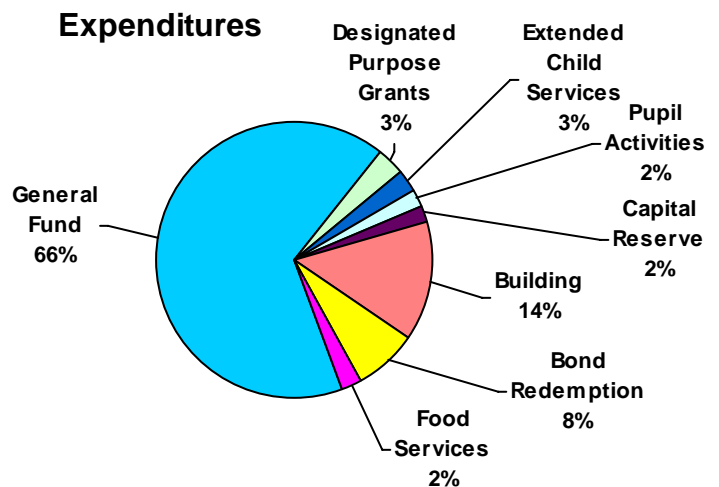
The 2009-10 Financial Plan Budget Resolution was submitted for consideration and action by the Board of Education at the regularly scheduled meeting held on June 8th, 2009 at Grandview High School, 20500 East Arapahoe Rd., Aurora, Colorado. The total appropriation includes a supplemental resolution submitted for consideration at the regularly scheduled Board of Education meeting on August 10, 2009. The total annual Adopted Budget is proposed to be \$637,942,381. This amount includes planned expenditures of \$620,469,300 plus appropriated reserves of \$17,473,081.

EXECUTIVE SUMMARY REVENUE AND EXPENSE BUDGETS FOR ALL FUNDS



Revenue Sources (In Millions)	
Beginning Fund Balance	\$230.27
Property Taxes	\$222.65
State Equalization	214.24
Specific Ownership Taxes	16.77
Other Local Revenue	48.27
Other State Revenue	14.30
Federal Revenue	23.74
Transfers	1.46
Total Revenue and Transfers	\$541.43
Funds Available	\$771.70

Budgeted Expenditures (In Millions)	
General Fund	\$410.78
Designated Purpose Grants Fund	20.18
Extended Child Services Fund	16.75
Pupil Activities Fund	12.64
Capital Reserve Fund	11.68
Capital Finance Corporation	.04
Building Fund	86.02
Bond Redemption Fund	47.02
Food Services Fund	15.36
Total Expenditures	\$620.47
Appropriated Reserves	\$17.47
Total Appropriation	\$637.94



BUDGET OVERVIEW

The planned annual operating expenditures increased by 2.9% over the prior year's budget, excluding the Building and Bond Redemption Funds, primarily due to increases in student enrollment, inflation, normal cost increases, and additional operating costs of new schools. The General Fund includes the annual operating budgets for all District schools and the majority of the supporting departments.

Planned spending in the Building Fund is for the school facility construction projects, which are being funded by \$203.55 million of school bonds approved by District voters in November 2008.

In the FY2009-10 budget, revenue and available reserves equal or exceed planned expenditures in accordance with District policy.

EXECUTIVE SUMMARY FUND OVERVIEW

Bond Redemption Fund

This fund provides for the payment of outstanding principal and interest on the District's general obligation bonds. The District's long-term debt will total \$450.32 million as of June 30, 2009. The Bond Redemption Fund has projected revenue of \$45.43 million, a beginning balance of \$45.76 million and budgeted expenditures of \$47.02 million. The scheduled principal and interest payments total \$46.99 million, an increase of \$3.48 million for FY2009-10.

The property tax levy for principal and interest on bonds is estimated to be 9.854 mills for 2010, which is approximately 20.0% of the total projected tax levy of 49.266 mills. The annual principal and interest payments on the currently outstanding bonds are expected to remain steady from FY2009-10 through FY2012-2013.

The fiscal year-end balance of \$44.16 million is necessary for this fund to have the cash available to make required payments when they become due on December 15th. Property tax revenue is collected during the calendar year, while the expenditures for principal and interest on debt are appropriated for the fiscal year July 1st – June 30th. The principal payments are made on December 15th each year. Therefore the December 2009 payment of principal and interest will be much larger than the June 2010 payment of interest.

Building Fund

The Building Fund is used to account for the facility construction expenditures, which are primarily financed by the proceeds of school bond issues. The Building Fund budgeted expenditures and transfers are \$86.02 million for FY2009-10. Financial resources include a beginning fund balance of approximately \$112.33 million. The source of the construction funds is primarily from the issuance of \$101.775 million of bonds approved by the voters in November 2008.



Capital Finance Corporation

Certificates of Participation in the total amount of \$8.83 million were issued in October 2002 by the Cherry Creek School District Capital Finance Corporation, which is considered to be a component unit for financial reporting purposes. The District is leasing school buses which were purchased using the proceeds of the certificates



issued by the Capital Finance Corporation. One hundred and seven buses were purchased through FY2005-06, which completed the fourth and final year of the planned upgrade to the pupil transportation fleet. The Security & Trust Agreement required reserves to be held to apply to the last debt service payments for COPS issued in 1997 and 2002 in the amounts of \$663,500 and \$883,000 respectively, plus earned interest. Final payment for COPS issued in 1997 was paid on 12/15/2007. Final payment for COPS issued in 2002 will be due on 12/15/2012.

Capital Reserve Fund

The Capital Reserve Fund is used for building repair, major maintenance, and equipment acquisition. Financial resources consist of a projected beginning fund balance of \$.44 million and revenue sources of \$11.73 million. The primary annual revenue source is the allocation of \$11.68 million from the General Fund, which is a transfer of State Equalization Aid. It excludes insurance and risk related expenditures.

This fund has projected expenditures of \$11.68 million in FY2009-10. These expenditures include \$4.38 million for school facilities, repairs, and major maintenance, \$3.41 million for equipment, and \$.99 million for Certificates of Participation principal and interest and \$2.9 million reserved for possible rescissions due to economic conditions. The equipment total includes \$.65 million for technology per pupil funding and instructional computer related costs as provided for in the District's Technology Plan. See Appendix D for further information.

EXECUTIVE SUMMARY FUND OVERVIEW

Designated Purpose Grants Fund

The Designated Purpose Grants Fund is balanced with revenue and expenditures of \$20.18 million. Federally funded grants are accounted for separately in the Designated Purpose Grants Fund rather than the General Fund. Grant revenue from federal, state, and local/private sources are for reimbursement of District costs budgeted to be incurred for specific program purposes. Therefore, revenue and expenditures are in balance for the fiscal year with no remaining unappropriated reserves.

Federal Revenue

The budgeted revenue from the Federal Government sources is \$17.31 million. The District receives federal funds pursuant to Public Law 94-142 and other federal statutes. These funds are intended, among other things, to fund a portion of the costs of education of the handicapped and the educationally deprived and educational program improvements.

Federal Grant funds from the American Recovery and Reinvestment Act (ARRA) are excluded from these totals. These funds are yet to be determined and will be appropriated later once confirmed.

Extended Child Services Fund

The Extended Child Services (ECS) Fund is used to budget and account for the financial activities of Preschool Education, Kindergarten Enrichment, Before and After School, Intersession/Year Round School Enrichment, academic and non-academic Summer School recreational, and Instrumental Music programs.

These programs are supported by enrollment fees, which are charged on a per-child basis. Most of the revenue is expected to provide for the additional program expenditures.

Each of these programs is intended to be self-supporting including the payment to the General Fund of indirect costs for facility use. Anticipated revenue totals \$17.27 million and the expenditures total \$16.75 million. An operating transfer to the General Fund of \$1.37 million is included. Ending fund balance for FY2009-10 is projected to be approximately \$4.90 million.



Food Services Fund

The Food Services Fund, the District's only enterprise fund, accounts for the financial activities related to preparation of school lunches and for the breakfast program. The fund included a projected beginning retained earnings balance of \$6.14 million. With meal sales and federal cost reimbursement revenue totaling \$15.43 million and expenditures of \$15.36 million, ending retained earnings for 2009-10 are projected to be \$6.21 million.



General Fund

The General Fund is the largest of the funds, which represents approximately 67% of the total District budget resolution. It is used to account for all financial operations, except those required to be accounted for in another fund. This fund includes the individual detailed operating budgets for each of the schools and the majority of the departments in the District. The ongoing operations of most of the District's educational, educational support, and administrative activities are budgeted and recorded in this fund.

The General Fund expenditure budget includes \$410.78 million for school and departmental operations and appropriated reserves of \$15.97 million for a total budget appropriation of \$426.75 million. An amount of \$11.68 million is budgeted for the Capital Reserve Fund from State Equalization Aid. An operating transfer of \$1.37 million will be transferred from the ECS Fund for student achievement program costs, overhead costs, and reimbursements to the schools for facility usage by the programs.

Pupil Activities Fund

This fund includes a group of individual school activities funds that provide activity accounts for elementary schools, middle schools, and high schools. The sale of athletic and activity tickets, fund-raising events, user and club fees, and fund-raising retail grocery store certificates generate revenue. Funding resources for FY2009-10 include a beginning fund balance of \$5.04 million and estimated revenue and expenditures of \$12.64 million. The ending fund balance is projected to remain at \$5.04 million.

EXECUTIVE SUMMARY LEGISLATIVE IMPACTS

Constitutional Amendment Effects on the Budget

An important school and governmental funding issue in Colorado is the financial restrictions and limitations of state constitutional amendments. Below are events that have had an impact on revenue and further definition of the associated amendments.

Gallagher Amendment

The Gallagher Amendment, which was passed in 1982, requires that the residential property share of the total assessed value in the state be stabilized at approximately 45% of the total. However, by limiting the residential share of property taxes, with increasing residential property values, a significant portion of the tax burden continues to be shifted to the commercial and nonresidential property owners.

TABOR Amendment

The percentage increase in revenue and expenditures is limited by the TABOR amendment, which was passed in 1992, to the total of the inflation rate and the rate of increase in student enrollment. If revenue exceeds this restricted level, the excess must be refunded to the taxpayers. The TABOR amendment requires voter approval for tax increases of more than the limitation.

Amendment 23

The Amendment 23, approved in November 2000, provides for funding per pupil of at least the Denver-Boulder-Greeley CPI rate plus 1% through FY2010-11. The additional 1% provided by Amendment 23 is not limited by the TABOR amendment restrictions.

<u>Denver-Boulder-Greeley CPI rate for 2008</u>	<u>Additional 1%</u>	<u>Total FY2009-10</u>
3.9%	1.0%	4.9%

Due to State budget shortfalls anticipated for 2009 and 2010, the State Legislature required school district funding statewide to be limited in FY2009-10 by restricting a substantial portion of the increase in State funding and requiring the funds to be set aside and not spent due to the likelihood that the State will rescind the \$6.7 million in restricted funding. The limitation resulted in net funding less than indicated by Amendment 23.

Referendum C

In November 2005, the voters of Colorado approved Referendum C. This allows the state to spend the money it collects over the TABOR limitation through FY2009-10. The excess monies that are retained would be used for:

Pre-K to grade 12 education

Higher Education – Community colleges and other institutions of higher education

Health Care – Low-income, disabled, and elderly Coloradans

Public School Finance Act

The majority of operating revenue for the District is provided by the Public School Finance Act that was enacted by the Colorado General Assembly in 1994. This provision is subject to review and revision each year by the State legislature and has been amended by SB09-256. More complete information regarding the finance act can be found in the General Fund section.

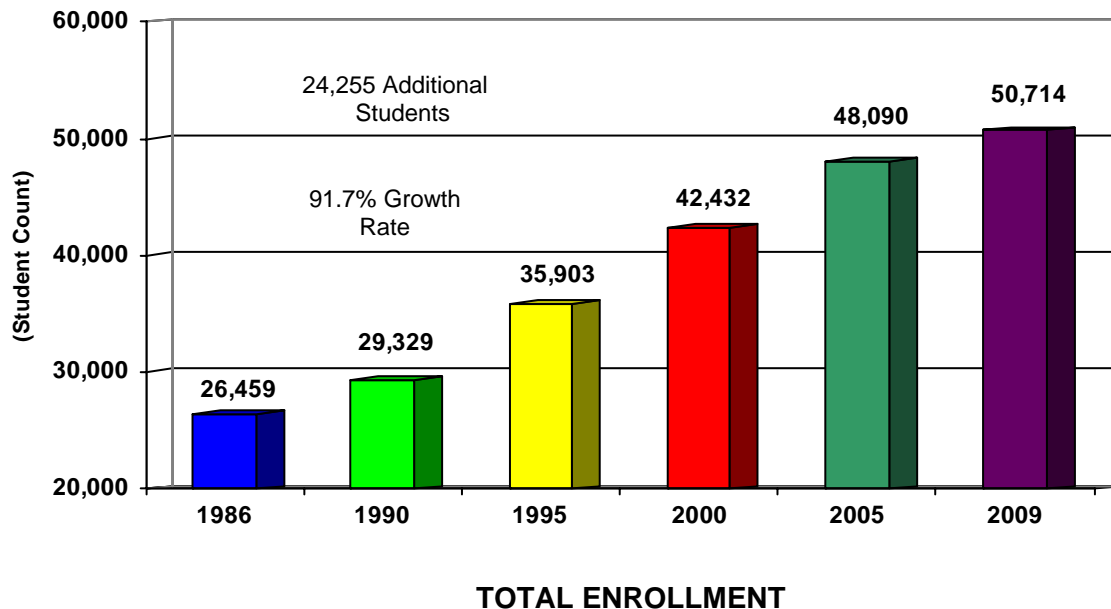
EXECUTIVE SUMMARY

STUDENT ENROLLMENT AND ACHIEVEMENT

Enrollment in the Cherry Creek School District continues to grow. The total enrollment is projected to increase by 385 students in October 2009. The student count is estimated to increase from 50,329 during October 2008 to 50,714 in October 2009. This represents a growth rate of .8%.

Since 1986, student enrollment has nearly doubled. On average, the District enrollment has increased by an average of 1,054 students each year. This represents a growth rate of nearly 92% from 1986 to 2009. An historical summary is reflected in the graph below.

Cherry Creek School District #5
Enrollment Growth Trend Since 1986



Student Achievement

The District mission “*to inspire every student to think, to learn, to achieve, to care*”, provides many challenging educational opportunities for students. Our uncompromising commitment is to provide an excellent and equitable education for all students, regardless of race or gender, by raising the achievement of all students and eliminating the predictability of scores based on student characteristics. Students are encouraged to enroll in rigorous classes that will prepare them for success after graduation in today’s world, whether they choose to pursue college, military service, or immediate workforce options.

The District’s long-term goal is to maintain “*Excellence and Equity*” initiatives, ensuring that every student successfully completes the academic core (language arts, mathematics, science, and social studies) prior to high school graduation. Efforts are focused on an increase of students reaching advanced and proficient levels of performance over the next 3-5 years. Enrollment in honors, AP, and IB courses is expected to increase, as well. This will be accomplished by providing a guaranteed and viable curriculum and rigorous college preparatory coursework. Further details are outlined in the Student Achievement section of this document.

The District is very proud of the many accomplishments of students in the District, meeting and exceeding both the state and national testing averages for composite SAT and ACT scores. All of the District’s students who received individual awards for outstanding performance at national and state levels are also commended.

EXECUTIVE SUMMARY SCHOOL DISTRICT STAFFING

The Cherry Creek School District employs over 7,800 employees. The vast majority of the District's staff is involved with the students daily, providing excellent educational opportunities. These teachers, para-educators, mental health employees and social workers, strive to help students achieve their maximum potential. The administrative staff provides leadership and direction for each of the schools and all departments within the District. The support staff assists the schools by providing services that will enhance the educational opportunities of the students.



Security for Safe Schools



Teaching with Passion



Support for Learning

POSITION	STAFF
Teachers and Para-Educators	4,394
Administrators	140
Bus Drivers	259
Custodians, Maintenance, and Mechanics	188
Mental Health Staff	104
Nurses	71
Secretaries	395
Security Guards	105
Staff Support	342
Food Service Staff	225
Hourly Staff	946
Substitutes	712
TOTAL STAFF	7,881

EXECUTIVE SUMMARY

OPERATIONS AND MAINTENANCE EXPENDITURE IMPACT

As the District's enrollment continues to increase, so does the need for additional schools. The District continues to receive support from the community and has been successful in the passage of bond issues to provide funding for construction of new schools and facilities.

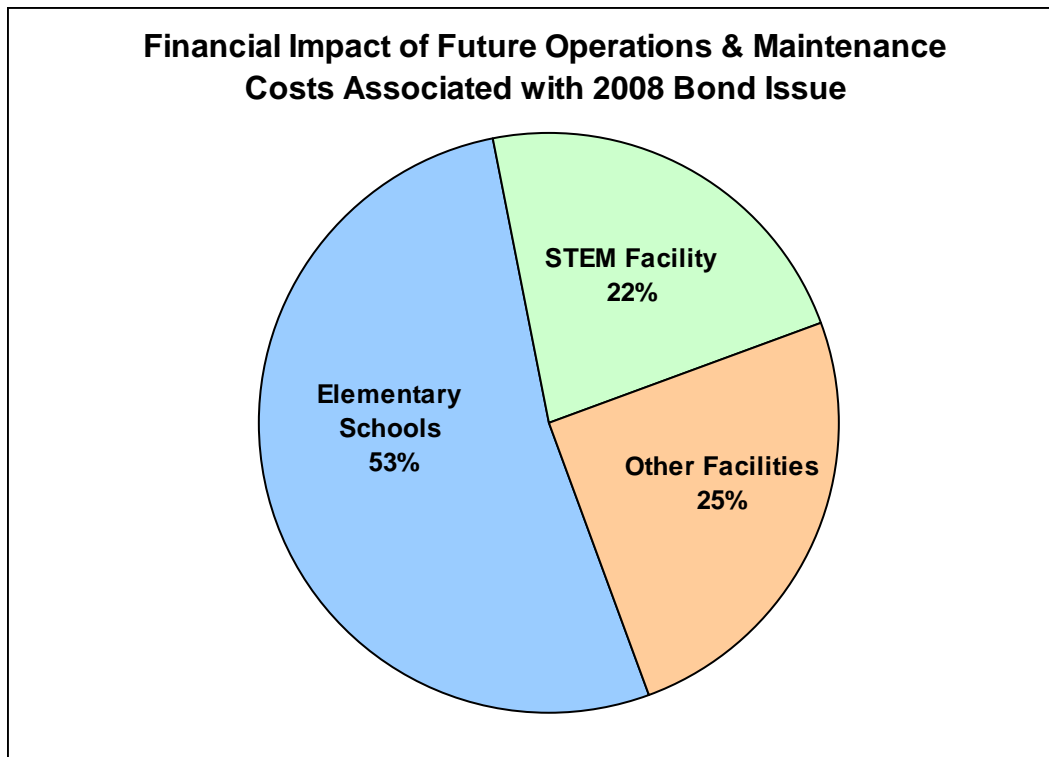
Operations and maintenance costs of new facilities include salaries and benefits for administration, secretarial support, security guards, bus drivers and custodial, nursing, and mental health services. Other inclusion in operations and maintenance costs are contracted building cleaning services, utility costs for electricity, gas, telephone, water, sewer and trash services, and costs associated with athletic and activity programs for the new schools.

As new facilities are constructed to accommodate enrollment growth, *additional* costs are incurred for the operations and maintenance of the new schools. These *additional* costs can have a significant impact on the general operating fund.

ADDITIONAL OPERATIONS AND MAINTENANCE COSTS

The additional annual operations and maintenance costs associated with the new facilities constructed from the 1999 and 2003 bond issues, is approximately \$16.5 million in FY2009-10. Anticipated future operations and maintenance costs associated with the 2008 bond issue are approximately \$5.0 million, which will have no effect on the FY2009-10 budget due to facilities completion after FY2009-10.

The graph below represents the future O&M cost impacts related to 2008 bond projects.



(in millions)	Future
Facility	Costs
3 Elementary Schools	\$2.64
STEM Facility	1.13
Other Facilities	1.25
TOTAL	\$5.02

EXECUTIVE SUMMARY

BONDED GENERAL OBLIGATION DEBT FOR SCHOOL FACILITIES

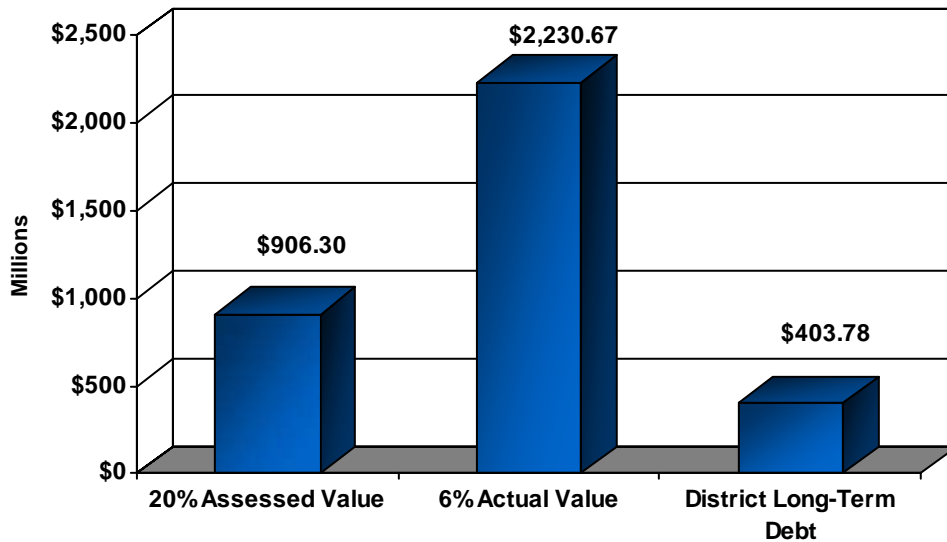
The 1994 school finance legislation changed the limitation on school district bonded debt to the greater of:

- ♦ 20 percent of assessed value or
- ♦ 6 percent of actual value.

Subsequent legislation provides the option that the limitation is expanded to 25 percent of assessed value for increasing enrollment districts for debt elections approved before July 1, 2005, if the districts have had at least 2.5 percent enrollment growth over three consecutive years.

For the District, the 6 percent of the actual value limitation is significantly higher than 20 percent of the assessed value. The current District debt is approximately 18% of the legal debt limit authorized by current legislation. The following graph represents the legal debt limitations versus the current long-term debt of the District.

DEBT LIMITATIONS VS. DISTRICT DEBT



***Fox Ridge Middle School
Opened in August 2008***

CHERRY CREEK SCHOOL DISTRICT ORGANIZATIONAL SECTION

TABLE OF CONTENTS

Section Table of Contents	39
District Profile and Highlights	
Mission, Vision, and Values	41
Organizational Chart	42
Administrative Functions	43
Points of Pride	44
Community Involvement Resources	48
Board of Education	50
School District Governance and Authority	51
National and State Awards and Recognition	52
Our Heritage	55
General Description	56
District Maps	58
Policies and Financial Plan Development	
Summary of Board Policies	61
Budget Process Timeline	64
Financial Plan Development	66
Financial Plan Amendments	67
Participation in the Budget Process	67
General Guidelines	68
Budgeting Basis	69
Accounting Practices and Budget Controls	70



CherryCreekSchools

Dedicated to Excellence

Dedicated to Excellence

DISTRICT PROFILE AND HIGHLIGHTS

CHERRY CREEK SCHOOL DISTRICT VISION, MISSION, AND VALUES

THE CHERRY CREEK VISION AND MISSION

The words “*dedicated to excellence*” convey the vision of the Cherry Creek School District. The pursuit of excellence in academics, athletics, activities, and the arts guides our decisions and actions. We believe in education of the whole person, as expressed in the district mission, “*to inspire every student to think, to learn, to achieve, to care.*” The vision and mission reflect a commitment to inspire all students toward excellence and the full development of their potential.

The Cherry Creek School District will provide safe, intellectually stimulating schools. The school programs will enable all students to demonstrate significant achievement of district-defined learning goals, and develop as healthy, well-rounded individuals. The education students receive will equip them to succeed in higher education and the work place, ready them for responsible citizenship, and prepare them for a complex and changing world.



Dedicated to Excellence
Cherry Creek Schools

CHERRY CREEK’S VALUES

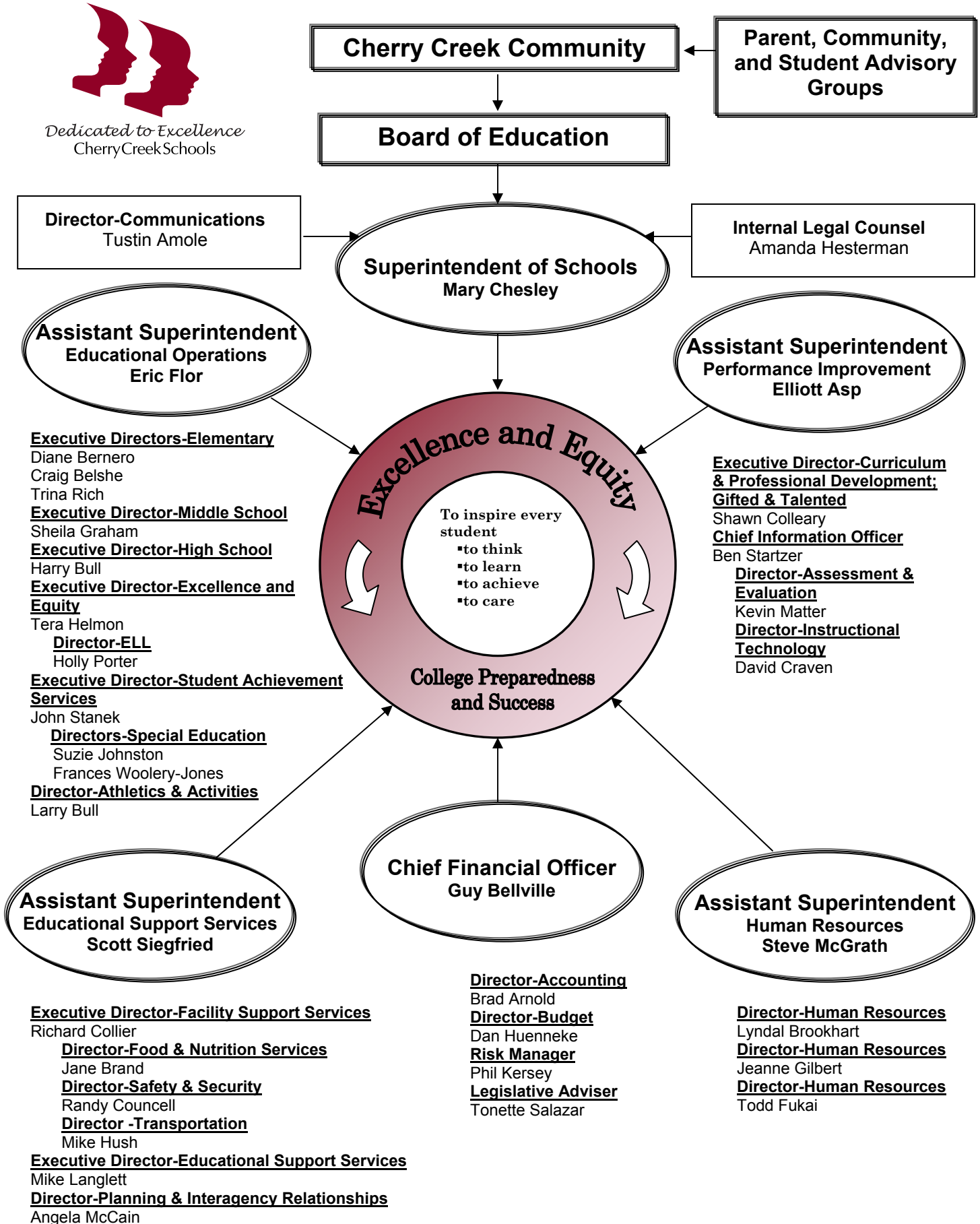
As a district, we are committed to:

- Placing the needs and welfare of students above all else.
- Providing safe and caring environments for learning.
- Holding high expectations for the growth and achievement of each student.
- Developing meaningful relationships with students and families.
- Respecting and understanding the diversity of the students and families we serve.
- Engaging students, parents, and community members as partners in the educational process.
- Utilizing organizational strategies that promote involvement and empowerment.
- Attracting quality personnel who reflect the diversity of our community, are knowledgeable, and care deeply about young people.
- Demonstrating a strong service orientation to students and parents.
- Encouraging creativity and innovation to attain the vision.
- Improving the organization continuously.
- Fostering a desire for lifelong learning, achievement, and service to others.

CHERRY CREEK SCHOOL DISTRICT ORGANIZATIONAL CHART



Dedicated to Excellence
CherryCreekSchools



CHERRY CREEK SCHOOL DISTRICT ADMINISTRATIVE FUNCTIONS

Assistant Superintendent Educational Operations Eric Flor

Supervision of Schools

Elementary

Elementary School Principals
Challenge School
Cherry Creek Academy
Extended Child Services

Middle School

Middle School Principals
C.A.R.E.

High School

High School Principals
North Area Achievement Support
P.R.E.P.

Athletics and Activities

Career and Technical Education

Excellence and Equity

AVID
English Language Acquisition
Multicultural Services

Student Achievement Services

Colorado Preschool
District Attendance
Early Childhood
Expulsion School
Foote Detention Center
Head Start
Interdisciplinary Teams
Mental Health
Out-of-District Placements
Prevention/Asset Building
School Nurses

Assistant Superintendent Performance Improvement Elliott Asp

Supervision of Departments
Federal/State Grants

Curriculum and Professional Development

Content Coordinators
Reading Recovery®

Gifted and Talented

Information Systems

Business Information Systems
Data Processing
Student Information Systems
Technology Customer Service
Telecommunications

Assessment and Evaluation

Districtwide Testing
Performance Improvement Report

Instructional Technology

Media Services
On-Line Learning

Communication Services

Public Information

Chief Financial Officer Guy Bellville

Elections
Fiscal Services
Legislative Liaison

Accounting

Accounts Payable
Accounting/Reporting
Cherry Creek Foundation
General Fixed Assets
Investments
Payroll

Budget

Budget Preparation
Financial Planning/Projections
Financial Systems

Risk Management

Insurance
Printing Services
Purchasing
Risk Assessment
Safety Programs
Warehouse/Mail Delivery

Assistant Superintendent Educational Support Services Scott Siegfried

Supervision of Educational Support Services

Facilities Maintenance

Construction/Renovation
Custodial Maintenance
Facility Planning
Grounds/Carpentry

Facility Support

Utilities/Energy Conservation

Food and Nutrition Services

Catering
Food Services Operations

Safety and Security

School Safety Planning
Security

Transportation

Planning and Interagency Relationships

Admissions/Records
Intra/Inter-District Choice
Interagency Relations
Planning/Boundaries

Assistant Superintendent Human Resources Steve McGrath

Administrative Leadership Academy
Background Checks
Benefits-Health Insurance
Employee Negotiations
Employee Relations
Licensure
New Teacher Orientation
NCLB Liaison
Personnel Investigations
Post-Employment Certified Relations
Pre-Employment Recruitment
STAR Mentor Program
Student-Teacher Placement
Substitutes
Teacher and Administrator Recruitment
Teacher and Classified Evaluations

CHERRY CREEK SCHOOL DISTRICT POINTS OF PRIDE

The District Instructional and Educational Support Services departments are committed to providing the best resources to enhance the education of all students. The results identified below provide highlights of recent District achievements.

<i>Setting Goals</i>	<i>Planning Objectives</i>	<i>Achieving Results</i>
Strengthen the organization	<p>Define and communicate District direction within a strategic framework of vision, mission, goals, objectives, and actions, and use the framework to drive organizational improvement</p> <p>Put into action a rigorous and aligned organizational plan that increases administration accountability, and support for schools, principals, and staff in order to meet District goals</p> <p>Enhance development of current and aspiring leaders</p> <p>Develop and implement a comprehensive and futuristic technology plan that significantly expands the use of technology to improve achievement and increase productivity</p>	<p>Deputy Superintendent, Mary Chesley, assumed the leadership role of Superintendent of Cherry Creek Schools</p> <p>Initiated the District's School and Facilities Improvement Plans resulting from the passage of the November 2008 Election</p> <p>Began implementation of the District's Technology Plan, which was presented in February 2009 at the Board of Education meeting</p> <p>Over \$241,000 has been budgeted for employees to pursue professional growth opportunities</p>
Elevate student achievement, close the achievement gap, and prepare all students for college access and success	<p>Increase the number of schools rated "High" and "Excellent" while ensuring that no Cherry Creek schools are rated "Low" or "Unsatisfactory"</p> <p>Reduce the achievement gap by 5% on each CSAP and ACT test annually while improving the District average score on each assessment</p> <p>Improve the K-12 programming and staff development to ensure that graduation from a Cherry Creek school results in success in higher education</p>	<p>High schools ranked "High" and "Excellent" increased by 25% and middle schools ranked "High" and "Excellent" increased by 16.7%; no schools rated low or unsatisfactory</p> <p>District received "<i>Accreditation of Distinction</i>", which is the highest rating possible, from the Colorado Department of Education</p> <p>Four District schools, Cherry Creek High School, Campus Middle School, Greenwood Elementary, and Challenge School were featured in the Denver "5280" Magazine, as top schools in Colorado</p> <p>Upgraded classroom technology throughout various schools with interactive Smart Boards</p> <p>Based on Colorado Department of Education (CDE) results of the spring 2008 CSAP tests, the Cherry Creek School District recorded gains in fourth, fifth, eighth, and tenth grade reading; fourth, seventh, and eighth grade writing; fifth and eighth grade math; and fifth grade science</p>

CHERRY CREEK SCHOOL DISTRICT POINTS OF PRIDE

<i>Setting Goals</i>	<i>Planning Objectives</i>	<i>Achieving Results</i>
Elevate student achievement, close the achievement gap, and prepare all students for college access and success (Continued)	<p>Increase the number of schools rated "High" and "Excellent" while ensuring that no Cherry Creek schools are rated "Low" or "Unsatisfactory"</p> <p>Reduce the achievement gap by 5% on each CSAP and ACT test annually while improving the District average score on each assessment</p> <p>Improve the K-12 programming and staff development to ensure that graduation from a Cherry Creek school results in success in higher education</p>	<p>For 2008 graduating seniors, the District SAT overall combined average score for Critical Reading, Math, & Writing increased by 12 points, scoring from 1692 in 2007 to 1704 in 2008.</p> <p>Advanced Placement course participants increased by 160, with over 7,800 students taking AP classes offered in English, Social Studies, Math, Science, Foreign Language, and Business</p> <p>Over 85% of CCSD graduates chose to go to college immediately after high school</p> <p>The District graduation rate for the Class of 2008 was 86.8%</p> <p>Students who completed a 15-week "<i>Reading Together</i>" program increased their reading skills by at least one year; some experienced three years of growth in reading skills; this program was launched by the Cherry Creek Schools Foundation and is made possible through community contributions</p>
Bolster school safety and security	<p>Implement and monitor prevention, preparedness, response and recovery plans at the District and school levels to insure the physical and psychological safety of all students and staff</p> <p>Reduce risk-taking behaviors by increasing prevention and intervention programs, while holding students accountable for their actions</p>	<p>Over 565 work orders were submitted for building and grounds enhancements, installations and repairs of flooring, asphalt/concrete, fencing, glass, lighting, locks, public announcement, and fire/safety systems prior to start of SY2008-09</p> <p>Replaced and upgraded fire alarm systems at three elementary schools</p> <p>Developed a planning guide to accompany a formal training program to assist schools in the formalization of an individual building Emergency Crisis Response Plan</p> <p>Over 500 administrators and Safety Team Members have completed Emergency Response and Crisis Management (ERCM) training</p>



CHERRY CREEK SCHOOL DISTRICT POINTS OF PRIDE

Setting Goals

Develop citizenship, civility, and character

Planning Objectives

Increase the percentage of seniors who indicate they are prepared for participation in a democratic society and intend to engage in various civic activities (e.g., knowledgeable about government operation, voting, volunteering, and other forms of community service)

Increase the percentage of students who indicate that their school environment is characterized by civility and that they have displayed character traits such as honesty, respect for others, and appreciation for different cultures and racial groups



Achieving Results

Hosted the Congressional Medal of Honor Society's Annual Convention for the 101 living American recipients, which improved our students' understanding of the freedoms we enjoy and the responsibilities we bear as citizens of the United States of America.

Twenty-five Cherry Creek schools participated in over 100 community outreach programs, food drives and fund raisers to assist those in need, enhance the environment, support troops abroad, contribute to medical research efforts, and support animal shelters.

Hosted the 15th Annual "Leadership for Tomorrow" luncheon where two students were honored from each high school in the District & two AVID students were recognized

Held the 8th Annual First American State Bank Fitness Festival to benefit the Cherry Creek School District Community Asset Project, raising \$70,000

In partnership with Chik-fil-A restaurants, collected over 15,000 items for shipment to the U.S. troops in Iraq and Afghanistan who are serving our country

Hosted the 10th Youth Adult Summit at Eaglecrest High School to build better relationships between youth and adults



**Collecting to
"Support our Troops"**



"Leadership for Tomorrow"



**Loading up to
"Support our Troops"**

CHERRY CREEK SCHOOL DISTRICT

POINTS OF PRIDE

<i>Setting Goals</i>	<i>Planning Objectives</i>	<i>Achieving Results</i>
Fuel our vision of excellence	<p>Prepare annual financial plans that are aligned with the achievement focus of the school District</p> <p>Plan for facility needs and procure resources to meet those needs</p>	<p>Prepared and presented a comprehensive Financial Plan to the Board of Education and published on the District website;</p> <p>http://www.ccsd.k12.co.us/Budget/</p> <p>Successfully passed an \$18 million Budget and \$203.55 million Bond Election in November 2008</p> <p>Sold \$101.775 million in school bonds authorized by the passage of the November 2008 Bond Election at a favorable interest rate</p>
Recruit, retain, and develop the finest licensed personnel and support staff	<p>Ensure that salaries and benefits are competitive and working conditions reflect a climate of excellence in order to attract and retain the finest teachers and support staff</p> <p>Align compensation and professional development with the District vision and goals</p>	<p>Seven teachers achieved National Board Certification in 2008 for a total of 50 District licensed teachers being certified</p> <p>Over 99% of licensed teachers in the District are considered highly qualified as defined by the No Child Left Behind (NCLB) Act requiring that teachers have taken 24 or more college credits in the subject area they teach and have demonstrated competency in that content</p> <p>Mentored 126 new teachers through the Staff Training Assistance and Renewal (STAR) program to assist in staff retention and teaching success</p> <p>56% of Cherry Creek teachers have advanced degrees and 71% have more than 7 years of experience</p>



CherryCreekSchools
Dedicated to Excellence

CHERRY CREEK SCHOOL DISTRICT COMMUNITY INVOLVEMENT RESOURCES

THANKS TO OUR COMMUNITY

Parents and other citizens in the Cherry Creek School District hold quality education as a high priority and show it through their support and involvement. Thousands of parents and community members are involved by volunteering at school, serving on a District committee or task force, and participating in parent/teacher organizations. Working together, community members, parents, students, and staff have built Cherry Creek's reputation for excellence.

District Accountability Advisory Committee (DAAC)

The District Accountability Advisory Committee has broad responsibilities for ensuring the District's continued educational success, cost-effective management, and a safe and caring learning environment. This group is composed of parents, community members, taxpayers, students, teachers, and administrators, and is organized in compliance with Colorado State law. Members of this committee advise Board members on spending priorities, review applications for charter schools, and report the effectiveness of District programs. The DAAC reviews school improvement plans and prepares an annual report for the Board of Education summarizing the year's activities and accomplishments. Meetings are on the 2nd Wednesday of each month, September through May. For details, contact the Office of Assessment and Evaluation at 720-554-4244.

Parents' Council

The Parents' Council fosters communication and the exchange of ideas among parents, teachers, administrators, and the Board of Education. Membership includes PTO/PTCO presidents, representatives from each school, and members-at-large. Parents' Council offers training for each school's PTO/PTCO Board. A library of information and resources is also maintained and available for use by any school. Meetings are held the 1st Monday of each month. For information, contact Linda Peotter at 303-549-2144.

Long-Range Facility Planning Committee

This committee is composed of District residents and administrators established by the Board of Education to study the effective utilization of the District's facilities and make recommendations to the Board of Education for long-range planning. Considerations include construction of new facilities, alternate use of existing facilities, and adjustments to attendance boundaries. The Board appoints two residents of each Director District and three resident members-at-large. Also serving are two elementary school principals (one from a traditional calendar school and one from a year-round school), a resident representative of the Homebuilder's Association, and a member from the Board of Education, DAAC and SEAC. Monthly meetings are held. Contact Educational Support Services at 720-554-4453 for further details.

Special Education Advisory Committee (SEAC)

The SEAC focuses on the educational needs of students with disabilities. The committee is composed of parents of children with special needs, as well as professionals, administrators, and interested community members. This group serves in an advisory capacity to Student Achievement Services and the Board of Education. Generally, meetings are held the 2nd Thursday of each month, August through May, excluding December. For more information, contact Student Achievement Services at 720-554-4490.

GET INVOLVED -

***SERVE ON A COMMITTEE/TASK FORCE
VOLUNTEER AT A SCHOOL
ATTEND A MEETING***

Medical Advisory Board

The Medical Advisory Board is composed of physicians and other health care professionals from the community. The board serves in an advisory capacity to the schools, school nurses, and the administration on health issues. The Board usually meets from 7 p.m. to 9 p.m. the 2nd Wednesday in September, January, and May. Details can be obtained by contacting Health Services at 720-554-5064.

Medicaid Advisory Committee

This committee is comprised of community agencies, parent representatives and District staff. Committee members meet to discuss issues that pertain to the District's Medicaid Reimbursement Program. They also share information to better coordinate health services for all Cherry Creek School District students. For further information, contact the District Medicaid Office at 720-554-5060.

Multicultural Advisory Council

Established through Board of Education policy, the Multicultural Advisory Council works with the Office of Excellence and Equity and advises the Board of Education. This council works to eliminate prejudice, racism, sexism, and discrimination within the District, and is charged with assisting the District in improving academic achievement of specific students in the District. For information, contact the Office of Excellence and Equity at 720-554-4527.

CHERRY CREEK SCHOOL DISTRICT COMMUNITY INVOLVEMENT RESOURCES

THANKS TO OUR COMMUNITY

Certified Personnel Performance Evaluation Council

Mandated by state law, the Certified Personnel Performance Evaluation Council advises the Board of Education on the fairness, effectiveness, credibility, and professional quality of the District's certificated personnel performance evaluation system and conducts a continuous evaluation of the system. Meetings are held as needed. More information can be obtained by contacting Human Resources at 720-554-4369.

Cherry Creek Community Legislative Network

The Cherry Creek Community Legislative Network improves and enhances education for all students through involvement in the legislative process. The committee serves as a liaison with the Cherry Creek School District community, state legislators, and officials and includes parents, community members, school administration, and other interested persons. The Network traditionally sponsors two community events, the Annual Day at the Capitol in March and the Breakfast with the Legislators in December. For event information, contact Fiscal Services at 720-554-4315.

Cherry Creek Schools Foundation

Established in the spring of 1993, the non-profit Cherry Creek Schools Foundation seeks private contributions from parents, local businesses, and foundations to meet the educational needs of students. Past contributions have supported leveled-reading literature for at-risk elementary children; interactive, multicultural software to create multimedia presentations; hands-on music composition; and science software for physics and chemistry. Additional information can be acquired by contacting the Cherry Creek School Foundation Office at 720-554-4429. You can also visit the Foundation's website at: www.ccsdfoundation.org

Gifted/Talented Advisory Council

The Cherry Creek Gifted/Talented Advisory Council is composed of teachers, parents, community members, and administrators to share best practices, discuss pertinent issues facing gifted education and report on available staff development opportunities. The council also undertakes numerous other endeavors designed to refine and enrich the comprehensive gifted and talented (G/T) programs available in the Cherry Creek Schools. A Districtwide progress and needs assessment is also the periodic responsibility of the advisory council providing valuable data on the effectiveness of the G/T programs K-12. This council meets three times during the traditional school year. For further details, contact the Gifted and Talented office at 720-554-4257.

Parent Information Network (PIN)

The Parent Information Network is an organization dedicated to families whose goals are to inform parents about current issues impacting youth today and give parents positive tools for raising healthy children. The purpose is to increase partnership within the community, building awareness, educating parents, and encouraging positive youth character development. The PIN has representatives from each District elementary, middle, and high school. A top priority is to support parents in taking primary responsibility for character development in their children. A mentorship program was introduced in FY2005-06 which assigned a PIN Board Mentor to each school. This individual is a resource to PIN representatives in getting important information back to the parent communities. Meetings occur from 9 a.m. to 11 a.m. the 1st Tuesday of the month. Further information can be acquired by contacting the PIN Chair at 303-220-1518.

Community Asset Project, Inc. (CAP)

The members of this group, a school/community partnership, actively support healthy lifestyles and drug prevention efforts throughout the Cherry Creek School District in partnership with the Prevention Office. They share the responsibility of planning, funding, and implementing prevention strategies, programs, and training in the District and its community. The mission of this group is to build community partnerships that promote developmental assets and ensuring that all children maximize their life skills and academic potential. For further details, contact the Prevention Office at 720-554-4247.

School Safety Teams

Each school in the District has a Safety Team composed of staff, parents, students, law enforcement, personnel, and community members. They work to plan both psychological and physical safety interventions. Assessment, prevention, intervention, and crisis response are the primary areas addressed by each school Safety Team. These teams work closely with the District Safe Schools Design Team and may be contacted at 720-554-4234.

THE DISTRICT'S CARE LINE

720-554-CARE

CARELINE@CHERRYCREEKSCHOOLS.ORG

***FOR STUDENTS, PARENTS, AND COMMUNITY
MEMBERS TO REPORT KNOWN OR POTENTIALLY
UNSAFE SITUATIONS REQUIRING SCHOOL
INTERVENTION***




CHERRY CREEK SCHOOL DISTRICT BOARD OF EDUCATION

The State Board of Education is authorized by Article IX of the Constitution of the State of Colorado with the general supervision of the public schools and to provide guidance on education issues. The State Board of Education is the governing board of the Colorado Department of Education (CDE). The CDE provides leadership, consultation, and administrative services to Colorado's 178 local school districts on a statewide and regional basis. Colorado is a "local control" state, which allows many PreK-12 decisions on issues such as curriculum, personnel, school calendars, graduation requirements, and classroom policy to be made by the state's school districts and their local school boards. Accreditation, teacher licensing, transportation, nutrition, special education, and early childhood education are supervised at the state level.¹

More information regarding the Colorado Department of Education may be accessed at their website:
www.cde.state.co.us

The Cherry Creek School District is governed by a five-director Board whose members are elected by the registered electors of the District to staggered four-year terms of office. The District is divided into five director districts. One director is elected from each district. The regular biennial election of District directors is held on the first Tuesday after the first Monday in November of odd numbered years. Members of the Board serve without compensation.

The Board is a policy-making body whose functions are to:

-  establish policies for the District
-  provide direction for the general operation and personnel of the District
-  oversee the property, facilities, and financial affairs of the District

Board members have delegated the day-to-day operations to the Superintendent and her staff. The obligation to plan the best possible program for all students, however, is a responsibility all must share. Thus, the Board of Education and the staff encourage all residents to make their desires known. Suggestions and constructive criticism are welcomed.

Board meetings are open to the public and are usually held the second Monday of each month at 7:00 p.m. in schools throughout the District. Locations are listed in the District's annual calendar and are posted at the Educational Services Center, no less than 24 hours prior to the meeting. The schedule for the 2009-10 fiscal year, subject to change, is shown in the chart on the right.



Board of Education Meeting Schedule

2009

August 10 th	Antelope Ridge Elementary
September 14 th	Cherry Creek High School
October 12 th	Independence Elementary
November 9 th	Polton Elementary
December 14 th	Horizon Community Middle School

2010

January 11 th	Dakota Valley Elementary
February 8 th	Red Hawk Ridge Elementary
March 8 th	Creskside Elementary
April 12 th	Greenwood Elementary
May 10 th	Sky Vista Middle School
June 14 th	Rolling Hills Elementary

This schedule is also available on the CCSD website:
www.ccsd.k12.co.us/Superintendent/BOE

¹ State Board of Education and Colorado Department of Education information was acquired from the CDE website.

CHERRY CREEK SCHOOL DISTRICT SCHOOL DISTRICT GOVERNANCE AND AUTHORITY

The District is a corporate body with perpetual existence and may hold property in its name for any purpose authorized by law, may sue and be sued, and may be a party to contracts for any purpose authorized by law. State statutes grant to the Board the power to govern the District.



General Duties which the Board is required to perform include, but are not limited to, the following:

- ◆ Adopt policies and prescribe rules and regulations necessary and proper for the administration of the District
- ◆ Employ all personnel required to maintain the operations and carry out the educational programs of the District
- ◆ Establish and pay personnel compensation
- ◆ Determine the educational programs to be provided by the District
- ◆ Prescribe the textbooks for any course of instruction or study in such programs
- ◆ Adopt written policies, rules and regulations relating to study, discipline, conduct, safety, and the welfare of all pupils
- ◆ Comply with all the rules and regulations adopted by the State Board of Education

The Board is also granted specific powers to be exercised in its judgment. Notable among these are the power to:

- ◆ Purchase, lease, or rent undeveloped or improved property located within the District boundaries as the Board deems necessary for use as school sites, buildings, structures, or for any school purpose authorized by law
- ◆ Sell District properties, which may not be needed in the foreseeable future for any purpose authorized by law, upon such terms and conditions as the Board may approve
- ◆ Determine the location of each school site, building, or structure
- ◆ Construct, erect, repair, alter, and remodel buildings and structures
- ◆ Provide furniture, equipment, library books, and such other items as may be needed to carry out the District's educational programs
- ◆ Discharge or otherwise terminate the employment of any personnel
- ◆ Procure group life, health, or accident insurance covering employees of the District
- ◆ Establish attendance boundaries
- ◆ Procure appropriate property damage, casualty, public liability, and accident insurance
- ◆ Provide for the transportation of pupils enrolled in the District's public schools

CHERRY CREEK SCHOOL DISTRICT NATIONAL AND STATE AWARDS AND RECOGNITION

- ◆ As Deputy Superintendent, Mary Chesley, was a selected recipient of the “*Excellence in Educational Leadership Award*” by the University of Northern Colorado and the University Council for Educational Administration for her dynamic leadership abilities and making significant contributions to improvement of administrator preparation.
- ◆ Board of Education President, Aagje Barber, received the 2008 McGuffey Award from the Colorado Association of School Boards for her outstanding commitment and passionate service.
- ◆ Cherry Creek High School was the recipient of the 2008 Advanced Placement Siemens Award, receiving \$1,000 for its math, science, and technology departments.
- ◆ Thunder Ridge Middle School received National School Demonstration Site Status for its AVID program.
- ◆ Governor Ritter assisted in presenting the “*Excellence in Career & Technical Education Award*” to the Cherry Creek School District for its Executive Internship Program and the Sci-Tech Program at Eaglecrest High School.

◆ ◆ ◆ ◆ ◆ ◆ ◆ ◆ ◆

- ◆ Received the Distinguished Budget Presentation Award from GFOA.
- ◆ Received the Certificate of Achievement for Excellence in Financial Reporting from GFOA.
- ◆ Received the Meritorious Budget Award from ASBO.
- ◆ Received the Certificate of Excellence in Financial Reporting from ASBO.



TEACHING & LEADERSHIP EXCELLENCE



Eaglecrest High School Assistant Principal, Larry Bull, was named the 2009 Colorado Assistant Principal of the Year by the Colorado Association of School Executives (CASE) for his role in raising student achievement. The school moved from an “*average*” to “*high*” rating as designated by the Colorado Department of Education.

Overland High School Principal, Jana Frieler, was voted president-elect of the National Association of Secondary School Principals (NASSP). Jana will lead the 30,000 member organization in 2010-11.

Prairie Middle School teacher, Angie Zehner, and **Willow Creek** Elementary teacher, Lana Hansen, were recipients of the 2008 Colorado Council of Teachers of Mathematics Outstanding Math Teaching Award for excellence in mathematics teaching.

Ponderosa Elementary 5th grade teacher, Melinda Krause, was named Colorado’s 2008 American Star of Teaching. She was one of 50 state winners selected from 5,000 nominees nationwide, based on their success in improving student achievement and using innovative strategies to make a difference in the lives of their students.

Eastridge Elementary Physical Education teacher, Jon Burright, was awarded the Colorado Physical Education Young Professional of the Year award. This is the second consecutive year that a Cherry Creek physical education teacher has won this award.

Eaglecrest High School AVID teacher, Martha Riley, was featured in the AVID 2008 Year in Review national publication for her work on behalf of the children of Sudan. Her AVID classes raised \$12,000 to support building schools and develop programs in Sudan.

CHERRY CREEK SCHOOL DISTRICT

NATIONAL AND STATE AWARDS AND RECOGNITION

TEACHING & LEADERSHIP EXCELLENCE



Challenge School teacher, Matt Bixby, received the 2008 Edyth May Sliffe Award for Distinguished Middle School Mathematics Teaching by the Mathematical Association of America (MAA) for his substantial contribution to the success of some of the highest scoring students on the American Mathematics Contest 8.

Instructional Technology Director, Dave Craven, was named State Administrator of the Year by the Colorado Association of Educational Office Professionals for leading the redesign of the District's web site and implementing online tutorials.

ACADEMICS



Challenge School student, Gabi Curry, received 1st place honors in the Best Children's Writing category at the Young Reader Seminar sponsored by the Newspaper Association of America Foundation. She also covered the Democratic National Convention as one of four credentialed student journalists for the Denver Newspaper Agency.

Liberty Middle School students, Ben Jenkins, Renee Hansen, and Zoe Hinton, were presented with awards for their essays by the Colorado Law Enforcement Officer's Association.

Cherokee Trail High School student, Christopher Buccieri, and **Challenge School** student Kevin Noto, wrote the winning essays in the Congressional Medal of Honor Essay Contest at the high school and middle school levels. This contest was held in conjunction with the Congressional Medal of Honor Society's Annual Convention hosted by the Cherry Creek School District in September of 2008.

Campus Middle School and **Challenge School** tied for 1st place in the State in the 8th grade American Mathematics Competitions. Students Tae Kim and Cooper Leith from **Campus**, and Rachel Hoffman, Daniel Zheng, and Bruce Zheng from **Challenge**, were the top scoring students. The top school in Colorado has been from the Cherry Creek School District now for over 12 consecutive years.

Grandview High School student, Brendan Burns, received special recognition at the "Excellence in Career and Technical Education Awards Luncheon" held in partnership with the Asian Pacific Development Center for his outstanding status in the Technology Student Association.

Eaglecrest High School students, Halie Peddle and Sarah Kelly, placed "Honorable Mention" and "Superior" for Headline & Caption Writing and News Writing respectively, in the Write-off Competition at the National Journalism Convention.

SPORTS



Eaglecrest High School student, Aubrey Bush, was featured on Fox 31 news as Colorado's #1 diver in the state.

Eaglecrest High School cheerleading squad won the State Championship, which made 8 state titles in 19 years.

Cottonwood Creek Elementary was presented with the Fit4 Colorado award along with \$1,000 for going above and beyond in their health/wellness, physical activity, and physical education programs by Channel 4 News.

Smoky Hill High School student, Caroline Piehl, won the 5A Colorado State Championship in the 200 Individual Medley swim competition and set a new State record time. She was featured in the "Sports Illustrated" magazine.

CHERRY CREEK SCHOOL DISTRICT NATIONAL AND STATE AWARDS AND RECOGNITION

MUSIC



Eaglecrest High School Jazz Choir was one of two high school choirs selected in the state of Colorado to perform for the Colorado Music Educators Association.

Cherokee Trail, Cherry Creek, Eaglecrest, Grandview, Overland, & Smoky Hill High Schools had 73 students combined that made the 2009 Colorado All State High School Honor Choirs.

Cherry Creek High School Marketing/DECA teacher, Dan Sheeks, was named Colorado Marketing Education New Teacher of the Year in 2008.

Cherry Creek High School had 47 national qualifiers in the State DECA Competition.

Cherokee Trail High School had 7 national qualifiers in the State DECA Competition.

Smoky Hill High School principal, Randy Karr, was awarded the 2009 "Friends of DECA" award at the Colorado DECA State Leadership conference in February 2009.

Overland High School student, Erica Lupinski, was awarded as Top Performer in Marketing Management and Khalid Al-Shami made State Officer for District 13 in the State DECA Conference.

Overland High School FBLA chapter earned a National Outstanding Chapter award for the 12th consecutive year.

Overland High School student, David Komisarchik was elected to State Office as Vice President of FBLA District Five for 2009-10.

Overland High School had three national qualifiers for the FBLA National Competition in Emerging Business Issues and **Eaglecrest High School** had four national qualifiers in Marketing, Internet Application Programming, and Desktop Application Programming.

Eaglecrest High School student, Sun "Stephanie" Cho, received special recognition as "Colorado's Outstanding DECA student of the Year" at the "Excellence in Career and Technical Education Awards Luncheon" held in partnership with the Asian Pacific Development Center.

DECA & FBLA

MILESTONE SCHOOL CELEBRATIONS

2009 Congratulations to:

Walnut Hills Elementary School on 40 years – 1969-2009

Cimarron Elementary School on 30 years – 1979-2009

Antelope Ridge and Dakota Valley Elementary Schools and Falcon Creek Middle School on 10 years – 1999-2009

2010 Congratulations to:

Trails West Elementary School on 30 years – 1980-2010

Eaglecrest High School on 20 years – 1990-2010

CHERRY CREEK SCHOOL DISTRICT OUR HERITAGE



***The Cherry Creek School
Established in 1874***

School was first held in the Cherry Creek Valley area by neighborhood cooperative groups in private homes. In 1869, the old Butterick house was used as the first school. It was replaced in 1870 by Maple Grove, the first framed schoolhouse. By 1874, another schoolhouse was built in the Arapahoe County area. This school was known as the ***Cherry Creek School*** and is currently, the oldest standing school building in the Cherry Creek School District. It was the first common one-room schoolhouse built in the Melvin Community on the east side of the Cherry Creek which ran through the Cherry Creek Valley. The Melvin Community was about 12 miles southeast of Denver. This school established a new school district, which was designated as School District No. 19. The building was actively used until closing in 1951. It was moved to Cherry Creek High School property in 1969 and restored as a museum.

- * **In 1922**, the Melvin School was the 2nd school built in the Melvin community, which also created a new school district. This school was located on the west side of the Cherry Creek.
- * **By 1924**, there were 8 school districts in Arapahoe County made up of 9 rural schools. Each school operated autonomously in separate districts except for District No. 69, which was comprised of 2 schools.
- * **In 1949**, the Melvin Community was given condemnation papers by the government when Congress authorized building the Cherry Creek Dam to protect Denver from flooding. The Melvin School District was dissolved. The School District Reorganization Act mandated a consolidation plan to reorganize the remaining school districts within Arapahoe County.
- * **In 1950**, the 7 remaining rural school districts were consolidated into Cherry Creek School District No. 5. The following districts consolidated:

DISTRICT	SCHOOL
School District No. 5	Castlewood
School District No. 12	Sullivan
School District No. 19	Cherry Creek
School District No. 35	Ash Grove
School District No. 36	Cherry Hills
School District No. 54	Mountain View
School District No. 69	Maple Grove & Cunningham



QUICK FACTS

- * In 1875, the first framed schoolhouse in Arapahoe County, Maple Grove, enrolled 25 students.
- * A teacher's salary in the 1940's was \$1,350 for a nine-month period at Maple Grove and Cherry Creek School.
- * The original assessed value of the Cherry Creek School property in 1874 was recorded at \$800. In 1953, it was sold at public auction for \$185, then sold again in 1969 for \$850.
- * The Melvin School offered classes for grades 1-10, opening with 26 students. It was a two-room, T-shaped schoolhouse separating primary grades from junior and senior high school levels.
- * The cost to build the Melvin School was \$4,450. It was sold in 1949 for \$1,500, and was relocated to the Smoky Hill High School in 1976 where it was restored as a museum.
- * Upon consolidation in 1950, the District's student enrollment was 981. In 2008, enrollment increased to over 50,000.
- * The District's assessed valuation increased from \$7 million in 1951 to \$4.53 billion in 2008.
- * A school-operated farm, the District Vocational Agricultural Center, was established in 1954 to provide career training in agriculture and horticulture. The program was opened to other school districts in 1974. The farm was sold in 1981.

CHERRY CREEK SCHOOL DISTRICT GENERAL DESCRIPTION

PHYSICAL ATTRIBUTES

In 2009-10 the District will be operating with two central administration facilities, thirty-eight elementary schools, two K-8 schools, ten middle schools, six high schools, eight alternative school programs, two stadiums, and nine student support facilities. These facilities are located on approximately 1,300 acres of land.

Schools

The school buildings represent over 6 million square feet of building space:

School Square Footage	
❖ High schools	2.3 million
❖ Middle schools	1.7 million
❖ Elementary schools	2.2 million

- ❖ Twelve elementary schools have rock-traversing walls.
- ❖ Seven middle schools have rock-traversing walls, three of which also have a ropes course.
- ❖ Each of the high schools has a fine arts center and an auditorium. Five high schools have an indoor pool. Three high schools have rock-traversing walls, and one has an outside ropes course.

Stadiums

The two stadiums, Stutler Bowl and Legacy Stadium, are located adjacent to Cherry Creek High School and Cherokee Trail High School respectively. These athletic facilities have team rooms, concession areas, and press boxes.



Stutler Bowl

Stutler Bowl has an 8-lane all-weather track and a new Astro-play synthetic playing field marked for football, lacrosse, soccer, and field hockey.

Legacy Stadium has a 9-lane Mondo track and an Astro-play synthetic field 70 meters wide marked for football, lacrosse, soccer, and field hockey.



Legacy Stadium

The stadiums represent 24,065 square feet and the spectator seat capacity is 7,500 for each stadium.

Other Facilities

Educational support and auxiliary services facilities have over 300,000 square feet of building space and include administrative, financial, maintenance, nutrition, transportation, and other District services.

CHERRY CREEK SCHOOL DISTRICT GENERAL DESCRIPTION

GEOGRAPHICAL AREA

The District includes approximately 108 square miles and is located in Arapahoe County approximately 10 miles southeast of downtown Denver, Colorado. Included within the District are the cities of:

- ❖ Portions of Cherry Hills Village
- ❖ Glendale
- ❖ Foxfield
- ❖ Portions of Englewood
- ❖ Portions of Aurora
- ❖ Portions of Centennial
- ❖ Greenwood Village
- ❖ Certain unincorporated areas of Arapahoe County

The District geographical area includes two major highways, Interstate 25 running north and south on the west side and E/C-470 on the south and east sides. For geographical relationship to the Denver metropolitan area, refer to the Denver Metro School District Area Map on page 60.

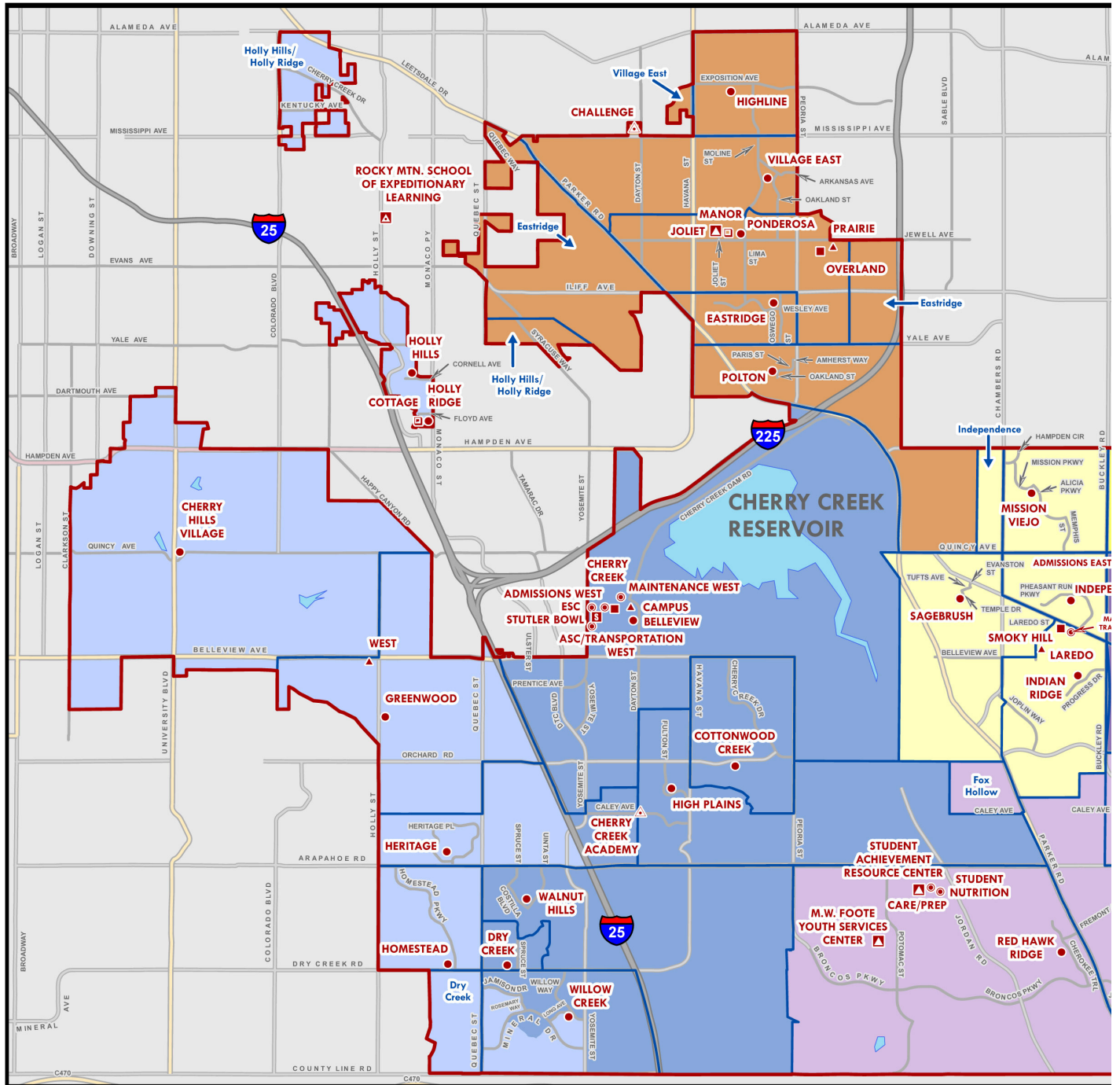
Arapahoe County has the third largest population of the counties in Colorado, with Denver and El Paso counties being the first two largest, respectively. The population within the Cherry Creek School District boundaries is over 264,000.







Arapahoe County Snapshot as of 2007	
Population	551,733
Number of Households	215,389

The District is the fourth largest of the 178 school districts in the state. The neighboring metro area school districts include Denver, Aurora, Littleton, Englewood, and Douglas County. In terms of student population, the following unaudited information, which includes some regular pre-school students not normally included in the official Cherry Creek School District's October 2008 student count, was obtained from the Colorado Department of Education. It lists the ten largest school districts in the State of Colorado with Cherry Creek School District Number 5 as the fourth largest.

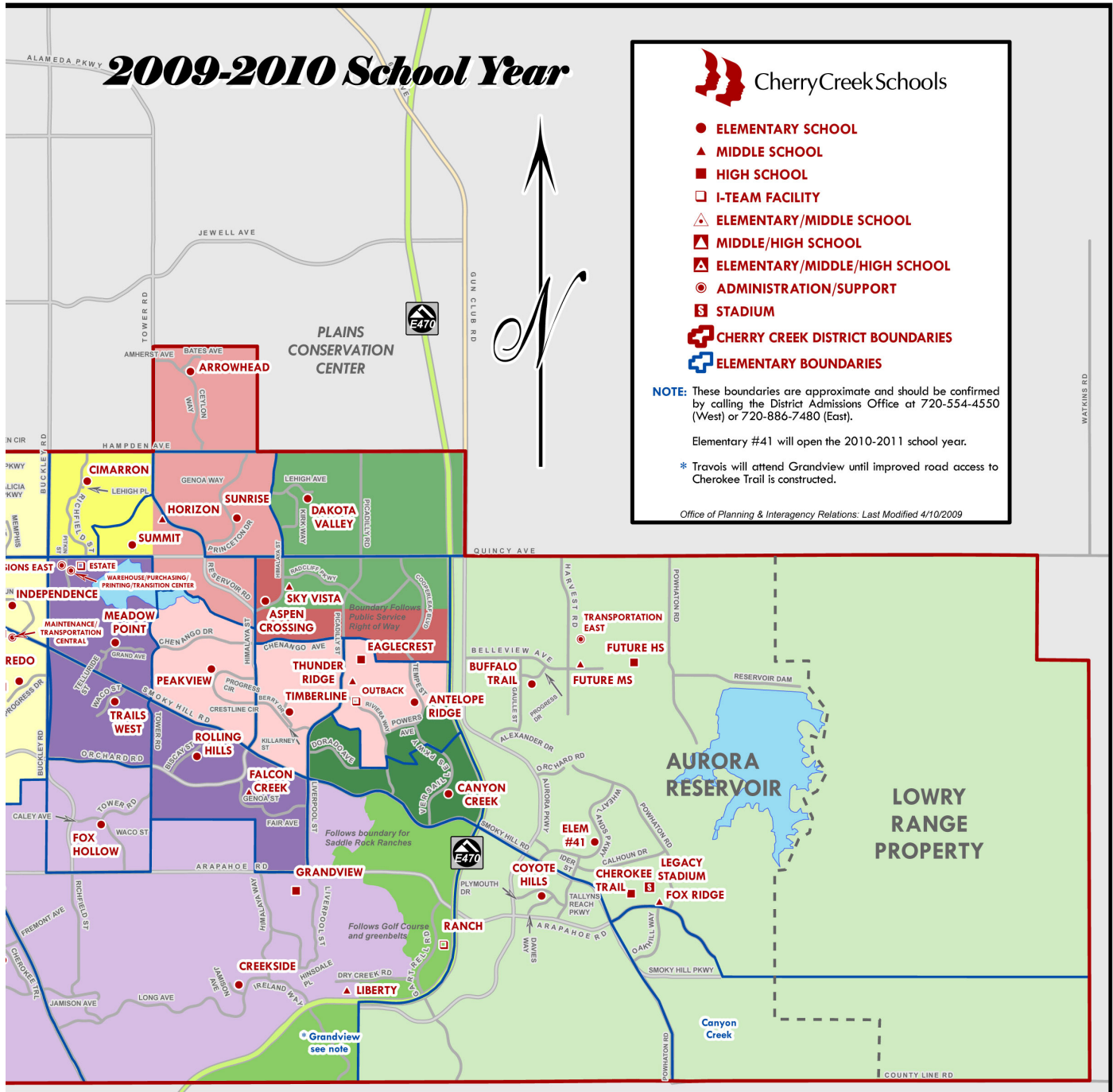
School District	2008 Pupil Membership
Jefferson County R-1	85,887
Denver County 1	74,176
Douglas County RE 1	58,723
Cherry Creek 5	51,115
Adams 12 Five Star Schools	40,818
Adams-Arapahoe 28J	35,523
Colorado Springs 11	29,271
Boulder Valley RE 2	28,875
Poudre R-1	25,960
St. Vrain Valley RE 1J	25,751

CHERRY CREEK SCHOOL DISTRICT



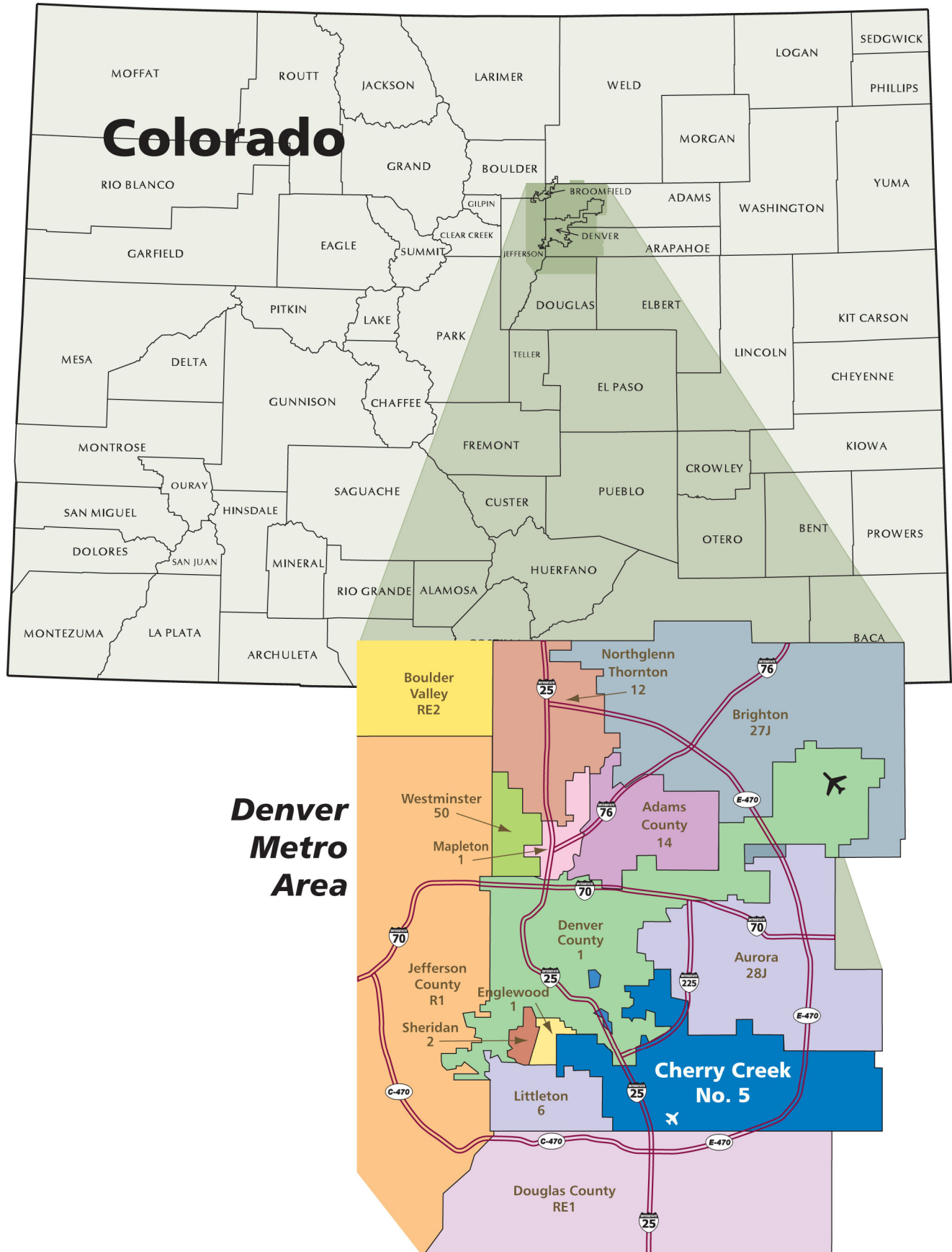
	Cherry Creek/Campus		Grandview/Falcon Creek
	Cherry Creek/West		Grandview/Liberty
	Overland/Prairie		Smoky Hill/Laredo

CHERRY CREEK SCHOOL DISTRICT



	Eaglecrest/Horizon		Cherokee Trail/Fox Ridge
	Eaglecrest/Sky Vista		Cherokee Trail/Liberty
	Eaglecrest/Thunder Ridge		Cherokee Trail/Sky Vista
	Smoky Hill/Horizon		Cherokee Trail/Thunder Ridge

CHERRY CREEK SCHOOL DISTRICT DENVER METRO SCHOOL DISTRICT AREA MAP



Dedicated to Excellence

**POLICIES AND FINANCIAL PLAN
DEVELOPMENT**

CHERRY CREEK SCHOOL DISTRICT SUMMARY OF BOARD POLICIES

The financial plan of the Cherry Creek School District is developed in accordance with policies and procedures adopted by the Board of Education. The District has a vast array of policies from which to operate. The Board of Education approves policies after careful deliberations, which are then implemented through specific regulations and procedures.

The policies referenced throughout this document may be found on the District website at:
www.cherrycreekschools.org

The following is an overview of the various policies that guide Cherry Creek School District through the budget development and implementation process as well as policies that direct operational procedures of the District.

Board Policy Manual Volume I

⌘ **Section A: Foundations and Basic Commitments**

- Contains policies, regulations and exhibits regarding the District's legal role in providing public education and the basic principles underlying School Board governance. These policies provide a setting for all of the School Board's policies and regulations.

⌘ **Section B: School Board Governance and Operations**

- Includes policies regarding the school board – how it is appointed or elected; how it is organized; how it conducts meetings; and how the board operates. This section includes bylaws and policies establishing the board's internal operating procedures.

⌘ **Section C: General School Administration**

- Contains policies, regulations, and exhibits on school management, administrative organization, and school building and department administration, including the administrative aspect of special programs and system-wide reforms such as school or site-based management. All phases of policy implementation, procedures, or regulations, are properly located in this section.

⌘ **Section D: Fiscal Management**

- Includes the policies on school finances and the management of funds. Policies on the financing of school construction and renovations are included in Section F, Facilities Development.

⌘ **Section E: Support Services**

- Policies on non-instructional services and programs, particularly those on business management such as safety, building and grounds management, office services, transportation, and food services are included.

⌘ **Section F: Facilities**

- Contains policies on facility planning, financing, construction, and renovation. Also includes the topics of temporary facilities and school closing.

⌘ **Section G: Personnel**

- Contains policies that pertain to all school employees.

***POLICIES THAT GUIDE
DISTRICT OPERATIONS TO***

***“STRENGTHEN THE
ORGANIZATION”***

CHERRY CREEK SCHOOL DISTRICT SUMMARY OF BOARD POLICIES

⌘ **Section H: (Cherry Creek School District has chosen to designate the Collective bargaining agreements and specific personnel policies as Volume II in lieu of the standard 'Section H').**
(See below)

⌘ **Section I: Instruction**

- Contains policies regarding the instructional program, basic curricular subjects, special programs, instructional resources and academic achievement.

⌘ **Section J: Students**

- Student policies, regarding admissions, attendance, rights and responsibilities, conduct, discipline, health and welfare, and school-related activities are included.

⌘ **Section K: School and Community Relations**

- Contains policies, regulations, and exhibits on parent and community involvement in schools. Except for policies concerning education agencies, statements on public sector relations with the school district are located in this section, as well.

⌘ **Section L: Education Agency Relations**

- Policies include school district's relationship with other education agencies –including other school systems, regional or service districts, private schools, colleges and universities, education research organizations, and state and national education agencies.

Board Policy Manual Volume II

Policies for each employee group are included in a separate employee section, Volume II of the policies, located on the Cherry Creek School District website, www.ccsd.k12.co.us/Publications, which includes collective bargaining agreements and policies specifically pertaining to individual employee groups.

General personnel policies address such issues as:	Policies for each employee group include the following various items:
<ul style="list-style-type: none"> – Equal Employment Opportunity and Affirmative Action – Employee – Board of Education Relationships – Publication of Articles – Political Activities – Travel Reimbursement – Organizational Membership – Transfer Procedures – Communicable or Life Threatening Diseases – Drug Free Work Place – Leaves – Military, Jury Duty, Subpoenaed Witness 	<ul style="list-style-type: none"> – Recruitment, Selection and Filling Vacancies – Term of Employment – Transfers – Voluntary and Involuntary – Resignation/Retirement – Professional Growth – Grievance Procedures – Insurance Benefits – Leave Requests – Salary – Reduction in Work Force

CHERRY CREEK SCHOOL DISTRICT SUMMARY OF BOARD POLICIES

Specifically identified policies that pertain to the *development and implementation* of the Financial Plan are described below, and the entire policy statements have been included in Appendix F.

⌘ **Policy: BBA – Board Powers and Responsibilities**

- Powers and mandatory duties of the Board are defined in state statutes. Included in the policy are the functions that the Board considers most important.

⌘ **Policy: DB – Annual Budget**

- The annual budget is the financial plan for the operation of the school system. It provides the framework for both revenue and expenditures for the year. The budget translates into financial terms the educational programs and priorities of the District.

⌘ **Policy: DBG – Budget Adoption**

- Identifies the specific procedures that must be followed when adopting the budget.

⌘ **Policy: DBI – Budget Implementation**

- Allows the superintendent to expend funds in any amount authorized in the approved budget, unless specifically defined in the policy.

⌘ **Policy: DC – Taxing and Borrowing**

- When it becomes evident early in the fiscal year before substantial tax moneys have been received that the cash balances will not meet anticipated obligations, the Board of Education shall negotiate, under the provisions of Colorado statutes, for a loan in such amounts as may be required to meet such obligations.

⌘ **Policy: DEAA – Mill Levy Elections**

- This policy is subject to applicable state law, and allows the Board of Education to seek voter approval for mill levy elections.

⌘ **Policy: DI – Fiscal Accounting, Reporting and Inventories**

- Addresses the procedures for receiving and properly accounting for all funds of the District.

⌘ **Policy: DIE – Audits/Financial Monitoring**

- Identifies procedures to follow in accordance with state law, for all funds and accounts of the District to be audited annually.

⌘ **Policy: DJ – Purchasing/Purchasing Authority**

- Specifies the areas of responsibility for the purchasing of materials, equipment and services for the District.

⌘ **Policy: DJF – Purchasing Materials and Services**

- Authorizes the Superintendent or his designee, to purchase supplies, materials and other items, after the adoption of the budget and appropriation of funds.

⌘ **Policy: FBB– Enrollment Projections**

- Specifies enrollment forecasting processes and factors considered by the District for purposes of anticipating future construction requirements.

⌘ **Policy: FC – Facilities Planning/Building Accommodations**

- Outlines the factors to be considered in planning for new building construction and reallocation of instructional facilities.

⌘ **Policy: FD – Facilities Funding**

- Allows the Board of Education to submit to the voters, the question of contracting a bonded indebtedness for capital construction needs.

⌘ **Policy: FDA – Bond Campaigns**

- Guides the process by which the District may conduct a bond election, allowing voters to authorize the District to enter into bonded indebtedness.

⌘ **Policy: FEE – Site Acquisition**

- Guides the process of acquiring locations in terms of selection, acquisition, and land use.

⌘ **Policy: FEF – Construction Cost Estimates**

- Outlines procedures for obtaining estimates for construction.

⌘ **Policy: FEJ – Construction of New Facilities and Renovation**

- Specifies the procedures related to requirements for documentation and change order processes for construction and renovation of facilities.

⌘ **Policy: IJND – Technology Resources**

- Discusses procedural requirements for establishing funding for the purchase of support and inventory of new and updated hardware, software, and networks.



CherryCreekSchools
Dedicated to Excellence

CHERRY CREEK SCHOOL DISTRICT BUDGET PROCESS TIMELINE

JULY 2008						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

July 2008

- ▶ **July 1** – Fiscal year 2008-09 begins.
- ▶ Budget documents finalized and FY2008-09 Financial Plan distributed to schools, departments, and employee and community representatives.
- ▶ 2008-09 Financial Plan documents are available on the District web site, www.cherrycreekschools.org

AUGUST 2008						
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

August 2008

- ▶ **August 29** – School and department Staffing Verification Reports completed for FY2008-09.

SEPTEMBER 2008						
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

September 2008

- ▶ Preliminary work begins for the development of the FY2009-10 Financial Plan.

OCTOBER 2008						
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

October 2008

- ▶ **October 1** – Focusing on Your Building Accountability Advisory Committee's Efforts information packet distributed to the District Accountability Advisory Committee.
- ▶ **October 15** – CSAP and School Improvement Plan data updated.

NOVEMBER 2008						
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

November 2008

- ▶ **November 4** – Election Day.
- ▶ Three-year Financial Planning Projections for FY2009-10 through FY2011-12 prepared for the District Leadership Team and Board of Education.

DECEMBER 2008						
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

December 2008

- ▶ **December 4** – Board of Education study session held for review of financial planning and budget development parameters for FY2009-10. Three-year Financial Planning Projections FY2009-10 through FY2011-12 reviewed.

CHERRY CREEK SCHOOL DISTRICT BUDGET PROCESS TIMELINE

January 2009

- ▶ **January 7** – State Legislature convenes and begins consideration of the funding formula requirements of the Public School Finance Act and related legislation regarding State budget reductions.
- ▶ **January 13** – FY2008-09 Budget Report submitted to Colorado Department of Education.

February 2009

- ▶ **February 13** – District Leadership Team & BOE review of State budget reduction impacts and development of budget contingency plan for 2009-10.
- ▶ **February 27** – Capital Reserve allocation requests prepared and issued for review and consideration.

Synopsis of missions, values, programs, and performance results reviewed with schools and departments.
- ▶ Budget Development Guidelines prepared based on budget contingency plan and reviewed with District Leadership team.

March 2009

- ▶ **March 4** – Budget Development Guideline packages and budget allocations distributed to the schools and departments.
- ▶ **March 23** – District administration recommends Capital Reserve projects to be considered for budget approval.
- ▶ **March 27** – School staffing designs submitted to the Instructional Division.
- ▶ **March 27** – Department & school decentralized budgets input for review and verification by the Budget Department.
- ▶ All funds information prepared and included in the financial plan.

April 2009

- ▶ Preliminary Financial Planning Projections for FY2010-11 through FY2012-13 prepared.

May 2009

- ▶ **May 6** – State Legislative session adjourns.
- ▶ **May 15** – Overview presentation of the proposed FY2009-10 Financial Plan provided to the Board of Education and District Leadership Team.

June 2009

- ▶ **June 8** – FY2009-10 Financial Plan presented to the Board of Education and public at the regular board meeting for recommendation and approval.
 - Administrative and public comments considered.
 - Necessary revisions, if any, approved and the FY2009-10 Financial Plan adopted.
- ▶ **June 19** – Three-year Financial Planning Projections for FY2010-11 through FY2012-13 reviewed with the Board of Education.

JANUARY 2009						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

FEBRUARY 2009						
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

MARCH 2009						
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

APRIL 2009						
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

MAY 2009						
				1	2	
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

JUNE 2009						
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

CHERRY CREEK SCHOOL DISTRICT FINANCIAL PLAN DEVELOPMENT

The District's annual budget, *referred to as the Financial Plan*, provides the framework for both budgeted expenditures and projected revenue for the year. It translates into financial terms the anticipated use of District resources to provide for the educational programs and services of the District.

General Fund Budget Preparation

The General Fund budget development is based on established priorities, which are stated in the February 1994 "Education Summit Report" and the "Summit Implementation Steering Committee Report". Refer to Appendix A for further details.

The "Tier System" provides instructional priorities associated with the use of funding resources. Refer to Appendix C for these funding priorities.

The Board of Education assigns to the Superintendent the overall responsibility for budget preparation, presentation, and administration. This responsibility is then delegated, as appropriate, to administrative personnel who have supervisory responsibilities for the operations of schools and departments. The individual school and department budgets are prepared, primarily on a decentralized management basis, by the principal or department head in cooperation with the faculty of the school or the departmental staff. The participation and involvement at the schools of the advisory committees to the District are also valued and encouraged.

District Leadership provides the following budget development parameters to the schools and departments under the direction of the Superintendent. Requirements to be considered in the preparation of the budget include:

- ⌘ Student enrollment projections
- ⌘ Student-to-staff ratios
- ⌘ School decentralized allocations per student
- ⌘ Guidelines and Instructions

During the budget development process, opportunities are provided for community members, interested groups, and staff members to become familiar with current financial issues that must also be considered in preparing the budget. The school administration works closely with the School Accountability Committee members to offer opportunities for input into the priorities for the schools.

Staffing budgets are compiled based on existing ratios where applicable. Requests for new positions are evaluated and estimated costs of salary and benefits are prepared. The District Leadership Team reviews the requests and approves the positions they feel will most benefit the District, within the cost constraints of the budget.

Capital Improvements Budget Preparation

The majority of revenue provided for the Capital Reserve Fund comes from state funding through State Equalization Aid, which is calculated on a per pupil basis. Investment income and cash in lieu of land contribute to capital reserve funding, as well. The total allocation, which is transferred from the General Fund, is provided to the Educational Support Services Department by the Budget Department. Project improvement requests are submitted by each school and department annually to the Educational Support Services department. Requests are reviewed, prioritized and approved by the District Leadership Team. Approved projects are then submitted to the Budget Department to enter into the Financial System.

Notification And Approvals

In accordance with State statutes and District policy, the annual budget for the ensuing fiscal year is submitted to the Board of Education at least thirty days prior to July 1st, which is the beginning of the next fiscal year. Refer to Appendix F, Policy DBG, Budget Adoption for further detail.

- ⌘ Within ten days after the budget is submitted, the required public notification of the availability of the budget and the public hearing date(s) is posted within the District. It is also published in a newspaper having general circulation within the District.
- ⌘ The Board of Education then conducts one or more public budget hearings to present and explain the budget, inviting questions and discussions from those in attendance.
- ⌘ Following consideration of the proposed budget presented by the administration as well as the comments and discussion of those providing input, the Board of Education approves the budget, with such changes or revisions, as it considers appropriate.
- ⌘ The Board of Education then officially adopts the budget and its accompanying appropriations resolution before the end of the current fiscal year, June 30th.

CHERRY CREEK SCHOOL DISTRICT FINANCIAL PLAN AMENDMENTS

Amendments or Revisions as Identified in Policy

The Board of Education or management may amend the District's financial plan adopted in June of the year prior to the budget year. Management may only amend individual school, department, and program line item amounts within the budget. However, the Board of Education may revise the total budget for any of the funds due to unforeseen circumstances, which did not exist at the time of the original budget adoption, such as emergencies or unanticipated revenue. Refer to Appendix F, Policy DBG, Budget Adoption, and Policy DBI, Budget Implementation, for further detail.

Amendments of the total budget amount or changing the amount appropriated by fund needs the approval of the Board of Education. The description of the reasons that necessitated the budget amendment and the related amount(s) to be revised are included on a Board of Education Resolution. An opportunity for public comment is provided at a scheduled meeting of the Board of Education. Following consideration of the resolution and comments of the public, the Board of Education approves or amends as necessary the budget resolution, or does not approve the resolution. If approved, the revised budget amounts are then incorporated into the District's budget, accounting system and controls.

In accordance with State of Colorado Revised Statutes, after the adoption of the budget, the Board of Education may review and change the budget, with respect to both revenue and expenditures, at any time prior to January 31st of the fiscal year for which the budget was adopted. After January 31st, the budget may not be changed; except where funds for a specific purpose, from other than ad valorem taxes, subsequently become available to meet a contingency need, the Board of Education may adopt a supplemental budget appropriation.

PARTICIPATION IN THE BUDGET PROCESS

Invitation to Participate

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

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

- ⌘ The parent teacher organizations in the schools work closely with principals.
- ⌘ Advisory groups and committees exist which focus on a number of common concerns and interests, and many of these groups and committees can make budget development suggestions and recommendations for the next fiscal year.
- ⌘ The Board of Education conducts a public hearing in June during which the budget recommendations are reviewed and discussed in detail. Public testimony at these meetings is very important and is strongly encouraged.

Contact Information

For more information on how to provide suggestions or to contact the groups that are currently working with the Cherry Creek School District, please contact

- ⌘ the principal of a neighborhood school
- ⌘ the Communication Services office at 720-554-4475

The District web site also provides contact information as well as schools, departments, programs, and financial data.

The web site address is www.cherrycreekschools.org

CHERRY CREEK SCHOOL DISTRICT GENERAL GUIDELINES

Financial Planning

- ⌘ Three-year financial planning projections will be prepared each year as part of the annual General Fund budget development process to:
 - Enhance the policy making flexibility of the Board of Education
 - Assist in planning for future financial needs
 - Assist in providing financial stability for educational programs
 - Incorporate the anticipated additional operations and maintenance costs of new facilities into the General Fund operating budget
 - ⌘ Financial planning projections for future years are updated quarterly, based upon the most recent information available regarding revenue sources and expenditure trends. Economic outlooks are monitored closely to estimate the impact they may have on the District financial status. Reporting tools and projection methods have been developed which help to monitor anticipated revenue and expenditures for the year.
-

Projection Assumptions

Revenue and Expenditures

- ⌘ Projected revenue plus available reserves must equal or exceed budgeted expenditures.
- ⌘ Revenue Projections will be in compliance with current finance act legislation.
- ⌘ Per-pupil-based revenue, to be received under the State's equalization program, will be projected with increases in funding for both the CPI increase and enrollment growth.
- ⌘ Projections and budgeted expenditures will include spending for enrollment growth, as well as increases for classroom and support staff, salaries, inflation, and operating costs of new schools.
- ⌘ Revenue and expenditures will not exceed the constitutional Taxpayers Bill of Rights (TABOR) amendment spending and revenue limitations. Non-recurring revenue will be considered first for use for non-recurring capital or other spending.

Reserves (Fund Balance)

- ⌘ The required, but restricted, TABOR reserve of 3% of fiscal year spending will be maintained each year as required by the State constitutional amendment.
- ⌘ A District contingency reserve of up to 2% of expenditures will also be appropriated each year, if there are sufficient funds available to do so.
- ⌘ An operating contingency reserve for current budget/fiscal year expenditures will be included in the expenditure amount to be appropriated annually.

***PLANNING AHEAD TO SUPPORT
CHERRY CREEK STUDENTS***

CHERRY CREEK SCHOOL DISTRICT BUDGETING BASIS

Budgeting for revenue and expenditures is based on either of two methods: 1) *modified accrual* or 2) *accrual*. The basis of budgeting is the same as the basis of accounting used in the District's Comprehensive Annual Financial Report for both Governmental Fund Financial Statements and Proprietary Funds.

Modified Accrual Basis - Governmental Funds

Modified accrual is accrual accounting, modified to recognize the governmental environment and unique accounting measurement objectives. Using the current financial resources with this measurement focus, operating statements present increases and decreases in net assets and unreserved fund balances as a measure of available, spendable resources. Under the modified accrual basis, revenue is recognized in the fiscal year or accounting period in which it becomes both measurable and available to finance the expenditures. "*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.

Revenue is considered available if collected within 60 days after year-end. Expenditures rather than expenses are recorded to show the decreases in net financial resources of the current period. Debt service requirements are accounted for as expenditures in the year of payment. Expenditures are recognized when funds are either expended or encumbered.

Appropriations not spent or encumbered lapse at the end of the fiscal year. Encumbrances represent financial commitments for goods and services, including construction, not yet received. Encumbrances are treated as expenditures for budgeting purposes in those funds using the modified accrual basis and are documented by purchase orders or contracts. Salaries earned, but unpaid, compensated absence accruals, and depreciation allocations are not included in the governmental fund budgets. Fund equity is referred to as fund balance under this basis of accounting and budgeting.

Accrual Basis - Proprietary Enterprise Funds

The District's only proprietary fund is an enterprise fund. Under the accrual basis of budgeting, most transactions are recorded when they occur, regardless of when cash is received or disbursed. This recording is essentially the same as in commercial accounting. Under the accrual basis, revenue is recorded when earned and the related income is collected or considered collectible. Revenue or income is considered to be earned when the related services have been performed or goods have been sold. Under the accrual basis of budgeting, expenses are recorded when liability for the payment of the expense is incurred. Encumbrances are not considered to be expenses. Depreciation of capital assets is budgeted as an expense of the budgeting period. Purchases of capital assets are not recorded as expenditures. The measurement focus in these funds is on the flow of economic resources and emphasizes the determination of net income. Fund equity is referred to as retained earnings or net assets under this basis of accounting and budgeting.

The following list summarizes the basis used for budgeting purposes for each fund of the District.



CherryCreekSchools
Dedicated to Excellence

Governmental Funds	Budgeting Basis
General Fund	Modified Accrual
Designated Purpose Grants Fund	Modified Accrual
Extended Child Services Fund	Modified Accrual
Pupil Activities Fund	Modified Accrual
Capital Reserve Fund	Modified Accrual
Capital Finance Corporation	Modified Accrual
Building Fund	Modified Accrual
Bond Redemption Fund	Modified Accrual
<u>Proprietary Funds</u>	<u>Budgeting Basis</u>
Food Services Fund	Accrual

CHERRY CREEK SCHOOL DISTRICT

ACCOUNTING PRACTICES AND BUDGET CONTROLS

Salaries and Benefits Earned But Unpaid

Teachers and certain other employees have contracts of less than twelve months, but are paid over the entire twelve-month fiscal year. These salaries and the related benefits unpaid as of the fiscal year-end on June 30th are recorded in the Comprehensive Annual Financial Report (CAFR) as a liability according to generally accepted accounting principles. Colorado statutes do not require salaries and benefits earned, but unpaid at June 30th, to be funded. Accordingly, for budgetary purposes, the District considers the accrued salaries and benefits liability of the General Fund to be permanently deferred, and therefore available for budgetary purposes. As of June 30th, 2008, this earned, but unpaid liability, was \$33.0 million and is the largest component of the budgetary basis fund balance of the General Fund.

Budget Controls

- ⌘ The District is committed to balancing the expenditures with available revenue sources.
- ⌘ In previous years and the current budget year FY2009-10, the District has implemented several cost containment measures and experienced reductions in staffing and the decentralized budget.
- ⌘ For FY2009-10, the General Fund revenue and available reserves exceed the planned expenditures.
- ⌘ Both the revenue and expenditures are continuously monitored to ensure the financial stability of the District.
- ⌘ System controls are in place to monitor available balance within each fund. Spending controls are placed on all schools and departments to prevent overspending of the budget allocation.

ENSURING FINANCIAL STABILITY

BALANCING THE BUDGET

IMPLEMENTING COST CONTAINMENT MEASURES

ENSURING FISCAL RESPONSIBILITY

PREPARING AN ANNUAL FINANCIAL PLAN

PROVIDING FINANCIAL INFORMATION

CONTINUOUS MONITORING OF REVENUE AND EXPENDITURES

MANAGING EXPENDITURE LEVELS

CHERRY CREEK SCHOOL DISTRICT FINANCIAL SECTION

TABLE OF CONTENTS

Section Table of Contents	71
Consolidated Budget Summary	
Consolidated Budget Summary Introduction	75
Appropriated Expenditures by Fund Type	76
Expenditures in All Funds by Object.....	77
All Funds – Budgeted Revenue	78
All Funds – Budgeted Expenditures by Activity	79
Largest Revenue Sources	80
Description of Expenditures by Object.....	81
Revenue by Fund Type	82
Expenditures by Fund Type.....	83
All Funds - Synopsis of Revenue and Expenditures	84
General Fund	
Introduction	85
Public School Finance Act Summary.....	85
General Fund Revenue Assumptions.....	87
Synopsis of General Fund Revenue.....	88
General Fund Expenditure Assumptions	90
Synopsis of General Fund Expenditures	92
General Fund Reserves.....	93
Five Year Summary of Revenue and Expenditures	94
Five Year Revenue Summary.....	96
Comparative Schedule of General Fund Expenditures by Activity	98
Expenditures by Activity and Object	100
General Fund Staffing and Expenditures	106
Summary Budget and Three Year Projections	110
<u>Other Funds</u>	
Designated Purpose Grants Fund	
Local, State, and Federal Grants	111
Five Year Summary of Revenue and Expenditures	113
Five Year Summary of Expenditures by Grant	114
Expenditures by Activity	115
Expenditures by Grant and Object.....	116
Expenditures by Grant	117

CHERRY CREEK SCHOOL DISTRICT FINANCIAL SECTION

TABLE OF CONTENTS

Designated Purpose Grants Fund (Continued)

Summary Budget and Three Year Projections	118
---	-----

Extended Child Services Fund

Program Profile	119
Five Year Summary of Revenue and Expenditures	120
Revenue by Program.....	121
Expenditures and Transfers by Activity and Object.....	122
Summary Budget and Three Year Projections	124

Pupil Activities Fund

Program Profile	125
Five Year Summary of Revenue and Expenditures	126
Expenditures by School and Object.....	127
Summary Budget and Three Year Projections	128

Capital Reserve Fund with Capital Finance Corporation

Program Profile	129
Five Year Summary of Revenue and Expenditures	130
Expenditures by Activity.....	131
Expenditures by Facility and Project	132
Summary Budget and Three Year Projections	136
Capital Finance Corporation Statement of Program.....	137
Vehicle Expenditures	138

Building Fund

Program Profile	139
Energy Savings Efforts	140
Five Year Summary of Revenue and Expenditures	141
2003 Bond Issue, Budgeted and Projected Expenditures by Project	142
2008 Bond Issue, Budgeted and Projected Expenditures by Project	143
2003 Bond Issue, Budgeted Expenditures by Facility and Project	144
2008 Bond Issue, Budgeted Expenditures by Facility and Project	148
Additional Costs of New Schools and Facilities	156
Estimated Capital Improvements Impact – Operating Budget	157
Summary Budget and Three Year Projections	158

**CHERRY CREEK SCHOOL DISTRICT
FINANCIAL SECTION**

TABLE OF CONTENTS

Bond Redemption Fund

Program Profile	159
Five Year Summary of Revenue and Expenditures	160
General Obligation Bonds.....	161
General Obligation Bonds – Principal and Interest by Issue	162
Bonded Debt Summary	164
Debt Service Per Pupil	165
Summary Budget and Three Year Projections	166

Food Services Fund

Program Profile	167
Five Year Summary of Revenue and Expenditures	168
Schedule of Revenue by Source	169
Five Year Comparison of Revenue and Expenditures	170



CherryCreekSchools

Dedicated to Excellence

Dedicated to Excellence

**CONSOLIDATED BUDGET
SUMMARY**

CHERRY CREEK SCHOOL DISTRICT

CONSOLIDATED BUDGET SUMMARY INTRODUCTION

The Consolidated Budget Summary is designed to present summaries for all Cherry Creek School District resources. The District funds are categorized as:

Governmental Funds

Operating Fund - General Fund

Special Revenue - Designated Purpose Grants Fund
Extended Child Services Fund
Pupil Activities Fund
Capital Reserve Fund
Capital Finance Corporation

Capital Improvements - Building Fund

Debt Service - Bond Redemption Fund

Proprietary Fund

Enterprise Fund - Food Services Fund

Descriptions of the individual funds can be found in the Introductory Section of the Financial Plan.

The following information is available for all funds of the Cherry Creek School District in this budget summary:

Appropriated Expenditures by Fund Type illustrates how the District funds are set up using standards set by the Governmental Accounting Standards Board (GASB) and Generally Accepted Accounting Principles (GAAP).

Expenditures in All Funds by Object provides an expenditure comparison of the four fund types with pie charts showing the breakdown by object.

FY2009-10 All Funds Budgeted Revenue and Budgeted Expenditures by Activity shows an overview of total District resources and planned spending by fund type.

Largest Revenue Sources provides information on the five largest revenue sources and a concise presentation of revenue by fund type.

Description of Expenditures by Object provides information on the six categories of expenditures in the District's budget and a concise presentation of expenditures by fund type.

Revenue by Fund Type provides five-year history (three actual and two budget) of revenue by fund.

Expenditures by Fund Type provides five-year history (three actual and two budget) of expenditures by fund.

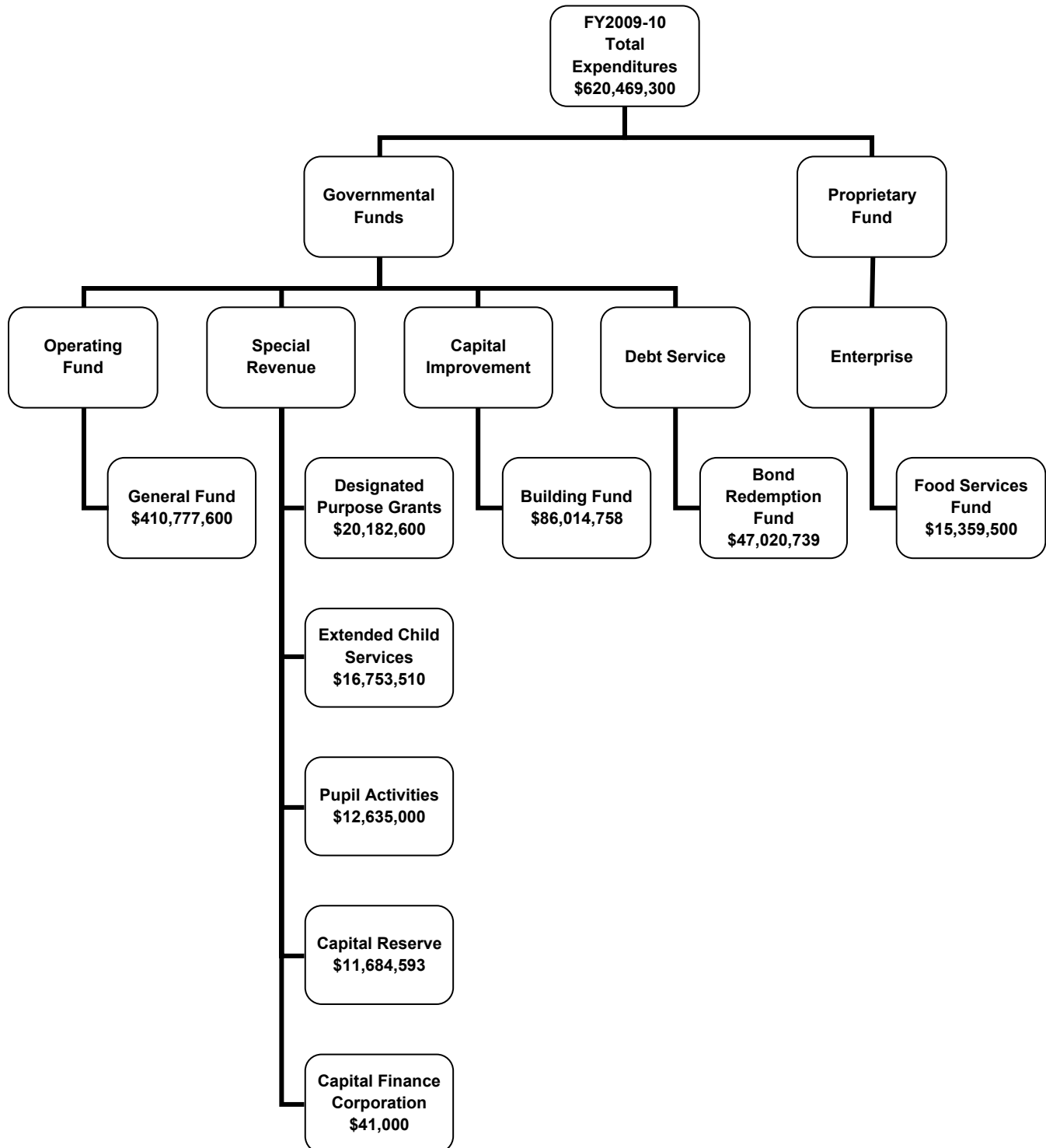
Synopsis of Revenue and Expenditures provides a summary presentation of a 5-year history of the budget with beginning fund balance, revenue by type, expenditures by activity, and ending fund balance. An analysis of District reserves is provided.

CHERRY CREEK SCHOOL DISTRICT

APPROPRIATED EXPENDITURES BY FUND TYPE

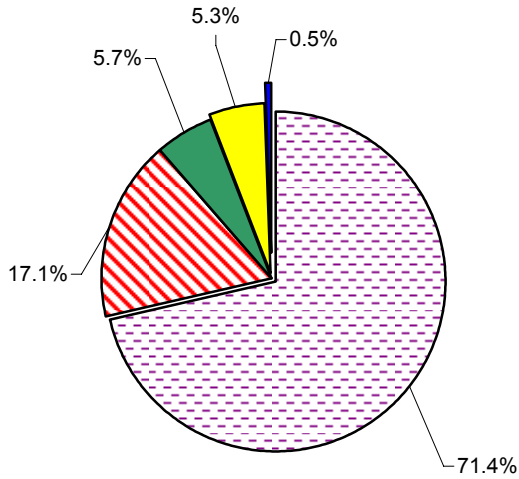
District Funds by Type

The Cherry Creek School District records and reports all financial transactions using standards set by the Governmental Accounting Standards Board (GASB) and Generally Accepted Accounting Principles (GAAP). These standards require school districts to use individual funds that categorize by fund type. Each fund type and the individual funds operated by the Cherry Creek School District in FY2009-10 are listed below, showing appropriated expenditures, which include transfers.

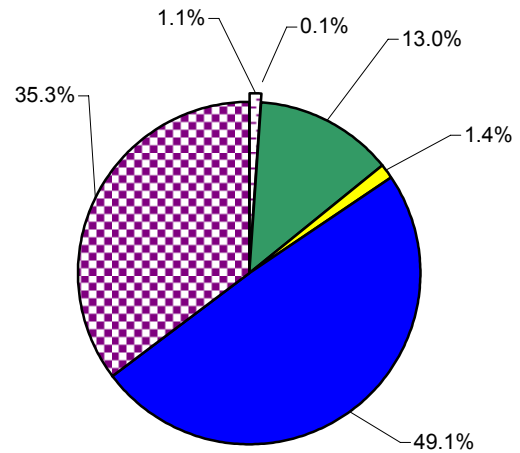


CHERRY CREEK SCHOOL DISTRICT FY2009-10 EXPENDITURES IN ALL FUNDS BY OBJECT

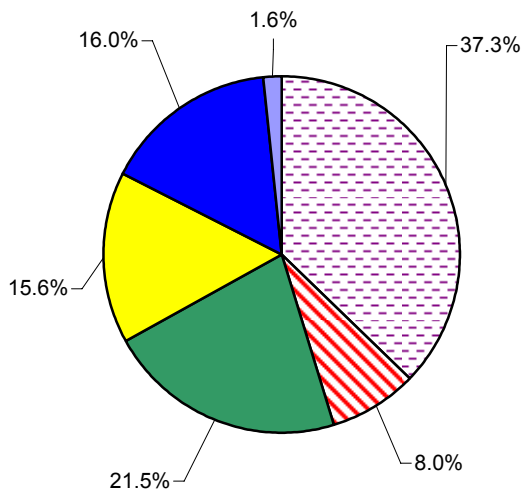
Operating Fund



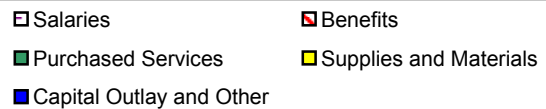
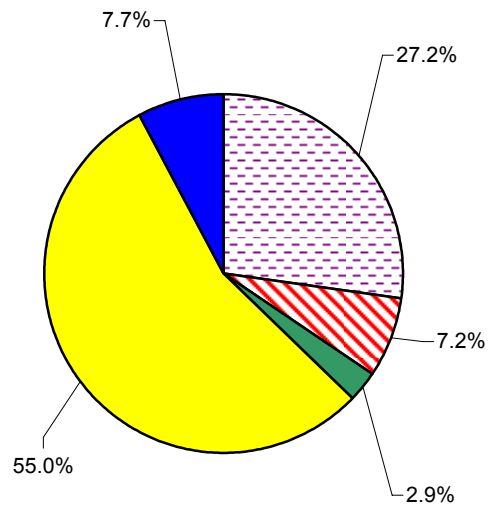
Capital Improvements/ Debt Service Funds



Special Revenue Funds



Enterprise Fund



**CHERRY CREEK SCHOOL DISTRICT
FY2009-10 ALL FUNDS - BUDGETED REVENUE**

(In Millions)	General Fund	Special Revenue Funds	Capital Improvements/ Debt Service	Food Services Fund	Total All Funds
Beginning Fund Balance	\$55.30	\$10.74	\$158.09	\$6.14	\$230.27
<u>Local Sources</u>					
Property Tax	177.24	-	45.41	-	222.65
Specific Ownership Tax	16.77	-	-	-	16.77
Tuition	0.93	0.69	-	-	1.62
Investment Income	0.36	0.09	0.55	0.01	1.01
Fees	0.97	12.64	-	-	13.61
Other	4.24	19.01	-	8.78	32.03
Total Local Sources	200.51	32.43	45.96	8.79	287.69
<u>State Sources</u>					
State Equalization	202.56	11.68	-	-	214.24
Vocational Education	1.37	-	-	-	1.37
Special Education	7.72	-	-	-	7.72
Transportation	3.72	-	-	-	3.72
Other	0.93	0.35	-	0.21	1.49
Total State Sources	216.30	12.03	-	0.21	228.54
<u>Federal Sources</u>					
Special Education	-	17.31	-	-	17.31
Other	-	-	-	6.43	6.43
Total Federal Sources	-	17.31	-	6.43	23.74
Total Net Revenue	416.81	61.77	45.96	15.43	539.97
Transfers In	1.37	0.09	-	-	1.46
Total Revenue and Transfers	418.18	61.86	45.96	15.43	541.43
Total Funds Available	\$473.48	\$72.60	\$204.05	\$21.57	\$771.70
<u>Budgeted Revenue Per Funded Pupil*</u>					
(Not in millions)	\$8,571	\$1,268	\$942	\$316	\$11,098

*Estimated 2009-10 Funded Pupil Count is 48,787

**CHERRY CREEK SCHOOL DISTRICT
FY2009-10 ALL FUNDS - BUDGETED EXPENDITURES BY ACTIVITY**

(In Millions)	General Fund	Special Revenue Funds	Capital Improvements/ Debt Service	Food Services Fund	Total All Funds
<u>Instruction Services</u>					
Direct Instruction	\$279.25	\$42.92	\$-	\$-	\$322.17
Instructional Support Services	36.26	4.86	-	-	41.12
School Management	23.42	0.38	-	-	23.80
Instruction Services Subtotal	338.93	48.16	-	-	387.09
<u>Districtwide Support Services</u>					
General Administration	2.94	-	-	-	2.94
Fiscal Services	3.85	1.03	-	-	4.88
Operations and Maintenance	34.78	3.74	-	-	38.52
Pupil Transportation	16.39	0.48	-	-	16.87
Central Services	12.46	0.55	-	-	13.01
Other Support Services	0.22	1.34	86.02	15.36	102.94
Districtwide Support Services Subtotal	70.64	7.14	86.02	15.36	179.16
Community Services	0.34	0.69	-	-	1.03
Debt Services	0.30	0.99	47.02	-	48.31
Other Operating Expenditures	0.52	2.90	-	-	3.42
Districtwide Subtotal	1.16	4.58	47.02	-	52.76
Total Expenditures	410.73	59.88	133.04	15.36	619.01
Transfers Out	0.05	1.41	-	-	1.46
Total Expenditures and Transfers	410.78	61.29	133.04	15.36	620.47
Ending Fund Balance	\$62.70	\$11.31	\$71.01	\$6.21	\$151.23
Revenue over (under)					
Expenditures	\$7.40	\$0.57	(\$87.08)	\$0.07	(\$79.04)

See individual funds for explanation when expenditures are greater than revenue.

Budgeted Expenditures Per Funded Pupil*					
(Not in millions)	\$8,420	\$1,256	\$2,727	\$315	\$12,718

*Estimated 2009-10 Funded Pupil Count is 48,787

CHERRY CREEK SCHOOL DISTRICT LARGEST REVENUE SOURCES

The five largest revenue sources for the Cherry Creek School District are listed below in descending order.

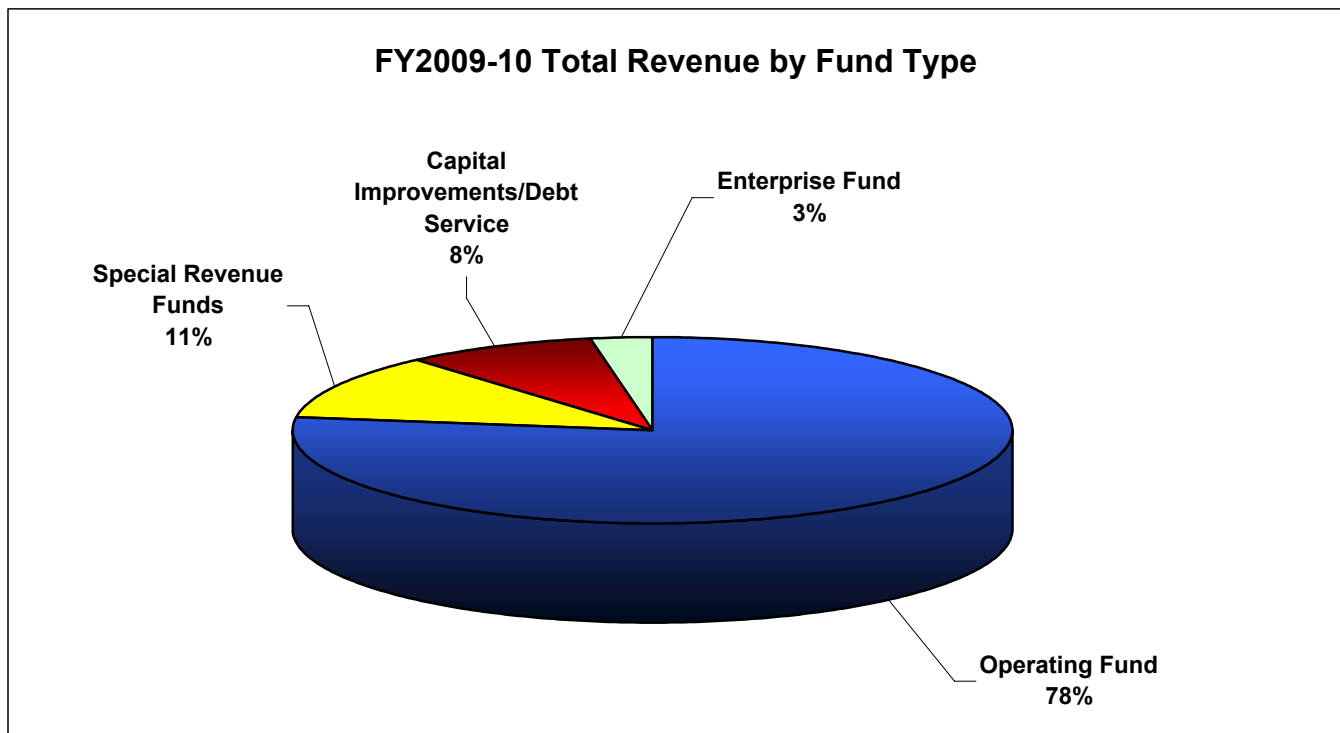
State Equalization provides funding for the General Fund. Under the School Finance Act, the Colorado State Legislature approves the funding formula under which all 178 school districts are funded. The balance of the funded amount not covered by local property taxes and the specific ownership tax is provided by the state. The Public School Finance Act funding formula is described on pages 85-86. The amount budgeted for state equalization revenue is \$214.24 million.

Property Tax funds both the General Fund and the Bond Redemption Fund. The Board of Education approves the mill levy each December based on the assessed valuation from Arapahoe County. The budgeted revenue from property taxes in FY2009-10 is \$222.65 million. Historical and trend information on property taxes can be found in the Informational Section on pages 210-216.

Other Local Revenue is comprised of multiple revenue sources. The largest local source for FY2009-10 is the specific ownership tax, collected by the county when vehicles are purchased and registered. Sixty percent of this revenue is equalized by the state to become an equalization program revenue source in the year following its collection by the District. The budget for specific ownership tax revenue for FY2009-10 is \$16.77 million and is listed with General Fund revenue. Other revenue sources accounted for in this group include indirect costs reimbursement from the Food Services and Extended Child Services Funds, athletic and activity fees, investment income, and tuition for M.W. Foote Youth Services Center and Cherry Creek Academy.

Federal Revenue sources fund the Designated Purpose Grants Fund and Food Services Fund. The two largest amounts that the District receives are for education of the handicapped and federal reimbursement for the school breakfast and lunch program. The federal grant revenue budgeted for FY2009-10 is \$17.31 million. This amount does not include any stimulus money that may be received in FY2009-10. Revenue for Food Service includes both reimbursements for the school breakfast and lunch program and USDA donated commodities. Since FY2005-06, this revenue has increased 50% (page 168). Budgeted Food Service federal reimbursement revenue for FY2009-10 is \$6.43 million.

Other State Revenue includes appropriations from the Colorado Legislature for special education, student transportation, vocational education, gifted and talented education, and English Language Acquisition. These allocations are in addition to the state equalization funding.



CHERRY CREEK SCHOOL DISTRICT DESCRIPTION OF EXPENDITURES BY OBJECT

The six categories of expenditures for the District are listed below in descending order.

Salaries in the General Fund alone make up over 71% of the operating fund budget. Staff salaries are not paid from the Bond Redemption Fund, Capital Finance Corporation, or Capital Reserve Fund.

Benefits consist of District PERA contributions, Medicare, health and life insurance, as well as short and long term disability payments. The PERA employer contribution rate will increase each year to January 2013 when it will be set at 16.55%. Health insurance costs have increased steadily over the past five years and are expected to continue the upward trend.

Capital Outlay includes planned expenditures for new construction and renovations of schools and support facilities. The successful \$203.55 million bond election in November 2008 will finance some of these projects in FY2009-10 and beyond.

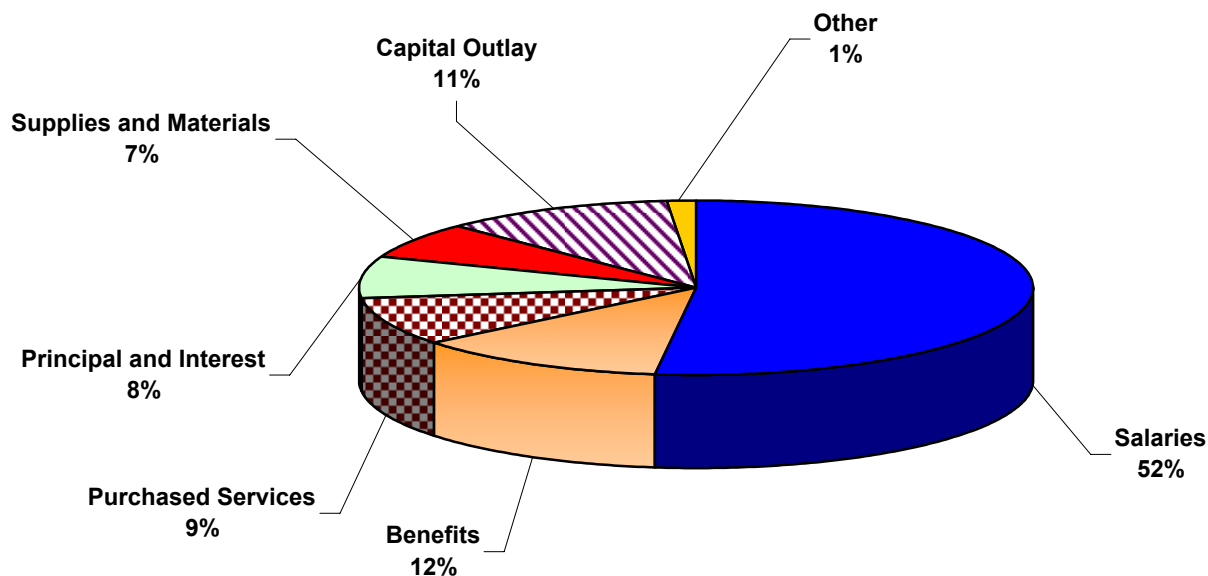
Purchased Services comprise payments to outside custodial services, student athletic and activity transportation costs, printing expenses, and payments for professional services provided by outside companies or individuals.

Bond Principal and Interest Repayment is the repayment of bonds issued by the District to build and renovate schools and other facilities in the District. The repayment schedule is found on pages 161-163.

Supplies and Materials expenditures include textbooks and library books as well as other classroom supplies.

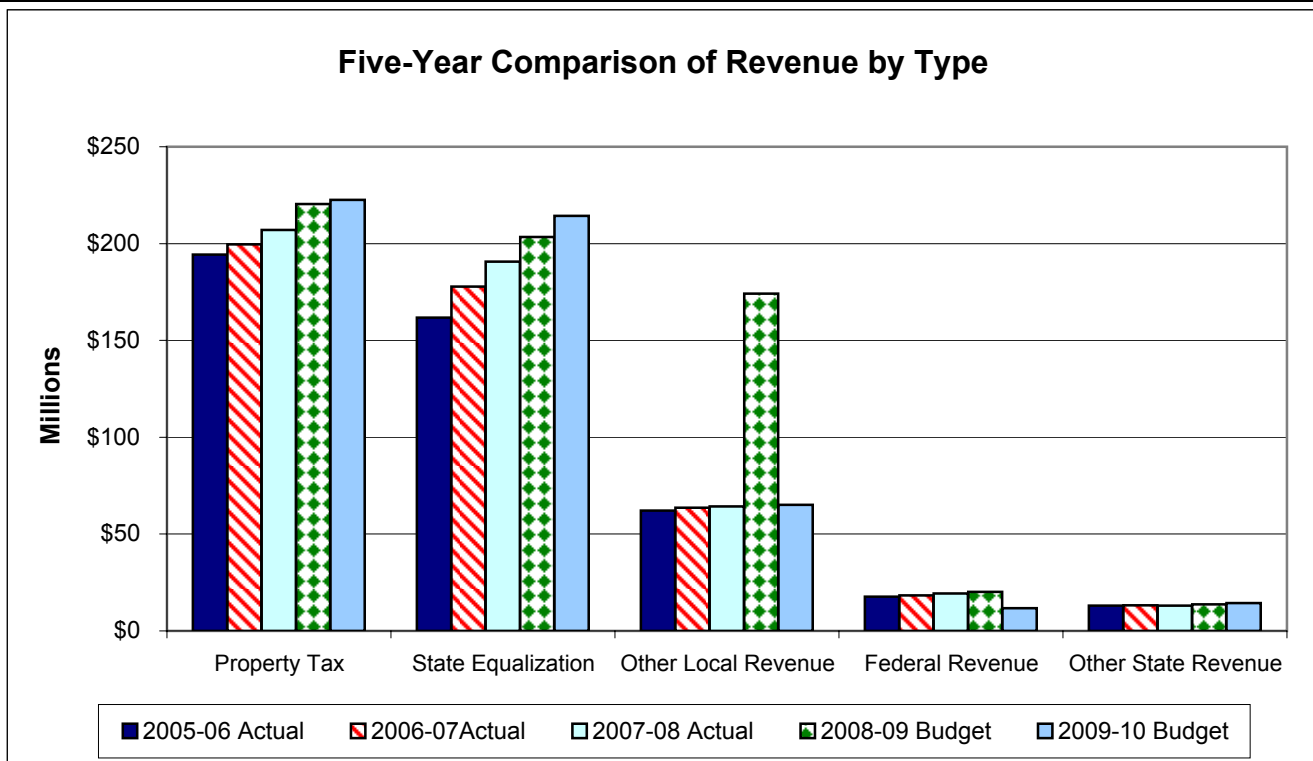
(In Millions)	General Fund	Special Revenue Funds	Capital Improvements Debt Service	Enterprise Fund	Total Expenditures
Salaries	\$293.25	\$22.86	\$1.45	\$4.18	\$321.74
Benefits	70.38	4.90	0.16	1.10	76.54
Principal and Interest	-	0.99	47.02	-	48.01
Purchased Services	23.54	13.21	17.21	0.45	54.41
Supplies and Materials	21.80	9.54	1.85	8.44	41.63
Capital Outlay	0.89	3.16	65.35	0.21	69.61
Other	0.92	6.63	-	0.98	8.53
Total	\$410.78	\$61.29	\$133.04	\$15.36	\$620.47

Total Budgeted Expenditures by Object for All Funds



CHERRY CREEK SCHOOL DISTRICT REVENUE BY FUND TYPE

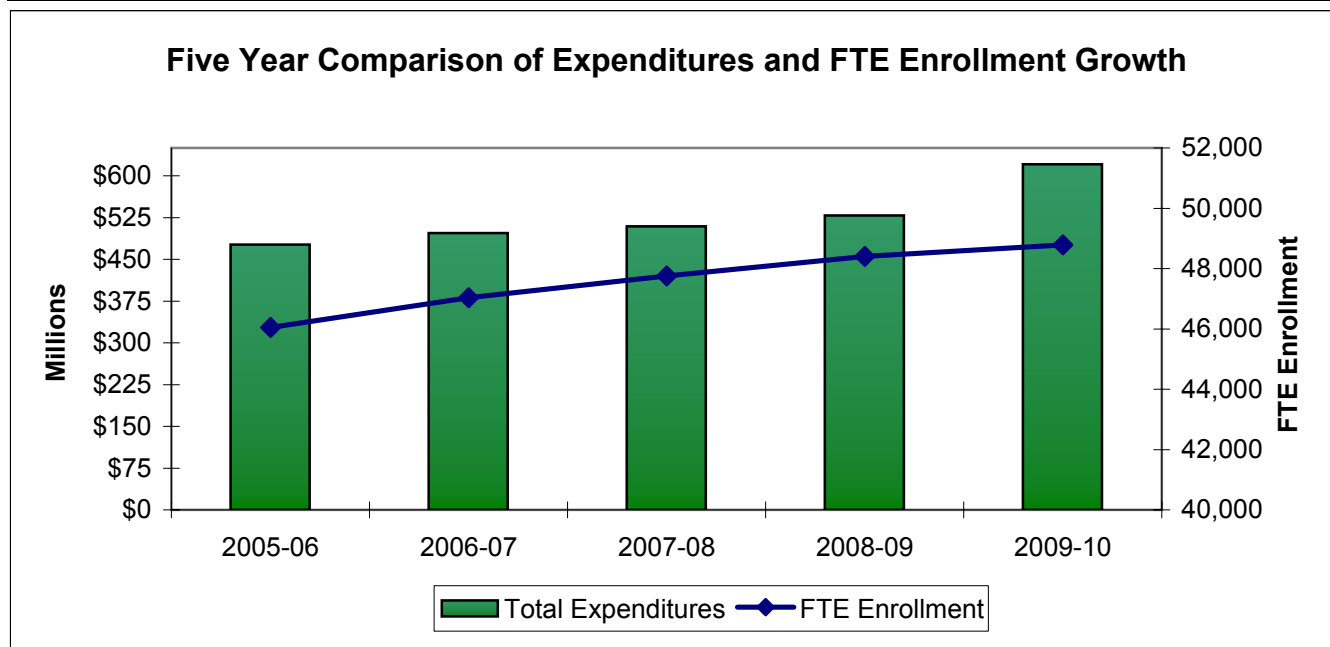
(In Millions)	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
REVENUE					
Operating Fund	\$339.00	\$356.52	\$374.02	\$408.00	\$418.18
Designated Purpose Grants	16.22	16.72	16.64	18.12	20.18
Extended Child Services	13.16	14.84	15.70	17.27	17.27
Pupil Activities	11.42	11.75	11.72	12.91	12.64
Capital Reserve	9.72	10.21	11.09	10.75	11.73
Capital Finance Corporation	0.09	0.08	0.05	0.03	0.04
Special Revenue Funds					
Total Revenue	50.61	53.60	55.20	59.08	61.86
Building Fund	2.73	2.07	0.79	107.80	0.55
Bond Redemption	44.74	48.22	52.22	44.28	45.41
Capital Improvements/					
Debt Service Revenue	47.47	50.29	53.01	152.08	45.96
Food Services	12.99	13.50	14.37	14.53	15.43
Enterprise Fund					
Total Revenue	12.99	13.50	14.37	14.53	15.43
All Funds Total Revenue	\$450.07	\$473.91	\$496.60	\$633.69	\$541.43



The spike in **Other Local Revenue** in 2008-09 includes sale of new construction bonds in the amount of \$107.04 million.

CHERRY CREEK SCHOOL DISTRICT EXPENDITURES BY FUND TYPE

(In Millions)	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
EXPENDITURES					
Operating Fund	\$329.40	\$351.78	\$379.66	\$400.48	\$410.78
Designated Purpose Grants	16.22	16.72	16.64	18.12	20.18
Extended Child Services	13.37	14.38	15.82	17.08	16.75
Pupil Activities	11.19	11.50	11.85	12.92	12.64
Capital Reserve	9.47	12.22	11.29	10.59	11.68
Capital Finance Corporation	2.30	0.12	0.72	0.04	0.04
Special Revenue Funds					
Total Expenditures	52.55	54.94	56.32	58.75	61.29
Building Fund	38.72	32.81	12.75	11.66	86.02
Bond Redemption	43.14	44.47	46.86	43.54	47.02
Capital Improvements/					
Debt Service Expenditures	81.86	77.28	59.61	55.20	133.04
Food Services	12.66	13.21	13.84	14.43	15.36
Enterprise Fund					
Total Expenditures	12.66	13.21	13.84	14.43	15.36
All Funds					
Total Expenditures	\$476.47	\$497.21	\$509.43	\$528.86	\$620.47



The graph above illustrates the effect of the successful November 2008 construction bond election providing CCSD with \$203.55 million in funds to build three elementary schools, a science-math center, and renovations for many District schools. A total of \$86 million of these funds has been allocated in FY2009-10.

CHERRY CREEK SCHOOL DISTRICT
ALL FUNDS - SYNOPSIS OF REVENUE AND EXPENDITURES

	2005-06	2006-07	2007-08	2008-09	2009-10
(In Millions)	Actual	Actual	Actual	Budget	Budget
Beginning Fund Balance	\$187.97	\$161.57	\$138.27	\$125.44	\$230.27
REVENUE by TYPE					
Local Sources					
Property Tax	194.34	199.57	207.01	220.35	222.65
Specific Ownership Tax	17.66	17.45	16.77	16.77	16.77
School Bonds - New/Refunded	-	-	-	107.04	-
Fees	25.23	27.18	28.03	30.76	13.61
Other Local Revenue	19.25	18.92	19.45	19.54	34.66
State Sources					
State Equalization	161.77	177.82	190.62	203.37	214.24
Vocational Education	2.00	0.72	1.49	1.28	1.37
Special Education	7.15	7.59	7.51	7.64	7.72
Transportation	2.57	2.61	3.09	3.61	3.72
Other State Revenue	1.32	2.27	0.95	1.17	1.49
Federal Sources					
Special Education	8.25	8.22	8.25	8.35	17.31
Other Federal Revenue	9.39	10.18	11.02	11.74	6.43
Transfers In	1.14	1.38	2.41	2.07	1.46
Total Revenue	450.07	473.91	496.60	633.69	541.43
Available Balance	638.04	635.48	634.87	759.13	771.70
EXPENDITURES by ACTIVITY					
Instruction Services	303.34	328.21	348.09	369.28	387.09
Support Services	118.90	119.82	108.21	111.69	179.16
Community Services	8.03	1.34	1.20	0.98	1.03
Debt Services	45.05	46.45	49.51	44.81	48.31
Other Operating Expenditures	0.01	0.01	0.01	0.03	3.42
Transfers Out	1.14	1.38	2.41	2.07	1.46
Total Expenditures	476.47	497.21	509.43	528.86	620.47
Ending Fund Balance	\$161.57	\$138.27	\$125.44	\$230.27	\$151.23
RESERVES					
TABOR Amendment Reserve	11.18	12.05	12.90	13.51	13.82
Designated Reserve	2.12	1.84	2.11	2.15	2.65
Contingency Reserve	-	-	1.00	1.00	1.00
Total Appropriated Reserves	13.30	13.89	16.01	16.66	17.47
Unappropriated Reserves	148.27	124.38	109.43	213.61	133.76
Total Reserves	\$161.57	\$138.27	\$125.44	\$230.27	\$151.23

Fund Balance is the excess of assets (revenue) over liabilities (expenditures) of a fund. Fund balance is sometimes referred to as Reserves. Note: In the chart above, most of the money listed as fund balance comes from the Building Fund proceeds from the 2008 bond issue that are being utilized for school building projects.

Dedicated to Excellence

GENERAL FUND

GENERAL FUND INTRODUCTION

The General Fund is commonly referred to as the operating fund for the District, as it contains the majority of revenue and expenditures for the general operations of the District. The General Fund includes all of the functional units presented in the Financial Plan - Individual School and Department Budgets (ISDB) document. Account detail for each of the schools and departments is presented in the ISDB as well as entity-specific mission, goals, and general information.

The resources that support the activities financed through the General Fund Budget primarily come from state and local sources. Each of these resources is examined in the budget development process in an effort to forecast future funding. Three year projections are completed in June and December of every year. Financial projections for revenue and expenditures are analyzed and adjusted based on new information received. As discussed below, revenue projections can be affected by:

- ◆ Changes in student population
- ◆ Changes in economic and demographic factors
- ◆ Valuation of District property as determined by the local county assessor's office
- ◆ Cost of living increases for Denver, Boulder and Greeley (CPI-U)
- ◆ State budget impacts due to revenue shortfalls caused by economic conditions

Expenditure projections vary based on:

- ◆ Changes in student population
- ◆ Inflationary cost increases
- ◆ Student achievement programs
- ◆ Funding issues
- ◆ Facility changes
- ◆ Benefit changes

PUBLIC SCHOOL FINANCE ACT SUMMARY

The Colorado General Assembly enacted the Public School Finance Act of 1994, which replaced the funding setting category concept contained in the previous 1988 act with individually determined school district per pupil funding amounts. The school finance provisions are subject to revision each year in the state legislative session.

Program Funding

As defined by state statute, C.R.S. 22-54-104, funding per pupil is calculated on a base per pupil allocation, plus adjustment factors that vary for each district, based on personnel, cost-of-living and district size. Additional funding is also provided for increased enrollment and at-risk students. Program funding increases are based on a cost-of-living inflationary increase, plus an additional 1% as required by Amendment 23.

The School Finance Act requires school districts to use specific ownership tax receipts from the preceding year, excluding those attributable to a bond redemption or override levy, in conjunction with property tax revenue from the current year, as part of the local share of the Equalization Program funding.

Program funding accounts for approximately 82% of the General Fund revenue.

Pupil Count

Funding under the school finance act provisions will be based on the October enrollment count, which is within the school district budget year. The October 2008 FTE enrollment is 48,402 and the FY2009-10 projected FTE pupil count is 48,787.

GENERAL FUND INTRODUCTION

Program Funding Formula

Each school district's total program funding is determined by multiplying the district's funded pupil count by the district's per-pupil funding level. The district's per pupil funding level is the product of the following calculation:

FY2009-10 SCHOOL FINANCE ACT FORMULA	
Statewide base per pupil funding ¹	\$5,508
Multiplied by District personnel costs factor ²	X .905
Multiplied by District cost-of-living factor ³	X 1.260
PLUS	+
Statewide base per pupil funding ¹	\$5,508
Multiplied by District non-personnel costs factor ⁴	X .095
TOTAL	\$6,804
Multiplied by District size factor ⁵	X 1.0297
Funding per Pupil <i>without</i> At-Risk Pupils	\$7,006
Per Pupil Funding <i>with</i> At-Risk Pupils	\$7,158
Less: Per Pupil Funding Restricted for State Fiscal Emergency	(138)
Net Per Pupil Funding <i>with</i> At-Risk Pupils	\$7,020

- Statewide base per pupil funding** — Under the formula, the statewide base per pupil funding amount of \$5,508 is modified for each district to account for differences among the 178 districts in cost-of-living, the percentage allocated for personnel, and enrollment size. For FY2009-10, the statewide base per pupil was increased by 3.9% (inflation of 3.9% + 1.0%) from \$5,250 to \$5,508, an increase of \$258 per pupil.
- District personnel costs factor** — The personnel costs factor is formula driven and differs by school district based on enrollment size. This factor increases as enrollment increases, from a low of 79.9 percent to 90.5 percent in a district with 30,000 pupils or more. The district personnel costs factor for the Cherry Creek School District is 90.5 percent.
- District cost-of-living factor** — **A cost-of-living factor is certified by the Legislative Council Staff to the Department of Education for each school district based on the cost-of-living analysis.** The cost-of-living factor reflects differences among the state's 178 districts in costs of housing, goods, and services among regions in which the districts are located. A new cost-of-living analysis is required of the Legislative Council Staff every two years. The cost-of-living is applied only to the percentage of the statewide base per pupil funding amount allocated for personnel costs. The district cost-of-living factor for the Cherry Creek School District was increased from 1.259 in FY2005-06 to 1.260 in FY2006-07 and remains 1.260 in FY2009-10.
- Non-personnel costs factor** — Each district's non-personnel costs factor is the difference between 100 and the district's personnel costs factor. The non-personnel costs factor for Cherry Creek School District is 9.5 percent.
- District size factor** — The 1994 Act included a formula for calculating a size adjustment for each district. The size adjustment is based on historical data regarding district enrollment and per pupil expenditures. The smallest enrollment districts receive the largest size adjustment, but the size adjustment also increases for the largest districts, with a maximum size adjustment of 3.42 percent for districts with 32,193 or more pupils through FY2003-04. The rate was reduced to 2.97 percent for FY2004-05 and FY2005-06. The district size adjustment for the Cherry Creek School District is 2.97 percent for FY2009-10.

At-Risk Funding

The School Finance Act provides additional revenue for school districts based on their number of at-risk youth. This includes students that are considered under the category of "English Language Learner" (ELL), and are not eligible for free lunch. The additional funding for at-risk students is estimated to be \$841 per at-risk pupil in FY2009-10.

At-Risk Preschoolers

The Colorado Preschool Program (CPP), provides funding for children to be served under the state's preschool program. House Bill 08-1388 provides for an additional 6,254 children to participate in this program statewide, bringing the total to 14,360. Cherry Creek Schools is authorized for 336 CPP Preschool students to be served or 168 FTE.

Full-Day Kindergarten

The full-day kindergarten program is also changed to have a separate factor that determines funded students by district. For FY2009-10, the funded projected full-day kindergarten FTE for the Cherry Creek School District is 292.8.

GENERAL FUND INTRODUCTION

IMPACTS OF STATE BUDGET SHORTFALL ON DISTRICT FUNDING	
FY 2008-09 -Reduction of per pupil funding of \$25.62 due to rescission of per pupil funding	\$1,716,715
FY 2009-10 State Fiscal Emergency Restricted Reserve	\$6,743,436

Cherry Creek Schools implemented a Plan in order to reduce General Fund expenditures to minimize impacts due to depletion of State Revenue:

FY2009-10 BUDGET REDUCTIONS AND REFINANCING PLAN		
	<u>FTE</u>	<u>Reduction</u>
<u>Educational Operations</u>		
Elementary Schools	4.9*	\$334,011
Secondary Schools	5.1*	266,955
Special Education	8.5*	<u>419,368</u>
Total Educational Operations		\$1,020,334
<u>Performance Improvement</u>		
Curriculum and Professional Development		\$35,000
Assessment and Evaluation		204,000
Instructional Technology		<u>119,623</u>
Total Performance Improvement		\$358,623
Educational Support Services	22.0*	\$591,116
Fiscal Services	2.0*	\$433,000
Human Resources		\$88,641
Decentralized Funding		750,000
Refinancing of General Fund Costs to Capital Reserve		1,823,923
Refinancing of General Fund Costs to Federal Funds	7.4	678,810
Total Reductions and Refinancing—General Fund	49.9	\$5,744,447

*Staffing reductions are through attrition

GENERAL FUND REVENUE ASSUMPTIONS

School Finance Act Funding

- ◆ School Finance Act funding is based on the funding provisions in the Colorado Constitution
- ◆ Funding is provided for estimated enrollment growth
- ◆ Enrollment is anticipated to increase from 48,402 student FTE in FY2008-09 to 48,787 student FTE for FY2009-10, a .8% increase
- ◆ Inflation increase of 3.9% for funding in FY2009-10, based on the 2008 calendar year CPI-U
- ◆ Amendment 23 provides additional funding of 1% above the Consumer Price Index (CPI-U) through FY2010-11
- ◆ State Equalization revenue will be subject to a restriction on \$6.7 million of funding which must be set aside. A rescission of funding will be considered on or about January 2010.
- ◆ The base mill rate has been adjusted to 25.712 mills in accordance with TABOR and the School Finance Act.
- ◆ Per pupil funding is projected to increase from \$6,821 in FY2008-09 to \$7,020 in FY2009-10
- ◆ Funding for at-risk pupils is included.

Other Revenue Sources

- ◆ \$59.6 million of tax revenue is from voter-approved overrides, these taxes do not increase with inflation or student enrollment growth
- ◆ Specific Ownership Tax collection is projected to remain the same.
- ◆ Categorical State revenue sources – Pupil Transportation, Gifted and Talented, Vocational Education and English Language Acquisition are projected to increase by CPI plus 1% - a total of about \$400,000. Special Education is projected to remain the same.
- ◆ Revenue for each major source is estimated based on the above factors.

GENERAL FUND INTRODUCTION

SYNOPSIS OF GENERAL FUND REVENUE

Revenue Allocations

For FY2009-10, SB09-256 no longer requires school districts to allocate at least \$184 per pupil for instructional supplies and materials. Per pupil minimum allocation for Capital Reserve and Insurance of \$298 is no longer required although Cherry Creek maintains a substantial allocation for these needs.

The Capital Reserve Fund and insurance and risk related activity revenue allocation is \$14.97 million. The allocation to the Capital Reserve Fund, which provides for school facility major repairs and school equipment, will be funded at \$11.68 million for FY2009-10—\$3.29 million is allocated for insurance and risk management expenditures.

Local Revenue

Property Taxes

Property taxes represent 41.4% of the General Fund Revenue. The FY2009-10 budgeted revenue for property taxes of \$177.24 million includes \$118.47 million to be received based on the required base mill levy of 25.712 mills, \$3.52 million for FY 2008-09 tax abatements and credits, \$59.60 million voter-approved and hold harmless override taxes, less FY2009-10 estimated tax abatements and credits of \$4.35 million.

District Property Tax Overrides – Voter Approved

SB09-256 increased the maximum amount of revenue that may be raised with voter override approval to 25 percent of a district's formula-based total program funding.

The allowable override limitation is adjusted for the percentage of specific ownership tax revenue attributable to prior fiscal year voter approved override mills and bonded indebtedness mills, as well as the total override property tax revenue.

The maximum allowable tax override for FY2009-10 is approximately \$86.55 million. The adjustments for the previously approved property tax override revenue is \$59.60 million. For FY2009-10, the amount eligible for override election is estimated at \$26.95 million.

The \$59.60 million of additional property taxes consists of:

- ◆ 2008 tax override amount of \$18 million
- ◆ 2003 tax override amount of \$14 million
- ◆ 1998 tax override amount of \$10.5 million
- ◆ 1991 tax override amount of \$10.26 million
- ◆ Pre-1988 hold harmless and excess tax override of \$6.84 million

Specific Ownership Taxes

Specific ownership taxes are collected by the county when vehicles are purchased and registered. These taxes are budgeted for FY2009-10 in the amount of \$16.77 million. Specific ownership tax revenue has a limited benefit to the District because approximately 60% of this revenue is equalized by the State to become an Equalization Program revenue source in the year following its collection by the District. Therefore, the portion of FY2008-09 specific ownership taxes to be used by the state in FY2009-10 is estimated to be \$9.47 million. This estimate is based on projected specific ownership tax receipts from FY2008-09 of \$16.77 million.

Other Local Revenue

Funding sources such as investment income, rental of facilities, tuition, and services provided to other units and school districts account for approximately 1.6% of General Fund revenue.

State Revenue

State Equalization Program Revenue — 1994 School Finance Act as Amended

State Equalization Program revenue of \$214.24 million (net of state fiscal emergency restricted reserve) represents 50.0% of General Fund Revenue. Total Program funding for FY2009-10 is projected to be \$342.18 million based on the anticipated funded pupil count in October 2009 of 48,787. This is an increase of \$12.50 million from the adjusted FY2008-09 funding of \$329.68 million. The total program funding will increase by \$199 per pupil, from \$6,821 to \$7,020.

GENERAL FUND INTRODUCTION

SYNOPSIS OF GENERAL FUND REVENUE

Local, Federal, State Share of Equalization Funding

The first portion of the \$342.18 million of Equalization Program funding, which must be provided by local property taxes, will be \$118.47 million. A second local portion of \$9.47 million is provided by specific ownership taxes received in the previous year. A third portion of the State Equalization funding is now being provided from a “one-time” source, Federal Stimulus funding in the amount of \$9.25 million. The balance of the funding to be provided by State sources is \$204.99 million. This increase in State Equalization Aid reflects the revised funding made available by SB09-256.

Public School Transportation

The District is also reimbursed by the State for part of the costs of transporting students to and from school for the previous school year pursuant to the Public School Transportation Act, Title 22, Article 51 of Colorado Revised Statutes. The District receives approximately \$.38 per mile, plus approximately 34% of the total student transportation operation costs remaining after the per-mile reimbursement. Total revenue in the amount of \$3.72 million is budgeted for FY2009-10.

Vocational Education

Vocational Education funds are made available to the District by the state pursuant to the Career Education Act of 1975. The estimated state revenue for Vocational Education for FY2008-09 is \$1.28 million. The anticipated revenue for FY2009-10 is \$1.37 million.

Special Education

The Exceptional Children’s Educational Act (ECEA) of 1973 makes Special Education funds available to the District. The state revenue for Special Education is expected to increase from \$7.64 million in FY2008-09 to \$7.72 million in FY2009-10.

English Language Proficiency

The English Language Proficiency Act (ELPA) provides funding to support programs for students who are limited-English proficient. The funding is based on three classifications of eligible students. Category A students speak languages other than English and do not comprehend or speak English; Category B students comprehend or speak some English, but their predominant language is other than English; and Category C students have dominant languages which are difficult to determine as they comprehend and speak English and at least one other language. The estimated state revenue provided to address English language proficiency is \$429,800, an increase of \$152,100.

Gifted and Talented

The ECEA also provides additional state funding for programs unique to the needs of gifted students. The District must budget an amount equal to or more than the state funding specific to gifted and talented student education. In FY2009-10 an estimated \$480,300 is included for state support of the gifted and talented program.



GENERAL FUND INTRODUCTION

GENERAL FUND EXPENDITURE ASSUMPTIONS

Staffing Factors

- ◆ Teachers are budgeted at a student to teacher ratio of 18:1, including enrollment increases
- ◆ Special Education teaching positions are staffed by formulas based on services provided
- ◆ Salary schedule increase of 2.00%, step and education increases for teachers, mental health and nurses
- ◆ Salary increases of 2.00% for all other employee groups

The staffing allocation formula for determining the number of teaching positions provides staffing funding for:

◆ Regular Classroom Teachers	◆ Gifted/Talented Teachers
◆ Art Teachers	◆ Physical Education Teachers
◆ Music Teachers	◆ Media and Library Teachers
◆ Deans	◆ Counselors
◆ Responsibility Factors-Additional Salary	◆ Activities/Athletic Directors
◆ Extended Contracts-Additional Salary	◆ Para-Educators

Benefit factors

- ◆ Health insurance costs continue to rise above inflation
- ◆ Annual Public Employee Retirement Association (PERA) increases
 - 12.95% for employees from January – December 2009
 - 13.85% for employees from January – December 2010
- ◆ Medicare costs at 1.45% for covered employees
- ◆ Disability at \$0.16 per \$100 of employee salary per month
- ◆ Life Insurance at varying rates based on employee group:
 - Administrators – Three times annual salary
 - Teachers and all other staff: \$60,000 per employee, \$35,000 if employed less than 3 years
 - Para-Educators - \$25,000 per employee
- ◆ Flexible Benefit Plan – Medical, Dental, and Other
 - Administrators – generally \$394 per employee, per month, plus up to \$1,000 per year for professional growth cost reimbursement
 - Teachers and Mental Health Staff:
 - \$220 per employee, per month for step levels 1-3 and step 20 plus on the salary schedule
 - \$394 per employee, per month step levels 4-19 on the salary schedule
 - Para-Educators – Not applicable
 - Monthly Health Insurance Benefit
 - Employee only - \$169.24
 - Employee and spouse - \$254.50
 - Employee and children - \$264.89
 - Family - \$383.08

Financial issues that will affect planning for expenditures:

- ◆ Student achievement objectives will require additional resources
- ◆ Operations and maintenance costs associated with bond issues impact future budgets

GENERAL FUND INTRODUCTION

GENERAL FUND EXPENDITURE ASSUMPTIONS

Utilities

The budgeted costs of utilities for FY2009-10 are based on the estimated annual consumption or usage levels adjusted for anticipated rate increases. Although the District has implemented energy conservation methods, the rates have increased significantly over the past few years, but have stabilized somewhat recently. Costs associated with opening new schools and facilities are also included.

New Schools and Facilities Opening

- FY2006-07 - Coyote Hills Elementary
- FY2007-08 - Buffalo Trail Elementary
- FY2008-09 - Fox Ridge Middle School

UTILITY	Actual 2005-06	Actual 2006-07	Actual 2007-08	Budget 2008-09	Budget 2009-10	% Change 2009-10 vs. 2008-09
Water	\$1,803,597	\$1,519,978	\$2,168,971	\$2,447,598	\$2,695,931	10.15%
Sewer	279,211	426,065	302,787	309,616	388,784	25.57%
Telephone*	895,378	885,860	1,058,768	1,030,651	651,810	(36.76%)
Electricity	6,511,760	6,327,632	5,994,401	6,164,745	6,508,670	5.58%
Trash	285,912	335,346	354,281	353,152	328,000	(7.12%)
Natural Gas	2,458,088	2,186,787	2,738,690	2,241,535	2,072,664	(7.53%)
Total	\$12,233,946	\$11,681,668	\$12,617,898	\$12,547,297	\$12,645,859	.79%
Amount Per Pupil FTE	\$266	\$248	\$264	\$259	\$259	

* In FY 2009-10 \$358,874 of telephone expenditures are being reallocated to the Capital Reserve Fund

Decentralized Budgets

The amount per pupil is allocated to the individual schools to budget for supplies, materials, purchased services, a portion of their instructional equipment, and a portion of the teacher substitute costs. Specific allocations in each school's budget are school site-based decisions. Decentralized budget allocations for kindergarten pupils are based on the full pupil count, not the half-time FTE count. Decentralized allocations for each school are adjusted during the school year to be based on actual school enrollment as of the October funding count date.

The per pupil budget allocations for FY2009-10 used in the school decentralized accounts are reduced by 4.5% from FY2008-09.

DECENTRALIZED SCHOOL ALLOCATIONS					
		Elementary Schools	Middle Schools	High Schools	Total
2009-10	Projected Enrollment	23,108	11,273	15,115	49,496
	Per Pupil Allocation	\$123.72	\$160.54	\$205.80	
	Total Allocation	\$2,858,925	\$1,809,715	\$3,110,704	\$7,779,344

School enrollment is the projected number of pupils, primarily in regular instruction, in District-operated schools. Pupils enrolled in special schools or programs are provided decentralized funds as determined by their school leadership. Schools not included in the above groups are Cherry Creek Academy and the M.W. Foote Youth Services Center.

** Each Middle School is taking an additional \$9,481 in reductions in FY 2009-10

GENERAL FUND INTRODUCTION

SYNOPSIS OF GENERAL FUND EXPENDITURES

General Fund accounts for approximately 66% of the total expenditures of the District. General Fund budgeted operating expenditures of \$410.78 million for the FY2009-10 fiscal year represent an increase of \$10.3 million, or 2.57%, as compared with \$400.48 million of expenditures approved for the fiscal year ending June 30, 2009. The projected cost per student, on a full-time equivalent basis, for general operations is budgeted to increase by \$146 or 1.8%, from \$8,274 in FY2008-09 to \$8,420 for FY2009-10.

Expenditures by Object

As a school district, salaries and benefits are the largest expenditure for General Fund and account for approximately 88.5% of the operating expenditures. Salaries for FY2009-10 total approximately \$293.25 million, while benefits account for \$70.38 million.

Utility costs including electricity, natural gas, water, sewer, trash removal and telephone total about \$12.65 million. The cost increases associated with the utilities have had a significant impact on the District's budget in recent years.

Expenditures by Activity

Instruction Services

Cherry Creek School District spends approximately 83 cents of every dollar, on instruction. This includes direct instruction, instruction support and school administration. This funding allocation provides support for the District mission "*To inspire every student to think, to learn, to achieve, to care.*" Direct instruction services provide learning opportunities for regular education, gifted and talented, activities and athletics, as well as programs for students with disabilities. Instruction support provides services within the school to assist the students in areas of attendance and records, guidance, health and audiology, as well as provides mental health and social worker services. School administration includes management and clerical support.

Operations, Maintenance and Custodial Services

Costs associated with the operations and maintenance of the District facilities are approximately 8.5% of the total General Fund operating expenditures. This includes costs for utilities, repair and maintenance of buildings and grounds, as well as equipment. This provides funding to support the students in providing a safe environment in which they can learn.

Central, Fiscal and Community Services

Central, Fiscal and Community Services account for approximately 3% of the operating expenditures. Included in the category of central services, are district wide departments such as Assessment and Evaluation, Risk Management, Planning, Communication, Human Resources and Information Systems. Areas included in Fiscal Services are accounting, payroll, bookkeeping, budgeting, printing, purchasing and warehousing services. These Central and Fiscal Services Departments, in addition to Community Services, provide support for the schools and students to enhance their learning opportunities.

Transportation Services

Transportation costs for transporting students to and from school account for approximately 4% of the budget. Buses travel over 3.2 million miles a year to 54 schools and 18 other program sites throughout the District. Over 23,000 students are transported daily.

General Administration

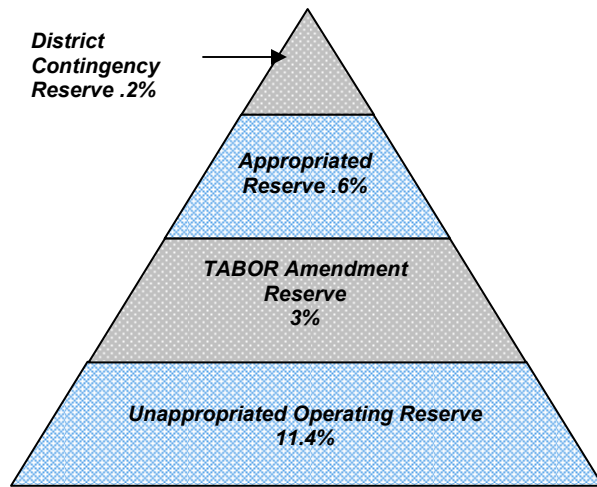
General Administration provides leadership throughout the District to support over 50,000 students and a staff in excess of 7,500 employees. The total cost for General Administration is less than 1% of the total General Fund expenditures.



Dedicated to Excellence
Cherry Creek Schools

GENERAL FUND INTRODUCTION

GENERAL FUND RESERVES



District Reserves Consist of Four Categories:

- ◆ District Contingency reserve
- ◆ Appropriated Reserve
- ◆ TABOR Amendment Reserve
- ◆ Unappropriated Operating Reserve

- ◆ The District contingency reserve for FY2009-10 is budgeted at \$1.0 million, or .2% of the General Fund expenditures and is appropriated for use in the operation of the District.
- ◆ Appropriated reserves for inventories and other reservations total \$2.65 million, and represent approximately .6% of the General Fund expenditures.
- ◆ The District must reserve 3% of the estimated fiscal year spending. This reserve can only be used for emergency purposes. If an emergency requires the use of this reserve, the funds must be restored by the end of the next fiscal year. The required TABOR Amendment restricted reserve has been increased to \$12.32 million for FY2009-10.
- ◆ The remaining Unappropriated Operating Reserves are estimated to be approximately \$46.73 million, or 11.4% of General Fund expenditures. These reserves are maintained to provide for a favorable bond rating, and to provide a safety net for unexpected changes in conditions.
- ◆ The total of the Reserves are estimated to be approximately \$62.70 million at the end of FY2009-10.

OUR MISSION

"To inspire every student to think, to learn, to achieve, to care"

**THE CONGRESSIONAL
MEDAL OF HONOR
CEREMONY**



**AT LIBERTY MIDDLE
SCHOOL**

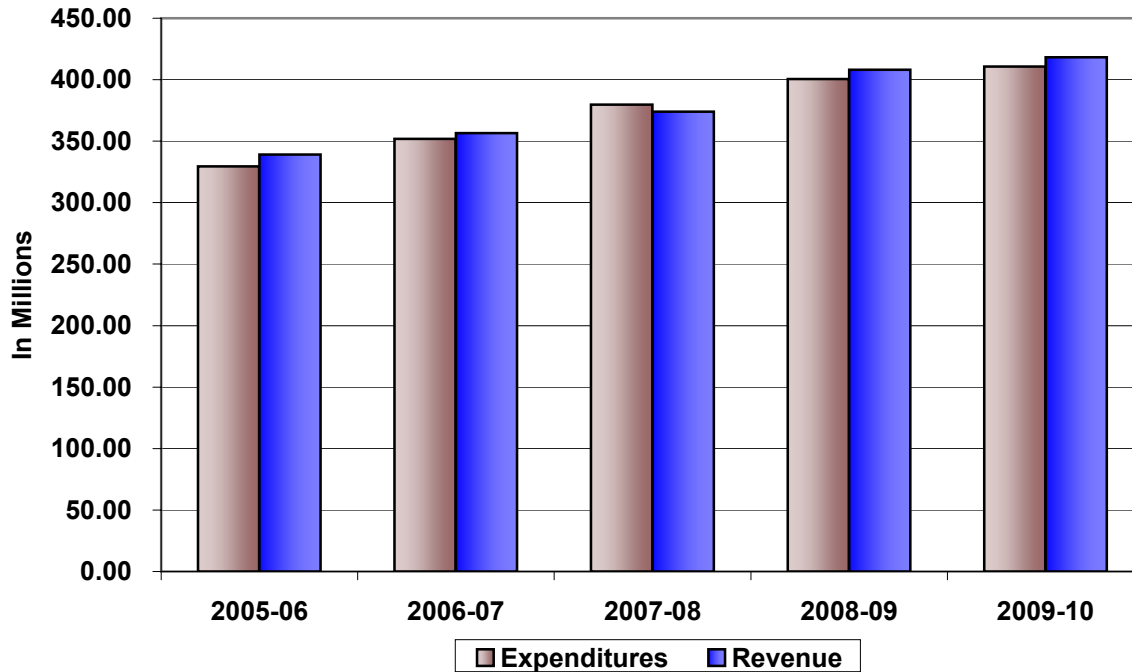
**CHERRY CREEK SCHOOL DISTRICT
GENERAL FUND
FIVE YEAR SUMMARY OF REVENUE AND EXPENDITURES**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Beginning Unappropriated					
Operating Reserves	\$26,903,596	\$36,658,426	\$40,923,939	\$33,208,096	\$40,142,753
Reservations of Fund Balance	12,184,814	12,032,587	12,509,260	14,578,449	15,164,000
Beginning Fund Balance - Budgetary Basis-Revised	39,088,410	48,691,013	53,433,199	47,786,545	55,306,753
<u>Revenue</u>					
Local Sources	173,422,647	175,852,158	179,284,329	200,147,356	200,501,816
State Sources	174,079,842	189,429,787	203,425,588	216,656,252	234,726,699
State Fiscal Emergency					
Restricted Reserve	-	-	-	-	(6,743,436)
Capital Reserve Fund	(9,455,800)	(9,880,700)	(10,247,222)	(10,621,000)	(11,684,593)
Total Revenue	338,046,689	355,401,245	372,462,695	406,182,608	416,800,486
<u>Operating Transfers</u>					
Extended Child Services Fund	958,033	1,120,183	1,550,709	1,820,000	1,375,000
Building Fund	-	-	-	-	-
Total Revenue and Other Financing Sources	339,004,722	356,521,428	374,013,404	408,002,608	418,175,486
Total Funds Available	378,093,132	405,212,441	427,446,603	455,789,153	473,482,239
<u>Expenditures</u>					
Total Instruction Expenditures	268,920,150	288,280,254	308,763,894	326,471,061	338,923,846
Other Expenditures	60,481,969	63,444,653	70,839,976	73,961,339	71,803,754
Total Expenditures	329,402,119	351,724,907	379,603,870	400,432,400	410,727,600
Transfers	-	54,335	56,188	50,000	50,000
Total Expenditures and Transfers	329,402,119	351,779,242	379,660,058	400,482,400	410,777,600
Revenue more (less) than Expenditures and Transfers (1)	9,602,603	4,742,186	(5,646,654)	7,520,208	7,397,886
Ending Fund Balance	\$48,691,013	\$53,433,199	\$47,786,545	\$55,306,753	\$62,704,639
Total Expenditures and Transfers	\$329,402,119	\$351,779,242	\$379,660,058	\$400,482,400	\$410,777,600
TABOR Amendment Reserves	9,913,000	10,674,000	11,470,000	12,014,000	12,323,000
Designated Reserve (2)	2,119,587	1,835,260	2,108,449	2,150,000	2,650,000
Contingency	-	-	1,000,000	1,000,000	1,000,000
Total Appropriated Reserves	12,032,587	12,509,260	14,578,449	15,164,000	15,973,000
Total Expenditures and Appropriated Reserves	341,434,706	364,288,502	394,238,507	415,646,400	426,750,600
<u>Unappropriated Reserves</u>					
General Fund	35,750,430	39,784,884	31,810,137	38,744,753	45,333,639
Charter School	907,996	1,139,055	1,397,959	1,398,000	1,398,000
Unappropriated Reserves	36,658,426	40,923,939	33,208,096	40,142,753	46,731,639
Total Appropriations and Unappropriated Reserves	\$378,093,132	\$405,212,441	\$427,446,603	\$455,789,153	\$473,482,239

- (1) 2007-08 planned use of available fund balance resources for additional funding to provide for improved classroom instruction strategies in the effort to increase student achievement.
- (2) Designated reserve for multi-year commitments, prepaid expenditures, and inventories.

**CHERRY CREEK SCHOOL DISTRICT
GENERAL FUND
FIVE YEAR SUMMARY OF REVENUE AND EXPENDITURES**

Revenue and Expenditures Comparison



Revenue includes other sources and transfers in from other funds.

Expenditures include transfers out to the Extended Child Services Fund.

Explanation by Year

- **FY2005-06** - Expenditure reductions of \$4,091,000 and increased revenue sources of \$280,000 were incorporated into the financial plan.
- **FY2006-07** - Revenue exceeded expenditures by approximately \$4.74 million.
- **FY2007-08** - Expenditures exceeded revenue by \$5.65 million. Available fund balance was used as additional funding for student achievement initiatives.
- **FY2008-09** - Revenues are expected to exceed expenditures by an estimated \$7.52 million.
- **FY2009-10** – Revenues are expected to exceed expenditures by an estimated \$7.40 million. Fund balance is increased mostly due to budget reductions made in anticipation of future uncertainty associated with state revenues.

CHERRY CREEK SCHOOL DISTRICT FIVE YEAR REVENUE SUMMARY

Local Sources	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget	2009-10 Difference
Property Taxes	\$149,885,858	\$151,849,560	\$155,259,786	\$176,100,051	\$177,239,545	\$1,139,494
Specific Ownership						
Taxes Available	17,658,917	17,450,360	16,768,029	16,768,029	16,768,029	- (1)
Subtotal Taxes	167,544,775	169,299,920	172,027,815	192,868,080	194,007,574	1,139,494
Other Local						
Investment Income	973,842	1,727,071	1,334,130	589,560	355,000	(234,560)
Rental of Facilities	459,537	481,424	418,604	540,800	590,800	50,000
Tuition:						
Cherry Creek						
Academy	50,549	50,231	54,868	117,412	75,600	(41,812)
M. W. Foote Youth						
Services Center	576,727	580,124	679,192	648,600	696,806	48,206 (2)
Other Tuition	114,636	48,660	184,634	130,600	161,550	30,950 (3)
Activity/Athletic Fees	988,593	905,666	987,348	964,900	969,500	4,600 (3)
Program Billings	149,149	108,586	98,471	107,615	108,700	1,085
Parking Fees	165,191	159,574	163,137	165,000	166,700	1,700
Coca Cola Revenue						
Guarantee	663,046	676,767	720,560	719,200	63,324	(655,876) (4)
Indirect Cost	1,198,078	1,151,384	1,476,044	1,425,000	1,450,000	25,000 (5)
E-Rate	349,186	260,991	331,268	327,227	330,500	3,273
Other Local	189,338	401,760	808,258	1,543,362	1,525,762	(17,600)
Subtotal Other Local	5,877,872	6,552,238	7,256,514	7,279,276	6,494,242	(785,034)
Total Local Sources	173,422,647	175,852,158	179,284,329	200,147,356	200,501,816	354,460
Percent of Total						
Before Transfers	49.91%	48.14%	46.85%	48.02%	46.79%	
State Sources						
State Equalization Aid	161,767,318	177,815,845	190,624,989	203,370,287	220,981,621	17,611,334 (6)
Vocational Education	2,002,053	723,110	1,491,395	1,277,400	1,366,800	89,400 (7)
Special Education	7,149,487	7,587,737	7,507,649	7,640,300	7,722,387	82,087 (7)
Pupil Transportation	2,570,702	2,612,078	3,086,331	3,609,065	3,720,900	111,835 (7)
English Language						
Acquisition	128,925	186,280	233,410	277,700	429,800	152,100 (7)
Gifted and Talented	398,531	417,229	432,032	442,800	480,300	37,500 (7)
Other State	62,826	87,508	49,782	38,700	24,891	(13,809)
Total State Sources	174,079,842	189,429,787	203,425,588	216,656,252	234,726,699	18,070,447
State Fiscal Emergency						
Restricted Reserve	-	-	-	-	(6,743,436)	(6,743,436) (8)
Net State Revenues	174,079,842	189,429,787	203,425,588	216,656,252	227,983,263	11,327,011
Percent of Total						
Before Transfers	50.09%	51.86%	53.15%	51.98%	53.21%	
Total Revenue-						
 Before Transfers	347,502,489	365,281,945	382,709,917	416,803,608	428,485,079	11,681,471
Transfers In	958,033	1,120,183	1,550,709	1,820,000	1,375,000	(445,000)
Transfers Out	(9,455,800)	(9,880,700)	(10,247,222)	(10,621,000)	(11,684,593)	(1,063,593)
Percent of Total	(2.51%)	(2.38%)	(2.34%)	(2.13%)	(2.10%)	
Total Revenue and						
 Fund Sources	\$339,004,722	\$356,521,428	\$374,013,404	\$408,002,608	\$418,175,486	\$10,172,878
Percent Change of Total Revenue						
Before Transfers	4.63%	5.12%	4.77%	8.91%	2.80%	

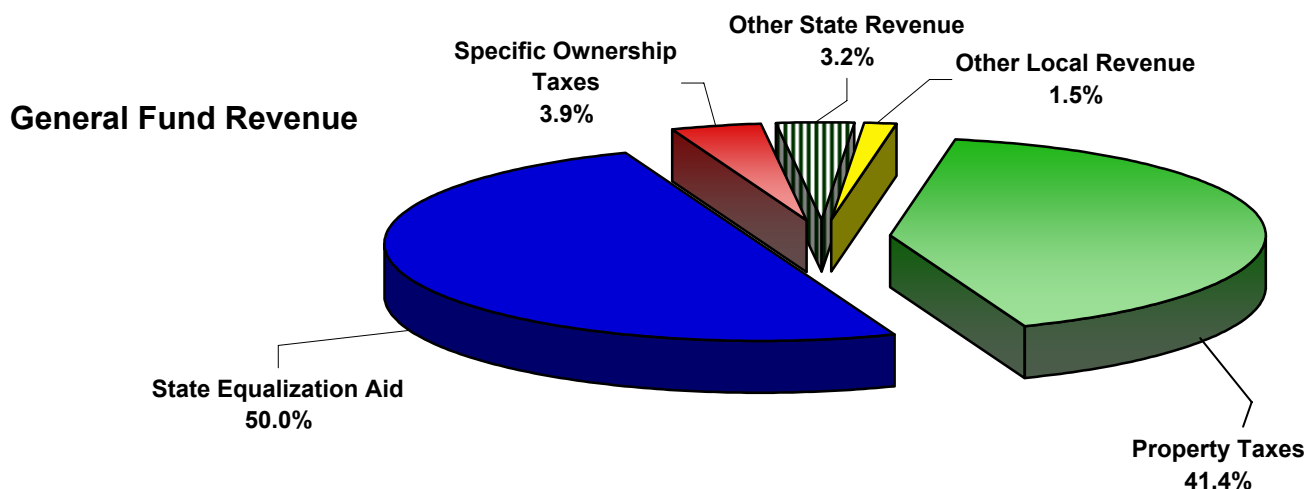
CHERRY CREEK SCHOOL DISTRICT FIVE YEAR REVENUE SUMMARY

- (1) Specific Ownership Taxes are based on sales of motor vehicles in the county. Revenue has declined slightly in 2005-06 and 2006-07, and declined further in 2007-08. In 2008-09 and 2009-10 this revenue is not anticipated to increase.
- (2) The revenue is the estimated cost reimbursement for educational services provided for the juveniles from other school districts within the catchment area of this youth detention facility. This is determined using a proportionate enrollment allocation of the districts within the area.
- (3) Revenue projected for FY2009-10 reflects anticipated enrollment and associated instructional or support services.
- (4) In 1998-99 the District contracted with the Coca Cola Bottling Company of Denver to exclusively market its beverage products in the District. This contract has been continued and will yield revenue in the General Fund for 2009-10.
- (5) Indirect cost revenue is to be provided by the Extended Child Services, the Food Services, and Grants Funds for use of District facilities and services.
- (6) The increase in the State Equalization Aid results from the additional state funding provided under the Public School Finance Act of 1994, as revised. Amendment 23, which was approved by the Colorado voters in November 2000 provides for an increase in funding for enrollment growth, inflationary increase, and an additional 1% above inflation. A 3.9% increase in the base per pupil funding for 2009-10 is calculated based on the calendar year 2008 inflation rate increase of 3.9% (CPI-U) for Denver, Boulder, and Greeley. The new base funding per pupil for 2009-10 is \$5,507.68.

The District's cost of living factor in the school finance formula remains unadjusted at 1.260 for 2009-10. A cost of living study is completed by Legislative Council every two years. In 2007 the study was completed with no adjustments to the factor.

The base mill rate remains at 25.712 mills in accordance with TABOR law and the School Finance Act.

- (7) Increased revenue projected for 2009-10 reflects an estimated increase in State of Colorado funding for categorical programs based on a figure-setting process by the Department of Education and the Joint Budget Committee.
- (8) A State Fiscal Emergency Restricted Reserve is established according to SB 09-256. A portion of state revenues for 2009-10 (\$6.7 million) must be placed in a restricted fund and not be spent. Funds are subject to rescission in 2009-10.



**CHERRY CREEK SCHOOL DISTRICT
GENERAL FUND
COMPARATIVE SCHEDULE OF GENERAL FUND EXPENDITURES BY ACTIVITY**

	2005-06 Actual	Percent of Total	2006-07 Actual	Percent of Total
Expenditures - By Activity				
Elementary Education	\$77,664,699	23.58%	\$83,636,159	23.78%
Middle School Education	38,876,814	11.80%	40,603,722	11.54%
High School Education	52,361,216	15.90%	57,306,792	16.29%
Other Regular Education	16,953,672	5.15%	18,045,460	5.13%
Special Programs	29,619,376	8.99%	32,957,761	9.37%
Subtotal - Direct Instruction	215,475,777	65.42%	232,549,894	66.11%
Indirect Instruction				
Pupil Support Services	19,778,224	6.00%	20,851,770	5.93%
Instructional Staff Services	13,386,449	4.06%	13,837,932	3.93%
School Administration	20,279,700	6.16%	21,040,658	5.98%
Subtotal - Indirect Instruction	53,444,373	16.22%	55,730,360	15.84%
Total Instruction	268,920,150	81.64%	288,280,254	81.95%
Other Expenditures				
General Administration	2,727,700	0.83%	3,144,007	0.89%
Fiscal Services	3,196,452	0.97%	3,313,287	0.94%
Facility Construction Services	187,700	0.06%	199,105	0.06%
Operations/Maintenance/Custodial	32,118,740	9.75%	33,060,877	9.40%
Pupil Transportation	11,409,808	3.46%	13,342,445	3.79%
Central Services	9,909,068	3.01%	9,440,471	2.68%
Community Services	733,243	0.22%	669,639	0.19%
Debt Service	199,258	0.06%	274,822	0.08%
Total Other Expenditures	60,481,969	18.36%	63,444,653	18.03%
Interfund Transfers	-	0.00%	54,335	0.02%
Reserve for Contingency	-	0.00%	-	0.00%
Total Expenditures	\$329,402,119	100.00%	\$351,779,242	100.00%

2007-08 Actual	Percent of Total	2008-09 Budget	Percent of Total	2009-10 Budget	Percent of Total
\$88,889,617	23.40%	\$98,172,098	24.53%	\$104,912,050	25.54%
43,236,051	11.39%	46,439,241	11.60%	48,485,620	11.80%
62,380,674	16.43%	63,687,518	15.90%	66,685,081	16.23%
17,987,659	4.74%	18,674,642	4.66%	19,094,198	4.65%
37,884,290	9.98%	39,143,918	9.77%	40,069,250	9.76%
250,378,291	65.94%	266,117,417	66.46%	279,246,199	67.98%
21,814,124	5.75%	22,719,387	5.67%	22,271,846	5.42%
14,357,283	3.78%	14,714,999	3.67%	13,985,114	3.40%
22,214,196	5.85%	22,919,258	5.72%	23,420,687	5.70%
58,385,603	15.38%	60,353,644	15.06%	59,677,647	14.53%
308,763,894	81.32%	326,471,061	81.52%	338,923,846	82.51%
3,190,012	0.84%	3,358,965	0.84%	2,937,696	0.72%
3,595,214	0.95%	3,841,060	0.96%	3,849,672	0.94%
195,416	0.05%	212,630	0.05%	215,059	0.05%
34,685,244	9.14%	36,587,826	9.14%	34,779,981	8.47%
17,053,845	4.49%	16,639,894	4.15%	16,393,298	3.99%
11,564,609	3.05%	12,137,476	3.04%	12,462,619	3.03%
263,390	0.07%	344,696	0.09%	344,575	0.08%
292,246	0.08%	300,313	0.07%	297,363	0.07%
70,839,976	18.67%	73,422,860	18.34%	71,280,263	17.35%
56,188	0.01%	50,000	0.01%	50,000	0.01%
-	0.00%	538,479	0.13%	523,491	0.13%
\$379,660,058	100.00%	\$400,482,400	100.00%	\$410,777,600	100.00%

**CHERRY CREEK SCHOOL DISTRICT
GENERAL FUND
EXPENDITURES BY ACTIVITY AND OBJECT**

Item	Salaries	Employee Benefits
<u>Regular Instruction</u>		
Elementary School	\$82,155,432	\$19,397,398
Middle School	38,190,649	8,986,360
High School	51,872,327	12,303,576
Gifted and Talented	2,532,991	569,702
Integrated Education, English Language Acquisition, and AVID	6,151,376	1,510,351
Activities and Athletics	3,421,698	515,363
Other Regular Instruction	1,493,366	330,183
Regular Instruction Total	185,817,839	43,612,933
<u>Special Programs</u>		
Multiple Disabilities	10,664,686	2,196,941
Hearing and Vision	981,458	227,460
Speech Language	3,837,403	890,613
Emotional Disabilities	4,060,448	888,740
Learning Disabilities	6,975,152	1,502,985
Early Childhood	4,639,481	1,079,500
Special Programs Total	31,158,628	6,786,239
Grand Total Instruction	216,976,467	50,399,172
<u>Support Services - Pupils</u>		
Administration	29,820	4,429
Attendance and Records	3,154,802	813,716
Social Worker	1,622,239	394,789
Guidance	6,348,850	1,512,712
Health	2,515,338	629,824
Psychological Services	3,483,107	813,833
Audiology	280,192	63,350
Pupils Total	17,434,348	4,232,653
<u>Support Services - Instructional Staff</u>		
Curriculum Development	910,769	200,224
Instructional Staff Training	2,081,146	480,534
Other Instructional Staff Services	3,285,576	797,280
Educational Media	3,178,472	811,115
Instructional Staff Total	9,455,963	2,289,153
<u>Support Services - General Administration</u>		
Board of Education and Executive Administration	1,856,332	576,876
General Administration Total	1,856,332	576,876
<u>Support Services - School Administration</u>		
Office of the Principal - all schools	17,752,268	4,796,161

Purchased Services	Supplies/ Materials	Capital Outlay	Other Expenses	Transfers	Total
\$111,009	\$3,107,251	\$56,076	\$84,884	\$-	\$104,912,050
218,862	967,769	72,569	49,411	-	48,485,620
484,133	1,616,897	329,780	78,368	-	66,685,081
62,014	74,261	8,300	9,696	-	3,256,964
125,970	126,754	41,955	29,986	-	7,986,392
395,933	546,037	17,792	419,542	-	5,316,365
333,336	266,656	62,350	48,586	16,500	2,550,977
1,731,257	6,705,625	588,822	720,473	16,500	239,193,449
224,560	82,480	2,300	1,399	-	13,172,366
29,100	29,345	1,000	350	-	1,268,713
4,673	21,357	-	315	-	4,754,361
1,531,765	20,233	200	750	-	6,502,136
8,477	51,990	1,273	75,635	-	8,615,512
11,217	25,036	-	928	33,500	5,789,662
1,809,792	230,441	4,773	79,377	33,500	40,102,750
3,541,049	6,936,066	593,595	799,850	50,000	279,296,199
10,750	38,026	2,000	11,875	-	96,900
182,599	36,972	500	16,778	-	4,205,367
21,000	4,115	-	60	-	2,042,203
25,532	46,987	2,177	13,604	-	7,949,862
8,553	48,441	3,075	1,415	-	3,206,646
54,223	58,085	-	2,808	-	4,412,056
4,250	4,720	6,200	100	-	358,812
306,907	237,346	13,952	46,640	-	22,271,846
63,107	97,344	0	9,959	-	1,281,403
258,876	103,578	5,058	39,315	-	2,968,507
519,857	264,176	200,273	98,853	-	5,166,015
247,865	308,505	19,603	3,629	-	4,569,189
1,089,705	773,603	224,934	151,756	-	13,985,114
341,176	97,069	1,500	64,743	-	2,937,696
341,176	97,069	1,500	64,743	-	2,937,696
425,183	354,506	30,033	62,536	-	23,420,687

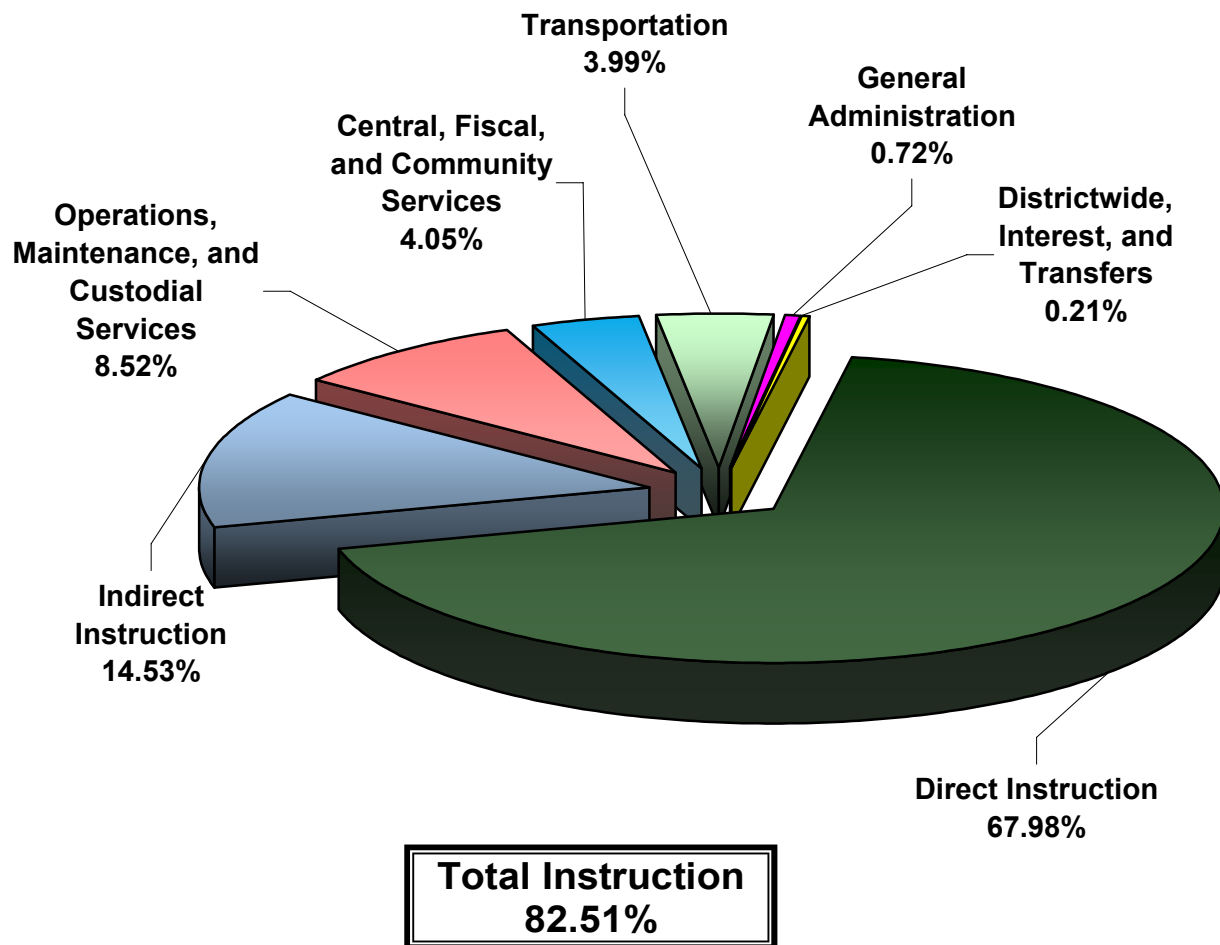
**CHERRY CREEK SCHOOL DISTRICT
GENERAL FUND
EXPENDITURES BY ACTIVITY AND OBJECT**

Item	Salaries	Employee Benefits
<u>Support Services - Fiscal Services</u>		
Fiscal Services	1,497,621	388,093
County Treasurer Fees	-	-
Printing, Purchasing, and Warehouse	1,036,932	249,596
Fiscal Services Total	2,534,553	637,689
<u>Support Services - Construction and Facilities Acquisition</u>	164,795	40,975
<u>Support Services - Operations/Maintenance/Custodial</u>		
Administration	139,311	40,387
Care and Upkeep of Buildings	2,252,367	820,026
Care and Upkeep of Grounds	1,181,796	314,102
Other Operation and Maintenance Services	3,298,520	937,223
Security Services	2,671,408	847,834
Utilities	-	-
Operations/Maintenance/Custodial Total	9,543,402	2,959,572
<u>Support Services - Transportation</u>		
Administration	1,469,149	341,960
Vehicle Operations*	8,311,598	2,262,974
Vehicle Service and Maintenance	1,387,219	377,808
Transportation Total	11,167,966	2,982,742
<u>Support Services - Central Services</u>		
Assessment and Evaluation	60,896	9,770
Risk Management	146,504	36,326
Planning Services	789,532	185,271
Communication Services	193,352	43,233
Human Resources	1,531,015	400,385
Information Systems	3,376,464	744,236
Other Support Services	-	-
Central Services Total	6,097,763	1,419,221
Grand Total Support Services	76,007,390	19,935,042
Community Services	266,826	44,745
Debt Services	-	-
Reserve for Contingency	-	-
Total General Fund	\$293,250,683	\$70,378,959

* Vehicle Operations – Other Expenses reflects anticipated credits from field trip services provided for the schools. This includes trips for activities and athletics.

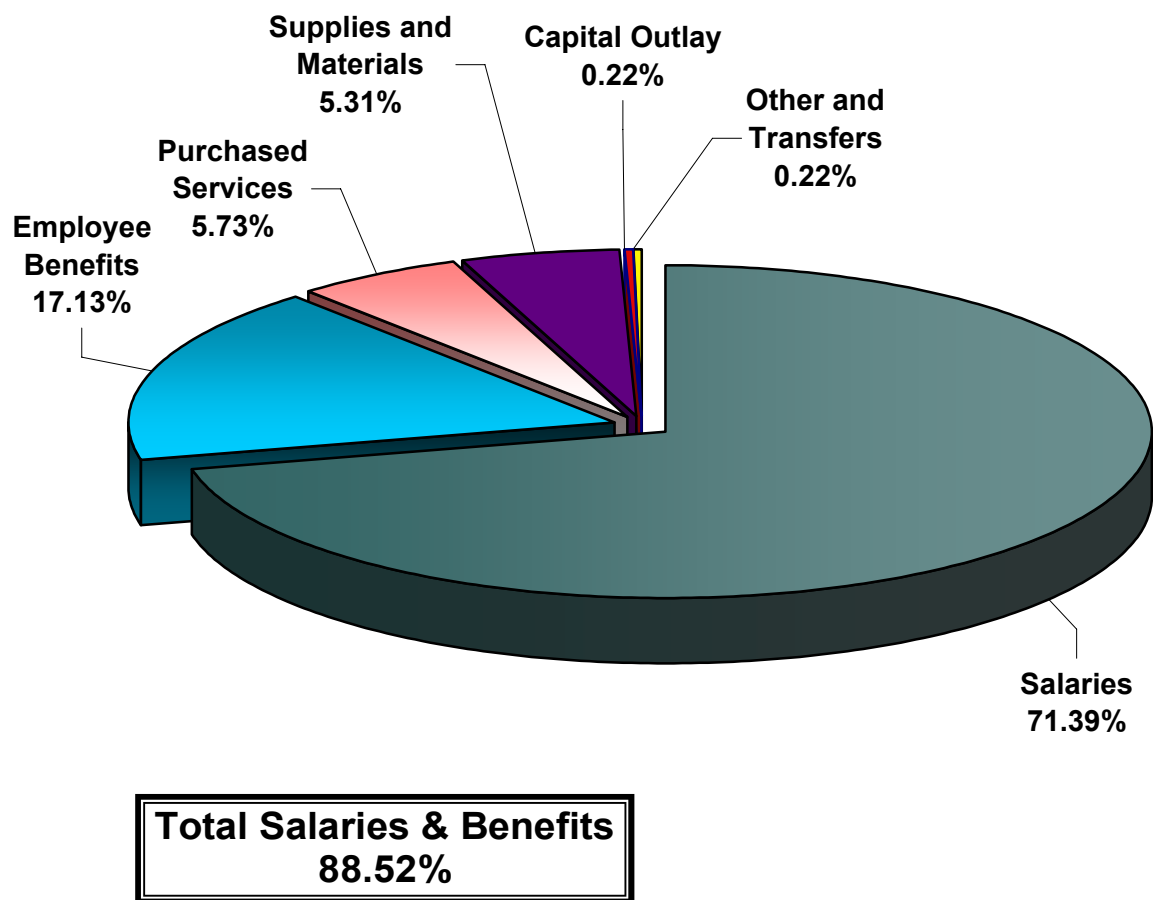
Purchased Services	Supplies/ Materials	Capital Outlay	Other Expenses	Transfers	Total
108,394	31,086	-	32,800	-	2,057,994
455,000	-	-	-	-	455,000
15,900	31,000	-	3,250	-	1,336,678
579,294	62,086	-	36,050	-	3,849,672
901	7,558	-	830	-	215,059
115,750	13,934	-	250	-	309,632
4,713,851	977,158	-	250	-	8,763,652
240,351	182,023	-	350	-	1,918,622
2,491,053	664,869	-	3,611	-	7,395,276
180,901	31,093	1,090	14,614	-	3,746,940
4,097,923	8,547,936	-	-	-	12,645,859
11,839,829	10,417,013	1,090	19,075	-	34,779,981
236,555	119,510	-	11,700	-	2,178,874
60,750	28,500	-	(930,600)	-	9,733,222
329,375	2,382,800	-	4,000	-	4,481,202
626,680	2,530,810	-	(914,900)	-	16,393,298
218,342	9,050	-	5,800	-	303,858
3,104,920	4,075	-	1,550	-	3,293,375
43,125	27,760	-	6,954	-	1,052,642
154,579	55,500	2,200	12,400	-	461,264
328,841	27,334	17,523	33,000	-	2,338,098
614,681	239,901	-	8,100	-	4,983,382
12,500	7,500	-	10,000	-	30,000
4,476,988	371,120	19,723	77,804	-	12,462,619
19,686,663	14,851,111	291,232	(455,466)	-	130,315,972
13,353	15,675	2,026	1,950	-	344,575
297,363	-	-	-	-	297,363
-	-	-	523,491	-	523,491
\$23,538,428	\$21,802,852	\$886,853	\$869,825	\$50,000	\$410,777,600

**CHERRY CREEK SCHOOL DISTRICT
GENERAL FUND
EXPENDITURE ANALYSIS BY ACTIVITY**



Summary of General Fund Expenses by Activity		
Direct Instruction	\$279,246,199	67.98%
Indirect Instruction	59,677,647	14.53%
Operations, Maintenance, and Custodial Services	34,995,040	8.52%
Central, Fiscal, and Community Services	16,656,866	4.05%
Transportation	16,393,298	3.99%
General Administration	2,937,696	0.72%
Districtwide, Interest, and Transfers	870,854	0.21%
	<u>\$410,777,600</u>	<u>100.00%</u>

**CHERRY CREEK SCHOOL DISTRICT
GENERAL FUND
EXPENDITURE ANALYSIS BY OBJECT**



Summary of General Fund Expenses by Object

Salaries	\$293,250,683	71.39%
Employee Benefits	70,378,959	17.13%
Purchased Services	23,538,428	5.73%
Supplies and Materials	21,802,852	5.31%
Capital Outlay	886,853	0.22%
Other and Transfers	919,825	0.22%
	<u>\$410,777,600</u>	<u>100.00%</u>

**CHERRY CREEK SCHOOL DISTRICT
GENERAL FUND STAFFING AND EXPENDITURES
INDIVIDUAL SCHOOL AND DEPARTMENT BUDGETS**

School/ Department	ISDB Page No.	Projected Pupil FTE Enrollment	FTE Staff Total	Total Expenditure Allocation	Cost per Pupil
Elementary Schools					
Antelope Ridge *	6	684.5	49.54	\$3,818,378	\$5,578
Arrowhead	8	601.5	43.19	3,584,211	5,959
Aspen Crossing	10	520.0	36.35	2,732,870	5,256
Bellevue	12	528.5	36.37	3,240,681	6,132
Buffalo Trail	14	626.0	44.08	3,029,249	4,839
Canyon Creek *	16	682.0	49.52	3,904,877	5,726
Cherry Hills Village	18	516.0	35.73	3,169,730	6,143
Cimarron	20	501.5	37.12	3,038,267	6,058
Cottonwood	22	581.5	40.95	3,374,254	5,803
Coyote Hills	24	657.5	45.38	3,255,104	4,951
Creekside	26	615.0	43.29	3,712,724	6,037
Dakota Valley *	28	737.5	52.61	4,151,747	5,629
Dry Creek	30	390.0	28.05	2,223,981	5,703
Eastridge *	32	705.5	54.30	4,244,400	6,016
Fox Hollow *	34	746.5	52.93	4,401,662	5,896
Greenwood	36	376.5	27.47	2,374,469	6,307
Heritage	38	245.0	19.01	1,462,400	5,969
High Plains	40	497.0	34.87	2,807,561	5,649
Highline Community	42	614.1	46.45	3,617,404	5,891
Holly Hills/Holly Ridge	44	621.6	49.27	3,774,938	6,073
Homestead	46	487.5	34.05	2,867,631	5,882
Independence	48	532.3	38.72	3,166,452	5,949
Indian Ridge	50	522.5	36.30	3,128,559	5,988
Meadow Point	52	481.0	35.72	2,773,721	5,767
Mission Viejo	54	610.0	44.89	3,744,631	6,139
Peakview	56	563.5	39.72	3,377,088	5,993
Polton	58	381.0	29.26	2,381,033	6,249
Ponderosa	60	668.4	48.80	3,638,614	5,444
Red Hawk Ridge	62	535.5	37.97	2,800,267	5,229
Rolling Hills *	64	660.0	47.97	4,131,979	6,261
Sagebrush	66	586.5	42.57	3,406,536	5,808
Summit	68	474.0	34.50	2,877,959	6,072
Sunrise	70	599.5	45.29	3,573,967	5,962
Timberline *	72	617.0	45.66	3,867,477	6,268
Trails West	74	485.5	34.14	2,958,322	6,093
Village East *	76	757.9	57.01	4,237,034	5,590
Walnut Hills Community	78	352.5	25.95	2,211,578	6,274
Willow Creek	80	509.5	35.40	3,118,466	6,121
Total - Elementary Schools		21,271.8	1,540.40	124,180,221	5,838
* Four-Track Schools					

**CHERRY CREEK SCHOOL DISTRICT
GENERAL FUND STAFFING AND EXPENDITURES
INDIVIDUAL SCHOOL AND DEPARTMENT BUDGETS**

School/ Department	ISDB Page No.	Projected Pupil FTE Enrollment	FTE Staff Total	Total Expenditure Allocation	Cost per Pupil
Middle Schools					
Campus	86	1,417.0	104.72	8,312,661	5,866
Falcon Creek	88	1,077.0	82.26	6,797,322	6,311
Fox Ridge	90	700.0	54.62	3,717,036	5,310
Horizon Community	92	1,031.0	83.52	6,615,970	6,417
Laredo	94	1,192.0	90.58	6,788,574	5,695
Liberty	96	922.0	72.26	5,758,379	6,246
Prairie	98	1,441.0	116.50	8,844,550	6,138
Sky Vista	100	803.0	63.13	4,461,071	5,556
Thunder Ridge	102	1,167.0	88.72	7,248,047	6,211
West	104	1,147.0	86.22	7,376,340	6,431
Total - Middle Schools		10,897.0	842.53	65,919,950	6,049
High Schools					
Cherokee Trail	106	2,308.0	174.08	13,503,233	5,851
Cherry Creek	108	3,346.0	255.42	21,236,286	6,347
Eaglecrest	110	2,306.0	177.65	14,663,651	6,359
Grandview	112	2,508.0	191.69	16,387,218	6,534
Overland	114	2,048.0	162.42	13,025,035	6,360
Smoky Hill	116	2,289.0	177.91	14,921,580	6,519
Total - High Schools		14,805.0	1,139.17	93,737,003	6,331
Other Schools					
C.A.R.E./P.R.E.P.	118	461.0	38.54	3,056,821	6,631
Career and Technical Education	120		47.86	4,780,654	
Challenge School	122	524.0	39.03	3,208,873	6,124
Cherry Creek Academy	124	436.5	35.50	3,134,894	7,182
Expulsion School	126		3.35	256,889	
Foot Youth Services Center	128		12.77	982,558	
Total Other Schools		1,421.5	177.05	15,420,689	
Student Achievement Services					
Administration	132		20.68	2,399,812	
Audiology Services	134		4.05	358,812	
Child Find	136		11.21	1,036,874	
Early Childhood	138		51.94	5,678,527	
Emotional Disabilities	140		65.27	6,866,989	
English Language Acquisition	142		76.56	6,218,355	
Gifted and Talented	144		4.75	554,941	
Learning Disabilities	146		96.41	7,867,925	
Low Incidence	148		16.06	1,268,063	
Multiple Disabilities	150		171.61	12,412,106	
Speech/Language	152		56.57	4,732,145	
Total Student Achievement Services			575.11	49,394,549	

**CHERRY CREEK SCHOOL DISTRICT
GENERAL FUND STAFFING AND EXPENDITURES
INDIVIDUAL SCHOOL AND DEPARTMENT BUDGETS**

School/ Department	ISDB Page No.	Projected Pupil FTE Enrollment	FTE Staff Total	Total Expenditure Allocation	Cost per Pupil
Board of Education and Superintendent					
Board of Education	156		0.30	96,246	
Office of Superintendent	158		1.70	479,421	
Total Board of Education and Superintendent			2.00	575,667	
Instructional Departments					
Division of Educational Operations	160		2.00	441,934	
Elementary Education	162		5.00	664,225	
Middle School Education	164		2.11	277,710	
High School Education	166		2.00	529,751	
Activities and Athletics	168		2.00	523,480	
Excellence and Equity	174		5.12	970,266	
North Area Student Achievement	176		10.05	1,004,448	
Division of Performance Improvement	178		4.17	536,260	
Assessment and Evaluation	180		7.53	890,237	
Instruction and Curriculum Development	182		9.55	992,441	
Professional Development	184		1.74	297,719	
Information Systems	186		54.00	5,495,200	
Instructional Technology	188		17.46	1,684,250	
Media Services	190		15.09	918,978	
Total - Instructional Departments			137.82	15,226,899	

**CHERRY CREEK SCHOOL DISTRICT
GENERAL FUND STAFFING AND EXPENDITURES
INDIVIDUAL SCHOOL AND DEPARTMENT BUDGETS**

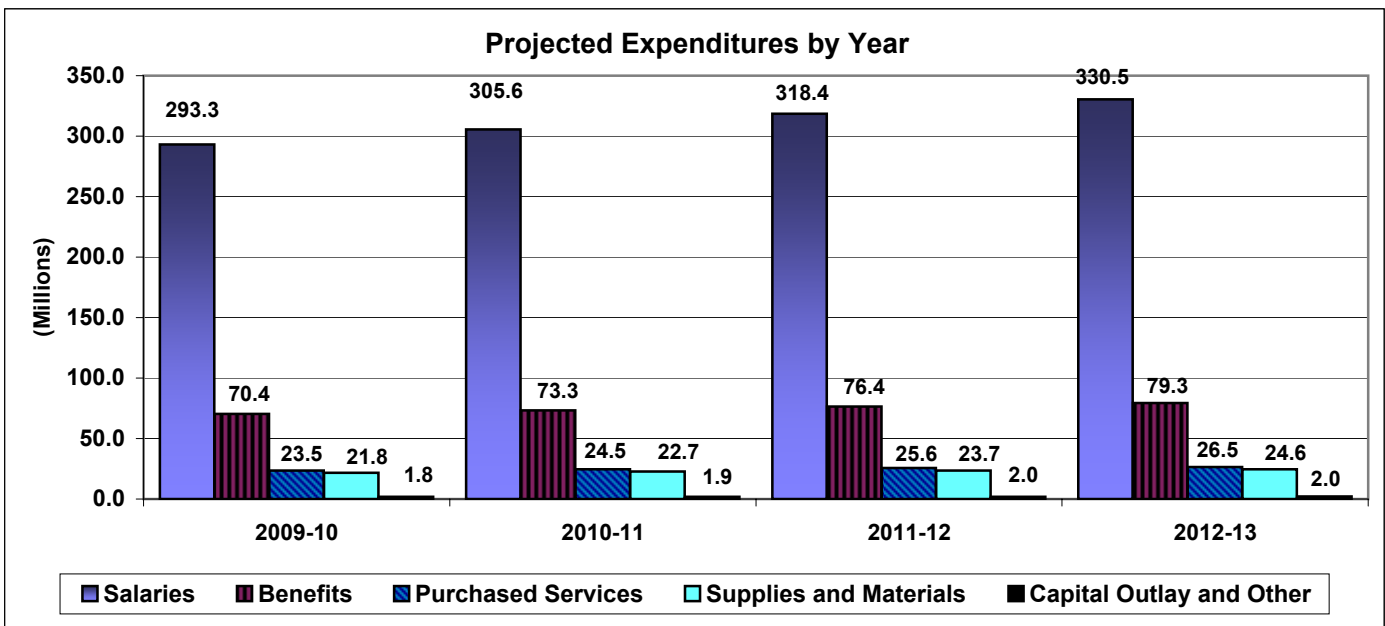
School/ Department	ISDB Page No.	Projected Pupil FTE Enrollment	FTE Staff Total	Total Expenditure Allocation	Cost per Pupil
Educational Support Services					
Educational Support Services	194		2.75	344,618	
Facility Planning and Construction	196		3.00	431,450	
Grounds Maintenance and Carpentry	198		30.00	2,118,368	
Maintenance and Custodial	200		75.00	5,325,501	
Facility Support	202		2.00	358,563	
Safety and Security	204		4.00	344,982	
Transportation	206		416.25	16,586,916	
Planning	208		3.00	397,529	
Admissions	210		9.00	588,532	
Office of Facility Rentals	212		1.00	196,103	
Total - Educational Support Services			546.00	26,692,562	
Communication Services	214		3.40	512,214	
Fiscal Services					
Fiscal Services	216		26.00	2,759,870	
Insurance and Risk Management	218		2.00	3,293,375	
Printing/Purchasing and Warehouse	220		26.00	1,757,229	
Total - Fiscal Services			57.40	8,322,688	
Human Resources	222		39.09	3,770,004	
Districtwide	224	391.5	2.21	7,537,368	
ORGANIZATION GRAND TOTAL		48,786.8	5,058.78	410,777,600	

Information is referenced in the Financial Plan Individual School and Department Budgets (ISDB).

**CHERRY CREEK SCHOOL DISTRICT
GENERAL FUND
SUMMARY BUDGET AND THREE YEAR PROJECTIONS**

	2009-10 Budget	2010-11 Projected	2011-12 Projected	2012-13 Projected
Unappropriated Reserves	\$40,142,753	\$46,731,639	\$49,582,130	\$48,098,804
Appropriated Reserves: 3% TABOR, and Other Reservations	15,164,000	15,973,000	16,491,000	17,030,000
Total Beginning Fund Balance - Budgetary Basis	55,306,753	62,704,639	66,073,130	65,128,804
Revenue by Source				
Local Sources -				
Including Property Taxes	200,501,816	203,716,711	209,881,319	213,949,247
State Sources - Including State Aid (1)	234,726,699	242,274,355	250,345,201	257,525,930
State Fiscal Emergency Restricted Reserve	(6,743,436)	(6,743,436)	(6,743,436)	(6,743,436)
Revenue Allocation -				
Capital Reserve Fund	(11,684,593)	(9,237,880)	(9,822,880)	(10,349,880)
Total Revenue	416,800,486	430,009,750	443,660,204	454,381,861
Operating Transfers				
- Extended Child Services Fund	1,375,000	1,389,000	1,403,000	1,417,000
Total Funds Available	473,482,239	494,103,389	511,136,334	520,927,665
Expenditures				
Salaries	293,250,683	305,567,212	318,401,035	330,500,274
Benefits	70,378,959	73,334,875	76,414,940	79,318,708
Purchased Services	23,538,428	24,527,042	25,557,178	26,528,350
Supplies and Materials	21,802,852	22,718,572	23,672,752	24,572,316
Capital Outlay and Other	1,806,678	1,882,558	1,961,626	2,036,168
Total Expenditures	410,777,600	428,030,259	446,007,530	462,955,816
Ending Fund Balance	\$62,704,639	\$66,073,130	\$65,128,804	\$57,971,849
Number of Students (FTE)	48,787	49,319	50,178	50,805

(1) In FY2011-12 and FY2012-13, Amendment 23 funding increases are projected to be based on inflation only, not inflation plus 1%.



Dedicated to Excellence

**DESIGNATED PURPOSE
GRANTS FUND**

CHERRY CREEK SCHOOL DISTRICT DESIGNATED PURPOSE GRANTS FUND LOCAL, STATE, AND FEDERAL GRANTS

Major Revenue Source Descriptions

Local/Private Grants

PTO/Cherry Creek Foundation

Each PTO/PTCO (Parent Teacher Organization/Parent Teacher Community Organization) in the District raises money to augment programs in its own school. Funds may be given to the school to purchase an item not funded by the District due to budgetary constraints or to provide an enhancement requested by a committee of staff, parents, and students.



The Cherry Creek Foundation was formed in 1994 to raise and distribute funds to create and enhance programs for District students and teachers. The Foundation mission is **“to expand excellence in education by funding initiatives that impact student achievement”**. The Foundation will continue to support the literacy program, “Reading Together” in elementary schools throughout the District. Other District projects that have been funded in part by the Foundation include: On-Line course development, Honor a Teacher Awards program, and the Monte Moses Future Educator Scholarship program.

Reading Recovery®

Reading Recovery is an early-intervention program designed to assist children in first grade who are having difficulty learning to read and write. With the direction of a highly trained teacher, the aim is to accelerate the student's learning so that the student is reading and writing at grade level in an average of 20 weeks.

Teachers in the Reading Recovery program spend part of the school day working one-on-one with students, teaching small literacy groups or supporting a classroom teacher as a collaborative partner.



State Grants

State Grants include the Comprehensive Health grant and the Colorado Council on the Arts grant.

Federal Grants

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

This grant provides the resources to help ensure that all children have the opportunity to receive a quality education, resulting in their attainment of high academic standards. The program is the largest federal program and allocates its resources based on the poverty rates of students. Title I focuses on promoting schoolwide reform in high-poverty schools and ensuring students' access to scientifically based instructional strategies and challenging academic content. The District is expected to close the achievement gap, to place highly qualified teachers in every classroom and to improve qualifications for para-educators who work with disadvantaged students.



® Registered Trademark administered by the Reading Recovery Council of North America

CHERRY CREEK SCHOOL DISTRICT DESIGNATED PURPOSE GRANTS FUND

Federal Grants - Continued

Title II, Part A: Teachers and Principals Training and Recruiting

This program is intended to increase student academic achievement by improving teacher, para-educator and principal quality. Because a well-prepared teacher is vitally important to a child's education, ensuring high quality teachers for all students is a key tenet of No Child Left Behind. This funding is used to prepare, train, and recruit highly qualified teachers, para-educators, and principals capable of ensuring that all children will achieve to high standards.

Title II-D, Enhancing Education Through Technology

The primary goal of this grant is to improve academic achievement through the use of technology. Additional goals of this program are to ensure that all students are technologically literate by the time they finish the eighth grade and to encourage effective integration of technology curriculum development to establish instructional methods that can be widely implemented.

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

The purpose of this grant is to help ensure that children who are limited English proficient can attain English proficiency, develop high levels of academic attainment in English, and meet the state academic achievement standards set for each grade level. Title III also addresses the need for family literacy, providing English language instruction for parents and preschool-age children.

Title IV, Safe and Drug-Free Schools and Communities

Title IV removes obstacles to student achievement by supporting programs that build assets; prevent violence in and around schools; prevent the illegal use of alcohol, tobacco, and drugs; involve parents and communities in this effort; and foster a safe, drug-free learning environment.

Other Federal Grants

Carl D. Perkins Vocational and Technical Education Act

This grant is intended to develop more fully the academic and career and technical skills of secondary education students. The program assists students in meeting these skills, including preparation for high skill, high wage, or high demand occupations in current or emerging professions. Money is allocated to student tuitions, computer equipment, training, and conferences.

Head Start

Head Start is a national program that promotes school readiness by enhancing the social and cognitive development of children through the provision of educational, health, nutritional, social services to children. This program provides comprehensive child development services to economically disadvantaged children and families, with focus on helping preschoolers develop the early skills they need to be successful in school.

Medicaid

The Medicaid Reimbursement Program provides funds for the benefit of all students in health-related areas. The reimbursement funds are to be used to enhance existing services or to provide additional health and medical care to students.

Individuals with Disabilities Education Act (IDEA)

This federal law includes Public Law 94-142, the Education for All Handicapped Children Act requiring free appropriate public education in the least restrictive environment for all school-aged children, and Public law 99-457, which extended services to children with developmental delay from birth to 3 years of age and their families.

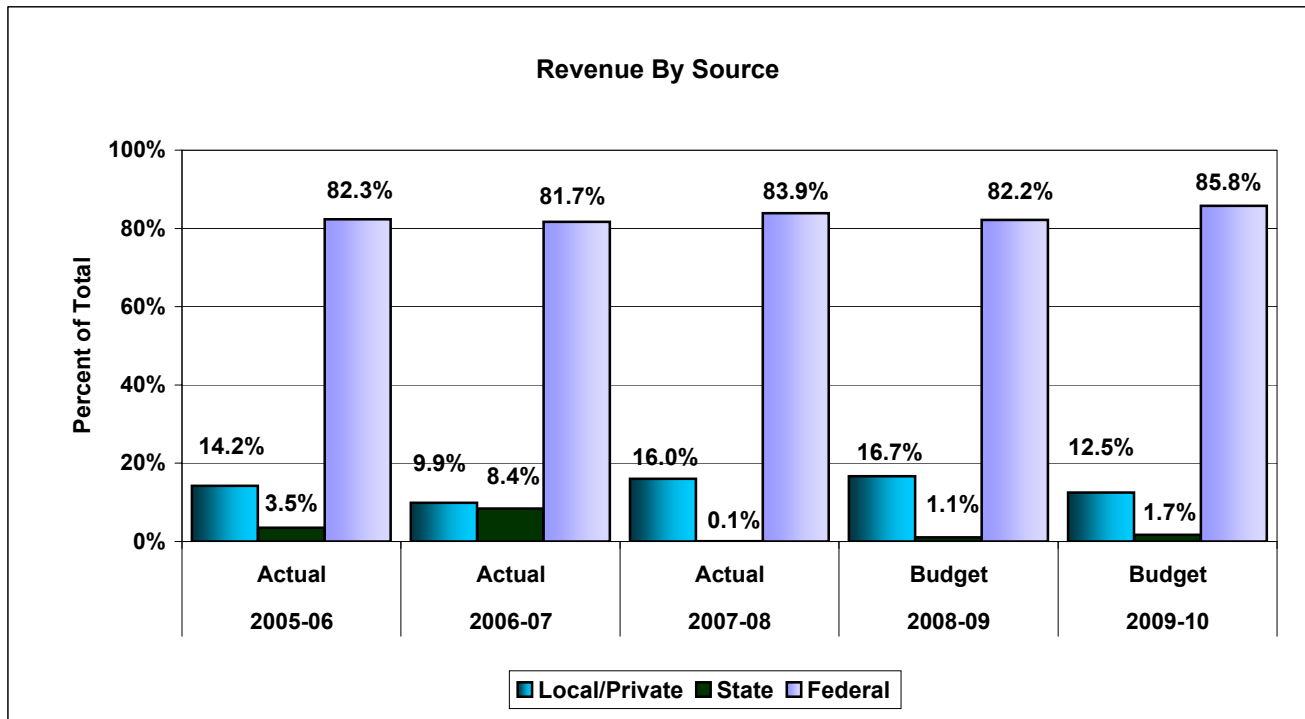
School To Work Alliance Program (SWAP)

The purpose of SWAP is to provide successful employment outcomes, increased community linkages, and new patterns of service for youth. Students who need assistance going from school to the working world receive services each year. The SWAP staff helps place students in apprenticeship programs through Vocational Rehabilitation.

**CHERRY CREEK SCHOOL DISTRICT
DESIGNATED PURPOSE GRANTS FUND
FIVE YEAR SUMMARY OF REVENUE AND EXPENDITURES**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Beginning Fund Balance	\$-	\$-	\$-	\$-	\$-
Revenue					
Local/Private	2,308,875	1,648,963	2,660,992	3,018,299	2,529,500
State	561,107	1,413,592	23,927	201,225	345,200
Federal	13,350,891	13,657,343	13,956,561	14,899,176	17,307,900
Total Revenue	16,220,873	16,719,898	16,641,480	18,118,700	20,182,600
Transfer from General Fund	-	-	-	-	-
Total Funds Available	16,220,873	16,719,898	16,641,480	18,118,700	20,182,600
Expenditures					
Salaries	10,952,235	11,303,568	10,758,180	11,181,199	12,609,900
Benefits	2,055,939	2,225,541	2,279,327	2,356,655	3,005,718
Purchased Services	1,075,952	1,221,039	1,371,153	1,135,937	1,118,450
Supplies and Materials	1,442,994	1,304,453	1,261,832	2,342,005	2,601,232
Other	693,753	660,144	795,690	1,102,904	847,300
Total Expenditures	16,220,873	16,714,745	16,466,182	18,118,700	20,182,600
Transfer to Other Funds	-	5,153	175,298	-	-
Total Expenditures and Transfers	16,220,873	16,719,898	16,641,480	18,118,700	20,182,600
Ending Fund Balance	\$-	\$-	\$-	\$-	\$-

The American Recovery and Reinvestment Act funding is not included in the FY2009-10 budget. The District will be making application for these revenues. A supplemental appropriation will be proposed based on confirmed allocations for No Child Left Behind and Special Education-Part B IDEA funding.



**CHERRY CREEK SCHOOL DISTRICT
DESIGNATED PURPOSE GRANTS FUND
FIVE YEAR SUMMARY BY GRANT**

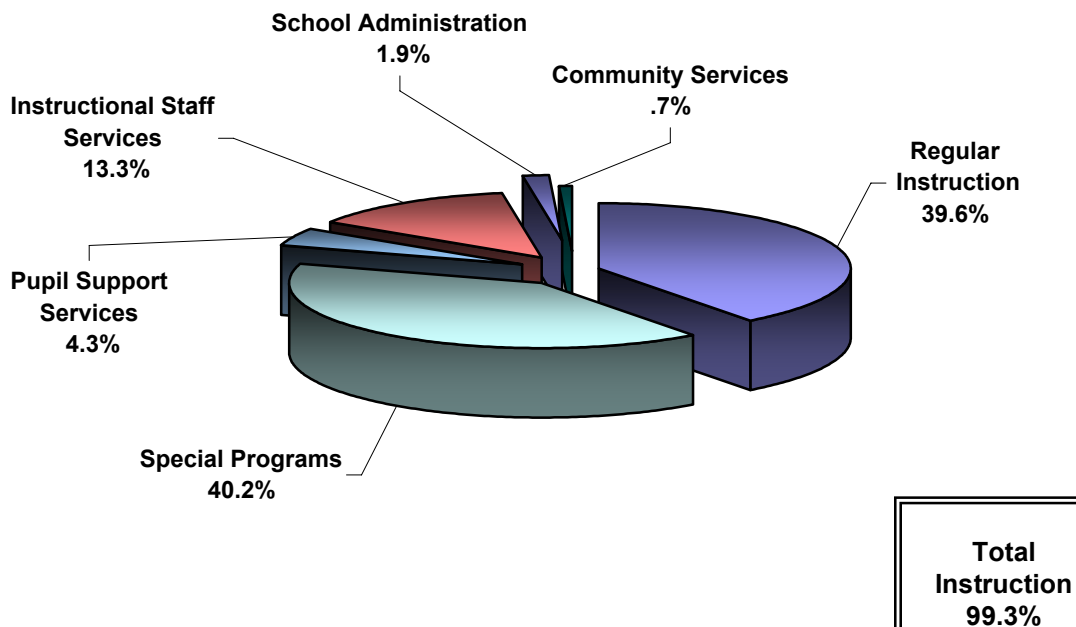
	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
<u>Local/Private</u>					
PTO/Cherry Creek Foundation	\$1,539,343	\$1,493,244	\$1,971,015	\$2,658,499	\$2,206,200
Reading Recovery	132,455	193,214	227,003	260,800	263,300
Other Local Grants	77,828	23,494	163,767	99,000	60,000
Total Local/Private	1,749,626	1,709,952	2,361,785	3,018,299	2,529,500
<u>State</u>					
Read to Achieve (1)	542,289	1,257,154	-	-	-
Other State Grants	17,568	29,918	23,927	201,225	345,200
Total State	559,857	1,287,072	23,927	201,225	345,200
<u>Federal</u>					
<u>No Child Left Behind Act</u>					
Title I A-Improving Basic Programs	2,648,199	2,882,948	3,266,416	3,660,685	5,416,700
Title I D-Excelsior Youth Center	149,225	185,716	161,128	282,866	283,000
Title II A-Teacher Quality	790,766	762,245	932,873	1,256,378	1,290,300
Title II D-Technology	41,802	34,673	15,543	53,590	60,900
Title III-English Language Acquisition	608,167	576,215	476,942	321,450	398,400
Title IV-Safe Drug Free Schools/Communities	111,869	100,073	124,925	120,841	120,900
Title V-Innovations in Education (2)	156,047	90,168	58,019	34,544	-
Subtotal-No Child Left Behind Act	4,506,075	4,632,038	5,035,846	5,730,354	7,570,200
Carl Perkins Vocational Education Program	146,722	175,978	203,955	201,464	201,600
Head Start	239,882	288,868	205,645	240,689	240,800
Medicaid	133,915	188,871	198,624	200,000	250,000
PL94-142-Education of the Handicapped	7,880,704	7,813,933	7,892,600	8,004,629	8,522,100
PL99-457-Handicapped Preschool	230,596	216,319	154,217	149,262	149,300
School To Work Alliance Program (SWAP)	130,889	156,625	168,081	172,778	173,900
Other Federal Grants	642,607	245,089	221,502	200,000	200,000
Total Federal	13,911,390	13,717,721	14,080,470	14,899,176	17,307,900
Interfund Transfers (3)	-	5,153	175,298	-	-
Grand Total	\$16,220,873	\$16,719,898	\$16,641,480	\$18,118,700	\$20,182,600

- (1) FY2006-07 was the last year in a three year plan that the legislature appropriated funds to Cherry Creek School District for the Read To Achieve program.
- (2) Federal funding for Title V has been discontinued for school districts in FY2008-09. The expenditures in FY2008-09 are from the FY2007-08 carryover funds.
- (3) The FY2006-07 transfer is to the Extended Child Services Fund Preschool program from the Head Start program. The FY2007-08 transfer is to the General Fund.

**CHERRY CREEK SCHOOL DISTRICT
DESIGNATED PURPOSE GRANTS FUND
EXPENDITURES BY ACTIVITY**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
<u>Direct Instruction</u>					
Elementary Education	\$4,830,967	\$5,524,995	\$4,436,443	\$5,577,350	\$7,025,400
Middle School Education	664,802	445,827	296,613	396,300	269,800
High School Education	385,528	266,671	233,725	510,731	463,600
Special Programs	7,279,997	7,277,296	7,430,124	7,504,480	8,107,100
Other Regular Education	258,780	295,707	206,167	240,689	240,800
Subtotal - Direct Instruction	13,420,074	13,810,496	12,603,072	14,229,550	16,106,700
<u>Indirect Instruction</u>					
Pupil Support Services	957,011	544,665	772,541	893,855	857,200
Instructional Staff Services	1,460,939	1,810,961	2,360,109	2,624,230	2,690,600
School Administration	116,735	235,686	316,123	296,050	379,000
Subtotal - Indirect Instruction	2,534,685	2,591,312	3,448,773	3,814,135	3,926,800
Total Instruction	15,954,759	16,401,808	16,051,845	18,043,685	20,033,500
<u>Other Expenditures</u>					
Operations/Maintenance & Pupil Transportation	77,224	61,554	-	-	-
Community Services	188,890	251,383	414,337	75,015	149,100
Total Other Expenditures	266,114	312,937	414,337	75,015	149,100
Interfund Transfers	-	5,153	175,298	-	-
Grand Total Expenditures	\$16,220,873	\$16,719,898	\$16,641,480	\$18,118,700	\$20,182,600

2009-10 Budgeted Expenditures By Activity

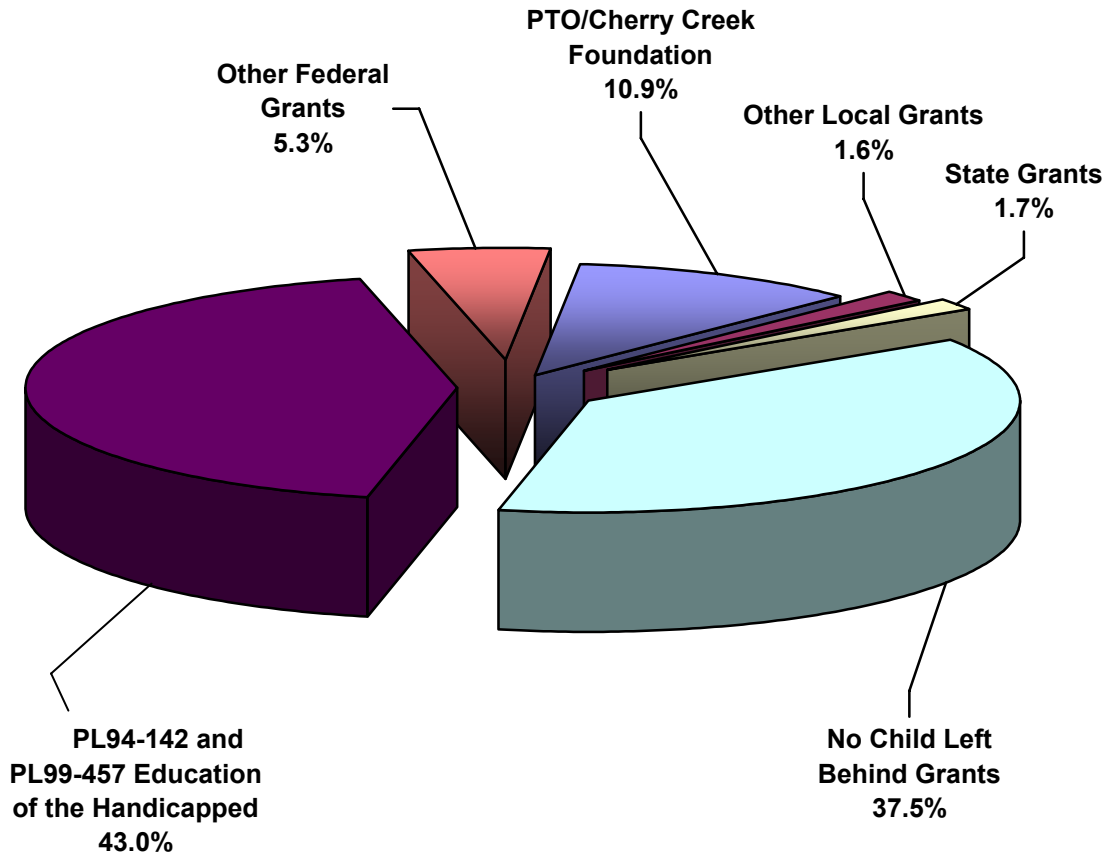


**CHERRY CREEK SCHOOL DISTRICT
DESIGNATED PURPOSE GRANTS FUND
BUDGETED EXPENDITURES BY GRANT AND OBJECT**

FY2009-10 Grants	Salaries	Benefits	Purchased Services	Supplies	Other	Total
<u>Local/Private:</u>						
PTO/Cherry Creek Foundation	\$703,700	\$109,750	\$54,650	\$964,800	\$373,300	\$2,206,200
Reading Recovery	203,000	34,800	22,500	3,000	-	263,300
Other Local Grants	500	68	4,000	54,432	1,000	60,000
Total Local/Private	907,200	144,618	81,150	1,022,232	374,300	2,529,500
<u>State</u>						
Other State Grants	15,000	2,200	-	328,000	-	345,200
Total State	15,000	2,200	-	328,000	-	345,200
<u>Federal</u>						
<u>No Child Left Behind Act</u>						
Title I-Improving Basic Programs	3,610,400	829,000	24,500	749,100	203,700	5,416,700
Title I-Excelsior Youth Center	-	-	268,000	15,000	-	283,000
Title II A-Teacher Quality	774,300	151,400	100,000	224,600	40,000	1,290,300
Title II D-Technology	45,100	6,800	4,000	5,000	-	60,900
Title III-English Language Acquisition	239,300	67,800	17,000	51,100	23,200	398,400
Title IV-Safe Drug Free Schools/ Communities	86,200	19,100	2,200	13,300	100	120,900
Subtotal-No Child Left Behind Act	4,755,300	1,074,100	415,700	1,058,100	267,000	7,570,200
Carl Perkins Vocational Education Program	142,600	26,000	25,600	5,400	2,000	201,600
Head Start	172,500	32,200	11,000	11,100	14,000	240,800
Medicaid	75,000	22,300	9,500	111,000	32,200	250,000
PL94-142-Education of the Handicapped	6,242,900	1,628,500	494,000	-	156,700	8,522,100
PL99-457-Handicapped PreSchool School To Work Alliance Program (SWAP)	118,000	29,400	1,900	-	-	149,300
Other Federal Grants	132,400	33,900	5,000	1,500	1,100	173,900
	49,000	12,500	74,600	63,900	-	200,000
Total Federal	11,687,700	2,858,900	1,037,300	1,251,000	473,000	17,307,900
Grand Total	\$12,609,900	\$3,005,718	\$1,118,450	\$2,601,232	\$847,300	\$20,182,600

**CHERRY CREEK SCHOOL DISTRICT
DESIGNATED PURPOSE GRANTS FUND
EXPENDITURES BY GRANT**

Percent of Budgeted Expenditures by Grant



Summary of FY2009-10 Expenditures by Grant

PTO/Cherry Creek Foundation	\$2,206,200	10.9%
Other Local Grants	323,300	1.6%
State Grants	345,200	1.7%
No Child Left Behind Grants	7,570,200	37.5%
PL94-142 and PL99-457 Education of the Handicapped	8,671,400	43.0%
Other Federal Grants	1,066,300	5.3%
Total Expenditures by Grant	\$20,182,600	100.0%

**CHERRY CREEK SCHOOL DISTRICT
DESIGNATED PURPOSE GRANTS FUND
SUMMARY BUDGET AND THREE YEAR PROJECTIONS**

	2009-10 Budget	2010-11 Projected	2011-12 Projected	2012-13 Projected
Beginning Fund Balance	\$-	\$-	\$-	\$-
<u>Revenue</u>				
Local/Private	2,529,500	2,554,800	2,593,100	2,645,000
State	345,200	348,700	353,900	361,000
Federal	17,307,900	17,481,000	17,743,200	18,098,100
Total Revenue	20,182,600	20,384,500	20,690,200	21,104,100
<u>Expenditures</u>				
Salaries	12,609,900	12,736,100	12,927,100	13,185,500
Benefits	3,005,718	3,035,800	3,081,300	3,142,900
Purchased Services	1,118,450	1,129,600	1,146,500	1,169,400
Supplies and Materials	2,601,232	2,627,200	2,666,600	2,719,900
Other	847,300	855,800	868,600	886,000
Total Expenditures	20,182,600	20,384,500	20,690,100	21,103,700
Ending Fund Balance	\$-	\$-	\$-	\$-
Number of Students (FTE)	48,787	49,319	50,178	50,805

The Designated Purpose Grants Fund is expected to provide over \$20 million in funding for FY2009-10 to support the academic programs in the District. Applications for grants are strongly encouraged to provide additional educational opportunities for the students, as well as staff development purposes throughout the District. The grant funding by local, state and federal sources is expected to continue into the future, allowing greater flexibility in developing and implementing programs.

This additional funding from the various grants is expected to provide approximately 347 employees to supplement those currently funded from the General Fund operating budget. These programs provide additional resources and education opportunities for all of the schools in the District.



Dedicated to Excellence

**EXTENDED CHILD SERVICES
FUND**

CHERRY CREEK SCHOOL DISTRICT EXTENDED CHILD SERVICES FUND

Program Profile

The roots of Extended Child Services (ECS) programming in CCSD began in 1989 when an Intersession program was introduced at Mission Viejo Elementary to provide childcare and enrichment programs to students during off-track periods. Kindergarten Enrichment programs began operations at two elementary schools in 1991 and were followed by the Child Development Program at Eaglecrest High School in 1992. Before and After School programs were established in 1992 at four elementary schools. Today there are 81 programs throughout the District that extend learning opportunities for students beyond the regular classroom hours thus supporting the District goals to:

- ◆ **Strengthen the organization**
- ◆ **Elevate the achievement of all students, close the achievement gap, and prepare all students for college access and success**
- ◆ **Develop citizenship, civility, and character**

The ECS program benefits students by offering a variety of services to meet the needs of our community. Each program is designed to enrich the students' academic studies beyond the regular classroom setting. This fee-based special revenue fund provides for the operations of the programs listed below.

Before and After School Care and Intersession

The District makes affordable, quality childcare available to families through before and after school care. Students enjoy an educational setting rather than attend a typical childcare center. The program also provides full-time childcare during the summer. **Intersession** – Four-track elementary schools also offer a variety of special enrichment and academic classes during off-track periods.

Kindergarten Enrichment

The elementary schools, which do not have full-day kindergarten, offer a half-day extension of enrichment activities to their regular half-day kindergarten students. This extension is not part of the District curriculum, but complements the daily educational program.

Preschool Education

Preschool education presents learning opportunities for children as young as age three. This program operates in conjunction with state and federal supported programs run by the District.

Other Enterprise Programs:

Academic Summer School

Academic courses designed to provide remedial assistance for students are offered during the summer months.

Inside/Out (G/T) is an enrichment program presenting discoveries and connections for gifted and high potential learners in elementary through middle school. Classes of engaging and challenging material and instruction are offered for motivated learners.

Driver's Education makes available a certified driving course, including on-road experience, for teenagers who have recently obtained driving permits.

Sports Camps offer a wide variety of sports training for K-12 students during the summer months.

Instrumental Music is a program that gives elementary students the opportunity to learn how to play musical instruments. Third through fifth graders can join First Year Orchestra or Advanced Orchestra. Fourth and fifth grade students can join First Year Band, Advanced Band, Jazz Band, and Percussion Ensemble. Students meet before or after school twice a week.

Staff Development

Staff Development classes for employees are offered throughout the year for a moderate fee. Classes are taken for teacher recertification and other educational advancement as well as to upgrade computer skills.

**CHERRY CREEK SCHOOL DISTRICT
EXTENDED CHILD SERVICES FUND
FIVE YEAR SUMMARY OF REVENUE AND EXPENDITURES**

	2005-06	2006-07	2007-08	2008-09	2009-10
	Actual	Actual	Actual	Budget	Budget
Beginning Fund Balance	\$4,069,088	\$3,857,554	\$4,308,837	\$4,188,850	\$4,376,210
Revenue					
Before and After School	4,138,799	4,923,083	6,078,417	6,878,460	7,609,000
Intersession	4,607,781	4,842,107	4,739,512	4,355,610	3,195,300
Kindergarten Enrichment	1,892,650	2,048,466	2,591,465	2,670,350	3,028,400
Preschool Education	899,645	1,019,967	1,227,204	1,330,000	1,355,300
Other Enterprise Programs	1,621,352	1,942,802	1,003,994	1,986,000	2,034,000
Total Revenue	13,160,227	14,776,425	15,640,592	17,220,420	17,222,000
Transfer from General Fund (1)	-	54,335	56,188	50,000	50,000
Transfer from Grants Fund (2)	-	5,153	-	-	-
Total Revenue and Transfers	13,160,227	14,835,913	15,696,780	17,270,420	17,272,000
Total Funds Available	17,229,315	18,693,467	20,005,617	21,459,270	21,648,210
Expenditures					
Before and After School	3,721,564	4,438,741	5,036,871	5,586,610	6,183,610
Intersession	4,198,760	4,153,118	3,796,943	3,523,765	2,604,460
Kindergarten Enrichment	1,686,714	1,795,459	2,058,265	2,135,140	2,387,540
Preschool Education	868,838	1,068,852	1,156,900	1,209,010	1,287,490
Other Enterprise Programs	1,306,629	1,202,489	1,606,367	1,986,535	2,081,650
Utilities and Indirect Costs	631,223	605,788	786,010	822,000	833,760
Total Expenditures	12,413,728	13,264,447	14,441,356	15,263,060	15,378,510
Transfer to General Fund (3)	958,033	1,120,183	1,375,411	1,820,000	1,375,000
Total Expenditures and Transfers	13,371,761	14,384,630	15,816,767	17,083,060	16,753,510
Revenue and Transfers more (less) than Expenditures and Transfers (4)	(211,534)	451,283	(119,987)	187,360	518,490
Ending Fund Balance	\$3,857,554	\$4,308,837	\$4,188,850	\$4,376,210	\$4,894,700
Total Expenditures and Transfers	\$13,371,761	\$14,384,630	\$15,816,767	\$17,083,060	\$16,753,510
TABOR Reserves	398,000	434,000	476,000	512,500	502,600
Total Expenditures, Transfers, and Appropriated Reserves	13,769,761	14,818,630	16,292,767	17,595,560	17,256,110
Unappropriated Reserves	3,459,554	3,874,837	3,712,850	3,863,710	4,392,100
Total Appropriations and Unappropriated Reserves	\$17,229,315	\$18,693,467	\$20,005,617	\$21,459,270	\$21,648,210

(1) Transfers from the General Fund in FY2006-07 through FY2009-10 are from Special Education to the Preschool Program.

(2) The transfer from the Grants Fund in FY2006-07 is from the Head Start Grant to the Preschool Program.

(3) The transfer to the General Fund is for reimbursement to the schools for facility usage by the programs and also includes a transfer from the staff development program. In FY2007-08 an additional \$188,706 was transferred to the General Fund to help fund student achievement initiatives and \$500,000 was transferred in FY2008-09 for the same purpose.

(4) In FY2005-06 and FY2007-08 expenditures exceed revenue sources due to the Extended Child Services' decision to spend down a portion of the available balance.

CHERRY CREEK SCHOOL DISTRICT EXTENDED CHILD SERVICES FUND

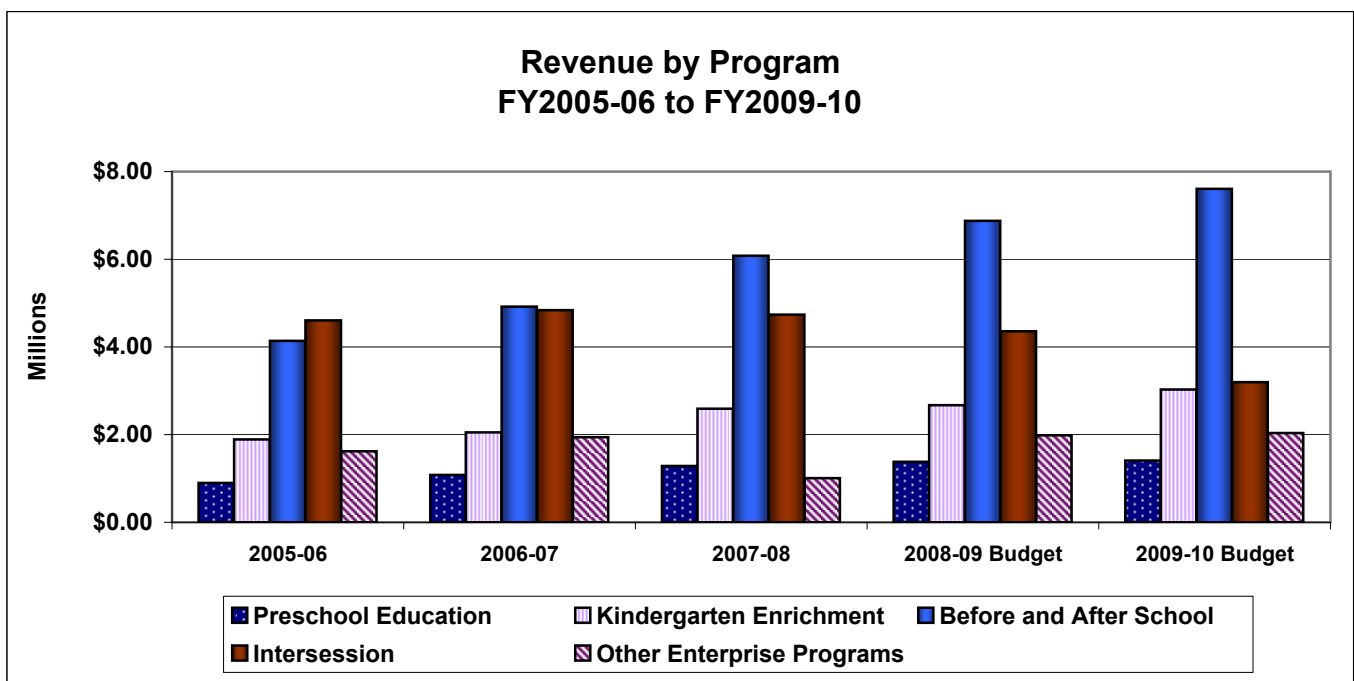
2008-09 Program Participation

⊕ Before School Program	748	⊕ Inside/Out (G/T)	250
⊕ After School Program	2,885	⊕ Driver's Education	1,041
⊕ BAS Full Day Program	1,019	⊕ Sports Camps	3,786
⊕ Intersession Program	228	⊕ Instrumental Music	494
⊕ Kindergarten Enrichment	1,359	⊕ Staff Development	1,773
⊕ Preschool Education	724	⊕ Academic Summer School	1,062
⊕ Academic On-Line Summer School	130		



The five year historical perspective of the Extended Child Services (ECS) revenue below shows that the Before and After School (BAS) Program is the largest program in this fund. Revenue for the Intersession Program has decreased since FY2007-08 as some elementary schools move from four-track, year-round calendars to traditional calendars. In FY2009-10, three schools that are on transitional calendars were moved from the Intersession programs to Before and After and Kindergarten Enrichment programs.

Additionally, in FY2008-09, six Kindergarten Enrichment Programs were discontinued when full-day academic kindergarten programs were opened at Eastridge, Highline Community, Holly Hills/Ridge, Independence, Ponderosa, and Village East Elementary Schools.

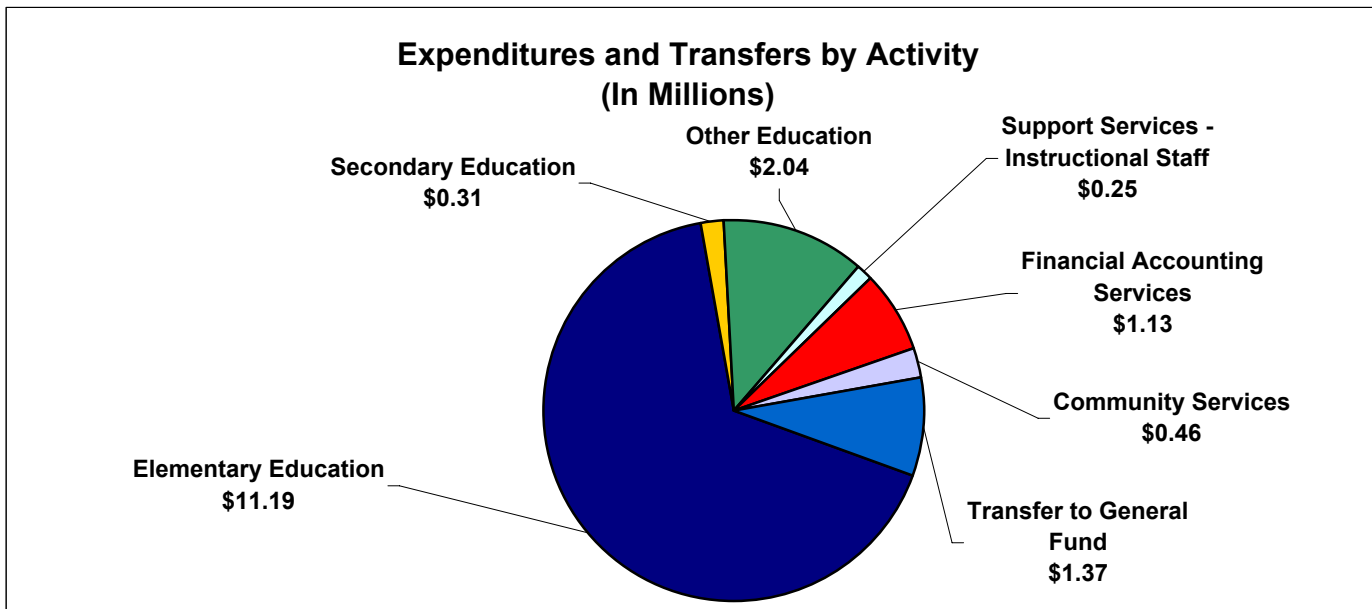


CHERRY CREEK SCHOOL DISTRICT EXTENDED CHILD SERVICES FUND

FY2009-10 Budgeted Expenditures and Transfers by Activity and Object

Type of Activity	Salaries	Benefits	Purchased Services
Elementary Education	\$7,444,750	\$1,433,520	\$670,280
Secondary Education	240,500	35,720	4,700
Other Education	1,434,200	231,040	209,850
Support Services - Instructional Staff	173,100	26,900	28,340
Financial Accounting Services	232,670	58,180	200
Community Services	286,270	57,370	8,320
Transfer to General Fund			
Total Expenditures	\$9,811,490	\$1,842,730	\$921,690

- ◆ **Elementary Education** includes expenditures for the Before and After Programs, Intersession Programs, Kindergarten Enrichment and instrumental music programs.
- ◆ **Secondary Education** includes expenditures associated with the Academic Summer School Programs at the middle and high school levels.
- ◆ **Other Education** encompasses the expenditures associated with Preschool Education, the Gifted and Talented Inside/Out Program, the summer sports camps and driver's education programs.
- ◆ **Support Services - Instructional Staff** include expenditures from the Staff Development classes offered through the District and other training of ECS Program employees, including first aid and CPR classes.
- ◆ **Financial Accounting Services** are the business expenditures incurred in the administration of all ECS programs.
- ◆ **Community Services** are those expenditures associated with the three Child Development Centers (daycare) run at Eaglecrest High School, Overland High School, and Thunder Ridge Middle School.
- ◆ **Transfer to General Fund** is made to reimburse the schools for the use of their buildings by the ECS programs. In addition, \$100,000 is transferred from the ECS Employee Professional Development Program to the General Fund to support student achievement.



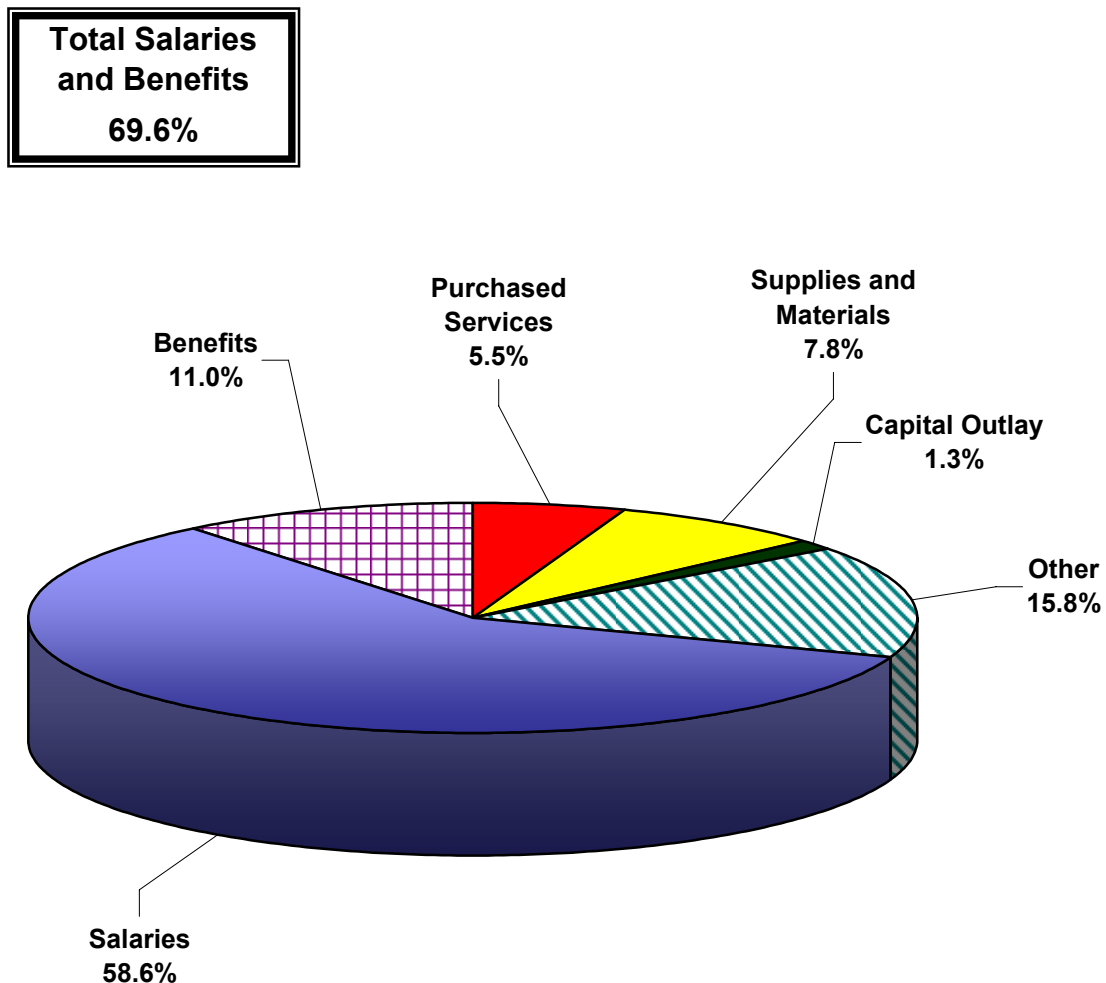
CHERRY CREEK SCHOOL DISTRICT EXTENDED CHILD SERVICES FUND

FY2009-10 Budgeted Expenditures and Transfers by Activity and Object

Supplies and Materials	Capital Outlay	Other*	Total	Percent of Expenditures
\$1,086,700	\$217,850	\$335,450	\$11,188,550	66.8%
8,750	2,000	17,500	309,170	1.9%
149,830	4,000	9,160	2,038,080	12.2%
24,000	-	1,000	253,340	1.5%
700	-	838,800	1,130,550	6.7%
37,470	-	69,390	458,820	2.7%
		1,375,000	1,375,000	8.2%
\$1,307,450	\$223,850	\$2,646,300	\$16,753,510	100.0%

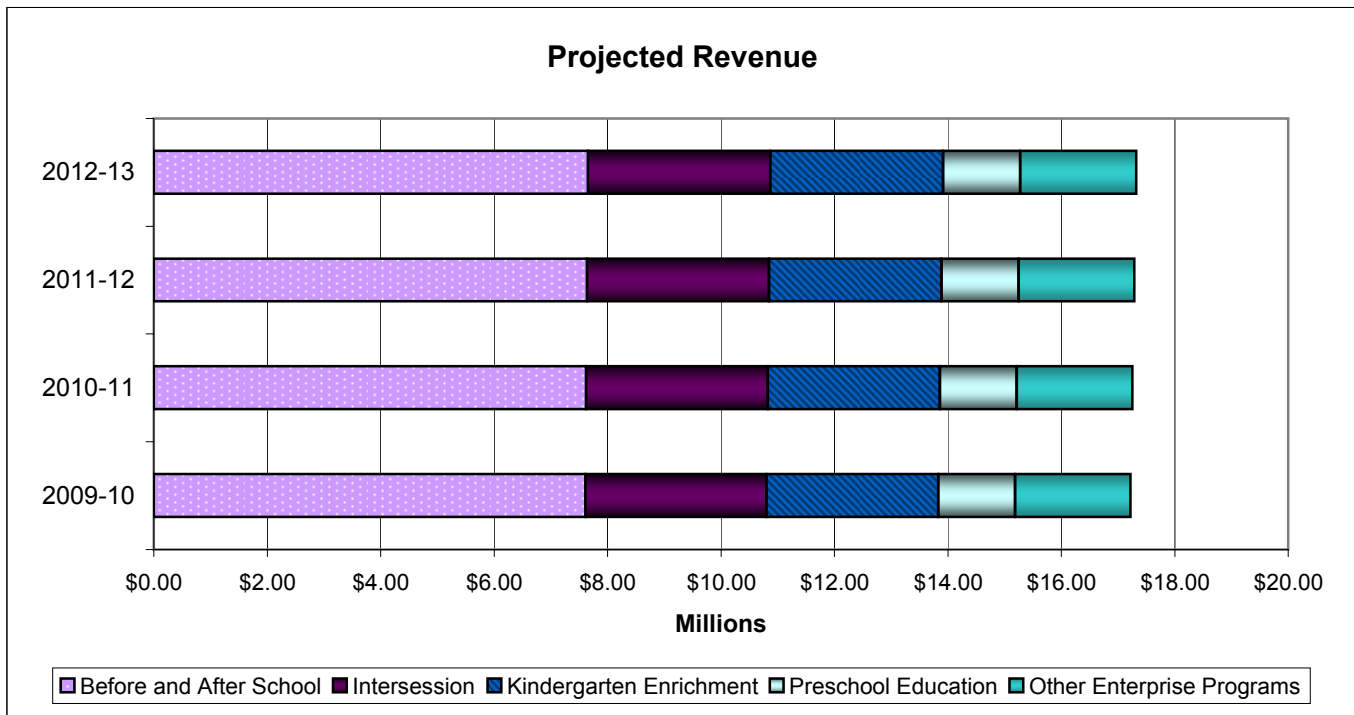
*Other includes fees to outside organizations, District printing charges, indirect and overhead costs, and transfers to the General Fund.

Expenditures and Transfers By Object



**CHERRY CREEK SCHOOL DISTRICT
EXTENDED CHILD SERVICES FUND
SUMMARY BUDGET AND THREE YEAR PROJECTIONS**

	2009-10 Budget	2010-11 Projected	2011-12 Projected	2012-13 Projected
Beginning Fund Balance	\$4,376,210	\$4,894,700	\$5,280,100	\$5,530,300
<u>Revenue</u>				
Before and After School	7,609,000	7,624,200	7,639,400	7,654,700
Intersession	3,195,300	3,201,700	3,208,100	3,214,500
Kindergarten Enrichment	3,028,400	3,034,500	3,040,500	3,046,600
Preschool Education	1,355,300	1,358,000	1,360,700	1,363,400
Other Enterprise Programs	2,034,000	2,038,100	2,042,100	2,046,200
Total Revenue	17,222,000	17,256,500	17,290,800	17,325,400
Transfers from other Funds	50,000	50,000	50,000	50,000
Total Funds Available	21,648,210	22,201,200	22,620,900	22,905,700
<u>Expenditures</u>				
Before and After School	6,183,610	6,245,400	6,307,900	6,371,000
Intersession	2,604,460	2,630,500	2,656,800	2,683,400
Kindergarten Enrichment	2,387,540	2,411,400	2,435,500	2,459,900
Preschool Education	1,287,490	1,300,400	1,313,400	1,326,500
Other Enterprise Programs	2,081,650	2,102,500	2,123,500	2,144,700
Utilities and Indirect Costs	833,760	842,100	850,500	859,000
Transfers to General Fund	1,375,000	1,388,800	1,403,000	1,417,000
Total Expenditures & Transfers	16,753,510	16,921,100	17,090,600	17,261,500
Ending Fund Balance	\$4,894,700	\$5,280,100	\$5,530,300	\$5,644,200
Number of Students (FTE)	48,787	49,319	50,178	50,805



Dedicated to Excellence

PUPIL ACTIVITIES FUND

CHERRY CREEK SCHOOL DISTRICT

PUPIL ACTIVITIES FUND

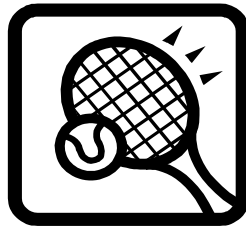
Program Profile

The Pupil Activities Fund supports extracurricular activities throughout the District which draw a large number of students. Activity and athletic involvement is vital to the development of leadership skills and good physical health that enhance student self-esteem and ensures a higher likelihood of academic success. These programs are offered at the high school, middle school, and elementary school levels in order to encourage participation.

This fund is comprised of separate accounts maintained at each District school site where revenue offsets District expenditures.

Revenue is provided through a variety of sources.

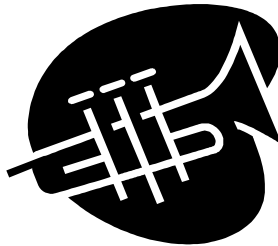
- ♦ Activity tickets
- ♦ Athletic event admissions
- ♦ Fundraising events
- ♦ User and club fees



- ♦ Concessions and vending sales
- ♦ Retail grocery store certificates
- ♦ Interest income
- ♦ Miscellaneous sources

Expenditures encompass a variety of costs.

- ♦ Field Trips
- ♦ Transportation
- ♦ Registration Fees
- ♦ Coach/Club Advisors



- ♦ Training
- ♦ Equipment
- ♦ Supplies
- ♦ Game Officials

Stutler Bowl and Legacy Stadium

The Cherry Creek School District has two stadiums to use for athletic events. Stutler Bowl is located on the Cherry Creek High School campus in Greenwood Village and Legacy Stadium adjoins Cherokee Trail High School in Aurora.

Stutler Bowl has been a District all-purpose, sports stadium since 1964. With a seating capacity of 7,500, this stadium's events produced gate receipts and vending revenue totaling over \$96,000 in fiscal year 2007-08. Concessions revenue was over \$38,000.

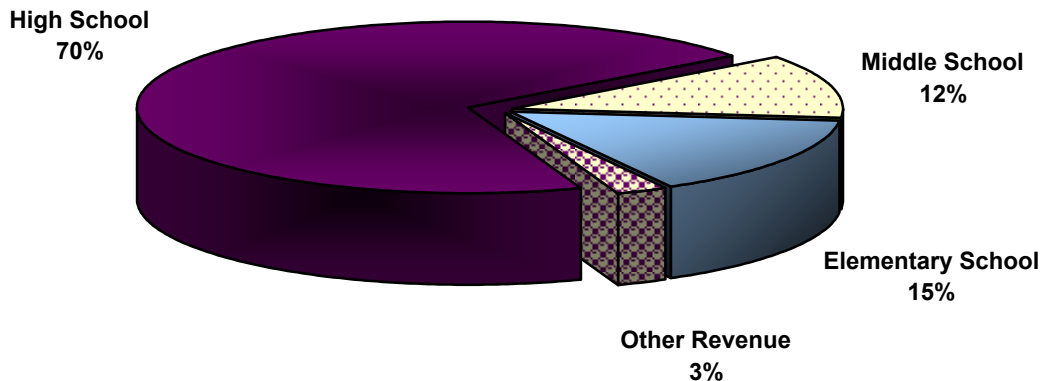
Legacy Stadium, also seating 7,500, opened in the fall of 2004. Legacy Stadium is designed to accommodate a variety of events, including Colorado High School Athletic Association (CHSAA) sponsored state track meets and championship games for football, soccer, and lacrosse. Gate receipts totaled over \$62,000 in fiscal year 2007-08. Concessions resulted in nearly \$61,000 of revenue.

The District markets both stadiums to attract outside users. Both facilities can be used for semi-professional football, professional lacrosse, club or league soccer, and field hockey teams.

**CHERRY CREEK SCHOOL DISTRICT
PUPIL ACTIVITIES FUND
FIVE YEAR SUMMARY OF REVENUE AND EXPENDITURES**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Beginning Fund Balance	\$4,690,099	\$4,921,624	\$5,168,487	\$5,035,939	\$5,035,939
<u>Revenue</u>					
High School	8,121,878	8,209,800	8,289,239	9,063,114	8,801,000
Middle School	1,528,063	1,474,311	1,260,108	1,546,500	1,516,300
Elementary School	1,435,758	1,810,980	1,854,654	1,968,386	1,988,100
Other Revenue	335,175	251,067	316,337	336,000	329,600
Total Revenue	11,420,874	11,746,158	11,720,338	12,914,000	12,635,000
Total Funds Available	16,110,973	16,667,782	16,888,825	17,949,939	17,670,939
<u>Expenditures</u>					
High School	7,968,970	8,017,425	8,519,438	9,063,114	8,801,000
Middle School	1,505,894	1,514,411	1,287,718	1,546,500	1,516,300
Elementary School	1,465,469	1,764,245	1,808,745	1,968,386	1,988,100
Other Expenditures	249,016	203,214	236,985	336,000	329,600
Total Expenditures	11,189,349	11,499,295	11,852,886	12,914,000	12,635,000
Ending Fund Balance	\$4,921,624	\$5,168,487	\$5,035,939	\$5,035,939	\$5,035,939
<hr/>					
Total Expenditures	\$11,189,349	\$11,499,295	\$11,852,886	\$12,914,000	\$12,635,000
TABOR Reserves	335,680	344,979	355,587	387,420	379,050
Total Expenditures & Appropriated Reserves	11,525,029	11,844,274	12,208,473	13,301,420	13,014,050
Unappropriated Reserves	4,585,944	4,823,508	4,680,352	4,648,519	4,656,889
Total Appropriations & Unappropriated Reserves	\$16,110,973	\$16,667,782	\$16,888,825	\$17,949,939	\$17,670,939

FY2009-10 Anticipated Revenue



**CHERRY CREEK SCHOOL DISTRICT
PUPIL ACTIVITIES FUND
EXPENDITURES BY SCHOOL AND OBJECT**

Activity Location	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
<u>High Schools</u>					
Cherokee Trail	\$498,895	\$709,125	\$634,458	\$786,200	\$770,600
Cherry Creek	2,852,912	2,886,365	3,639,426	3,485,914	3,334,700
Eaglecrest	1,149,780	875,858	894,981	883,100	865,600
Grandview	1,391,449	1,597,931	1,475,585	1,704,300	1,670,400
Overland	623,253	744,132	715,723	830,300	813,700
Smoky Hill	1,452,681	1,204,014	1,159,265	1,373,300	1,346,000
Total High School Activities	7,968,970	8,017,425	8,519,438	9,063,114	8,801,000
<u>Middle Schools</u>					
Campus	344,540	270,352	140,870	202,200	198,200
Falcon Creek	126,850	109,603	125,024	119,600	117,300
Fox Ridge (1)	-	-	-	55,000	53,900
Horizon	143,824	241,404	166,199	160,000	156,800
Laredo	102,675	138,168	121,265	135,600	132,900
Liberty	119,192	105,630	127,268	144,400	141,600
Prairie	128,217	180,365	146,685	150,000	147,000
Sky Vista	52,439	69,266	29,684	76,200	74,700
Thunder Ridge	286,870	205,777	208,536	245,500	240,600
West	201,287	193,846	222,187	258,000	253,300
Total Middle School Activities	1,505,894	1,514,411	1,287,718	1,546,500	1,516,300
Elementary Activities	1,465,469	1,764,245	1,808,745	1,968,386	1,988,100
<u>Other Activities</u>					
Legacy Stadium	131,647	112,905	131,470	178,800	175,400
Stutler Bowl	112,187	86,680	99,920	150,200	147,300
Other Activities	5,182	3,629	5,595	7,000	6,900
Total Other Activities	249,016	203,214	236,985	336,000	329,600
Total Activity Expenditures	\$11,189,349	\$11,499,295	\$11,852,886	\$12,914,000	\$12,635,000
Object	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Salaries and Benefits	\$387,274	\$372,880	\$429,498	\$452,480	\$496,350
Purchased Services	4,582,884	4,395,109	4,955,949	5,433,000	5,578,000
Supplies and Materials	5,493,401	5,912,433	5,585,044	5,990,570	5,632,000
Capital Outlay	226,766	214,260	313,533	367,000	356,000
Other Expenditures	499,024	604,613	568,862	670,950	572,650
Total Expenditures	\$11,189,349	\$11,499,295	\$11,852,886	\$12,914,000	\$12,635,000

(1) Fox Ridge Middle School opened in August 2008.

**CHERRY CREEK SCHOOL DISTRICT
PUPIL ACTIVITIES FUND
SUMMARY BUDGET AND THREE YEAR PROJECTIONS**

	2009-10 Budget	2010-11 Projected	2011-12 Projected	2012-13 Projected
Beginning Fund Balance	\$5,035,939	\$5,035,939	\$5,035,939	\$5,035,939
<u>Revenue</u>				
High School Activities and Athletics	8,801,000	8,871,400	8,960,200	9,049,800
Middle School Activities and Athletics	1,516,300	1,528,400	1,543,700	1,559,100
Elementary School Activities	1,988,100	2,004,000	2,024,000	2,044,200
Other Revenue	329,600	332,200	335,500	338,900
Total Revenue	12,635,000	12,736,000	12,863,400	12,992,000
Total Funds Available	17,670,939	17,771,939	17,899,339	18,027,939
<u>Expenditures</u>				
High School Activities and Athletics	8,801,000	8,871,400	8,960,200	9,049,800
Middle School Activities and Athletics	1,516,300	1,528,400	1,543,700	1,559,100
Elementary School Activities	1,988,100	2,004,000	2,024,000	2,044,200
Other Expenditures	329,600	332,200	335,500	338,900
Total Expenditures	12,635,000	12,736,000	12,863,400	12,992,000
Ending Fund Balance	\$5,035,939	\$5,035,939	\$5,035,939	\$5,035,939
Number of Students (FTE)	48,787	49,319	50,178	50,805



Orchestra



Baseball



Science Club



Swimming

SUPPORTING THE DISTRICT MISSION
*"To inspire every student to think, to learn, to
achieve, to care"*

Dedicated to Excellence

Capital Improvements Section

**CAPITAL RESERVE FUND WITH
CAPITAL FINANCE
CORPORATION**

BUILDING FUND

CHERRY CREEK SCHOOL DISTRICT CAPITAL RESERVE FUND

Program Profile

The Capital Reserve Fund is used for revenue allocations from the General Fund for ongoing capital needs of the District such as site acquisitions, building additions and improvements, as well as purchases of equipment, technology related items, and vehicles. Project and equipment funding requests are submitted by the schools and departments to the Educational Support Services department for consideration and approval.

Requests are evaluated using the following criteria:

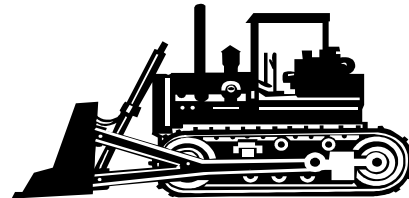
- ▶ Environmental, safety, and building code compliance
- ▶ Preservation of assets - Specific categories on a replacement schedule; i.e., carpet, sidewalks, parking lots, playgrounds, landscaping, etc.
- ▶ Construction and facility renovations
- ▶ Furniture and equipment replacement
- ▶ Contingency and emergency funds

Capital Reserve Fund expenditures are defined as property, furniture, equipment, and vehicles with a unit cost of \$1,000 or more. Expenditures are also authorized and budgeted for construction, renovations, and improvements to buildings and grounds with a labor and materials cost of \$2,500 or more for most projects.

Capital Reserve Budget

For FY2009-10, the District has allocated \$12,092,473 for Capital Reserve and insurance and risk related expenditures.

1. Capital Reserve Funding for projects of \$8,788,473
2. Insurance and risk related expenditures of \$3,304,000



A portion of the Capital Reserve funds identified for school technology purchases, \$648,687 in FY2009-10, is separately approved and allocated in accordance with school building technology plans and is coordinated with the Instructional Technology Department.

CERTIFICATES OF PARTICIPATION

The principal and interest payments for the Certificates of Participation (COPS) issued through the Cherry Creek School District Capital Finance Corporation are also included in the Capital Reserve Fund budget. For FY2009-10, the payments total \$992,326. The financial detail for the Corporation is shown at the end of this sub-section.

Amounts required to be reserved under the Security & Trust Agreement associated with the purchase of buses under the Certificates of Participation issued in 1997 and 2002 were \$663,500 and \$883,000 respectively. These amounts, plus interest earned, are to be applied to the last debt service payments for these issuances.

The last debt service payment for the COPS issued in 1997 was paid on 12/15/07. An amount of \$663,500 plus earned interest was transferred to the Capital Reserve Fund for this purpose in FY2007-08.

The last debt service payment for the COPS issued in 2002 will be due on 12/15/2012.

**CHERRY CREEK SCHOOL DISTRICT
CAPITAL RESERVE FUND
FIVE YEAR SUMMARY OF REVENUE AND EXPENDITURES**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Beginning Fund Balance	\$2,231,543	\$2,482,275	\$471,352	\$273,796	\$435,796
Revenue					
Investment Income	51,894	69,807	30,146	15,000	1,743
Cash in Lieu of Land	194,647	139,084	90,397	75,000	-
Other Revenue	2,107	-	4,473	-	-
Allocation of State Equalization Aid (1)	9,455,800	9,880,700	10,247,222	10,621,000	11,684,593
Total Revenue	9,704,448	10,089,591	10,372,238	10,711,000	11,686,336
Other Financing Sources					
Sale of Land and Other Assets	13,225	-	-	-	-
Transfer from Capital Finance (2)	-	117,436	717,826	40,000	40,000
Total Revenue and Other Sources	9,717,673	10,207,027	11,090,064	10,751,000	11,726,336
Total Funds Available	\$11,949,216	12,689,302	11,561,416	11,024,796	\$12,162,132
Expenditures					
Land and Building Improvements	5,276,884	6,111,009	5,669,098	5,466,772	4,385,776
Equipment and Lease Purchases	2,475,589	4,394,147	3,257,402	4,126,727	3,410,371
Debt Service Principal	1,345,000	1,390,000	2,105,000	795,000	820,000
Debt Service Interest	369,468	322,794	256,120	200,501	172,326
Reserve for Expenditures (3)	-	-	-	-	2,896,120
Total Expenditures	9,466,941	12,217,950	11,287,620	10,589,000	11,684,593
Revenue and Transfers more (less) than Expenditures and Transfers (4)	250,732	(2,010,923)	(197,556)	162,000	41,743
Ending Fund Balance (5)	\$2,482,275	\$471,352	\$273,796	\$435,796	\$477,539
Total Expenditures	\$9,466,941	\$12,217,950	\$11,287,620	\$10,589,000	\$11,684,593
TABOR Amendment Reserves	284,008	366,539	338,629	317,670	350,538
Total Expenditures and Appropriated Reserves	9,750,949	12,584,489	11,626,249	10,906,670	12,035,131
Unappropriated Reserves	2,198,267	104,813	(64,833)	118,126	127,001
Total Appropriations and Unappropriated Reserves	\$11,949,216	\$12,689,302	\$11,561,416	\$11,024,796	\$12,162,132

- (1) In FY2009-10, the estimated allocation of State Equalization Aid to the Capital Reserve Fund is based on anticipated expenditures, which excludes the separate allocation for insurance/risk related expenditures of \$3,304,000.
- (2) In FY2006-07 and FY2007-08, reserved funds were transferred from Capital Finance Corporation. These funds were applied to the FY2007-08 last debt service payment for Certificates of Participation issued in 1997.
- (3) Allowance reserved for depletion of State revenue.
- (4) In FY2006-07, expenditures exceeded revenue due to the decision to draw from the available fund balance for the purchase of 20 school buses. Additionally, Land/Building and Equipment/Lease expenditures were restated for a prior period adjustment.

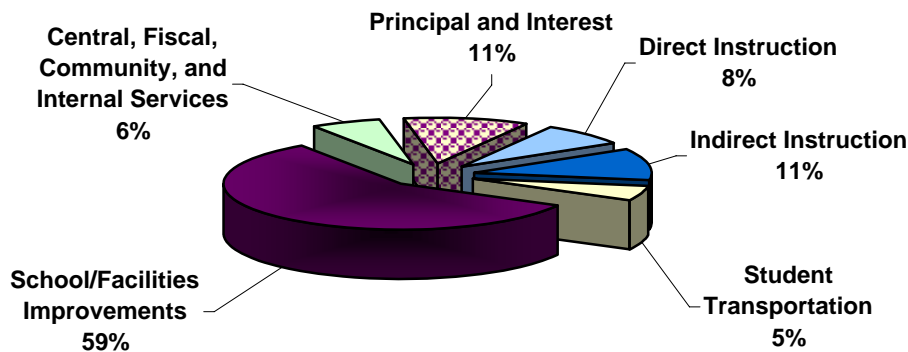
For FY2007-08, available fund balance was used as a result of lower than expected enrollment, which reduced revenue allocations from the General Fund for per pupil revenue.
- (5) A prior period adjustment was made in FY2006-07 which reflects a decrease in ending fund balance.

**CHERRY CREEK SCHOOL DISTRICT
CAPITAL RESERVE FUND
EXPENDITURES BY ACTIVITY**

Activity	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
<u>Direct Instruction Services</u>					
Elementary Education (1)	\$720,507	\$822,601	\$744,385	\$752,365	\$273,793
Middle School Education (1)	452,277	547,826	281,938	313,473	115,000
High School Education (1)	682,482	709,973	203,601	428,628	195,000
Other Regular Education	3,554	2,838	4,175	18,000	-
Special Education (2)	49,685	42,872	341,095	388,855	133,565
<u>Indirect Instruction Services</u>					
Student Support	19,307	44,903	4,944	23,400	-
Instructional Support (3)	41,079	260,782	247,386	175,830	958,767
School Administration	17,204	99,135	95,554	130,352	-
<u>School/Facilities Improvements</u>					
Operation/Maintenance-Plant	3,490,828	4,246,044	4,589,500	4,043,157	3,739,111
Facility Acquisition and Construction	1,863,090	1,604,429	1,725,556	1,823,388	1,340,962
<u>Central, Fiscal, Community, and Internal Services</u>					
Support Services-Business (4)	37,411	270,648	89,206	19,000	3,100
Support Services-Central	269,774	295,015	473,654	235,051	556,849
<u>Student Transportation (5)</u>	105,276	1,558,089	119,425	1,242,000	480,000
<u>Principal and Interest</u>	1,714,467	1,712,794	2,367,201	995,501	992,326
Total Expenditures	\$9,466,941	\$12,217,950	\$11,287,620	\$10,589,000	\$8,788,473

- (1) A portion of the elementary, middle, and high school Technology budgets are funded from the Building Fund for FY2007-08 and FY2008-09.
- (2) Increase in FY2007-08 is due to a major renovation in the Student Achievement Services (SAS) Transition Center and SAS program additions and upgrades, which continued into FY2008-09.
- (3) Increase in Instructional Support in FY2006-07 and FY2007-08 is due to District Library computer replacement and Media Services systems upgrades. Increase in 2009-10 is due to infrastructure costs associated with school connectivity and student information systems.
- (4) Increase in Business Support Services in FY2006-07 was due to a renovation in Fiscal Services.
- (5) Increase in Student Transportation in FY2006-07 and FY2008-09 is due to the purchase of additional school buses.

**ANTICIPATED EXPENDITURES BY ACTIVITY
FY2009-10**



**CHERRY CREEK SCHOOL DISTRICT
CAPITAL RESERVE FUND
EXPENDITURES BY FACILITY AND PROJECT**

Facility	Description	Land & Building Improvements	Furniture, Equipment & Leases	Total
ELEMENTARY SCHOOLS				
Antelope Ridge	Paint - Exterior	\$15,000		\$15,000
	Headend - Public Address System		13,000	13,000
Aspen Crossing	16" Virco Black Sled Based Student Chairs (20) and 18" Virco Black Sled Based Student Chairs (20)		1,393	1,393
Bellevue	Alarms for Kindergarten & 1st Grade Entry/Exit Doors		3,600	3,600
	Kiln with Kit & Vent for Art Room		3,600	3,600
Cherry Hills	Repair Parking Lot	25,000		25,000
Cimarron	Paint Mobiles (2)	4,000		4,000
Coyote Hills	Student Desks (80)		3,864	3,864
	16" Student Chairs for Kindergarten & 1st Grade (50)		1,313	1,313
	18" Student Chairs for 2nd - 5th Grades (100)		2,800	2,800
	72"x30" Tables w/Folding & Adjustable Legs (12)		1,193	1,193
Dakota Valley	Paint - Exterior	14,000		14,000
	18" Jasper Chairs (60)		8,538	8,538
Greenwood	Glazing - Exterior Glass	24,000		24,000
Holly Hills	Replace Carpet in Classroom	5,000		5,000
	Replace Exterior Door & Frame on Southwest Corner	8,000		8,000
Indian Ridge	Replace Roof	200,000		200,000
Mission Viejo	Replace Roof	390,000		390,000
Peakview	Paint - Exterior	15,000		15,000
	Fire Alarm Smoke Duct Detector		18,000	18,000
Polton	Replace Carpet in Mobiles	12,000		12,000
	Folding Wall Between Cafeteria/Gym		30,000	30,000
	Sound Boards in Cafeteria		10,000	10,000
Ponderosa	Paint Mobiles	4,000		4,000
Rolling Hills	Replace Flooring in Mobiles	17,001		17,001
	Paint Mobiles	8,000		8,000
Timberline	Replace Sound System		2,400	2,400
Trails West	Install ADA Safety Surfacing on Playground	5,000		5,000
Walnut Hills	Resin Tables (10)		829	829
MIDDLE SCHOOLS				
Falcon Creek	Repair Cracks in Latex 6-Lane Track	5,000		5,000
Horizon	Replace Carpet in Classrooms	60,000		60,000
	Paint - Interior	20,000		20,000
Laredo	Lock Keying/Hardware	20,000		20,000
Prairie	Divider Curtain in Gym (80' x 28')		13,800	13,800
	Renovate Restrooms on 2nd Story	16,000		16,000
	Replace Stair Treads	20,000		20,000
Sky Vista	Upgrade Stage Sound System		10,000	10,000
Thunder Ridge	Replace Blinds in Library (3)		2,250	2,250
	New Parking Lot Island Drop-off & Fencing-West Lot	60,000		60,000
	Repair Cracks in Latex 6-Lane Track	5,000		5,000
	Replace Carpet in Office & Media Center	100,000		100,000
	Replace Roof Flashing	15,000		15,000
West	Repair Cracks in Tennis Courts (4)	4,000		4,000

**CHERRY CREEK SCHOOL DISTRICT
CAPITAL RESERVE FUND
EXPENDITURES BY FACILITY AND PROJECT**

Facility	Description	Land & Building Improvements	Furniture, Equipment & Leases	Total
HIGH SCHOOLS				
Cherry Creek	Water Line - Phase I	180,000		180,000
	Repair Pool Leakage	125,000		125,000
	Repair Roof - East Campus	50,000		50,000
	Repair Roof - West Campus Pool Area	20,000		20,000
Eaglecrest	Eye Wash Station for Science Classroom	3,850		3,850
	ILC Design	25,500		25,500
	Paint - Interior	20,000		20,000
	Replace Roof Flashing	3,000		3,000
	Repair Glass & Doors in Pool Area	5,000		5,000
	Renovate Picadilly Street Adjacent to School	140,000		140,000
Grandview	Technology Upgrade in World Language Lab		40,000	40,000
Overland	Waste Oil Overfill Sensor		7,500	7,500
	Recoat Exterior of Waste Oil Tank		3,000	3,000
Smoky Hill	Convert Tennis Courts to Post-Tension Construction	30,000		30,000
	Waste Oil Overfill Sensor		7,500	7,500
	Recoat Exterior of Waste Oil Tank		3,000	3,000
OTHER SCHOOLS				
STUDENT ACHIEVEMENT SERVICES				
I-Team Estate	Replace Van #1235 (1) & Purchase a New Van for Additional Students (1)		50,000	50,000
	Gated & Fenced Enclosure for Two Vehicles	7,000		7,000
Canyon Creek	Remedial Learning Space	12,000		12,000
Cherokee Trail	Remedial Learning Space	12,000		12,000
Eaglecrest	Remedial Learning Space	12,000		12,000
Eastridge	Remedial Learning Space	12,000		12,000
Vision Services	Closed Circuit TV or Video Magnifier (3)		7,185	7,185
	VERTEX Desktop Video Magnifier (1)		2,795	2,795
	Notetaker for Blind Students (3)		18,585	18,585
DISTRICTWIDE				
Districtwide	Ramp Repair	41,882		41,882
	Floor Repair	10,000		10,000
	Vinyl Entrance Mats	20,000		20,000
	Bleacher Inspections	25,000		25,000
	Theater Inspections	25,000		25,000
	Playground Surfacing	15,000		15,000
	Repair/Replace Exterior Block/Soffits	10,000		10,000
	Repair/Replace Interior Grid/Ceilings	20,000		20,000
	Repair Vinyl Wallcovering	20,000		20,000
	Drywall Repair	20,000		20,000
	Repair Movable Walls	20,000		20,000
	Repair Security Gates	20,000		20,000
	Restroom Partitions	25,000		25,000
	Test & Repair Fire Doors	10,000		10,000
	Replace Clocks		10,000	10,000
	Roof Repairs	50,000		50,000
	Interior/Exterior Painting	20,000		20,000
	Stormwater Pond Maintenance	20,000		20,000
	Asphalt	600,000		600,000

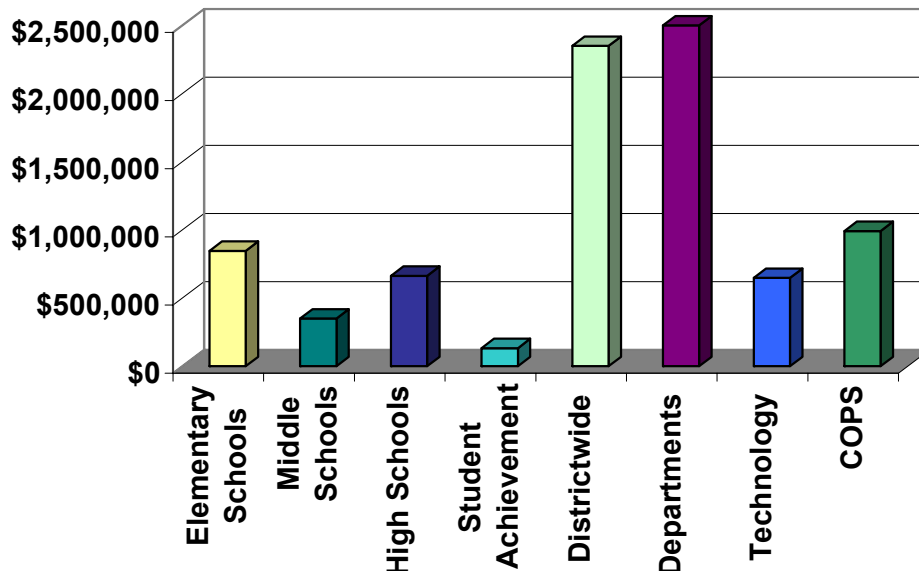
**CHERRY CREEK SCHOOL DISTRICT
CAPITAL RESERVE FUND
EXPENDITURES BY FACILITY AND PROJECT**

Facility	Description	Land & Building Improvements	Furniture, Equipment & Leases	Total
Districtwide (Continued)	Concrete	150,000		150,000
	Pool Drain Gate Covers	30,000		30,000
	Carbon Monoxide Detectors	125,000		125,000
	Replace Water Heaters	50,000		50,000
	Repair Tracks	10,000		10,000
	Landscape	113,125		113,125
	Modular - Glass, Window, Frame, Door Repairs	25,000		25,000
	Modular - Leases		331,824	331,824
	Modular - Repair Side Skirting	15,000		15,000
	Mobiles for Increased Enrollment (2) - Coyote Hills	130,000		130,000
	Mobile Remodel - Village East	100,000		100,000
	Mobiles for Increased Enrollment (2) - locate as needed	200,000		200,000
Educational Services Center	Emergency Operations Center Design	9,500		9,500
	Emergency Operations Center Phase I Construction	61,514		61,514
	Motorola Radios (2) for Emergency Operations Center		4,000	4,000
	MACOM Radios (2) for Emergency Operations Center		3,750	3,750
	77" Interactive Smart Boards (3)		3,207	3,207
	Replace MAC Laptops (3), Add New PC Laptop (1), & Include Required Software Bundles for District Curriculum Coordinators		5,532	5,532
DEPARTMENTS				
General Maintenance	HVAC Service		161,800	161,800
	Glass Repair	10,000		10,000
	Locksmith Service	71,800		71,800
	Pest Control	29,000		29,000
	Electrical Service	112,800		112,800
	General Building Repair	85,400		85,400
	Elevator Service	29,243		29,243
	Painting Services	28,300		28,300
	Appliance Repairs		51,900	51,900
	Roof Repairs	10,200		10,200
	HAZMAT - Environmental Consulting Service	18,300		18,300
General Maintenance (West)	Vehicle for Preventive Maintenance of Pools		35,000	35,000
	Replacement Vehicle for Senior HVAC Technician		35,000	35,000
	Scissor Lift (1)		20,000	20,000
	Cold Saw (1)		3,000	3,000
	All-Terrain Vehicles (2)		16,000	16,000
	District Radios (5)		10,000	10,000
	Storage Shed		20,000	20,000
Grounds / Maintenance	Guard Shack Enclosures for the Safety & Security of backflow Devices at Five Elementary Schools	4,000		4,000
	20' Walk Behind Mowers (2) for Maintenance East		2,000	2,000
	Walk Behind Snow Blowers to Replace Existing 10-year old Units for Maintenance East (12)		20,000	20,000

**CHERRY CREEK SCHOOL DISTRICT
CAPITAL RESERVE FUND
EXPENDITURES BY FACILITY AND PROJECT**

Facility	Description	Land & Building Improvements	Furniture, Equipment & Leases	Total
Information Systems	AMS Human Resources System Maintenance Refinance		75,714	75,714
	AMS Finance System Maintenance Refinance		70,284	70,284
	Siemens-Rolm Telephone Maintenance Refinance		205,000	205,000
	NCS Pearson PowerSchool Maintenance Refinance		240,674	240,674
	Time Warner Telecom & Qwest Internet Svcs. Refinance		358,874	358,874
	IBM Mainframe Maintenance		155,000	155,000
	Data Warehouse Maintenance		70,000	70,000
	Fiber Optic Network Service Contract		103,880	103,880
Security	Rocky Mountain Security - Security Monitor	101,736		101,736
	Rocky Mountain Security - Security Maintenance	25,000		25,000
	Student Resource Officer Services	125,000		125,000
	State Radio Licensing	15,625		15,625
Transportation	School Buses (4)		480,000	480,000
Warehouse	Loop Strap Machine to Replace Existing 14-year old Unit		3,100	3,100
MEDIA/TECHNOLOGY				
Technology	Per Pupil Funding		500,000	500,000
	Annual Subscription - Blackboard		49,300	49,300
	Annual Subscription - Atomic Learning		26,887	26,887
	Annual Subscription - NetTrekker		32,000	32,000
	Annual Subscription - Discovery Education		34,000	34,000
	Annual Subscription - EduBlogs		6,500	6,500
TOTAL IMPROVEMENTS, EQUIPMENT, AND LEASES		4,385,776	3,410,371	7,796,147
CERTIFICATES OF PARTICIPATION				
	Principal		820,000	820,000
	Interest		172,326	172,326
TOTAL CERTIFICATES OF PARTICIPATION		-	992,326	992,326
TOTAL CAPITAL RESERVE ALLOCATIONS		\$4,385,776	\$4,402,697	\$8,788,473

CAPITAL RESERVE PROJECTS BY GROUP



**CHERRY CREEK SCHOOL DISTRICT
CAPITAL RESERVE FUND
SUMMARY BUDGET AND THREE YEAR PROJECTIONS**

	2009-10 Budget	2010-11 Projected	2011-12 Projected	2012-13 Projected
Beginning Fund Balance	\$435,796	\$3,333,659	\$3,333,659	\$3,333,659
<u>Revenue</u>				
Investment Income	1,743	1,800	1,900	2,000
Cash in Lieu of Land	-	-	-	-
Allocation of State Equalization Aid	11,684,593	9,237,880	9,822,880	10,349,880
Total Revenue	11,686,336	9,239,680	9,824,780	10,351,880
Total Funds Available	12,122,132	12,573,339	13,158,439	13,685,539
<u>Expenditures</u>				
Buildings and Improvements	4,385,776	4,214,610	4,541,222	4,091,505
Equipment and Lease Purchases	3,410,371	4,033,654	4,290,550	4,400,000
Debt Service Principal and Interest	992,326	991,416	993,008	1,860,375
Total Expenditures	8,788,473	9,239,680	9,824,780	10,351,880
Ending Fund Balance	\$3,333,659	\$3,333,659	\$3,333,659	\$3,333,659
Number of Students (FTE)	48,787	49,319	50,178	50,805



Plumbing Replacement

BUILDING IMPROVEMENTS



GROUPS MAINTENANCE



Preschool Playground

Districtwide Asphalt Repairs



School Renovation



Over 565 work orders were submitted over the summer of 2008 for renovations, repairs, and upgrades to school and District facilities. In addition to projects shown above, there were installations and repairs of safety/fire alarm & electrical systems, carpeting, concrete, fencing, roofing, public address systems, and mobile relocations.

CHERRY CREEK SCHOOL DISTRICT CAPITAL FINANCE CORPORATION

Program Profile

The Cherry Creek School District Capital Finance Corporation (Corporation) is a nonprofit organization, whose sole purpose is to acquire and lease equipment to the District. The Corporation is governed by a three-member board of directors consisting of District officers; the President of the Board of Education, the Superintendent, and the Chief Financial Officer. The Corporation is a blended component unit of the District, which prepares comprehensive, generally accepted accounting principles (GAAP) based annual financial reports. The budget amounts presented in the following statement are not included in the Capital Reserve Fund budget totals.

The Corporation was formed to issue Certificates of Participation (Certificates) to finance the purchase of school buses. These school buses are leased by the Corporation to the District at an amount equivalent to the annual principal and interest payments on the certificates. The lease of the buses is contingent upon the annual budget appropriation and approval of the lease payment. It is subject to annual termination by the District. No provisions of the lease shall be construed or interpreted as creating a debt or other multi-year financial obligation for the District.

Certificates issued in 1997: \$6,635,000

Certificates issued in 2002: \$8,830,000

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Beginning Fund Balance	\$3,814,946	\$1,602,612	\$1,566,211	\$901,150	\$895,150
<u>Revenue</u>					
Investment Income	91,297	82,733	53,923	36,000	40,000
Total Revenue	91,297	82,733	53,923	36,000	40,000
Total Funds Available	3,906,243	1,685,345	1,620,134	937,150	935,150
<u>Expenditures</u>					
School Buses and Equipment	2,294,477	-	-	-	-
Other Expenditures	9,154	1,698	1,158	2,000	1,000
Total Expenditures	2,303,631	1,698	1,158	2,000	1,000
Transfers to Capital Reserve (1)	-	117,436	717,826	40,000	40,000
Total Expenditures and Transfers	2,303,631	119,134	718,984	42,000	41,000
Revenue and Transfers more (less) than Expenditures and Transfers (2)	(2,212,334)	(36,401)	(665,061)	(6,000)	(1,000)
Ending Fund Balance	\$1,602,612	\$1,566,211	\$901,150	\$895,150	\$894,150
Reserved Fund Requirement (3)	\$1,602,612	\$1,566,211	\$901,150	\$895,150	\$894,150
Available Reserves	-	-	-	-	-
Total Reserves	\$1,602,612	\$1,566,211	\$901,150	\$895,150	\$894,150

- (1) Reserve amounts transferred to the Capital Reserve Fund to apply to Certificates of Participation debt service payments issued in 1997. The last debt service payment for 1997 issues was paid on 12/15/07.
- (2) Expenditures exceed revenue sources in FY2005-06 due to the decision to draw down on available fund balance for the purchase of school buses. The transfer to the Capital Reserve fund in FY2006-07 and FY2007-08 is due to a requirement under the Security & Trust Agreement associated with debt service payments for Certificates of Participation issued in 1997.
- (3) Required reserves per the Security & Trust Agreement associated with the purchase of buses under the Certificates of Participation. After 12/15/07, reserves will only be required for Certificates of Participation issued in 2002 in the amount of \$883,000 plus anticipated earned interest.

CHERRY CREEK SCHOOL DISTRICT CAPITAL FINANCE CORPORATION - VEHICLE EXPENDITURES

Certificates issued in 1997 provided funds to purchase 90 buses over a five-year period. Due to competitive bid pricing, the District was able to purchase 95 buses, 5% more than originally planned. On 12/15/07, final payment was made.

CERTIFICATES OF PARTICIPATION ISSUED IN 1997						
	<u>1997-98</u>	<u>1998-99</u>	<u>1999-00</u>	<u>2000-01</u>	<u>2001-02</u>	<u>Total</u>
Regular Route Buses	15	20	28	2	8	73
Special Needs Buses	3	3	6	0	10	22
Total	18	23	34	2	18	95

In October 2002, additional certificates were issued to purchase approximately 110 additional buses over a four-year period. Due to rising prices, 107 buses were purchased through FY2005-06. This completed the 4th and final year of the planned upgrade to the pupil transportation fleet.

CERTIFICATES OF PARTICIPATION ISSUED IN 2002					
	<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>	<u>Total</u>
Regular Route Buses	20	28	14	18	80
Special Needs Buses	4	7	5	11	27
Total	24	35	19	29	107

The annual school bus lease payments, which are expenditures in the Capital Reserve Fund, are used for principal retirement and annual interest costs of the Certificates. These principal and interest payments for fiscal year 2009-10 are budgeted at \$992,326. The final payment is scheduled for December 2012.



Total Outstanding Certificates of Participation Issued in October 2002 \$8,830,000			
<u>Date</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
12/15/2009	820,000	93,543	-
6/15/2010	-	78,783	992,326
12/15/2010	850,000	78,783	-
6/15/2011	-	62,633	991,416
12/15/2011	885,000	62,633	-
6/15/2012	-	45,375	993,008
12/15/2012	1,815,000	45,375	1,860,375
Totals	\$4,370,000	\$467,125	\$4,837,125



CHERRY CREEK SCHOOL DISTRICT BUILDING FUND

Program Profile

The District uses the Building Fund as one of its Capital Improvement Funds to budget and account for the major capital outlays for school facilities. The Building Fund is authorized and funded by the issuance of general obligation school bonds.

The District Long-Range Facility Planning Committee develops facility planning recommendations for new schools and other facility projects that increase student enrollment and instructional program improvement. These recommendations are presented to the Board of Education for approval and once approved by the Board of Education, the bond issue is placed before the voters for consideration.

In November 1999 voters approved the issuance of \$172 million in general obligation school bonds. These bonds were issued in December 1999.

In November 2003, voters approved the issuance of \$167.5 million in general obligation school bonds. In January 2004, \$100 million of these bonds were issued and the remaining \$67.5 million were issued in February 2005.

In November 2008 voters approved the issuance of \$203.55 million in general obligation bonds. A total of \$101.775 million were issued in January 2009. The remaining \$101.775 million will be issued in 2010.

Numerous features are being incorporated into the constructed schools and facilities from the 2008 Bond Issue.

2008 Bond Issue

- ◆ 3 New Elementary Schools
- ◆ Upgrades to 14 elementary schools, two Middle Schools, and two High Schools built prior to 1982
- ◆ Renovations include energy efficient features, safety and environmental systems at 50 schools
- ◆ New facility for student achievement services and student support programs
- ◆ Technology for instructional improvement
- ◆ District Finance and Human Resource System
- ◆ GPS systems for buses
- ◆ STEM Center (Science, Technology, Engineering and Math Center)
 - ◆ Instructional/Learning space to meet the identified programming tools
 - ◆ Cutting edge technology integration
 - ◆ An environment that is conducive to accelerated learning
 - ◆ "Green" / environmentally friendly building as an aspect of programming
 - ◆ Responsive to changing technology
 - ◆ Supportive of students' needs



CHERRY CREEK SCHOOL DISTRICT ENERGY SAVINGS EFFORTS

Under the 2008 Bond, three new elementary schools will be built using new construction materials and methods to increase utility savings for the District. Some of the products and implementations being considered include:

- ◆ Heating, Ventilation and Air Conditioning units to be installed under the building to pull cooler air into the building and require less energy to cool the classrooms
- ◆ Roofing materials that reflect heat to be used in the new construction as well as when roofs are replaced on existing facilities
- ◆ Double-paned windows and improved insulation in order to seal buildings better and provide additional energy savings

The products listed above are also used in the renovation of schools and other District facilities. Many of the schools were built before 1990. As renovations take place, low flow plumbing is to be installed along with automatic *on/off* faucets. Changes are also taking place with building lighting. By transitioning buildings from magnetic to electronic ballasts, the District will conserve electricity. Three District school buildings, Holly Hills, Holly Ridge, and Dakota Valley, have earned the EPA Energy Star certification.



**CHERRY CREEK SCHOOL DISTRICT
BUILDING FUND
FIVE YEAR SUMMARY OF REVENUE AND EXPENDITURES**

	2005-06 Actual	2006-07 Actual	2007-08 (1) Actual	2008-09 Budget	2009-10 Budget
Beginning Fund Balance	\$94,880,583	\$58,888,298	\$28,146,063	\$16,184,817	\$112,325,938
Revenue					
Investment Income	2,732,245	2,069,950	789,500	757,028	535,000
Other Financing Source					
School Bonds (2)	-	-	-	107,044,031	-
Total Revenue and Other Financing Source	2,732,245	2,069,950	789,500	107,801,059	535,000
Total Funds Available	97,612,828	60,958,248	28,935,563	123,985,876	112,860,938
Expenditures					
Salaries and Benefits (3)	604,317	660,491	975,589	820,584	1,613,594
Professional Services and Other (3)	2,012,706	1,687,277	1,536,257	2,303,470	18,037,254
Land, Buildings, and Improvements (3)	32,794,937	28,643,187	7,664,418	4,863,700	61,267,598
Equipment (3)	3,134,218	1,738,379	2,492,998	3,099,119	5,096,312
Bond Issuance Costs (3)	-	-	-	417,538	-
Total Expenditures	38,546,178	32,729,334	12,669,262	11,504,411	86,014,758
Transfer to Food Services (4)	178,352	82,851	81,484	155,527	-
Total Expenditures and Transfers	38,724,530	32,812,185	12,750,746	11,659,938	86,014,758
Ending Fund Balance	\$58,888,298	\$28,146,063	\$16,184,817	\$112,325,938	\$26,846,180
Total Expenditures and Transfers	\$38,724,530	\$32,812,185	\$12,750,746	\$11,659,938	\$86,014,758
TABOR Reserves	-	-	-	-	-
Total Expenditures and Appropriated Reserves	38,724,530	32,812,185	12,750,746	11,659,938	86,014,758
Unappropriated Reserves	58,888,298	28,146,063	16,184,817	112,325,938	26,846,180
Total Appropriations and Unappropriated Reserves	\$97,612,828	\$60,958,248	\$28,935,563	\$123,985,876	\$112,860,938

1. In fiscal years 2005-06 through 2007-08, expenditures exceeded revenue as a result of completion of projects funded by the sale of bonds in FY2003-04 and FY2004-05.
2. School bonds of \$167,500,000 were approved by the voters in November 2003 and partly issued in January, 2004. Net bond proceeds of \$103,308,420 (\$100,000,000 plus \$3,308,420 bond premium) were received in fiscal year 2003-04. The remaining \$67,500,000 of bonds was issued in February, 2005. Net bond proceeds of \$69,230,836 (\$67,500,000 plus \$1,730,836 bond premium) were received in fiscal year 2004-05. School bonds of \$203.55 million were approved by the voters in November 2008. \$101.775 million was issued in January 2009. Net bond proceeds of \$107,044,031 (\$101,775,000 plus \$5,269,031 bond premium) were received in fiscal year 2008-09. The remaining \$101.775 million is expected to be issued in 2010.
3. The expenditure budget of 2008-09 was revised to project spending on the 2008 Bond projects in 2008-09, including \$417,538 in Bond Issuance Costs.
4. Operating Transfer of \$178,352 in 2005-06 for the Food Services equipment for Aspen Crossing Elementary, Red Hawk Ridge Elementary and Sky Vista Middle Schools, \$82,851 for Coyote Hills Elementary in 2006-07, \$81,484 for 2007-08 for Buffalo Trail Elementary and \$155,527 for Fox Ridge Middle School for 2008-09.

**CHERRY CREEK SCHOOL DISTRICT
BUILDING FUND 2003 BOND ISSUE
BUDGETED AND PROJECTED EXPENDITURES BY PROJECT**

School Bond Funded Project	Estimated Completion Date	2003 Bond Allocation	Project Estimate*
2003 Bond Issue			
Cherry Creek High School Renovation	August 2005	\$5,000,000	\$7,200,223
Cherokee Trail High School (Pond Pump)	October 2006	-	286,816
Eaglecrest High School Renovation	August 2005	5,000,000	4,109,581
I-Team Renovations	August 2009	4,354,600	3,338,594
West Middle School (Windows)	August 2005	500,000	685,981
Sky Vista Middle School	August 2005	26,000,000	25,478,335
Liberty Middle School (Site Expenses)	August 2006	-	18,381
Fox Ridge Middle School	August 2008	32,000,000	30,065,994
Aspen Crossing Elementary	August 2005	10,300,000	9,696,952
Red Hawk Ridge Elementary	August 2005	12,400,000	12,917,675
Coyote Hills Elementary	August 2006	11,100,000	10,478,960
Buffalo Trail Elementary	August 2007	12,200,000	12,730,108
Bellevue Elementary Renovation	April 2005	2,000,000	1,496,697
Eastridge Elementary Renovation	August 2005	8,000,000	7,312,594
Greenwood Elementary Renovation	August 2004	1,200,000	1,356,564
Holly Ridge Elementary (Windows)	August 2004	250,000	457,407
Mechanical Improvements (HVAC)		19,445,400	19,959,282
Technology		2,500,000	2,606,110
Information Systems		5,000,000	5,133,704
School Safety and Security		3,750,000	3,780,727
Joliet Facility	February 2006	4,000,000	4,244,813
Cherry Creek Academy Renovation		-	2,830,000
Cottage Pre-school Renovation		-	812,735
Arapahoe Campus-East Transportation Facility**	June 2009	2,500,000	8,244,330
Bond Issuance Costs		-	1,602,879
Contingency, Administration, and Other Costs		-	2,193,657
Totals - Building Fund***		\$167,500,000	\$179,039,099

* Project Estimate is funded from bond issuance, premiums, and investment earnings.

** Cost Savings from finishing other projects under budget enabled the scheduled completion of Phase I of this facility.

*** Interest from the 1999 Bonds has been consolidated into the 2003 Bond Issue.

Funds from the 2003 Bond Issue were used to build new schools and facilities, renovate older structures, and provide current technology. The remaining funds of \$8.8 million will be used to complete the 2003 Bond projects.



**CHERRY CREEK SCHOOL DISTRICT
BUILDING FUND 2008 BOND ISSUE
BUDGETED AND PROJECTED EXPENDITURES BY PROJECT**

School Bond Funded Project	Estimated Completion Date	2008 Bond Allocation	Project Estimate*
2008 Bond Issue			
High School #7 - Design Only		\$3,000,000	\$3,000,000
Science, Technology, Engineering, and Math Center	December 2010	18,410,000	18,410,000
Smoky Hill High School Renovation	November 2010	10,083,168	10,083,168
Overland High School Renovation	August 2011	8,687,348	8,687,348
Campus Middle School Renovation	August 2011	8,720,473	8,720,473
West Middle School Renovation	August 2010	11,606,960	11,606,960
Elementary #41	August 2010	15,375,000	15,400,000
Elementary #42	August 2011	15,975,000	16,000,000
Elementary #43	TBD	17,075,000	17,100,000
Cottonwood Elementary Renovation	August 2010	3,252,725	3,252,725
Greenwood Elementary Renovation	August 2010	2,060,856	2,060,856
Heritage Elementary Renovation	August 2010	1,645,154	1,645,154
Mission Viejo Elementary Renovation	August 2010	2,648,146	2,648,146
Independence Elementary Renovation	August 2010	1,010,220	1,010,220
Meadow Point Elementary Renovation	August 2010	2,295,582	2,295,582
Cimarron Elementary Renovation	August 2010	3,293,751	3,293,751
Trails West Elementary Renovation	August 2010	3,191,681	3,191,681
Homestead Elementary Renovation	August 2010	2,811,254	2,811,254
Sagebrush Elementary Renovation	August 2010	3,403,759	3,403,759
Willow Creek Elementary Renovation	August 2010	2,932,970	2,932,970
Ponderosa Elementary Renovation	August 2010	3,400,821	3,400,821
Arrowhead Elementary Renovation	August 2010	3,452,072	3,452,072
High Plains Elementary Renovation	August 2010	3,145,187	3,145,187
Mechanical/Electrical/Plumbing	August 2011	11,766,056	11,766,056
Educational Technology - All Schools	April 2011	8,700,000	8,700,000
COMPASS (Comprehensive Operational Management/Planning/Administration Service System)	April 2011	6,400,000	6,400,000
School Safety and Security	TBD	1,130,000	1,130,000
Special Programs Center Renovation	December 2010	2,100,000	2,100,000
Outback Pre-School Renovation	August 2009	610,817	610,817
Estate I-Team Renovation	August 2009	676,000	676,000
Instructional Support Facility	December 2010	16,190,000	16,190,000
Arapahoe Campus - East Transportation Facility	February 2010	5,000,000	5,000,000
Arapahoe Campus - East Maintenance Facility	August 2010	3,500,000	3,500,000
Bond Issuance Costs		-	1,500,000
Contingency, Administration, and Other Costs		-	1,660,000
Totals - Building Fund**		\$203,550,000	\$206,785,000

* Project Estimate is funded from bond issuance, premiums, and investment earnings.

** Includes 2009 Bond Series and anticipated 2010 Bond Series

**CHERRY CREEK SCHOOL DISTRICT
BUILDING FUND 2003 BOND ISSUE
BUDGETED EXPENDITURES BY FACILITY AND PROJECT
FISCAL YEAR 2009-10**

Facility	Project Description
Cherry Creek High School Renovation	Fine Arts Department area expanded to allow more student participation in programs. Physical Education Multi-use Area expanded to allow for more student population and increase program's scope. Special Education Autism Room addition and interior renovation to better serve needs of population. Chemistry Lab renovated to provide needed space.
Cherokee Trail High School	Replacement of pond pump. Complete furnishing and equipping of school.
Eaglecrest High School Renovation	Size of Eaglecrest increased to accommodate increased student growth and program needs. Enrollment is projected to stabilize at 2,500. Mobiles were previously being used.
I-Team Renovations	Selected I-Teams will be renovated to meet changing capacity needs throughout the District
West Middle School Window Replacement	Windows at West Middle School were original, single pane, and not energy efficient. The new windows are energy efficient and UV protected.
Sky Vista Middle School	Middle school for 1,200 students. Construction and design are new. Cost includes technology, infrastructure, furniture, and equipment.
Liberty Middle School	Remaining site expenses.
Fox Ridge Middle School	Middle school for 1,200 students. Construction and design based on Liberty Middle School. Cost includes technology, infrastructure, furniture, and equipment.
Buffalo Trail Elementary	Design is similar to Canyon Creek. Cost includes all technology, infrastructure, furniture, and equipment.
Aspen Crossing Elementary	Design is similar to Canyon Creek. Cost includes all technology, infrastructure, furniture, and equipment.
Belleview Elementary Renovation	Four classroom addition to support student capacity.
Coyote Hills Elementary	Design is similar to Canyon Creek. Cost includes all technology, infrastructure, furniture, and equipment.
Eastridge Elementary Renovation	Renovation to provide more efficient space for academic programs. Replacement of old single pane windows and damaged interior walls. Additionally, a 10,000 sq. ft. Special Education wing added to accommodate District center-based programs.

Total Project Estimate	Professional Services/ Other	Land/ Improvements	Buildings	Equipment	Fiscal Year 2009-10 Total
\$7,200,223	\$-	\$-	\$-	\$-	\$-
286,816	-	-	-	-	-
4,109,581	-	-	-	-	-
3,338,594	239,310	-	2,888,084	200,000	3,327,394
685,981	-	-	-	-	-
25,478,335	-	-	-	-	-
18,381	-	-	-	-	-
30,065,994	-	-	33,310	315,462	348,772
12,730,108	-	-	-	-	-
9,696,952	-	-	-	-	-
1,496,697	-	-	-	-	-
10,478,960	-	-	-	-	-
7,312,594	-	-	-	-	-

**CHERRY CREEK SCHOOL DISTRICT
BUILDING FUND 2003 BOND ISSUE
BUDGETED EXPENDITURES BY FACILITY AND PROJECT
FISCAL YEAR 2009-10**

Facility	Project Description
2003 Bond Issue Continued	
Greenwood Elementary Renovation	Relocated the main office and enlarged the parking lot to enhance school safety and security.
Holly Ridge Elementary Window Replacement	Windows at Holly Ridge were original, single pane, and not energy efficient. The new windows are energy efficient and UV protected.
Red Hawk Ridge Elementary	Design is new and includes Special Education programs. Cost includes all technology, infrastructure, furniture, and equipment.
High Schools/Middle Schools/ Elementary Schools - Mechanical Improvements (HVAC)	Twenty-five District facilities have been identified that require some repair or replacement of HVAC systems. Many parts, which are necessary to repair existing equipment, are not available. A mechanical review was conducted in 1999.
Technology	Computers will support the District Technology Plan and provide schools with funds to purchase technology to facilitate student learning.
School Safety and Security	Old radio system was approximately 20 years old and difficult to maintain. Districtwide radios have been replaced. Change video security systems at secondary schools for better clarity and off-site monitoring capability. Add three additional video cameras to each elementary school to enhance video surveillance.
Information Systems	Local Area Network (LAN) improvements-install switches in elementary schools and wireless networks for all schools. Wide Area Network (WAN) improvements-telecommunications infrastructure and increase bandwidth to all schools. Legacy Systems-replace existing mainframe, rebuild computer room. PowerSchool workstations for high schools and elementary schools. Decision support systems-Learning Plan software and expansion of the data warehouse.
Joliet Facility New Construction	Replace 10 mobiles with functional facility built to provide for Special Education program needs and provide adequate space.
Cherry Creek Academy Renovation	Renovation of HVAC systems and construction of a new cafeteria
Cottage Pre-School Renovation	Renovation of facility to meet the changing needs of preschool programs
Arapahoe Campus - East Transportation Facility	New Construction to allow for needed expansion and parking. This location is closer to all eastern schools and provides a more cost-efficient operation.
Bond Issuance Costs	Bond issuance costs.
Contingency, Administration, and Other Costs	Contingency, administration, legal, and other costs.
Total Building Fund	

Total Project Estimate	Professional Services/ Other	Land/ Improvements	Buildings	Equipment	Fiscal Year 2009-10 Total
1,356,564	\$-	\$-	\$-	\$-	\$-
457,407	-	-	-	-	-
12,917,675	-	-	-	-	-
19,959,282	-	-	-	-	-
2,606,110	-	-	-	17,712	17,712
3,780,727	-	-	-	-	-
5,133,704	160,000	-	-	664,897	824,897
4,244,813	-	-	-	-	-
2,830,000	700,000	-	2,100,000	30,000	2,830,000
812,735	-	-	-	-	-
8,244,330	-	-	-	-	-
1,602,879	-	-	-	-	-
2,193,657	375,742	-	-	1,090,241	1,465,983
\$179,039,099	\$1,475,052	\$-	\$5,021,394	\$2,318,312	\$8,814,758

**CHERRY CREEK SCHOOL DISTRICT
BUILDING FUND 2008 BOND ISSUE
BUDGETED EXPENDITURES BY FACILITY AND PROJECT
FISCAL YEAR 2009-10**

Facility	Project Description
High School #7	Programming and design for permitting after 2011
Science, Technology, Engineering, Math Center New Construction	Institute for Science, Technology, Engineering and Math. (New facility will allow an expansion of Overland Institute to include Math and Science programs).
Elementary #41 New Construction	Construction of elementary school in eastern section of District
Elementary #42 New Construction	Construction of elementary school in eastern section of District
Elementary #43 New Construction	Construction of elementary school in eastern section of District
Smoky Hill High School Renovation	Swimming pool replacement; partial window replacements; restroom upgrades; floor covering upgrades; elevator replacement; remodel athletic areas; doors and hardware upgrades, refurbish lockers.
Overland High School Renovation	Replace older windows; electrical/lighting upgrades; flooring and carpeting upgrades; classroom casework replacement; ceiling replacements; door and hardware replacements.
Campus Middle School Renovation	Front entry, science labs, music room upgrades, lighting, electrical, and plumbing upgrades, floor covering & carpeting upgrades, technology infrastructure upgrades, additional storage, doors and hardware upgrades, original building HVAC renovation, structural upgrades
West Middle School Renovation	Classroom and science area upgrades; technology infrastructure upgrades; flooring and carpeting upgrades; door and hardware upgrades; ceiling replacement, 1990 addition needs HVAC renovation; lighting, electrical and plumbing upgrades.
Cottonwood Elementary Renovation	Remodel classrooms, special education area, corridors, kitchen, music room, gym, cafeteria, library, computer area, art room, student restrooms, & administration offices. Upgrade flooring, replace ceilings, repair asphalt playgrounds, rotomil and install new topping to existing asphalt drives and parking lots, landscape and irrigation work.
Greenwood Elementary Renovation	Replace ceilings, upgrade flooring, landscape work.

Total Project Estimate	Professional Services/ Other	Land/ Improvements	Buildings	Equipment	Fiscal Year 2009-10 Total
\$3,000,000	\$2,250,000	\$-	\$-	\$-	\$2,250,000
18,410,000	1,430,000	-	14,140,000	-	15,570,000
15,400,000	600,000	-	9,800,000	-	10,400,000
16,000,000	1,675,000	-	300,000	-	1,975,000
17,100,000	1,820,000	-	300,000	-	2,120,000
10,083,168	-	-	-	200,000	200,000
8,687,348	-	-	-	200,000	200,000
8,720,473	-	-	-	100,000	100,000
11,606,960	-	-	-	200,000	200,000
3,252,725	311,000	-	2,891,725	50,000	3,252,725
2,060,856	-	-	-	-	-

**CHERRY CREEK SCHOOL DISTRICT
BUILDING FUND 2008 BOND ISSUE
BUDGETED EXPENDITURES BY FACILITY AND PROJECT
FISCAL YEAR 2009-10**

Facility	Project Description
2008 Bond Issue Continued	
Heritage Elementary Renovation	Remodel classrooms, special education area, corridors, kitchen, music room, gym, cafeteria, library, computer area, art room, student restrooms, & administration offices. Upgrade flooring, replace ceilings, repair asphalt playgrounds, rotomil and install new topping to existing asphalt drives and parking lots, landscape and irrigation work.
Mission Viejo Elementary Renovation	Remodel classrooms, special education area, corridors, kitchen, music room, gym, cafeteria, library, computer area, art room, student restrooms, & administration offices. Upgrade flooring, replace ceilings, repair asphalt playgrounds, rotomil and install new topping to existing asphalt drives and parking lots, landscape and irrigation work.
Independence Elementary Renovation	Entry drainage repairs, ceiling repairs, doors and hardware upgrade, flooring upgrades
Meadow Point Elementary Renovation	Remodel classrooms, special education area, corridors, kitchen, music room, gym, cafeteria, library, computer area, art room, student restrooms, & administration offices. Upgrade flooring, replace ceilings, repair asphalt playgrounds, rotomil and install new topping to existing asphalt drives and parking lots, landscape and irrigation work.
Cimarron Elementary Renovation	Remodel classrooms, special education area, corridors, kitchen, music room, gym, cafeteria, library, computer area, art room, student restrooms, & administration offices. Upgrade flooring, replace ceilings, repair asphalt playgrounds, rotomil and install new topping to existing asphalt drives and parking lots, landscape and irrigation work.
Trails West Elementary Renovation	Remodel classrooms, special education area, corridors, kitchen, music room, gym, cafeteria, library, computer area, art room, student restrooms, & administration offices. Upgrade flooring, replace ceilings, repair asphalt playgrounds, rotomil and install new topping to existing asphalt drives and parking lots, landscape and irrigation work.
Homestead Elementary Renovation	Remodel classrooms, special education area, corridors, kitchen, music room, gym, cafeteria, library, computer area, art room, student restrooms, & administration offices. Upgrade flooring, replace ceilings, repair asphalt playgrounds, rotomil and install new topping to existing asphalt drives and parking lots, landscape and irrigation work.

Total Project Estimate	Professional Services/ Other	Land/ Improvements	Buildings	Equipment	Fiscal Year 2009-10 Total
1,645,154	-	-	-	30,000	30,000
2,648,146	-	-	-	50,000	50,000
1,010,220	200,000	-	810,220	-	1,010,220
2,295,582	-	-	-	50,000	50,000
3,293,751	391,000	-	2,852,751	50,000	3,293,751
3,191,681	-	-	-	50,000	50,000
2,811,254	-	-	-	50,000	50,000

**CHERRY CREEK SCHOOL DISTRICT
BUILDING FUND 2008 BOND ISSUE
BUDGETED EXPENDITURES BY FACILITY AND PROJECT
FISCAL YEAR 2009-10**

Facility	Project Description
2008 Bond Issue Continued	
Sagebrush Elementary Renovation	Remodel classrooms, special education area, corridors, kitchen, music room, gym, cafeteria, library, computer area, art room, student restrooms, & administration offices. Upgrade flooring, replace ceilings, repair asphalt playgrounds, rotomil and install new topping to existing asphalt drives and parking lots, landscape and irrigation work.
Willow Creek Elementary Renovation	Remodel classrooms, special education area, corridors, kitchen, music room, gym, cafeteria, library, computer area, art room, student restrooms, & administration offices. Upgrade flooring, replace ceilings, repair asphalt playgrounds, rotomil and install new topping to existing asphalt drives and parking lots, landscape and irrigation work.
Ponderosa Elementary Renovation	Remodel classrooms, special education area, corridors, kitchen, music room, gym, cafeteria, library, computer area, art room, student restrooms, & administration offices. Upgrade flooring, replace ceilings, repair asphalt playgrounds, rotomil and install new topping to existing asphalt drives and parking lots, landscape and irrigation work.
Arrowhead Elementary Renovation	Remodel classrooms, special education area, corridors, kitchen, music room, gym, cafeteria, library, computer area, art room, student restrooms, & administration offices. Upgrade flooring, replace ceilings, repair asphalt playgrounds, rotomil and install new topping to existing asphalt drives and parking lots, landscape and irrigation work.
High Plains Elementary Renovation	Remodel classrooms, special education area, corridors, kitchen, music room, gym, cafeteria, library, computer area, art room, student restrooms, & administration offices. Upgrade flooring, replace ceilings, repair asphalt playgrounds, rotomil and install new topping to existing asphalt drives and parking lots, landscape and irrigation work.
High Schools/Middle Schools/Elementary Schools - Mechanical/Electrical/Plumbing	School Facility Improvements for classroom comfort and energy efficiency.
Educational Technology	Information Systems Network/telephone system replacements, upgrades, and improvements

Total Project Estimate	Professional Services/ Other	Land/ Improvements	Buildings	Equipment	Fiscal Year 2009-10 Total
3,403,759	-	-	-	50,000	50,000
2,932,970	-	-	-	50,000	50,000
3,400,821	-	-	-	50,000	50,000
3,452,072	-	-	-	50,000	50,000
3,145,187	401,000	-	2,694,187	50,000	3,145,187
11,766,056	1,424,250	-	8,070,750	-	9,495,000
8,700,000	500,000	-	-	1,500,000	2,000,000

**CHERRY CREEK SCHOOL DISTRICT
BUILDING FUND 2008 BOND ISSUE
BUDGETED EXPENDITURES BY FACILITY AND PROJECT
FISCAL YEAR 2009-10**

Facility	Project Description
2008 Bond Issue Continued	
COMPASS (Comprehensive Operational Management/ Planning/Administration Service System	Educational Support and Operational Software system for Finance and Human Resources.
School Safety and Security	Global Positioning Systems installed on all buses for student safety. Boost radio frequency transmission to improve security.
Special Programs Center Renovation	Remodel facility in order to accommodate educational staff development and programs.
Outback Pre-School Renovation	Remodel facility in order to have space for preschool classrooms
Estate I-Team Renovation	I-Team renovation to meet changing capacity needs throughout the District.
Student Support Facility New Construction	Facility to meet needs for Student Achievement Programs, Information Systems, East Admissions, District Athletics and Activities, Special Education
Arapahoe Campus - East Transportation Facility New Construction	Arapahoe Park Campus Transportation Facility for training and support services.
Arapahoe Campus - East Maintenance Facility New Construction	Arapahoe Park Campus, Grounds and Maintenance Facility for Educational Support Services
Bond Issuance Costs	Bond issuance costs
Contingency, Administration, and Other Costs	Contingency, administration, legal, and other costs.
Total Building Fund	

Total Project Estimate	Professional Services/ Other	Land/ Improvements	Buildings	Equipment	Fiscal Year 2009-10 Total
6,400,000	5,800,000	-	-	600,000	6,400,000
1,130,000	-	-	-	848,000	848,000
2,100,000	-	-	-	50,000	50,000
610,817	-	-	610,571	-	610,571
676,000	-	-	676,000	-	676,000
16,190,000	900,000	-	4,500,000	-	5,400,000
5,000,000	-	-	4,600,000	-	4,600,000
3,500,000	400,000	-	2,000,000	-	2,400,000
1,500,000	-	-	-	-	-
1,660,000	573,546	-	-	-	573,546
\$206,785,000	\$18,675,796	\$-	\$54,246,204	\$4,278,000	\$77,200,000

CHERRY CREEK SCHOOL DISTRICT

ADDITIONAL COSTS OF NEW SCHOOLS AND FACILITIES

Impact of Additional Operations and Maintenance and Activities and Athletics Costs on Operating Budget

Major capital improvements paid for with school bond funds, primarily for new school facilities, and for expansions to existing school facilities are budgeted in the Building Fund of the District. The additional operating cost, which will be incurred when these facilities are completed and put in use, will consist primarily of additional school support, maintenance, and custodial charges, as well as additional utility charges. The General Fund will include the budgeted expenditures considered adequate to cover the expected annual maintenance, custodial, utility, and security costs of the District.

Operations and Maintenance Costs of New Schools

The addition of new schools will increase the annual operations and maintenance costs. The amounts budgeted by school in the General Fund would increase an estimated total of \$8,888,036, based on current cost information adjusted for inflation. These estimated costs are based on the assumption that pupil enrollment will be at or near the intended capacity of each school. These additional costs will include additional school support and administrative staff, maintenance and custodial staff, contracted custodial and maintenance services, and building utilities. Costs for additional classroom teachers and other instructional staff are not considered operations and maintenance costs, as these costs would still be incurred to serve students in the existing facilities until the new schools are in full use. Operations and maintenance costs are expected to be less when the schools are first opened and would increase until the full school enrollment is reached.

Activities and Athletics Costs of New Schools

Additional activities and athletics costs are projected and budgeted for new elementary, middle, and high schools. These are additional school level costs to provide for new school athletic teams, school activities, and clubs. The increase for activities and athletics is estimated to be \$273,400 per year and are in addition to those that will be necessary because of annual student enrollment increases.

School Additions and Renovations

The school additions and renovations are not expected to add substantial operations and maintenance costs. New, more energy-efficient, more easily maintained HVAC systems as well as new furnishings, lighting, etc. will be installed.

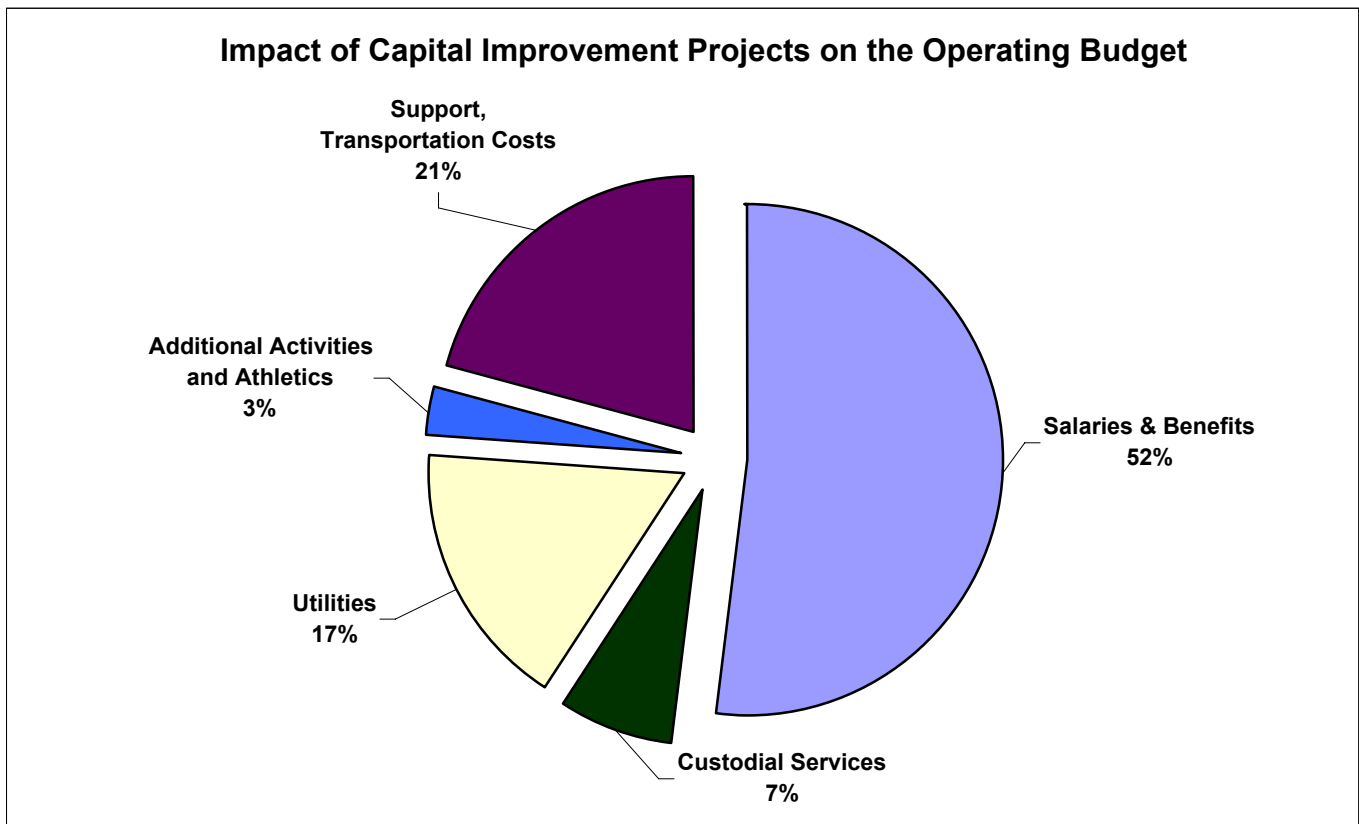
Effect of Building Fund Capital Expenditures on Future Operating Budgets

The additional operations and maintenance costs and activities and athletics costs are estimated to be approximately 2.16% of the General Fund operating budget in FY2009-10.

General Fund Total Expenditures	\$410,777,600	
Operations and Maintenance	8,614,636	2.10%
Activities and Athletics	273,400	<u>0.06%</u>
		2.16%

**CHERRY CREEK SCHOOL DISTRICT
CAPITAL IMPROVEMENTS IMPACT
ESTIMATED - OPERATING BUDGET
2003 BOND ISSUE**

Facility	Salaries and Benefits	Contracted Custodial Services	Building Utilities	Support and Transportation Costs	Activities and Athletics	Total Operations/ Maintenance
2003 Bond Issue						
Aspen Crossing Elementary	\$392,600	\$59,285	\$128,000	\$167,589	\$6,000	\$753,474
Red Hawk Elementary	392,600	59,285	128,000	167,589	6,000	753,474
Coyote Hills Elementary	392,600	59,285	128,000	159,389	6,000	745,274
Buffalo Trail Elementary	392,600	59,285	128,000	159,389	6,000	745,274
Cherokee Trail High School	33,617	-	-	172	-	33,789
Sky Vista Middle School	1,233,617	157,500	292,000	520,022	102,200	2,305,339
Fox Ridge Middle School	1,449,388	165,000	324,100	525,798	147,200	2,611,486
Cottage Preschool	-	10,580	32,500	22,000	-	65,080
East Transportation and School Additions	175,494	9,500	38,672	121,272	-	344,938
Joliet Facility Renovations	157,440	3,122	5,076	8,300	-	173,938
	-	43,720	312,250	-	-	355,970
Total	\$4,619,956	\$626,562	\$1,516,598	\$1,851,520	\$273,400	\$8,888,036



**CHERRY CREEK SCHOOL DISTRICT
BUILDING FUND
SUMMARY BUDGET AND THREE YEAR PROJECTIONS**

	2009-10 Budget	2010-11 Projected	2011-12 Projected	2012-13 Projected
Beginning Fund Balance	\$112,325,938	\$26,846,180	\$32,458,043	\$17,725,342
<u>Revenue</u>				
Investment Income	535,000	600,000	500,000	250,000
Total Revenue	535,000	600,000	500,000	250,000
<u>Other Financing Sources</u>				
Bond Issues Sold	-	101,775,000	-	-
Total Funds Available	112,860,938	129,221,180	32,958,043	17,975,342
<u>Expenditures</u>				
School Facility Bond				
Funded Projects (1)	86,014,758	96,763,137	15,232,701	17,975,342
Total Expenditures and Transfers	86,014,758	96,763,137	15,232,701	17,975,342
Ending Fund Balance	\$26,846,180	\$32,458,043	\$17,725,342	\$-
Number of Students (FTE)	48,787	49,319	50,178	50,805

(1) Refer to Building Fund budget for additional expenditure information by specific project. FY2009-10 budget and projections for 2010-11 through 2012-13 are based on the funding authorization provided by the 2003 and 2008 school construction bonds.



*Building schools to
prepare all students for
"College Access & Success"*



Dedicated to Excellence

BOND REDEMPTION FUND

CHERRY CREEK SCHOOL DISTRICT BOND REDEMPTION FUND

Program Profile

The Bond Redemption Fund is used to account for property taxes levied and investment income earned, to provide for payment of general long-term debt principal retirement, semi-annual interest, and related fees.

The District's long-term debt, in the form of general obligation bonds, totals \$450,320,000 as of June 30, 2009. The budgeted amount for this debt service in Fiscal Year 2009-10 is \$46,990,739. Property taxes provide more than 99 percent of the revenue for this fund, with investment income providing the rest.

In accordance with Colorado School Law, the legal debt limit is the greater amount of the following totals: 20% of the District's assessed valuation or 6% of the actual value of the District. The debt limit, as of June 30, 2009, when based on 6% of actual value, would be approximately \$2.231 billion. If the legal limit were based on 20% of the District's 2008 assessed valuation of \$4.531 billion, the legal debt limit would be \$906 million. The greater total of these two calculations is 6% of the District's actual value, resulting in a debt limit of \$2.231 billion. This debt limit exceeds the net amount of the District's bonds payable, minus funds available for debt service payment by approximately \$1.827 billion.

The District's enrollment has increased approximately 23% over the last ten years and continued annual increases are expected for the next several years. District needs for additional school facilities are expected to continue to increase over the next several years. The need for the issuance of bonds to provide for these school facilities is carefully considered with the assistance of the Long-Range Facilities Planning Committee.

The Board of Education approved a bond issue request for the November 2003 ballot and the voters approved \$167.5 million of additional school bonds in November 2003. The bonds were issued in January 2004 in the amount of \$100 million, and \$79.75 million of existing bonds (series 1995B) were refunded and reissued to reduce interest expense. The remaining \$67.5 million of bonds, approved in November 2003, were issued in February 2005. In May 2005, the Board of Education adopted a resolution to refinance \$134,225,000 in remaining debt for the 1999 issue with the 2005B issue, reducing interest expense. In November 2008 the voters approved \$203.55 million of additional school bonds. \$101.775 million were issued in January 2009. The remaining \$101.775 million will be issued in 2010.

The property tax levy for principal and interest on bonds is anticipated to be 9.854 mills for 2009, which is approximately 20.0 percent of the total projected tax levy of 49.266 mills. The annual principal and interest payments on the currently outstanding bonds range from \$46.2 to \$48.5 million annually through 2013, and then decrease over the years to \$10.72 million.

The accompanying Bond Redemption Fund graph includes annual comparative indicators of the level of total bonded indebtedness and the annual debt service, presented on a per pupil basis. The net bonded debt per pupil will continue to decrease each year as bond principal payments are made and enrollment increases, unless additional bonds are issued.

Bond Rating Information

The District continues to maintain its AA rating from Standard & Poor's Corporation and an Aa2 rating from Moody's Investors Service for general obligation bonds issues. These ratings were reaffirmed by the rating agencies in January 2009.

- Standard and Poor's AA General Obligation Bonds – "Debt rated AA has a very strong capacity to pay interest and repay principal and differs from the highest rated issues only in small degree."
- Moody's Investors Service Aa2 General Obligation Bonds – "The stable outlook reflects Moody's expectation of continued improvement in the district's financial position and prudent debt management practices."

**CHERRY CREEK SCHOOL DISTRICT
BOND REDEMPTION FUND
FIVE YEAR SUMMARY OF REVENUE AND EXPENDITURES**

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Beginning Fund Balance(1)	\$34,311,706	\$35,913,470	\$39,664,302	\$45,022,930	\$45,758,582
<u>Revenue</u>					
Property Taxes	44,454,128	47,721,612	51,754,079	44,246,678	45,405,897
Investment Income	288,817	502,481	465,720	30,000	20,000
Total Revenue	44,742,945	48,224,093	52,219,799	44,276,678	45,425,897
Total Funds Available	79,054,651	84,137,563	91,884,101	89,299,608	91,184,479
<u>Expenditures</u>					
Principal Retirement	22,930,000	25,170,000	28,745,000	25,035,000	26,780,000
Interest	20,205,487	19,294,357	18,111,738	18,476,026	20,210,739
Fiscal Charges	5,694	8,904	4,433	30,000	30,000
Total Expenditures	43,141,181	44,473,261	46,861,171	43,541,026	47,020,739
Ending Fund Balance(1)	\$35,913,470	\$39,664,302	\$45,022,930	\$45,758,582	\$44,163,740
<hr/>					
Total Expenditures	\$43,141,181	\$44,473,261	\$46,861,171	\$43,541,026	\$47,020,739
TABOR Reserves	-	-	-	-	-
Total Expenditures and Appropriated Reserves	43,141,181	44,473,261	46,861,171	43,541,026	47,020,739
Unappropriated Reserves	35,913,470	39,664,302	45,022,930	45,758,582	44,163,740
Total Appropriations and Unappropriated Reserves	\$79,054,651	\$84,137,563	\$91,884,101	\$89,299,608	\$91,184,479

(1) The June 30th fiscal year-end fund balances shown are necessary for this fund to have the cash available to make required debt service payments when they become due. Property taxes, which are levied late in December, are mostly collected by the following June 30th. However, most of the fund's expenditures are due on the following December 15th. The annual principal payments and one of the two interest payments are due on December 15th. The other interest payment is due on June 15th.



**CHERRY CREEK SCHOOL DISTRICT
BOND REDEMPTION FUND
GENERAL OBLIGATION BONDS**

Description, Interest Rates, and Maturity Dates	Principal Balance June 30, 2009
Refunding Bonds in the original amount of \$79,420,000 (Series 1997) due in varying annual installments through December 15, 2010, interest at 5.5%	\$15,485,000
General Obligation Bonds in the amount of \$100,000,000 (Series 2004) and refunding bonds of \$79,750,000	148,485,000
General Obligation Bonds in the amount of \$67,500,000 (Series 2005)	62,380,000
General Obligation Refunding Bonds in the amount of \$132,215,000, (Series 2005B) due in varying installments through December 15, 2019, interest ranging from 3.5%-7.0%	122,195,000
General Obligation Refunding Bonds in the amount of \$101,775,000 (Series 2009) due in varying installments through December 15, 2028, interest ranging from 3.0%-5.0%	101,775,000
Total General Obligation Bonds Payable	\$450,320,000

Fiscal Year	Principal	Interest	Total
2009-10	\$26,780,000	\$20,210,739	\$46,990,739
2010-11	28,200,000	18,799,551	46,999,551
2011-12	30,455,000	17,282,051	47,737,051
2012-13	31,080,000	15,687,576	46,767,576
2013-14	31,265,000	14,125,226	45,390,226
2014-15	32,790,000	12,466,101	45,256,101
2015-16	23,405,000	10,988,201	34,393,201
2016-17	24,535,000	9,921,381	34,456,381
2017-18	25,450,000	8,942,666	34,392,666
2018-19	26,420,000	7,912,421	34,332,421
2019-20	23,945,000	6,869,796	30,814,796
2020-21	24,130,000	5,788,977	29,918,977
2021-22	20,175,000	4,812,748	24,987,748
2022-23	21,055,000	3,973,960	25,028,960
2023-24	21,970,000	3,226,041	25,196,041
2024-25	15,705,000	2,527,638	18,232,638
2025-26	13,685,000	1,805,875	15,490,875
2026-27	9,305,000	1,231,125	10,536,125
2027-28	9,760,000	754,500	10,514,500
2028-29	10,210,000	255,250	10,465,250
TOTAL	\$450,320,000	\$167,581,823	\$617,901,823

**CHERRY CREEK SCHOOL DISTRICT
BOND REDEMPTION FUND
GENERAL OBLIGATION BONDS — PRINCIPAL AND INTEREST BY ISSUE**

Calendar Year	Month	\$79,420,000 Series 1997		\$179,750,000 Series 2004		\$67,500,000 Series 2005	
		Principal	Interest	Principal	Interest	Principal	Interest
2009	December	7,535,000	405,963	10,255,000	3,304,432	2,905,000	1,285,538
2010	June	-	198,750	-	3,048,057	-	1,212,912
2010	December	7,950,000	198,750	10,760,000	3,048,057	2,985,000	1,212,913
2011	June	-	-	-	2,779,057	-	1,138,287
2011	December	-	-	11,690,000	2,779,057	3,075,000	1,138,288
2012	June	-	-	-	2,486,807	-	1,076,787
2012	December	-	-	12,100,000	2,486,807	3,175,000	1,076,788
2013	June	-	-	-	2,184,307	-	1,013,287
2013	December	-	-	12,525,000	2,184,307	3,280,000	1,013,288
2014	June	-	-	-	1,871,182	-	955,887
2014	December	-	-	12,760,000	1,871,182	3,420,000	955,888
2015	June	-	-	-	1,552,182	-	891,762
2015	December	-	-	12,305,000	1,552,182	3,580,000	891,763
2016	June	-	-	-	1,244,557	-	824,637
2016	December	-	-	3,675,000	1,244,557	3,755,000	824,638
2017	June	-	-	-	1,171,057	-	749,537
2017	December	-	-	3,840,000	1,171,057	3,930,000	749,538
2018	June	-	-	-	1,094,257	-	670,937
2018	December	-	-	4,015,000	1,094,257	4,080,000	670,938
2019	June	-	-	-	1,013,957	-	589,337
2019	December	-	-	4,195,000	1,013,957	4,240,000	589,338
2020	June	-	-	-	930,057	-	504,537
2020	December	-	-	11,685,000	930,057	4,410,000	504,538
2021	June	-	-	-	652,538	-	416,337
2021	December	-	-	12,270,000	652,538	4,590,000	416,338
2022	June	-	-	-	401,003	-	324,537
2022	December	-	-	12,885,000	401,003	4,780,000	324,538
2023	June	-	-	-	135,250	-	228,937
2023	December	-	-	13,525,000	135,250	4,980,000	228,938
2024	June	-	-	-	-	-	116,887
2024	December	-	-	-	-	5,195,000	116,888
2025	June	-	-	-	-	-	-
2025	December	-	-	-	-	-	-
2026	June	-	-	-	-	-	-
2026	December	-	-	-	-	-	-
2027	June	-	-	-	-	-	-
2027	December	-	-	-	-	-	-
2028	June	-	-	-	-	-	-
2028	December	-	-	-	-	-	-
Totals		\$15,485,000	\$803,463	\$148,485,000	\$44,432,968	\$62,380,000	\$22,714,763

Principal payments are due once a year on December 15th.

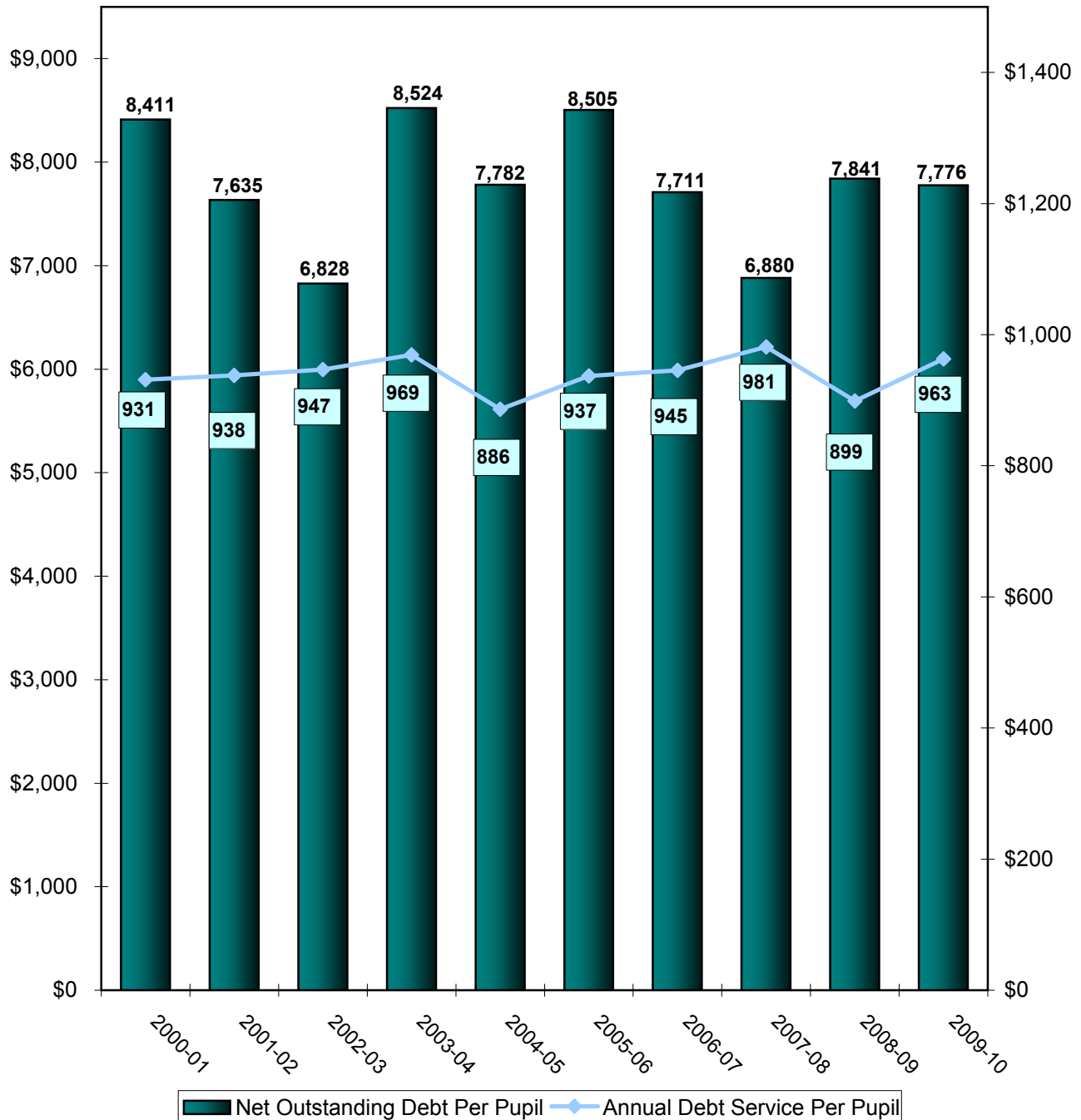
Interest payments are due twice a year on December 15th and June 15th.

\$132,215,000		\$101,775,000		Total Outstanding		
<u>Series 2005B Refunding</u>		<u>Series 2009</u>		<u>General Obligation Bonds</u>		
Principal	Interest	Principal	Interest	Principal	Interest	Total
5,560,000	3,126,040	525,000	2,331,891	26,780,000	10,453,864	37,233,864
-	2,973,140	-	2,324,016	-	9,756,875	9,756,875
5,940,000	2,973,140	565,000	2,324,016	28,200,000	9,756,876	37,956,876
-	2,809,790	-	2,315,541	-	9,042,675	9,042,675
14,280,000	2,809,790	1,410,000	2,315,541	30,455,000	9,042,676	39,497,676
-	2,381,390	-	2,294,391	-	8,239,375	8,239,375
12,540,000	2,381,390	3,265,000	2,294,391	31,080,000	8,239,376	39,319,376
-	2,005,190	-	2,245,416	-	7,448,200	7,448,200
13,500,000	2,005,190	1,960,000	2,245,416	31,265,000	7,448,201	38,713,201
-	1,633,940	-	2,216,016	-	6,677,025	6,677,025
14,610,000	1,633,940	2,000,000	2,216,016	32,790,000	6,677,026	39,467,026
-	1,159,115	-	2,186,016	-	5,789,075	5,789,075
4,320,000	1,159,115	3,200,000	2,186,016	23,405,000	5,789,076	29,194,076
-	1,007,915	-	2,122,016	-	5,199,125	5,199,125
13,830,000	1,007,915	3,275,000	2,122,016	24,535,000	5,199,126	29,734,126
-	745,145	-	2,056,516	-	4,722,255	4,722,255
14,310,000	745,145	3,370,000	2,056,516	25,450,000	4,722,256	30,172,256
-	466,100	-	1,989,116	-	4,220,410	4,220,410
14,860,000	466,100	3,465,000	1,989,116	26,420,000	4,220,411	30,640,411
-	168,900	-	1,919,816	-	3,692,010	3,692,010
8,445,000	168,900	7,065,000	1,919,816	23,945,000	3,692,011	27,637,011
-	-	-	1,743,191	-	3,177,785	3,177,785
-	-	8,035,000	1,743,191	24,130,000	3,177,786	27,307,786
-	-	-	1,542,316	-	2,611,191	2,611,191
-	-	3,315,000	1,542,316	20,175,000	2,611,192	22,786,192
-	-	-	1,476,016	-	2,201,556	2,201,556
-	-	3,390,000	1,476,016	21,055,000	2,201,557	23,256,557
-	-	-	1,408,216	-	1,772,403	1,772,403
-	-	3,465,000	1,408,216	21,970,000	1,772,404	23,742,404
-	-	-	1,336,750	-	1,453,637	1,453,637
-	-	10,510,000	1,336,750	15,705,000	1,453,638	17,158,638
-	-	-	1,074,000	-	1,074,000	1,074,000
-	-	13,685,000	1,074,000	13,685,000	1,074,000	14,759,000
-	-	-	731,875	-	731,875	731,875
-	-	9,305,000	731,875	9,305,000	731,875	10,036,875
-	-	-	499,250	-	499,250	499,250
-	-	9,760,000	499,250	9,760,000	499,250	10,259,250
-	-	-	255,250	-	255,250	255,250
-	-	10,210,000	255,250	10,210,000	255,250	10,465,250
\$122,195,000	\$33,827,290	\$101,775,000	\$65,803,339	\$450,320,000	\$167,581,823	\$617,901,823

**CHERRY CREEK SCHOOL DISTRICT
BOND REDEMPTION FUND
BONDED DEBT SUMMARY**

Fiscal Year	Pupil FTE	Bonded Debt Ending Balance			Annual Debt Service		
		Bonds Outstanding Balance	Fund Balance	Balance	Principal	Interest	Total
2000/ 2001	40,869	\$373,605,000	\$29,848,185	\$343,756,815	\$17,795,000	\$20,265,482	\$38,060,482
Average per pupil				\$8,411	\$931		
2001/ 2002	42,145	\$353,435,000	\$31,657,906	\$321,777,094	\$20,170,000	\$19,348,175	\$39,518,175
Average per pupil				\$7,635	\$938		
2002/ 2003	43,316	\$330,705,000	\$34,926,783	\$295,778,217	\$22,730,000	\$18,286,594	\$41,016,594
Average per pupil				\$6,828	\$947		
2003/ 2004	44,055	\$405,130,000	\$29,622,329	\$375,507,671	\$25,545,000	\$17,157,374	\$42,702,374
Average per pupil				\$8,524	\$969		
2004/ 2005	45,056	\$384,935,000	\$34,311,706	\$350,623,294	\$20,195,000	\$19,742,820	\$39,937,820
Average per pupil				\$7,782	\$886		
2005/ 2006	46,043	\$427,495,000	\$35,913,470	\$391,581,530	\$22,930,000	\$20,205,488	\$43,135,488
Average per pupil				\$8,505	\$937		
2006/ 2007	47,033	\$402,325,000	\$39,664,302	\$362,660,698	\$25,170,000	\$19,294,357	\$44,464,357
Average per pupil				\$7,711	\$945		
2007/ 2008	47,752	\$373,580,000	\$45,022,930	\$328,557,070	\$28,745,000	\$18,111,738	\$46,856,738
Average per pupil				\$6,880	\$981		
2008/ 2009	48,402	\$425,285,000	\$45,758,582	\$379,526,418	\$25,035,000	\$18,476,026	\$43,511,026
Average per pupil				\$7,841	\$899		
2009/ 2010	48,787	\$423,540,000	\$44,163,740	\$379,376,260	\$26,780,000	\$20,210,739	\$46,990,739
Average per pupil				\$7,776	\$963		

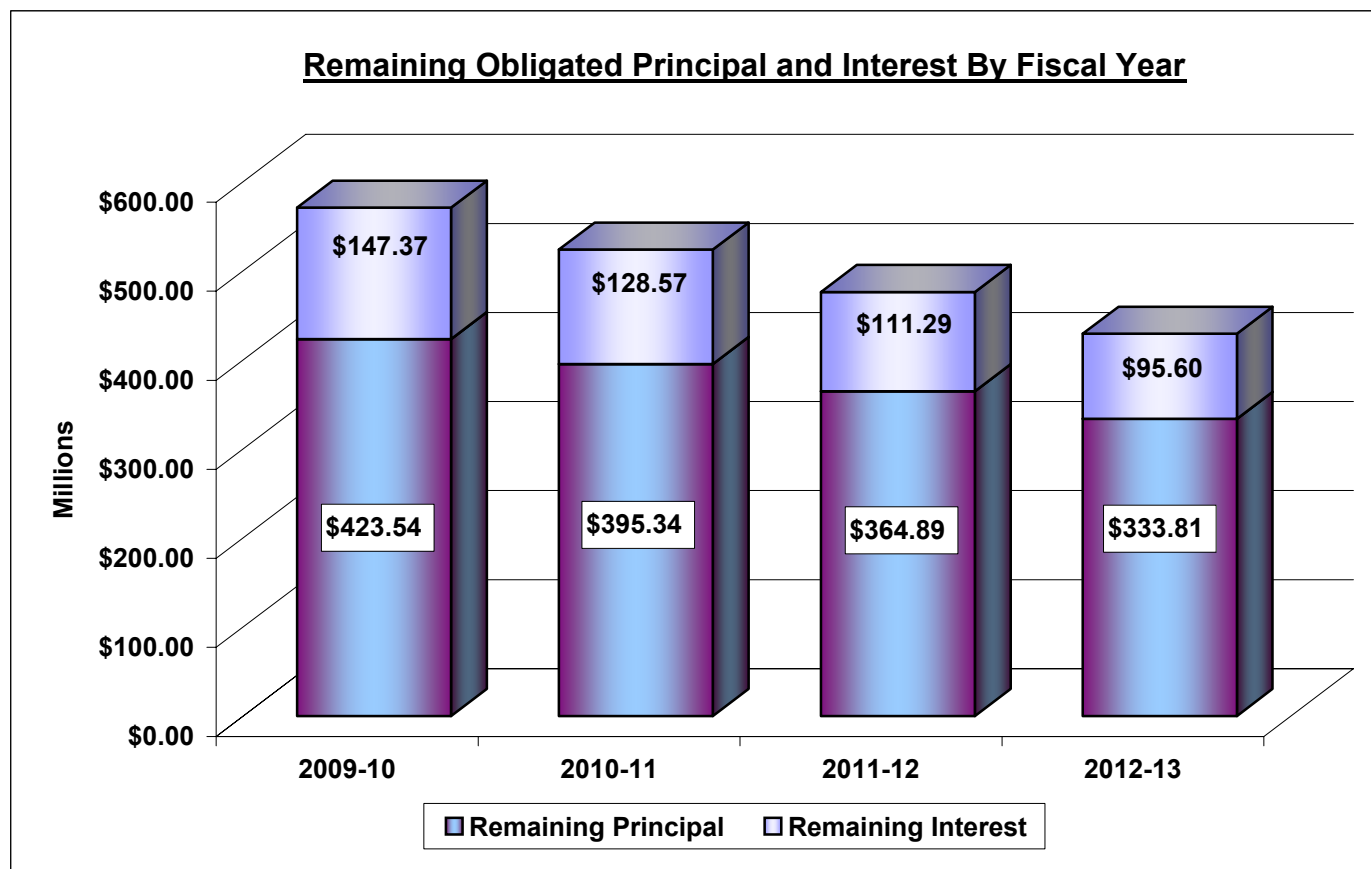
CHERRY CREEK SCHOOL DISTRICT GENERAL OBLIGATION BONDS DEBT SERVICE PER PUPIL



**CHERRY CREEK SCHOOL DISTRICT
BOND REDEMPTION FUND
SUMMARY BUDGET AND THREE YEAR PROJECTIONS**

	2009-10 Budget	2010-11 Projected	2011-12 Projected	2012-13 Projected
Beginning Fund Balance	\$45,758,582	\$44,163,740	\$43,614,997	\$43,969,687
Revenue				
Property Taxes	45,405,897	46,460,808	48,096,741	47,005,920
Investment Income and Other	20,000	20,000	25,000	30,000
Total Revenue	45,425,897	46,480,808	48,121,741	47,035,920
Total Funds Available	91,184,479	90,644,548	91,736,738	91,005,607
Expenditures				
Principal Retirement	26,780,000	28,200,000	30,455,000	31,080,000
Interest	20,210,739	18,799,551	17,282,051	15,687,576
Fiscal Charges	30,000	30,000	30,000	30,000
Total Expenditures	47,020,739	47,029,551	47,767,051	46,797,576
Ending Fund Balance (1)	\$44,163,740	\$43,614,997	\$43,969,687	\$44,208,031
Number of Students (FTE)	48,787	49,319	50,178	50,805

(1) The June 30th fiscal year-end fund balances shown are necessary for this fund to have the cash available to make required debt service payments when they become due. Property taxes, which are levied late in December are mostly collected by the following June 30th. However, most of the fund's expenditures are due on the following December 15th. The annual principal payments and one of the two interest payments are due on December 15th. The other interest payment is due on June 15th.



Dedicated to Excellence

FOOD SERVICES FUND

CHERRY CREEK SCHOOL DISTRICT

FOOD SERVICES FUND

Program Profile

The Food and Nutrition Services Department plans, organizes, coordinates, evaluates, and is accountable for the Food Services Program within the District. This department supports the Cherry Creek School District's goals to:

- ☒ **Strengthen the organization**
- ☒ **Fuel our vision of excellence**
- ☒ **Recruit, retain, and develop the finest licensed personnel and support staff**



In order to promote the growth and development of children and to foster healthy eating habits, the Food and Nutrition Services Department provides students, staff, and visitors with nutritious appetizing meals that are prepared with proper food-handling practices and served with outstanding customer service while maintaining a fiscally responsible program. The department also impacts student achievement by serving over 700,000 breakfasts and over 4 million lunches, as well as educating students about nutrition and healthy eating habits. Breakfasts and lunches served at school enable children to be ready to learn.

As the District's only enterprise fund, the Food and Nutrition Services Department operates on a financially self-supporting basis. The staff assesses the needs of the department and its customers, sets measurable goals, and maintains a high standard of customer service in dealing with students, parents, school staff, and the community.

The program purchases food and supplies for preparation and service of meals according to Federal Child Nutrition Program guidelines. The department maintains applicable records and prepares reports to meet state and federal requirements. Employees are hired and scheduled for 57 school kitchen sites. The department's warehouse distributes food and supplies to all sites. A central bakery prepares daily bread products, and a catering operation is available for District functions. Registered dietitians give nutrition education presentations in classrooms to promote healthy food choices. The dietitians collaborated with community members and District personnel to develop a District Wellness Policy (Policy ADF), which can be found in Appendix F.

Measures of Performance

Outputs and Achievements 2008-09

- The Food and Nutrition Services warehouse staff traveled more than 65,000 miles during the year. There were 4,000 to 4,500 cases of food delivered to District school kitchens each week.
- Food Services purchased 3.8 million half pints of milk, 1.9 million 4-oz cartons of orange juice, and 200,000 cups of yogurt for student meals.
- Food Services continued the implementation of the a la carte nutrition standards. An a la carte item must not contain more than 35% calories from fat, no more than 10% calories from saturated fat and no more than 35% calories from sugar (by weight). This year all a la carte items at the elementary level met these nutrition standards.
- A pilot program was initiated at five schools to address childhood obesity and to continue the implementation of the District Wellness Policy.
- PayPams, an on-line payment system, was rolled out in November 2008, which allows parents to pay for their student's meals on-line 24 hours a day.
- Food Services' registered dietitians made over 180 nutrition education classroom presentations to students.

Goals 2009-10

- Food Services will continue to promote participation in the School Breakfast and Lunch Programs. Studies show those students participating in the school meal programs consume greater amounts of essential vitamins and minerals and have a better quality diet.
- Food Services will continue to increase the number of healthy food options offered and reduce portion size of certain snack items.
- Food Services will implement a new inventory and ordering software program.

**CHERRY CREEK SCHOOL DISTRICT
FOOD SERVICES FUND
FIVE YEAR SUMMARY OF REVENUE AND EXPENDITURES**

	2005-06	2006-07	2007-08	2008-09	2009-10
	Actual	Actual	Actual	Budget	Budget
Beginning Retained Earnings	\$4,880,314	\$5,209,513	\$5,504,080	\$6,036,194	\$6,138,561
Revenue					
Local Sources					
Sales	7,968,994	8,090,226	8,310,815	8,609,450	8,558,850
Investment Income (1)	98,384	158,893	141,982	60,000	10,000
Catering and Other	295,057	263,258	321,052	295,000	225,000
Total Local Revenue	8,362,435	8,512,377	8,773,849	8,964,450	8,793,850
State Sources					
Start Smart Nutrition Program (2)	-	-	39,618	41,700	46,200
Reimbursement for Meals	168,603	169,380	170,680	171,000	165,000
Total State Revenue	168,603	169,380	210,298	212,700	211,200
Federal Sources					
Reimbursement for Meals	3,667,596	4,056,138	4,444,962	4,389,240	5,472,730
USDA Commodities	611,210	681,717	862,890	810,000	957,000
Total Federal Revenue	4,278,806	4,737,855	5,307,852	5,199,240	6,429,730
Total Revenue	12,809,844	13,419,612	14,291,999	14,376,390	15,434,780
Transfer from Building Fund (3)	178,352	82,851	81,484	155,527	-
Total Revenue and Other Sources	12,988,196	13,502,463	14,373,483	14,531,917	15,434,780
Total Funds Available	17,868,510	18,711,976	19,877,563	20,568,111	21,573,341
Expenditures					
Salaries & Benefits	4,451,816	4,617,862	4,978,702	5,016,450	5,276,150
Purchased Services	519,537	355,979	373,632	405,400	452,700
Food	4,431,640	4,736,877	4,545,503	4,900,000	5,618,450
Other Supplies & Materials	2,191,327	2,606,768	3,023,390	3,004,700	2,827,200
Capital Outlay & Other Expenditures	1,064,677	890,410	920,142	1,103,000	1,185,000
Total Expenditures	12,658,997	13,207,896	13,841,369	14,429,550	15,359,500
Revenue and Transfers more (less) than Expenditures	329,199	294,567	532,114	102,367	75,280
Ending Retained Earnings	\$5,209,513	\$5,504,080	\$6,036,194	\$6,138,561	\$6,213,841
Total Expenditures	\$12,658,997	\$13,207,896	\$13,841,369	\$14,429,550	\$15,359,500
TABOR Reserve	251,406	265,149	257,000	276,909	267,893
Total Expenditures and Appropriated Reserves	12,910,403	13,473,045	14,098,369	14,706,459	15,627,393
Unappropriated Reserves	4,958,107	5,238,931	5,779,194	5,861,652	5,945,948
Total Appropriations and Unappropriated Reserves	\$17,868,510	\$18,711,976	\$19,877,563	\$20,568,111	\$21,573,341

(1) Investment income for FY2008-09 and FY2009-10 is projected to decrease due to current trends in the financial market.

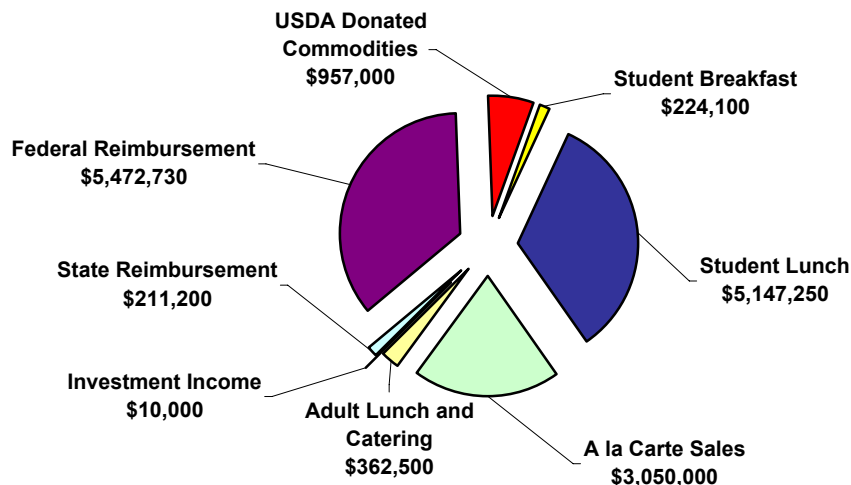
(2) The Colorado Legislature passed SB07-059 in 2007, setting up the Start Smart Nutrition Program, which gives state funding to the School Breakfast Program. This legislation provides funding to cover the 30¢ co-payment for students who qualify for the reduced price breakfast.

(3) The Building Fund provides support to the Food Services Programs when new schools are opened. This transfer of funds is used to equip the new school kitchens with appliances. Two elementary schools and a middle school opened in FY2005-06. The District added one new elementary school in both FY2006-07 and FY2007-08 and one middle school in FY2008-09.

**CHERRY CREEK SCHOOL DISTRICT
FOOD SERVICES FUND
SCHEDULE OF BUDGETED 2009-10 REVENUE BY SOURCE**

Sources of Revenue	Number of Meals	Rate	Revenue
Local Revenue			
Total Student Breakfast Sales	762,000	\$1.15 to \$1.25	\$224,100
Free/Reduced Price (No Charge)		-	-
Full Price Elementary-Choice		1.80	-
Full Price Middle School		1.95	-
Full Price High School		1.95	-
Total Student Lunch Sales	4,364,000	1.80 to 1.95	5,147,250
Non-CCSD Student Lunch Sales		2.75	137,500
A la Carte Sales		Various	3,050,000
Catering and Other Income		Various	225,000
Investment Income			10,000
Total Local Revenue			8,793,850
State Revenue			
Start Smart Nutrition Program			46,200
State Reimbursement			165,000
Total State Revenue			211,200
Federal Revenue			
Total Student Breakfast	762,000	0.25 to 1.70	886,820
Total Student Lunch	4,364,000	0.24 to 2.59	4,585,910
Total Federal Meal Reimbursement			5,472,730
USDA Donated Commodities			957,000
Total Federal Revenue			6,429,730
Total Revenue			\$15,434,780

FY2009-10 Food Services Revenue

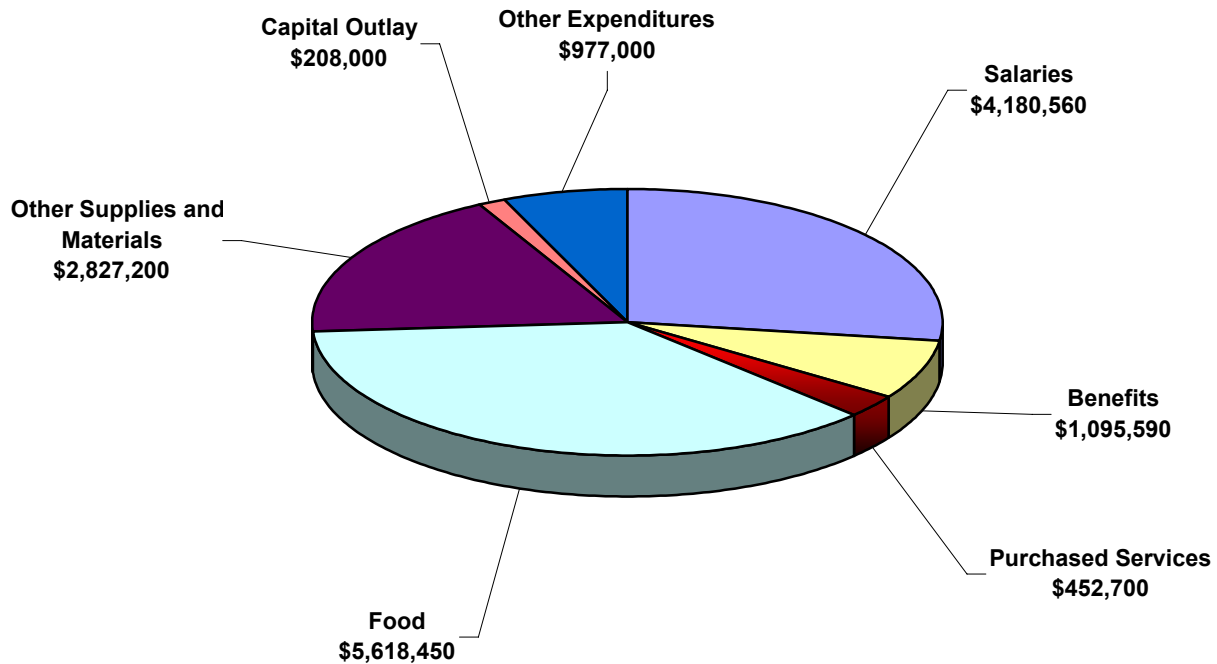


DID YOU KNOW?

- School breakfasts are available to students, who for a variety of reasons, do not eat at home. Studies show that school breakfasts improve learning readiness by reducing visits to the nurse's office, increasing student attention and improving student behavior.
- Through the **National School Breakfast and Lunch Programs**, free and reduced price meals are provided to students who meet eligibility guidelines. Beginning in 2007, The State of Colorado began the **Start Smart Nutrition Program**, which also provides funding for the breakfast program.

CHERRY CREEK SCHOOL DISTRICT FOOD SERVICES FUND

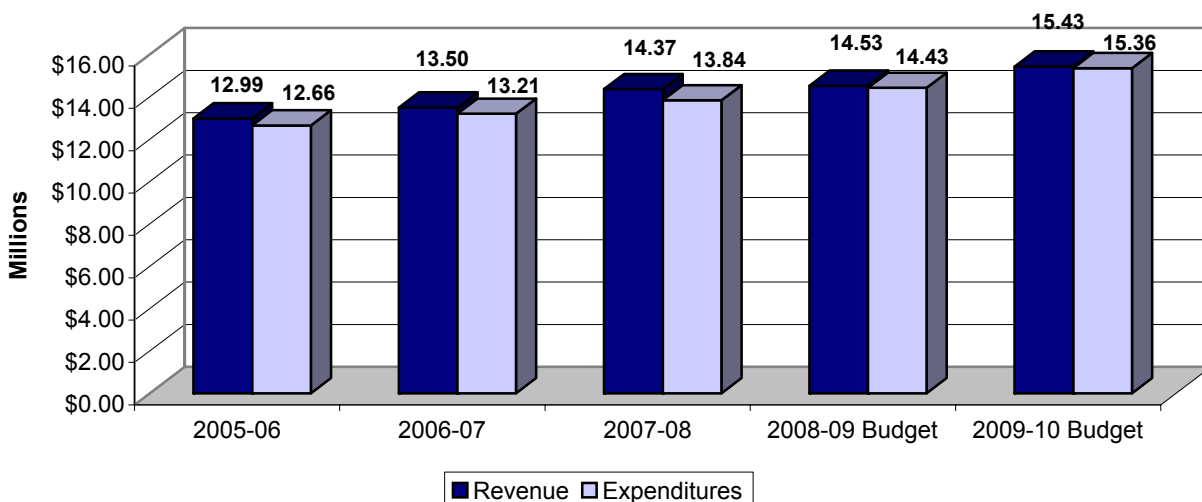
Food Services FY2009-10 Budgeted Expenditures by Object



Good Health Promoted

In addition to preparing and serving healthy, quality meals, registered dietitians offer nutrition education classes. These classes and presentations educate students about eating a balanced diet and incorporating physical activity into their daily lives. The Food and Nutrition Services Department participates in school health fairs and has set a goal to make nutrition classes available to every school in the District.

Five Year Comparison of Revenue and Expenditures



CHERRY CREEK SCHOOL DISTRICT INFORMATIONAL SECTION

TABLE OF CONTENTS

Section Table of Contents	171
Student Achievement	
Academic Excellence	173
Teaching/Learning Cycle	174
Spring 2008 11 th Grade ACT Results	175
Accreditation and Colorado Growth Model	176
Assessment of 2007-08 Student Achievement	178
CSAP Performance Measures.....	179
Student Performance	181
Other Testing and Performance Measure Reports	182
College Entrance Examinations	183
Graduation Requirements.....	184
Personnel, Staffing, and Employee Benefits	
Staffing Introduction.....	185
District Staff Positions.....	186
Five Year Staffing Summary.....	188
Staffing Summary of All Employees by Fund	190
General Fund Summary Comparison of Personnel, Salaries, and Benefits	192
General Fund Personnel, Salary and Benefits by Area.....	194
General Fund Staffing Budget Summary.....	198
General Fund Staffing Summary by Employee Groups	199
Summary Comparison of General Fund FTE	200
Significant Trends in Economy, Demographics, and Elections	
The Colorado Economic Outlook	201
Employment and Income	202
Arapahoe County Demographic Profile	206
Cherry Creek School District Enrollment Statistics.....	207
Comparative Mill Rates.....	210
Mill Levy History 2000-2010	211
Residential Property Taxes	212
Composition of Property Type of District's Assessed Valuation 1996-2009	213
History of Assessed Valuation 2000-2009.....	214
Tax Levy and Collection History – 1998 to 2008.....	215
Bond and Mill Levy Elections	216



CherryCreekSchools

Dedicated to Excellence

Dedicated to Excellence

STUDENT ACHIEVEMENT

CHERRY CREEK SCHOOL DISTRICT ACADEMIC EXCELLENCE

The 2008-09 school year was marked by the rededication of the Cherry Creek School District to academic success for all students and the recognition that “*excellence in education*” is changing. Superintendent Mary Chesley calls it “a moving target,” pointing out that the “excellence” of the 1990s will not be “excellence” for the graduating classes of the 2020s. The Cherry Creek School District has been recognized for its progress in closing the achievement gap, meeting the challenges of rapid growth, strengthening the character of students, and recording the highest academic performance in District history on a variety of measures, including college admission scores.

District Leadership is convinced a college diploma provides the opportunities for supporting a family that the high school diploma once allowed. Today’s high school graduates will require either post secondary training or education to be economically independent. The Cherry Creek District goal is to ensure all graduates are prepared for success in college and careers. To meet this target, the District has put the following plan in place:

- **Curriculum and instruction** must prepare students for post secondary success, beginning in preschool. The District will strengthen its connections with higher education and workforce leaders to ensure a CCSD diploma opens doors and paves the way for successful employment and contribution to society.
- **Excellence in education** must go beyond the basics. Rigor and dedication are required in teaching the arts and athletics. Citizenship and leadership are integral components of our educational and activity programs. We must provide in-depth study in areas that will be critical to our country in the 21st century.
- **A professional staff**, epitomizing high competence in content area skills must be maintained. These teachers will demonstrate exemplary instructional strategies that bend toward individual student needs, while stretching the expectations of students.
- **Acknowledgement** that our schools are the largest buildings in the neighborhoods brings with it a responsibility to be excellent fiscal stewards of the public trust. This means wisely investing in both programming and maintenance/renovation that supports our students and supports the values, including property values, of parents and community members.

The District’s 2008-09 educational plan meets the objectives of the ***Colorado Promise***, a statewide initiative that aims to:

- Eliminate academic achievement gaps
- Halve the high school dropout rate
- Double the number of college degrees and certificates.

To accomplish these objectives at the secondary and postsecondary level, students from preschool and beyond will be immersed in a “whole school culture of postsecondary preparation.” Schools are fostering the expectation of success by providing an environment and classes that teach students skills necessary to meet the learning challenges they will face after graduation.

The Cherry Creek School District has been promoting this type of program through our *College Preparedness and Success for All Students*. Our goal is to ensure all graduates have the knowledge and skills to succeed in higher education, regardless of their chosen path after high school. In today’s world, students need similar knowledge and skills whether they plan to go to college, into military service, to pursue technical or vocational training, or directly into the workforce. Their future options are not limited by their high school education.

Another aspect of the ***Colorado Promise*** is setting up an Individual Career and Academic Plan (ICAP) for each student. The ICAP can help even young children look at a variety of career options and the appropriate learning paths. This initiative would ultimately be established in every school district. Starting at the latest in 8th grade, students will have ICAPs that help them explore careers and align the appropriate coursework and curriculum, search postsecondary opportunities, secure internships, fill out college applications, find financial aid, and ultimately enter the workforce.

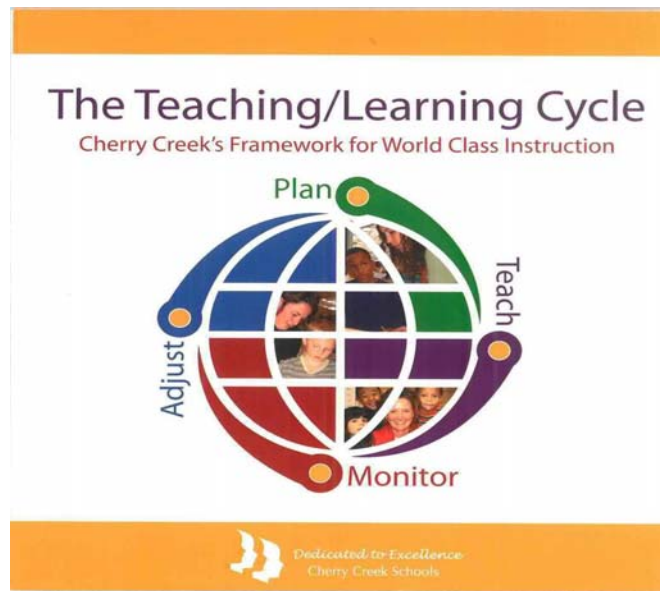
During the 2008 session of the Colorado State Legislature, HB08-1370 was passed setting up the Counselor Corps Grant Program. Under this grant Cherry Creek School District was awarded \$148,000 to address the issue of postsecondary success through professional development and measurement. This inaugural program will seek to identify successful programs in Colorado and elsewhere and promote effective replication.

“One of my goals is that the Cherry Creek School District counts positively in the lives of all who attend our schools and live in our community.”

— Mary Chesley, Superintendent of Cherry Creek Schools

CHERRY CREEK SCHOOL DISTRICT TEACHING/LEARNING CYCLE

As part of its commitment to *Excellence and Equity*, CCSD has introduced the Teaching/Learning Cycle. The District works with a 20-PreK model, developing a common instructional framework of “*plan, teach, monitor, adjust.*” (Diagram below) Teachers who follow this pattern consistently get all students ready for college. Dr. David Conley, author of ***College Knowledge***, has presented ten key principles that most promote college success.



1. Create and maintain a college-going culture in the District and schools.
 2. Emphasize key cognitive strategies such as reasoning, problem-solving, and research skills.
 3. Hold high common expectations for all students and provide differing degrees of scaffolding based on student need.
 4. Create a core academic program that is aligned with and leads to college readiness by the end of 12th grade.
 5. Make the senior year meaningful and challenging, and keep all students fully engaged.
 6. Reduce choice in favor of focus, particularly for students who will be first-generation college attendees.
 7. Create assignments and grading practices that more closely approximate college expectations each successive year of high school.
 8. Promote key self-management skills and provide students feedback on how well they are developing these skills.
 9. Prepare students for the complexity of applying to college, and the differences between high school and college.
 10. Build partnerships and connections to postsecondary programs and institutions.
-

ASSESSMENT OF 2007-08 STUDENT ACHIEVEMENT

The 2007-08 school year presented the following results on assessment testing:

- Scores on the ACT given to all 11th graders in spring 2008 were up for every field of study: reading, writing/English, mathematics, and science, underscoring the priority of college readiness across the District. (See results on next page.)
- The achievement gap between Black and Hispanic students and White and Asian students was closed by 1% in both writing and math. The gap in reading was static. (See graph on next page.) The goal for the 2008-09 school year is to lower the gap by an additional 5%.
- CSAP test results from spring 2008 when compared to 2007 scores showed District students scored higher in ten areas; lower in ten areas; and achieved the same score in seven areas. Most of the gains were registered in writing and math. CSAP results can be found on pages 179-181 and in Appendix E.

CHERRY CREEK SCHOOL DISTRICT SPRING 2008 11TH GRADE ACT RESULTS

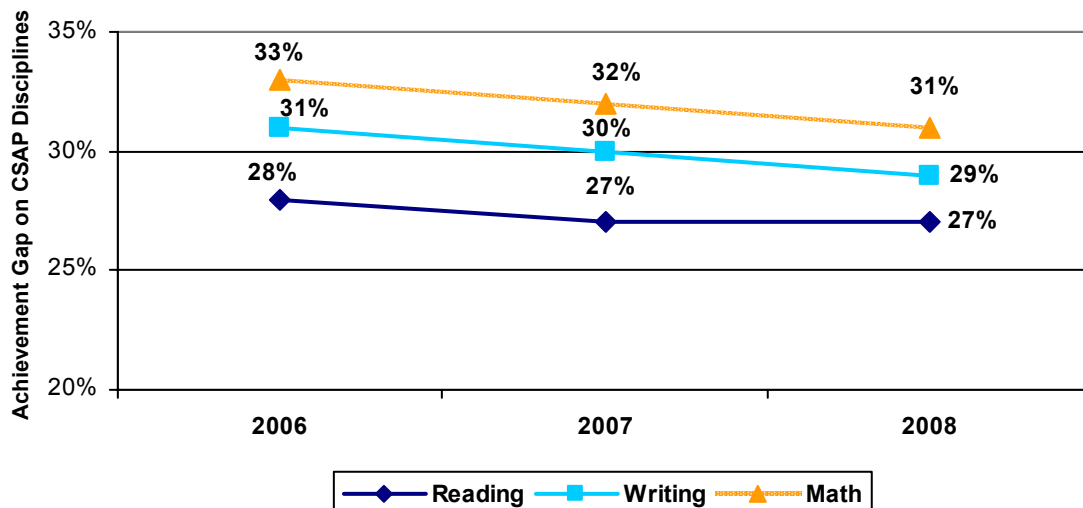
The table below shows the results of the statewide ACT given to all 11th graders. These results differ from those on page 183, which are the results of ACT tests taken by graduating seniors. The 11th grade scores from 2008 showed achievement growth — the result of CCSD's *College Preparedness and Success* program.

CCSD and State 11th Grade ACT Results							
Area Tested		2003	2004	2005	2006	2007	2008
English	Cherry Creek	20.7	20.3	20.7	20.4	20.5	20.9
	Colorado	18.7	18.6	18.9	18.9	18.9	19.4
Math	Cherry Creek	21.5	21.3	21.2	21.3	21.3	21.8
	Colorado	19.6	19.6	19.3	19.5	19.8	20.0
Reading	Cherry Creek	21.2	21.4	21.3	21.3	20.9	21.4
	Colorado	20.0	20.0	20.1	20.1	20.1	20.4
Science	Cherry Creek	21.1	20.8	21.0	21.0	20.8	21.5
	Colorado	19.9	19.7	19.9	19.8	19.8	20.4
Composite	Cherry Creek	21.1	21.1	21.2	21.1	21.0	21.5
	Colorado	19.7	19.6	19.7	19.7	19.8	20.2

CSAP Achievement Gap 2006 to 2008

Since 2006, the District has seen a decrease in the achievement gap between Black and Hispanic students and White and Asian students as scored on the CSAP reading, writing, and math assessments. The lowering of this gap can be attributed to the District's *Excellence and Equity* programs. The graph below shows the progress over the three years.

CSAP Achievement Gap 2006 to 2008



CHERRY CREEK SCHOOL DISTRICT ACCREDITATION & COLORADO GROWTH MODEL

The Cherry Creek School District receives its accreditation from the Colorado Department of Education (CDE). Accreditation provides public school districts a degree of accountability for the betterment of public education and encourages excellence through assessment of student performance in relation to state standards. CDE is committed to ensuring equal access to educational opportunities for every Colorado student.

During the 2009 Colorado State Legislative session, Accountability Alignment Bill (SB09-163) was introduced to align conflicting accountability systems into one for state and federal purposes. This bill establishes an expanded set of State Performance Indicators for the state, districts, and schools:

- Student academic growth (measured by the Colorado Growth Model)
- Student achievement levels (measured by the percent of students scoring advanced, proficient, partially proficient, and unsatisfactory)
- Extent of achievement gaps based on income and ethnicity
- Postsecondary readiness (measured by graduation rates, ACT scores and Postsecondary and Workforce Readiness).

These performance indicators are selected to be consistent with the revised district accreditation process and federal expectations. The Colorado State Board of Education is required to adopt statewide targets on each and report the results.

Accreditation Rubric

For a district to be accredited it must meet or exceed accreditation indicators for (1) achievement growth and status, (2) achievement gaps for minority/income, (3) postsecondary readiness, (4) compliance for finance and school safety, and (5) educational improvement planning. The educational improvement plan is expected to include the following standards:

- The district has established clear goals that support improving student achievement.
- The district has established and maintains a standards-based and aligned curriculum.
- The district has developed a program of instruction and assessment that meets the needs of all students.
- The district promotes postsecondary readiness.
- The district maintains positive student, family, and community support including accountability committees.



CHERRY CREEK SCHOOL DISTRICT ACCREDITATION & COLORADO GROWTH MODEL

Districts are ranked in six categories. Cherry Creek School District earned **Level 1–“Accredited with Distinction.”** All categories are listed below.

Level 1	Accredited with Distinction	Receives 75% or more of possible points
Level 2	Accredited	Receives 60-74% of possible points
Level 3	Accredited with Improvement Plan	Receives 48-59% of possible points
Level 4	Accredited with Priority Improvement Plan	Receives 35-47% of possible points
Level 5	Accredited with Turnaround Plan	Receives less than 35% of possible points
Level 6	Unaccredited – State Board determines whether situation warrants district reorganization, external management, conversion to charter school or closure	

Colorado Growth Model

The Colorado Department of Education’s new rating system for schools and districts is called the Colorado Growth Model and measures the same students’ progress from one year to the next in comparison to their “academic peers.” This new rating system shows parents the growth in both their child’s school and in the district.

The growth model compares each student’s academic growth to students in the same grade throughout Colorado who had similar CSAP scores in the past year. With successful passage of SB09-163, the Cherry Creek School District will submit a Student Growth Model based on the 2009 CSAP results in reading, writing, and math. The accreditation process requires school districts to submit a Student Growth Model at both the district and the school level. This model shows how much growth students have made from the previous year’s administration of the CSAP tests. The model compares each student’s performance to students in the same grade throughout Colorado who had similar CSAP scores in past years, and calculates a Student Growth Percentile. Percentiles run from 1 to 99. A child who grew the most over a year compared to his or her academic peers would be in the 99th percentile. “Typical” growth would be at the 50th percentile.

The information from the growth model used with the CSAP results allows teachers and districts to determine whether students are making enough growth in one year to move toward proficiency. Typical growth (50th percentile) is sufficient to keep a student scoring proficient or advanced on CSAP tests at those levels. However, students scoring below proficient must grow well above the 50th percentile if they are to reach proficiency within three years. A student scoring in the 80th percentile on the growth model, regardless of his or her CSAP scores is making more than a year’s growth. A student who is ranked below the 50th percentile is making less than a year’s growth and may fall below a CSAP proficient score.

On the 2008 School Accountability Reports, 93% of Cherry Creek School District schools showed high or typical growth on the Colorado Growth Model.


2008 Colorado Growth Model			
Median Student Growth Percentiles			
	Reading	Writing	Math
Grade 4	56	56	58
Grade 5	54	53	53
Grade 6	53	50	50
Grade 7	52	55	44
Grade 8	51	56	49
Grade 9	53	52	55
Grade 10	53	52	58

CHERRY CREEK SCHOOL DISTRICT ASSESSMENT OF 2007-08 STUDENT ACHIEVEMENT

The School Accountability Reports (SAR) released by the Colorado Department of Education (CDE) in December 2008 show that the Cherry Creek School District continues to rank as one of the top school districts in Colorado. Sixty-three per cent of District schools were rated “excellent” or “high.” No District schools fell into the “low” or “unsatisfactory” categories.

Cherry Creek School District SAR Rankings					
December 2008					
<u>Excellent</u>		<u>High</u>		<u>Average</u>	
High Schools					
Cherry Creek		Cherokee Trail Grandview	Eaglecrest Smoky Hill	Overland	
Middle Schools					
Campus West	Challenge Gr 6-8	Falcon Creek Liberty Thunder Ridge	Laredo Sky Vista	Horizon	Prairie
Elementary Schools					
Bellevue	Challenge Gr 3-5	Antelope Ridge	Buffalo Trail	Arrowhead	Aspen Crossing
Cherry Hills Village	Cottonwood Creek	Creekside	Dakota Valley	Canyon Creek	Cimarron
Coyote Hills	Dry Creek	Heritage	High Plains	Eastridge	Highline Community
Fox Hollow	Greenwood	Peakview	Rolling Hills	Holly Hills	Independence
Homestead	Indian Ridge	Timberline	Walnut Hills	Meadow Point	Mission Viejo
Willow Creek				Polton	Ponderosa
Charter Schools				Red Hawk Ridge	Sagebrush
Cherry Creek Academy Gr 3-5				Summit	Sunrise
Cherry Creek Academy Gr 6-8				Trails West	Village East


Class of 2008

 The 3,755 students who made up the Class of 2008 earned more than \$30 million in college scholarships,

 The Class of 2008 boasts:

- 34 National Merit Finalists
- 2 West Point appointments
- 5 National Hispanic Recognition Program recipients
- 3 Boettcher Scholars
- 3 Air Force Academy appointments

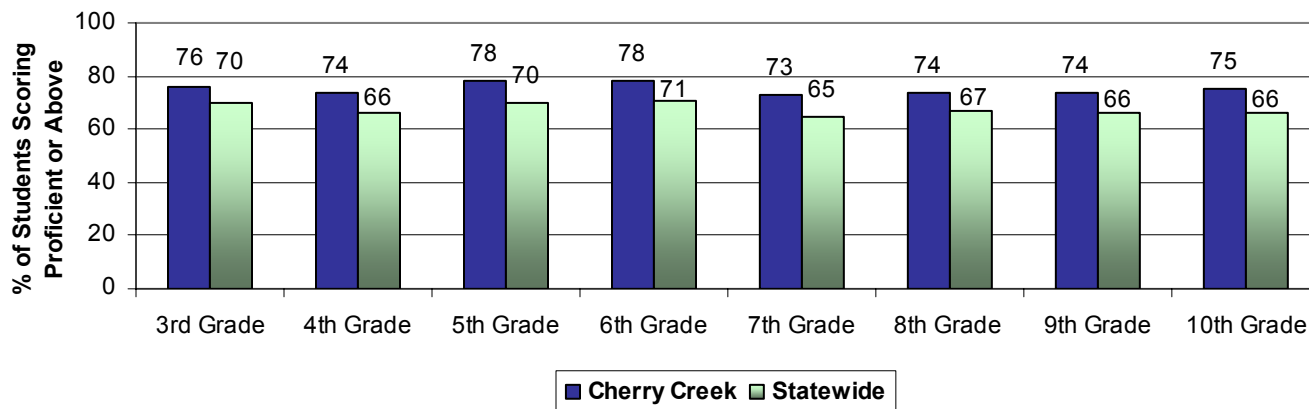
 The Class of 2008 took more than 7,800 Advanced Placement tests

 Graduation rate for the Class of 2008 was 86.8% (See page 184)

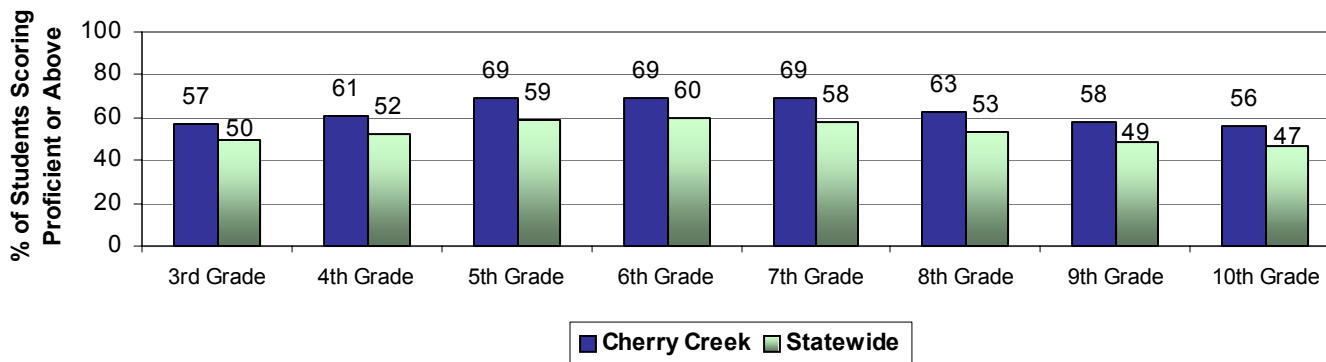
CHERRY CREEK SCHOOL DISTRICT CSAP PERFORMANCE MEASURES

The Colorado Department of Education (CDE) released the results of the spring 2008 CSAP tests, which showed the Cherry Creek School District continues to score above the statewide averages. The District recorded gains in fourth, fifth, eighth, and tenth grade reading; fourth, seventh, and eighth grade writing; fifth and eighth grade math; and fifth grade science. Other assessment areas were either unchanged or registered a slight decline from the 2007 scores. Complete CSAP results for 2006 to 2008 are listed in Appendix E.

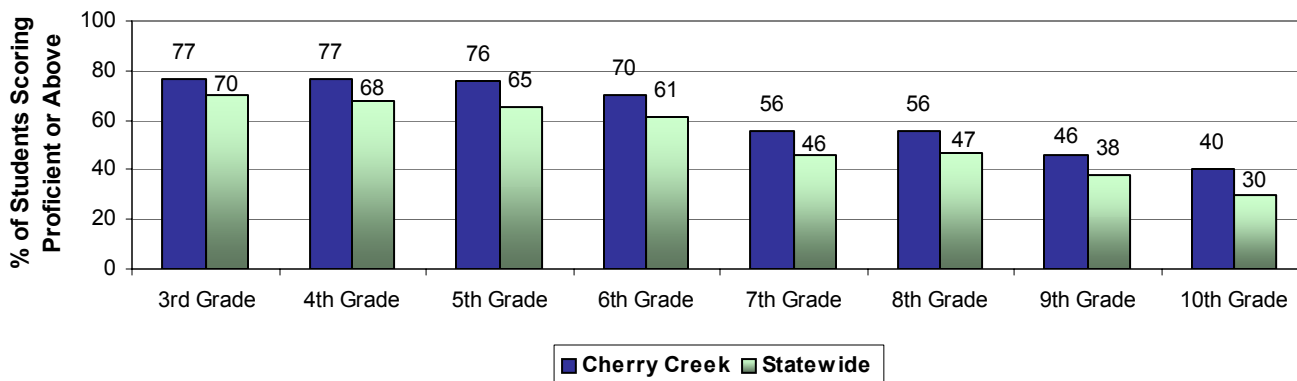
Spring 2008 CSAP Reading Results



Spring 2008 CSAP Writing Results



Spring 2008 CSAP Math Results



CHERRY CREEK SCHOOL DISTRICT CSAP PERFORMANCE MEASURES

The Colorado Student Assessment Program (CSAP) is a statewide assessment test given to public school students in grades 3—10 in the spring of every school year since 1997. It has the distinction of being the longest-standing, standards-based accountability assessment program in the United States. The Cherry Creek School District has consistently scored higher than the state average on every grade level in all subject areas. Complete results of the spring 2008 tests are listed in Appendix E.

Students are tested in reading, writing, and math. Science assessments are given to students in grades 5, 8, and 10. Students receive a rating of unsatisfactory, partially proficient, proficient, or advanced.

Target Gains

There are ten performance levels on the CSAP. Each level represents a range of scores that determine the student's ranking. The goal is for each student to achieve a year's growth in each following year. To reach a year's growth, students need to score the same performance level they attained last year. If a student was proficient in

2007, then his or her score in 2008 must be at least proficient to make the target gain.

The District strives to bring all students to the proficient and advanced levels in CSAP testing. To meet these goals, target gains have been set for students.

Students who scored in the unsatisfactory or partially proficient range last year must improve their scores by two or more performance levels. As an example, a 3rd grade student who last year scored "unsatisfactory high" on the writing test would need to reach the "partially proficient" level or higher on the 4th Grade writing test to achieve his or her target gain.

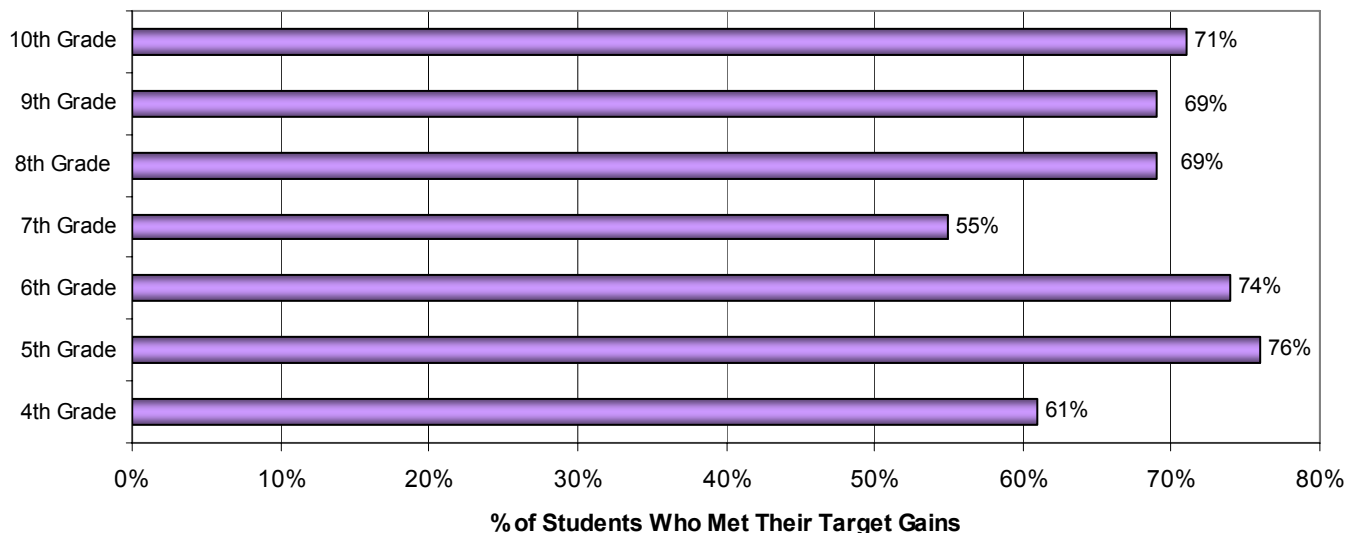
Students who scored in either the proficient or advanced levels last year must maintain or improve their performance level this year to meet the target gain. A 5th grade student who scored "proficient" on the spring 2007 math test is expected to score "proficient" or higher to meet his or her target gain on the spring 2008 math test.

The District has implemented an action plan to monitor, assess, and act to improve students' progress throughout the school year. Plans can be initiated for individual students or set up for small groups. One important aspect of the action plan is to analyze the instructional programs for students scoring below proficient as well as for those scoring in the advanced range and to revise those programs appropriately. Intervention specialists in the schools coordinate their work with classroom teachers so that intervention strategies support one another and are reinforced in regular education.

The graph below shows the percent of students who took the CSAP Reading test in both 2007 and 2008 and achieved their target gain.

Advanced
Advanced Low
Proficient High
Proficient
Proficient Low
Partially Proficient High
Partially Proficient
Partially Proficient Low
Unsatisfactory High
Unsatisfactory

CSAP Reading Target Gains from 2007 to 2008 by Grade Level



CHERRY CREEK SCHOOL DISTRICT STUDENT PERFORMANCE

The Cherry Creek School District has a solid history of producing assessment scores above the statewide averages, especially when students have been in the District for more than one year. (See graph below.) The majority of students meet their target gains each year. (See previous page.) Several programs are utilized to help students reach their full potential.

AVID

This program targets academically average students by placing them in advanced classes. The program levels the playing field for minority, low income, and students without a college-going tradition in their families. AVID students are more likely to take AP classes and complete college eligibility requirements than students who aren't involved in the program.

PATH

This program is a component of AVID, offered to fifth graders. It was designed and written by District instructors to teach time management, listening, and organizational skills so students will achieve more in the classroom.

SpringBoard

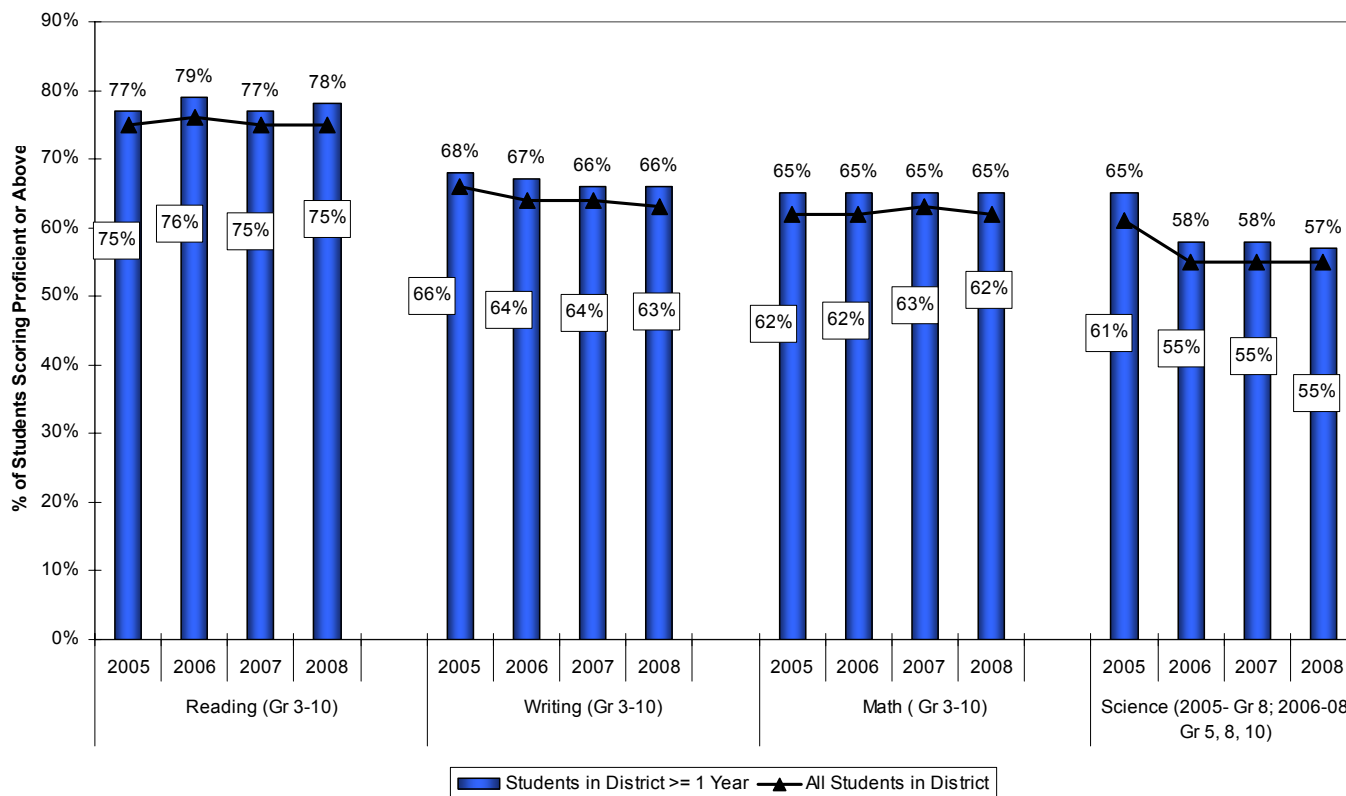
This curriculum-based program was developed by the College Board for students in grades 6 to 12. Components align with state standards to ensure students have the essential knowledge and problem-solving skills in Language Arts and Math. This program is currently being used at Prairie and Liberty Middle Schools.

Science, Technology, Engineering, and Math (STEM) Center

The successful passage of the District's \$203.55 million bond election in November 2008 included funds to build this center on the Prairie/Overland campus to expand the Overland Institute for Mathematics, Science, and Technology that has promoted math and science for students interested in the STEM fields. The program meets or exceeds ACT/SAT core requirements. Institute students are academically advanced and ethnically and economically diverse.

Local high tech industries support the Institute by offering internship opportunities and adult mentors, who are employed in the science, technology, and engineering fields.

**CSAP Performance Collapsed Across Grades 3-10
2005-2008**



CHERRY CREEK SCHOOL DISTRICT OTHER TESTING AND PERFORMANCE MEASURE REPORTS

Administrators, teachers, and parents need to use multiple sources of assessment data to obtain a complete picture of student achievement. In addition to annual CSAP testing, the District administers a number of other tests throughout the school year. These testing tools include:

ACT—Grade 11

The Colorado Department of Education mandated testing all 11th grade students beginning in 2001. This is the same ACT test used for college admission. ACT/SAT results assess achievement in English, mathematics, reading, and science, and provide planning resources for college bound students.

CELA (Colorado English Language Assessment)

The Colorado English Language Assessment (CELA) is administered to ELL students from kindergarten to 12th grade. CELA is used to assess proficiency in the areas of reading, writing, speaking, and listening and to provide an overall language level of "Non-English Proficient," "Limited English Proficient," or "Fluent English Proficient."

Explore—Grade 8

The Explore® program is designed by ACT and linked to the ACT scale. Results provide a starting point for middle school students, parents, and counselors to begin conversations about high school course planning toward future college and career goals.

MAP (Measures of Academic Progress)

Created by the Northwest Evaluation Association, MAP is aligned with components of the Colorado Standards and is used to benchmark student performance from grades 2-10. Students take computerized adaptive tests appropriate to their achievement levels. Results include resources that help teachers directly apply test results to instructional planning. MAP is currently in a pilot phase in the District's elementary and middle schools.

11th Grade Writing Assessment

Required District writing assessments are authentic, direct measures of writing skills. Teachers score student papers with the help of detailed scoring guides. The resulting data are rich and complex and support consistent writing standards and guidelines in high school.

NNAT (Naglieri Nonverbal Ability Test)

The NNAT is a non-verbal test of novel problem-solving skill administered in the fall of grade 3 and to any new 4th and 5th graders. Items are based on figure matrices and geometrical shapes. Students are not required to read or write in order to understand and correctly respond. District teachers use the NNAT results as another assessment piece in providing programming for students. The results from the NNAT may also be used to help identify students for gifted and talented services.

PLAN® - Grade 10

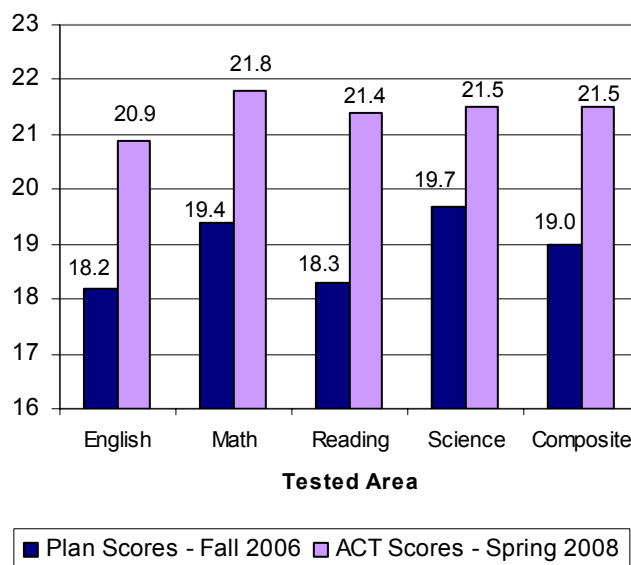
This pre-ACT test is given to all 10th grade students in the fall of each school year. Students are tested in English, math, reading, and science reasoning. Results provide constructive information to students about strengths and weaknesses that may affect future ACT performance. PLAN results assist high school students, parents, and counselors with future college and career plans.

Below are the results of testing done in fall 2007. A total of 3,560 students were tested in 2007 and 3,440 were tested in 2008.

PLAN Test Results Fall 2007 and Fall 2008 Grade 10		
	All Students	
Area Tested	2007	2008
English	18.0	18.5
Math	19.7	19.4
Reading	18.2	18.3
Science	19.5	19.7
Composite	19.0	19.1

The graph below shows the comparison of a matched group of students with PLAN scores from Grade 10 in fall 2006 and Colorado ACT scores from Grade 11 in spring 2008.

**Comparison of Matched Group of
Students Taking 10th Grade PLAN
and 11th Grade ACT Tests**



CHERRY CREEK SCHOOL DISTRICT COLLEGE ENTRANCE EXAMS

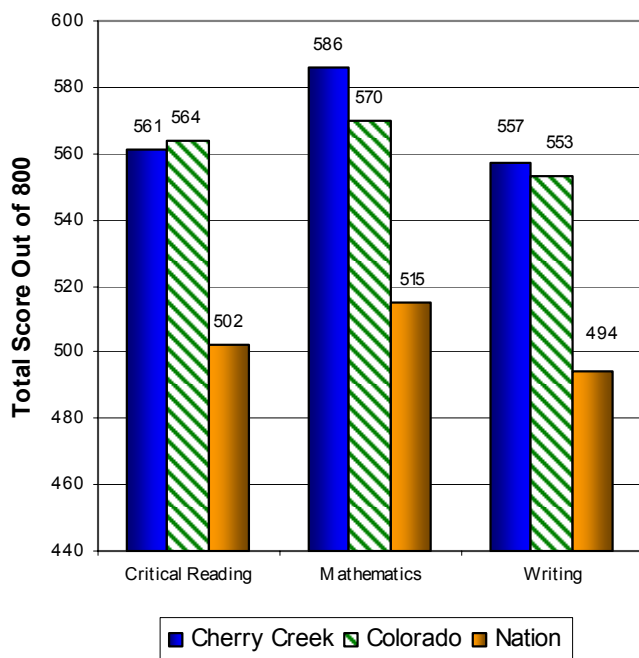
As part of the admissions process, most colleges and universities in the nation require student applicants to take one of two tests: Scholastic Assessment Test (SAT) or American College Testing Program (ACT). These tests are measures to predict student success in college. District college entrance test averages are well above national levels for 2008 graduates.

Scholastic Assessment Test

Cherry Creek School District scores on the SAT for 2008 graduates are based on 1,052 students who took the test.

Area Tested	Scoring Range 200—800	
	2008	
Critical Reading	Cherry Creek	561
	Colorado	564
	Nation	502
Mathematics	Cherry Creek	586
	Colorado	570
	Nation	515
Writing	Cherry Creek	557
	Colorado	553
	Nation	494

SAT Results for 2008 Graduates

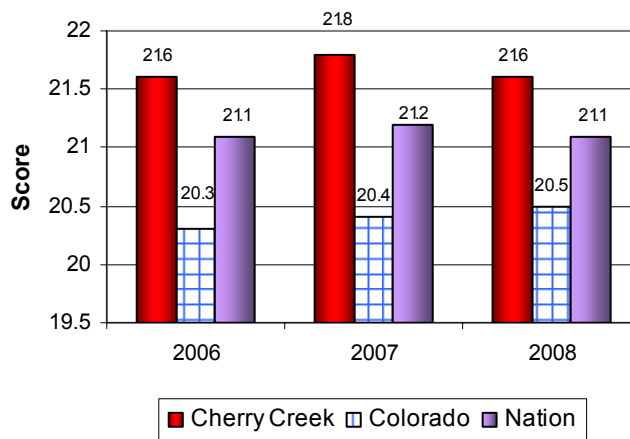


American College Testing Program

Cherry Creek School District scores on the ACT for 2008 graduates are based on 3,471 students who took the test.

ACT Results 2006-2008 for Graduates				
		Scoring Range 1—36		
Area Tested		2006	2007	2008
English	Cherry Creek	21.1	21.2	21.2
	Colorado	19.7	19.7	19.8
	Nation	20.6	20.7	20.6
Math	Cherry Creek	21.6	21.9	21.8
	Colorado	19.9	20.1	20.3
	Nation	20.8	21.0	21.0
Reading	Cherry Creek	21.7	21.9	21.6
	Colorado	20.8	20.8	20.8
	Nation	21.4	21.5	21.4
Science	Cherry Creek	21.4	21.7	21.3
	Colorado	20.4	20.4	20.4
	Nation	20.9	21.0	20.8
Composite	Cherry Creek	21.6	21.8	21.6
	Colorado	20.3	20.4	20.5
	Nation	21.1	21.2	21.1

3-Year ACT Composite Score Comparison



CHERRY CREEK SCHOOL DISTRICT GRADUATION REQUIREMENTS

The District high schools offer all students the opportunity to take rigorous courses to prepare themselves to meet District graduation requirements, as well as the Colorado Commission on Higher Education (CCHE) college admission requirements.

The Class of 2009 is the first class required to take an additional science unit and an additional half unit of social studies. An academic unit is equivalent to one full year of credit in a specific subject. Under the revised requirements, all students, including seniors, must take a minimum of four core courses each year. This is part of the District's commitment to *College Preparedness and Success*. Research shows that college success is mostly determined by the academic challenge of courses a student takes in high school.

Advanced Placement classes and International Baccalaureate Programs are offered to District students. In the 2007-08 school year, students took 6,358 AP tests. Scores of 3, 4, or 5, which qualify students for college class credit, were achieved on 70 percent of those exams. There were 674 students enrolled in the International Baccalaureate programs at Cherokee Trail and Smoky Hill High Schools in the 2008-09 school year.

2009 Graduation Requirements			
English	4 units , includes 2 units of writing, grammar, and composition	Physical Education	2 units , including .5 unit in Health
Math	3 units of Algebra 1 or higher	Fine Arts/ Career & Technical	1.5 units
Science	3 units , includes 2 units with laboratory work	Academic Electives	5.5 units of courses, in addition to those listed and including world languages
Social Studies	3 units , one year must be U.S. History or World Civilization	World Languages	Although not required to graduate, at least 2 units are required by the CCHE for admission to a 4-year in-state public college or university

Graduation and Dropout Rates

The Cherry Creek School District has one of the highest graduation rates and one of the lowest dropout rates in Colorado. The Colorado Department of Education uses data submitted by the state's 178 school districts to compile these educational measurements.

Graduation Rates 2004-2008					
	2004	2005	2006	2007	2008
Cherry Creek	91.8%	90.1%	88.8%	89.0%	86.8%
Colorado	82.3%	80.1%	74.1%	75.0%	73.9%
Dropout Rates 2004-2008					
	2004	2005	2006	2007	2008
Cherry Creek	1.7%	2.3%	1.9%	2.4%	2.9%
Colorado	3.8%	4.2%	4.5%	4.4%	3.8%

Dedicated to Excellence

**PERSONNEL, STAFFING, AND
EMPLOYEE BENEFITS**

CHERRY CREEK SCHOOL DISTRICT STAFFING INTRODUCTION

The District strives to hire and retain highly qualified staff members for the educational and support programs of the District. Currently, over 7,800 people are employed by the Cherry Creek School District serving 64 school programs and 13 student support facilities. The majority of these employees are directly involved with students on a daily basis.

Inspiring Academic Challenges

Our focus is serving students



in the classroom,



outside the classroom,



and into the future.



Cherry Creek School District is an Equal Employment Opportunity and Affirmative Action employer and has developed policies and procedures to assure the employment, retention and promotion of personnel on the basis of merit without regard to race, color, religion, sex, age, national origin, or handicap.

Personnel Policies (Collective Bargaining Agreements) are available on the Cherry Creek web site at: www.ccsd.k12.co.us

CHERRY CREEK SCHOOL DISTRICT DISTRICT STAFF POSITIONS

The following lists major employee groups within District:

Administrator – Person who manages, administers or directs the total educational enterprise of the District. Specific positions include:

- ◆ Superintendent
- ◆ Assistant Superintendent
- ◆ Chief Financial Officer
- ◆ Chief Information Officer
- ◆ Executive Director
- ◆ Director
- ◆ Principal
- ◆ Assistant Principal
- ◆ Risk Manager



Teacher – The primary role of the teacher is to guide and help students under his/her immediate charge to achieve their maximum individual potential. Certified staff includes the following:

- ◆ Elementary, Middle School, High School, regular instruction
- ◆ Special Education
- ◆ Gifted and Talented
- ◆ Career and Technical Education
- ◆ Assistant to Elementary Principal
- ◆ Program Assistant
- ◆ Athletic and Activity Director
- ◆ Dean and Counselor
- ◆ Department Chair Person
- ◆ Librarian
- ◆ Physical Therapist
- ◆ Substitutes

Activities/Athletics Advisor/Coach – Performs extra duties and responsibilities requiring additional student contact time outside the regular teaching assignment.

Para-Educator – Para-Educators, commonly known as teacher assistants (TA), provide assistance to teachers to accomplish tasks which do not require state certification and would otherwise be performed by teachers. Within the para-educator group are:

- ◆ Teacher Assistants in regular and special education
- ◆ Technicians
- ◆ Bus Aides

Mental Health – Employees in the mental health group hold a degree in either social work or psychology.

Nurse – A person who holds a current license to practice professional nursing by registration under the laws of the State of Colorado.



Bus Driver – Bus drivers shall maintain valid and current licenses, permits and certificates as required by the School District, State of Colorado regulations and Federal regulations.

Custodian – This employee group is responsible for routine maintenance and cleaning of District buildings.

CHERRY CREEK SCHOOL DISTRICT DISTRICT STAFF POSITIONS

Maintenance – Included in this group are:

- ◆ Carpenter
- ◆ Dispatcher
- ◆ General Maintenance
- ◆ Glazier
- ◆ Grounds personnel
- ◆ HVAC Technician
- ◆ Locksmith
- ◆ Painter
- ◆ Plumber
- ◆ Roofer
- ◆ Shopkeeper
- ◆ Welder



Secretarial – The purpose of this group is to assist management with the administrative functions of a school or department.

- ◆ Office Manager
- ◆ Secretary and Clerk



Staff Support – Generally, these employees are not required to hold a certificate or a letter of authorization as a prerequisite to obtain employment. Included in this group are:

- ◆ Accountant, Analyst, Specialist
- ◆ Baker
- ◆ Bookkeeper
- ◆ Buyer
- ◆ District Courier
- ◆ Electrician
- ◆ Grounds and Warehouse Foreman
- ◆ Interpreter
- ◆ Manager, Supervisor
- ◆ Printing and Press Operator
- ◆ Programmer
- ◆ Registrar
- ◆ Secretary to the Board
- ◆ Security Guard
- ◆ Warehouseman



Vehicle Mechanic – This employee group is mainly concerned with the maintenance of school buses and all District vehicles.

CHERRY CREEK SCHOOL DISTRICT FIVE YEAR STAFFING SUMMARY

Staffing levels are carefully determined and focused on enhancing the academic performance of students and supporting the District mission ***“to inspire every student to think, to learn, to achieve, to care”***. The following Cherry Creek School District goals are considered in the placement of all employees:

- Strengthen the organization
- Elevate student achievement, close the achievement gap, and prepare all students for college access and success
- Bolster school safety and security
- Develop citizenship, civility and character
- Fuel our vision of excellence
- Recruit, retain, and develop the finest licensed personnel and support staff

The General Fund contains 86% of the total District staff. Budgeted staffing has been adjusted for additional teachers due to enrollment growth and cost containment reductions to be realized through attrition.

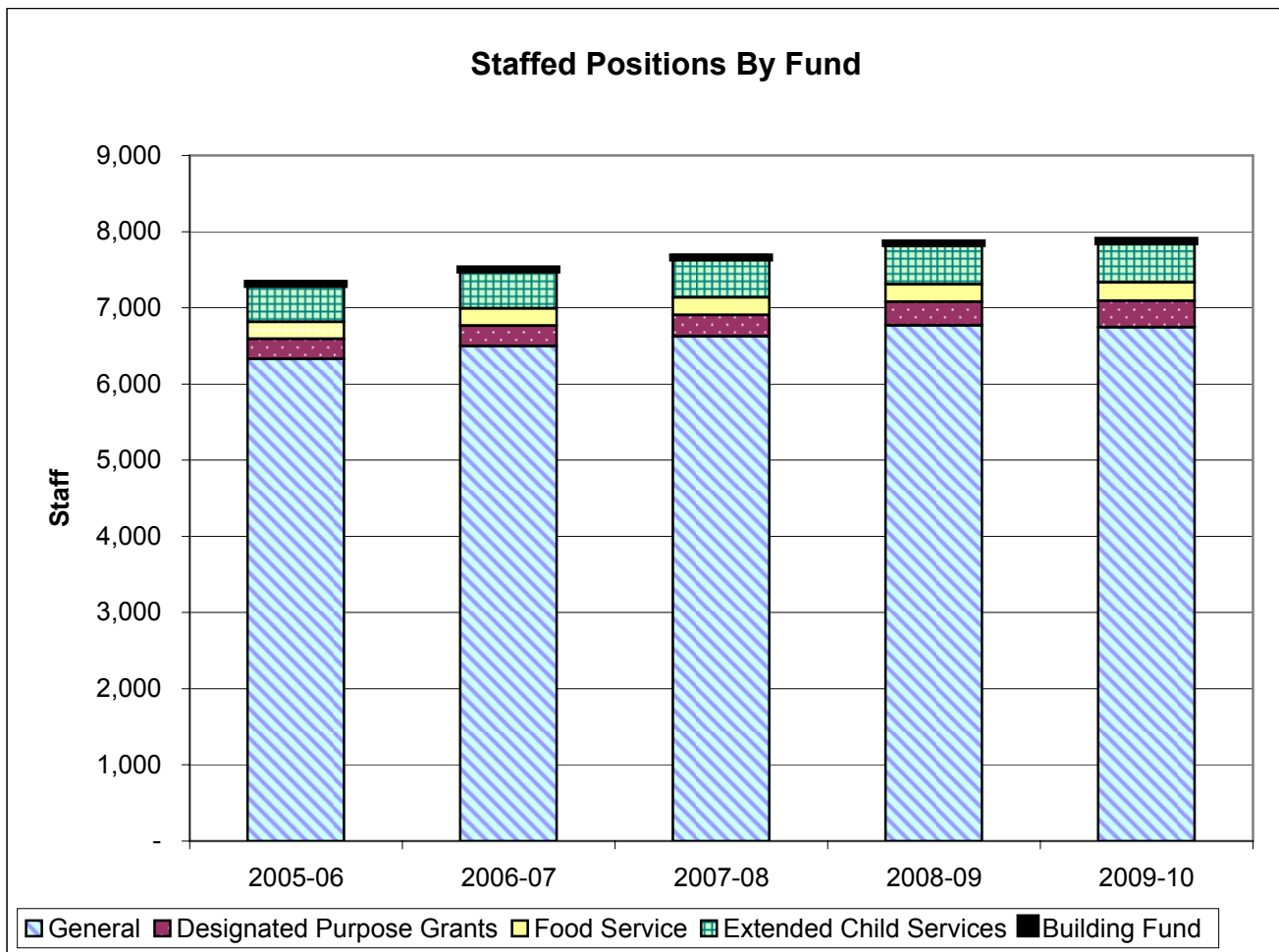
Summary Comparison of Staffing by Employee Type

	2005-06 Staffing	2006-07 Staffing	2007-08 Staffing	2008-09 Staffing	2009-10 Staffing	2009-10 Change
Staffed Positions						
Teachers/Program Assistants	3,352	3,419	3,473	3,511	3,546	35
Para-Educators	773	777	804	841	848	7
Administrators	136	138	143	141	140	(1)
Bus Drivers	216	223	241	266	259	(7)
Custodians	90	91	91	95	95	-
Maintenance	65	69	72	70	71	1
Mechanics	20	20	21	22	22	-
Mental Health	103	104	105	104	104	-
Nurses	59	60	72	71	71	-
Secretarial	382	387	400	400	395	(5)
Security Guards	103	104	110	111	105	(6)
Staff Support	322	325	330	343	342	(1)
Subtotal-Staffed Positions	5,621	5,717	5,862	5,975	5,998	23
Other Positions						
Food Service Staff	212	215	215	217	225	8
Hourly Staff	840	890	895	954	946	(8)
Substitute Teachers	532	562	566	578	587	9
Substitute Non-Teachers	112	125	126	127	125	(2)
Subtotal-Other Positions	1,696	1,792	1,802	1,876	1,883	7
Total Staff	7,317	7,509	7,664	7,851	7,881	30

CHERRY CREEK SCHOOL DISTRICT FIVE YEAR STAFFING SUMMARY

Summary Comparison of Staffing by Fund

	2005-06 Staffing	2006-07 Staffing	2007-08 Staffing	2008-09 Staffing	2009-10 Staffing	2009-10 Change
Funds						
General	6,330	6,496	6,627	6,769	6,745	(24)
Designated Purpose Grants	264	271	277	308	347	39
Food Service	221	227	232	234	242	8
Extended Child Services	490	503	514	532	532	-
Building Fund	12	12	14	8	15	7
Total Staff	7,317	7,509	7,664	7,851	7,881	30



The staff decrease in the General Fund is due to cost containment measures to balance expenditures to projected revenue levels, offset by additional teachers for enrollment growth. The Grant Fund is expected to experience a funding increase of about \$2 million to fund the additional staff. The Building Fund increase is for the start-up of the Science, Technology, Engineering and Math Center, a Web Content Manager, a Construction Manager, a Stormwater Manager, and an ERP Project Manager for the new financial and human resources system.

CHERRY CREEK SCHOOL DISTRICT STAFFING SUMMARY OF ALL EMPLOYEES BY FUND

The employees for the FY2009-10 budget are summarized by fund. Employees such as substitute teachers, substitute non-teachers and hourly employees are included even though these employees may not have a regular schedule. Included in the hourly category are employees working for the District on a seasonal basis and those working in the Extended Child Services programs.

	General Fund		Designated Purpose Grants Fund	
	Staff	Budget	Staff	Budget
Teachers/Program Assistants	3,390	\$206,041,067	151	\$9,041,100
Coach/Advisors (1)		3,126,064		-
Para-Educators	748	8,212,177	97	1,236,900
Substitute Teachers	587	4,591,142		181,100
Subtotal-Instructional Staff	4,725	221,970,450	248	10,459,100
Administrators	139	13,593,707		-
Bus Aides	101	1,716,604		-
Bus Drivers	259	6,177,710		-
Custodians	94	2,865,355		-
Custodian Services Paid by Other Funds		(319,350)		-
Food Service Workers		-		-
Hourly	258	2,033,138	66	716,200
Maintenance	70	2,907,423		-
Mechanics	22	1,096,096		-
Mental Health	103	6,424,632	1	30,000
Nurses	68	2,344,077	3	49,200
Secretarial	383	9,718,254	8	170,300
Security Guards	105	2,455,608		-
Staff Support	293	13,054,703	21	701,400
Substitute Non-Teachers	125	136,616		
Total Staff	6,745	\$286,175,023	347	\$12,126,200

The staff listed above is not necessarily a representation of FTE (Full Time Equivalent) staffing. To better utilize the available staffing resources, job sharing is permitted to fill a position.

- (1) The General Fund employs approximately 200 part time coaches and advisors. However, many current staff members also perform coach and advisor duties.
- (2) The ECS fund pays a stipend to Administrators and Nurses for their services, no positions are represented for these costs.

Food Services Fund		Extended Child Services Fund (2)		Building Fund		Total All Funds	
Staff	Budget	Staff	Budget	Staff	Budget	Staff	Budget
	\$-	3	\$197,130	2	\$167,808	3,546	\$215,447,105
	-		-		-		3,126,064
	-	3	44,980		-	848	9,494,057
	-		36,000		-	587	4,808,242
	-	6	278,110	2	167,808	4,981	232,875,468
1	94,435		103,600		-	140	13,791,742
	-		-		-	101	1,716,604
	-		-		-	259	6,177,710
1	330,673		-		-	95	3,196,028
	319,350		-		-		-
225	2,999,090		-		-	225	2,999,090
	-	521	8,767,630		-	845	11,516,968
	-		-	1	53,858	71	2,961,281
	-		-		-	22	1,096,096
	-		-		-	104	6,454,632
	-		15,520		-	71	2,408,797
3	77,342	1	29,850		-	395	9,995,746
	-		5,000		-	105	2,460,608
12	588,123	4	179,500	12	577,940	342	15,101,666
	-		-		-	125	136,616
242	\$4,409,013	532	\$9,379,210	15	\$799,606	7,881	\$312,889,052

**CHERRY CREEK SCHOOL DISTRICT
GENERAL FUND
SUMMARY COMPARISON OF PERSONNEL, SALARIES, AND BENEFITS**

	2005-06		2006-07	
	FTE	Actual	FTE	Actual
Salaries				
Teachers	3,065.65	\$162,891,006	3,157.12	\$174,729,589
Program Assistants	14.00	867,988	11.50	821,295
Coach/Advisors		2,600,498		2,711,471
Para-Educators	182.47	7,912,527	179.96	8,050,932
Substitutes		3,350,968		3,777,180
Subtotal-Instructional Staff	3,262.12	177,622,987	3,348.58	190,090,467
Administrators	134.00	12,068,699	136.00	12,693,989
Bus Aides	76.00	1,139,600	80.00	1,464,773
Bus Drivers	209.00	4,437,367	223.00	5,026,673
Custodians	88.67	2,173,354	89.67	2,264,507
Hourly		1,635,258		1,897,399
Maintenance	64.00	2,102,117	68.00	2,388,294
Mechanics	20.00	816,292	20.00	887,808
Mental Health	90.46	5,406,469	93.27	5,648,636
Nurses	56.17	2,013,829	56.75	2,098,060
Secretarial	371.07	8,698,666	369.75	8,833,210
Security Guards	102.50	2,049,175	103.50	2,164,563
Staff Support	265.14	10,095,406	272.34	10,923,086
Substitute Non-Teachers		286,522		331,155
Total Staff	4,739.13	230,545,741	4,860.86	246,712,620
Curriculum Pay		300,743		310,549
Early Retirement		2,507,259		2,475,398
Miscellaneous Pay		276,464		356,292
Overtime		1,063,181		1,322,722
Sick Leave		1,616,474		1,361,374
Student Achievement Incentive		1,430,685		1,504,436
Other Salaries		92,479		64,880
Total Salaries	4,739.13	237,833,026	4,860.86	254,108,271
PERA		23,976,314		27,170,886
Medicare		2,951,951		3,209,506
Flexible Benefits		20,312,730		22,504,115
Disability Insurance		522,267		544,235
Life Insurance		372,051		377,425
Other Benefits		359,937		348,920
Total Benefits		48,495,250		54,155,087
Total Salaries and Benefits		\$286,328,276		\$308,263,358

2007-08		2008-09		2009-10	
FTE	Actual	FTE	Budget	FTE	Budget
3,217.55	\$187,547,448	3,240.78	\$197,108,724	3,262.17	\$204,884,778
11.00	727,575	13.25	767,793	17.25	1,156,289
	2,906,581		3,106,943		3,126,064
178.55	8,187,905	183.01	8,615,694	171.98	8,212,177
	4,064,066		4,523,787		4,591,142
3,407.10	203,433,575	3,437.04	214,122,941	3,451.40	221,970,450
140.00	13,198,689	140.00	13,829,536	139.00	13,593,707
81.00	2,172,268	107.75	1,735,836	100.75	1,716,604
252.00	6,577,743	266.00	6,094,106	259.00	6,177,710
89.67	2,271,643	93.67	2,547,595	93.67	2,546,005
	2,139,279		2,146,022		2,033,138
71.00	2,702,614	69.00	2,819,769	70.00	2,907,423
21.00	1,009,590	22.00	1,057,933	22.00	1,096,096
94.57	6,178,349	95.87	6,292,301	95.87	6,424,632
58.75	2,198,087	59.75	2,473,295	59.75	2,344,077
382.75	9,341,895	385.25	9,722,325	379.25	9,718,254
109.50	2,315,591	110.50	2,523,533	104.50	2,455,608
280.97	12,162,447	287.71	12,709,740	283.59	13,054,703
	294,263		148,629		136,616
4,988.31	265,996,033	5,074.54	278,223,561	5,058.78	286,175,023
	382,749		341,603		323,475
	2,465,387		2,550,000		2,550,000
	322,723		297,961		284,967
	851,001		782,875		721,740
	1,561,588		1,300,000		1,500,000
	1,686,256		1,578,946		1,671,000
	55,460		27,000		24,478
4,988.31	273,321,197	5,074.54	285,101,946	5,058.78	293,250,683
	30,932,778		34,560,389		38,083,049
	3,594,806		3,794,348		3,935,898
	23,819,778		25,400,964		26,690,878
	521,248		612,591		627,067
	402,528		440,833		447,225
	372,497		561,468		594,842
	59,643,635		65,370,593		70,378,959
	\$332,964,832		\$350,472,539		\$363,629,642

**CHERRY CREEK SCHOOL DISTRICT
GENERAL FUND
BUDGETED PERSONNEL, SALARIES, AND BENEFITS BY AREA**

	Elementary Schools		Middle Schools	
	FTE	Budget	FTE	Budget
<u>Salaries</u>				
Teachers	1,220.48	\$75,623,678	627.45	\$37,646,577
Program Assistants	3.50	240,912	10.00	719,777
Coach/Advisors		244,700		690,203
Para-Educators	58.20	2,356,851	5.10	224,570
Substitute Teachers		1,641,019		802,867
Subtotal-Instructional Staff	1,282.18	80,107,160	642.55	40,083,994
Administrators	47.00	4,011,437	29.00	2,540,426
Custodians	39.00	1,117,895	20.00	601,010
Hourly		20,546		23,000
Mental Health	39.22	2,545,854	14.98	933,926
Nurses	36.00	1,499,749	10.00	357,284
Secretarial	97.00	2,608,265	72.50	1,791,844
Security Guards		-	41.50	887,798
Staff Support		-	12.00	326,233
Substitute Non-Teachers		31,944		46,965
Total Staff	1,540.40	91,942,850	842.53	47,592,480
Curriculum Pay		45,432		73,402
Early Retirement		-		-
Miscellaneous Pay		8,938		43,035
Overtime		36,050		22,048
Sick Leave		-		-
Student Achievement Incentive		-		-
Other Salaries		6,078		-
Total Salaries	1,540.40	92,039,348	842.53	47,730,965
<u>Benefits</u>				
PERA		12,097,615		6,263,213
Medicare		1,261,511		644,361
Flexible Benefits		8,426,811		4,690,359
Disability Insurance		139,639		72,510
Life Insurance		68,428		35,743
Other Benefits		50,265		32,393
Total Benefits		22,044,269		11,738,579
Total		\$114,083,617		\$59,469,544

High Schools		Other Schools		Total Schools	
FTE	Budget	FTE	Budget	FTE	Budget
819.58	\$52,422,981	136.90	\$8,546,023	2,804.41	\$174,239,259
2.00	139,502	1.75	56,098	17.25	1,156,289
	2,169,045		12,116		3,116,064
14.03	572,934	2.91	102,465	80.24	3,256,820
	1,067,639		206,021		3,717,546
835.61	56,372,101	141.56	8,922,723	2,901.90	185,485,978
25.00	2,494,243	4.00	327,325	105.00	9,373,431
17.00	550,068	2.33	84,601	78.33	2,353,574
	23,743		8,000		75,289
14.54	984,987	3.80	300,235	72.54	4,765,002
9.00	293,753	3.00	111,138	58.00	2,261,924
148.00	3,387,503	11.50	322,399	329.00	8,110,011
54.00	1,317,595	3.00	65,351	98.50	2,270,744
36.02	1,108,227	7.86	323,755	55.88	1,758,215
	38,756		2,651		120,316
1,139.17	66,570,976	177.05	10,468,178	3,699.15	216,574,484
	83,553		3,872		206,259
	-		-		-
	85,748		4,000		141,721
	111,529		1,137		170,764
	-		-		-
	-		-		-
	2,500		-		8,578
1,139.17	66,854,306	177.05	10,477,187	3,699.15	217,101,806
	8,761,492		1,383,231		28,505,551
	907,885		143,936		2,957,693
	6,419,463		928,668		20,465,301
	99,215		13,614		324,978
	47,251		5,913		157,335
	52,926		5,234		140,818
	16,288,232		2,480,596		52,551,676
	\$83,142,538		\$12,957,783		\$269,653,482

**CHERRY CREEK SCHOOL DISTRICT
GENERAL FUND
BUDGETED PERSONNEL, SALARIES, AND BENEFITS BY AREA**

	Student Achievement Services		Instructional Departments	
	FTE	Budget	FTE	Budget
<u>Salaries</u>				
Teachers	415.29	\$27,197,242	30.92	\$2,309,530
Program Assistants		-		-
Coach/Advisors		5,000		5,000
Para-Educators	91.62	4,949,533	0.12	5,824
Substitute Teachers		561,027		281,929
Subtotal-Instructional Staff	506.91	32,712,802	31.04	2,602,283
Administrators	6.00	607,744	14.00	1,656,701
Bus Aides		-		-
Bus Drivers		-		-
Custodians		-	0.34	11,567
Hourly		1,419,931		134,851
Maintenance		-		-
Mechanics		-		-
Mental Health	22.83	1,618,250	0.50	41,380
Nurses	1.75	82,153		-
Secretarial	13.50	399,513	23.00	693,761
Security Guards	2.00	60,991		-
Staff Support	22.12	836,008	70.94	930,722
Substitute Non-Teachers		7,000		4,800
Total Staff	575.11	37,744,392	139.82	6,076,065
Curriculum Pay		42,645		59,571
Early Retirement		-		-
Miscellaneous Pay		46,251		18,007
Overtime		7,685		5,404
Sick Leave		-		-
Student Achievement Incentive		-		-
Other Salaries		5,900		10,000
Total Salaries	575.11	37,846,873	139.82	6,169,047
<u>Benefits</u>				
PERA		4,968,175		875,279
Medicare		518,492		78,092
Flexible Benefits		2,986,683		501,643
Disability Insurance		55,751		8,826
Life Insurance		21,423		5,677
Other Benefits		19,502		57,722
Total Benefits		8,570,026		1,527,239
Total		\$46,416,899		\$7,696,286

Support Departments		Total General Fund		Percent of
FTE	Budget	FTE	Budget	Total Salaries
11.55	\$1,138,747	3,262.17	\$204,884,778	69.85%
	-	17.25	1,156,289	0.39%
	-		3,126,064	1.07%
	-	171.98	8,212,177	2.80%
	30,640		4,591,142	1.57%
11.55	1,169,387	3,451.40	221,970,450	75.68%
14.00	1,955,831	139.00	13,593,707	4.64%
100.75	1,716,604	100.75	1,716,604	0.59%
259.00	6,177,710	259.00	6,177,710	2.11%
15.00	180,864	93.67	2,546,005	0.87%
	403,067		2,033,138	0.69%
70.00	2,907,423	70.00	2,907,423	0.99%
22.00	1,096,096	22.00	1,096,096	0.37%
	-	95.87	6,424,632	2.19%
	-	59.75	2,344,077	0.80%
13.75	514,969	379.25	9,718,254	3.31%
4.00	123,873	104.50	2,455,608	0.84%
134.65	9,529,758	283.59	13,054,703	4.45%
	4,500		136,616	0.05%
644.70	25,780,082	5,058.78	286,175,023	97.58%
	15,000		323,475	0.11%
	2,550,000		2,550,000	0.87%
	78,988		284,967	0.10%
	537,887		721,740	0.25%
	1,500,000		1,500,000	0.51%
	1,671,000		1,671,000	0.57%
	-		24,478	0.01%
644.70	32,132,957	5,058.78	293,250,683	100.00%
	3,734,044		38,083,049	
	381,621		3,935,898	
	2,737,251		26,690,878	
	237,512		627,067	
	262,790		447,225	
	376,800		594,842	
	7,730,018		70,378,959	
	\$39,862,975		\$363,629,642	

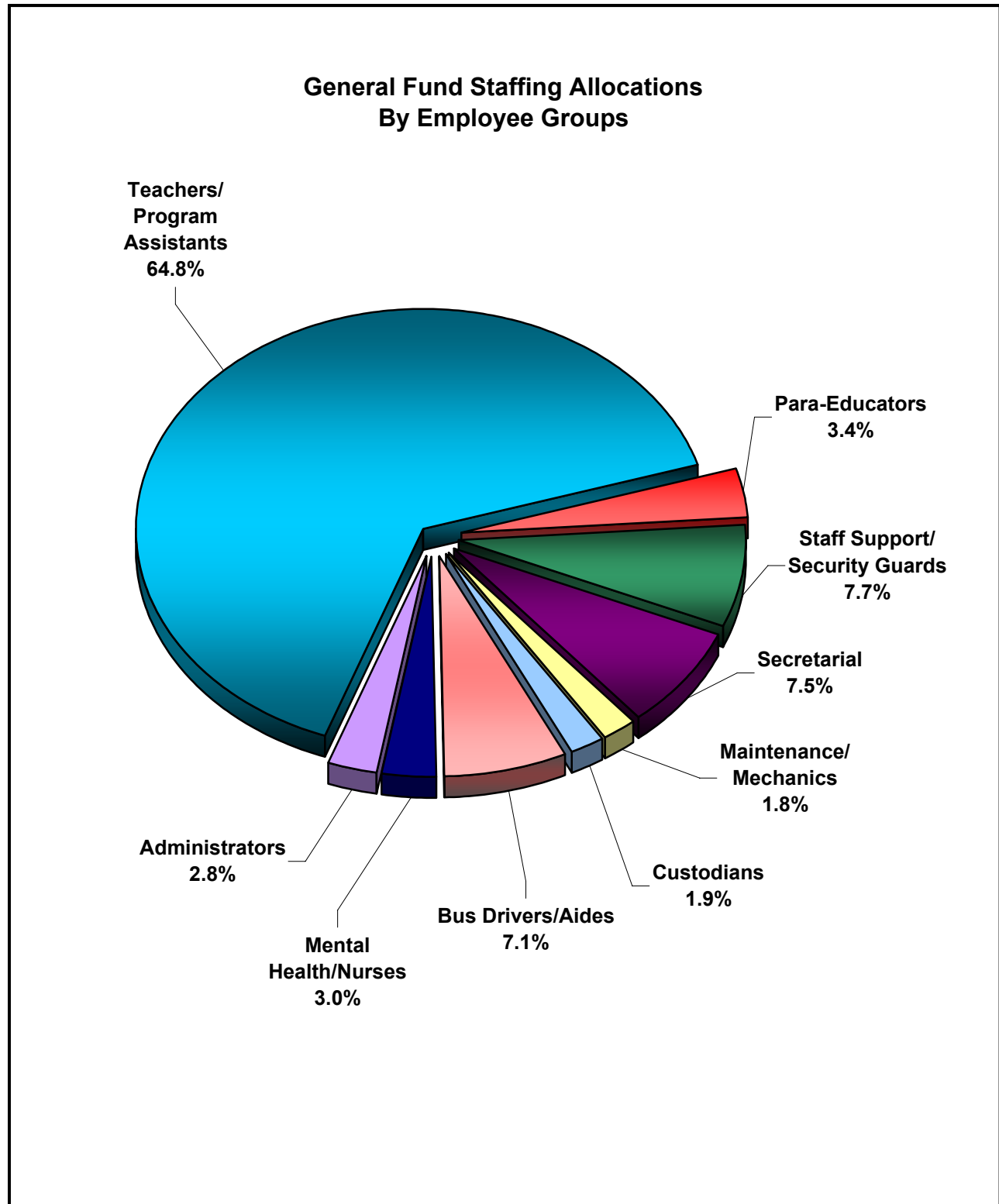
**CHERRY CREEK SCHOOL DISTRICT
GENERAL FUND STAFFING BUDGET SUMMARY**

FULL TIME EQUIVALENT (FTE) STAFFING								
	Elementary Schools	Middle Schools	High Schools	Other Schools	Student Achievement Services	Departments	Total Staff	Percent of Total
Teachers	1,220.48	627.45	819.58	136.90	415.29	42.47	3,262.17	64.5%
Program Assistants	3.50	10.00	2.00	1.75			17.25	0.3%
Para- Educators(1)	58.20	5.10	14.03	2.91	91.62	0.12	171.98	3.4%
Administrators	47.00	29.00	25.00	4.00	6.00	28.00	139.00	2.8%
Bus Aides						100.75	100.75	2.0%
Bus Drivers						259.00	259.00	5.1%
Custodians	39.00	20.00	17.00	2.33		15.34	93.67	1.9%
Maintenance						70.00	70.00	1.4%
Mechanics						22.00	22.00	0.4%
Mental Health	39.22	14.98	14.54	3.80	22.83	0.50	95.87	1.9%
Nurses	36.00	10.00	9.00	3.00	1.75		59.75	1.1%
Secretarial	97.00	72.50	148.00	11.50	13.50	36.75	379.25	7.5%
Security Guards		41.50	54.00	3.00	2.00	4.00	104.50	2.1%
Staff Support		12.00	36.02	7.86	22.12	205.59	283.59	5.6%
Total - FTE	1,540.40	842.53	1,139.17	177.05	575.11	784.52	5,058.78	100.0%

Positions are presented on a full time equivalent (FTE) basis. The staff positions in the District have varying numbers of work days per year depending on school or support assignments and need. The number of days worked per year for a regular position is the basis for determination of 1.0 FTE. For example, a teacher with a contract for 185 days or a departmental secretary working 230 days a year would each have 1.0 FTE position.

(1) Teacher positions can be converted to para-educator positions based on school needs. A teacher position equates to approximately 2.7 para-educator positions or 2.0 technician positions.

**CHERRY CREEK SCHOOL DISTRICT
GENERAL FUND STAFFING BY EMPLOYEE GROUPS**



**CHERRY CREEK SCHOOL DISTRICT
SUMMARY COMPARISON OF GENERAL FUND
FULL TIME EQUIVALENT (FTE) STAFFING**

	2007-08 FTE Staffing	2008-09 FTE Staffing	2009-10 FTE Staffing	2009-10 FTE Change	2009-10 Percent Change
Instructional Staff					
Teachers/Program Assistants	3,228.55	3,254.03	3,279.42	25.39	0.78%
Para-Educators	178.55	183.01	171.98	(11.03)	(6.03%)
Subtotal-Instructional Staff	3,407.10	3,437.04	3,451.40	14.36	0.42%
Support Staff					
Administrators	140.00	140.00	139.00	(1.00)	(0.71%)
Bus Aides	81.00	107.75	100.75	(7.00)	(6.50%)
Bus Drivers	252.00	266.00	259.00	(7.00)	(2.63%)
Custodians	89.67	93.67	93.67	-	0.00%
Maintenance	71.00	69.00	70.00	1.00	1.45%
Mechanics	21.00	22.00	22.00	-	0.00%
Mental Health	94.57	95.87	95.87	-	0.00%
Nurses	58.75	59.75	59.75	-	0.00%
Secretarial	382.75	385.25	379.25	(6.00)	(1.56%)
Security Guards	109.50	110.50	104.50	(6.00)	(5.43%)
Staff Support	280.97	287.71	283.59	(4.12)	(1.43%)
Subtotal-Support Staff	1,581.21	1,637.50	1,607.38	(30.12)	(1.84%)
Total Staff	4,988.31	5,074.54	5,058.78	(15.76)	(0.31%)



***Sustaining Excellence in Cherry Creek for
"College Preparedness & World Readiness"***



Dedicated to Excellence

**SIGNIFICANT TRENDS IN
ECONOMY, DEMOGRAPHICS,
AND ELECTIONS**

CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

COLORADO ECONOMIC OUTLOOK

Colorado, with the rest of the country, continues to suffer from the effects of the recession in 2008 and 2009. In a statement, Donald Mares, executive director of the Colorado Department of Labor and Employment stated, "Although we have weathered the myriad of economic woes afflicting the nation better than most states, mounting evidence suggests that Colorado entered the recession in the last quarter of 2008."

Through the first six months of 2008, the state was able to show small gains in employment and a slightly better housing market than most other states. Then unemployment began to increase. Colorado lost 48,000 jobs between August 2008 and January 2009, a 2.3 percent drop. Forecasts for 2009 are negative. The 2009 unemployment rate is expected to average 7.2 percent and may go above 8 percent for periods during the year.

In addition to rising unemployment, the state's revenues have declined, prompting the state legislature to cut funding for all departments, including K-12 Education. The revenue shortfall in the state's budget affected both FY2008-09 and FY2009-10. The Cherry Creek School District had \$1.7 million rescinded from the FY2008-09 budget and funding has been reduced for FY2009-10, a drop of 1.93 percent.

The Colorado economy is expected to be in recession until sometime in 2010. Some positive aspects that will contribute to an economic recovery include: relatively healthy housing market, diverse economy, skilled workforce, and the federal stimulus efforts. The recovery will be influenced by the current credit-constrained markets.

Economic Profile



In 2008, statewide foreclosure filings declined 2 percent, signaling that home foreclosures may be stabilizing.



Only 88 Single Family construction permits were issued in Arapahoe County (through October). This is down 90% from the total issued in 2003. Multi-Family and Commercial permits were also far below numbers from 2003.



Colorado's unemployment rate rose to 6.6% in January 2009. This was the first time in 5 years that the rate was over six percent.



The Joint Budget Committee proposed a FY2009-10 General Fund budget of \$7.5 billion to the Colorado legislature. The budget included \$110 million in cuts to K-12 Education.

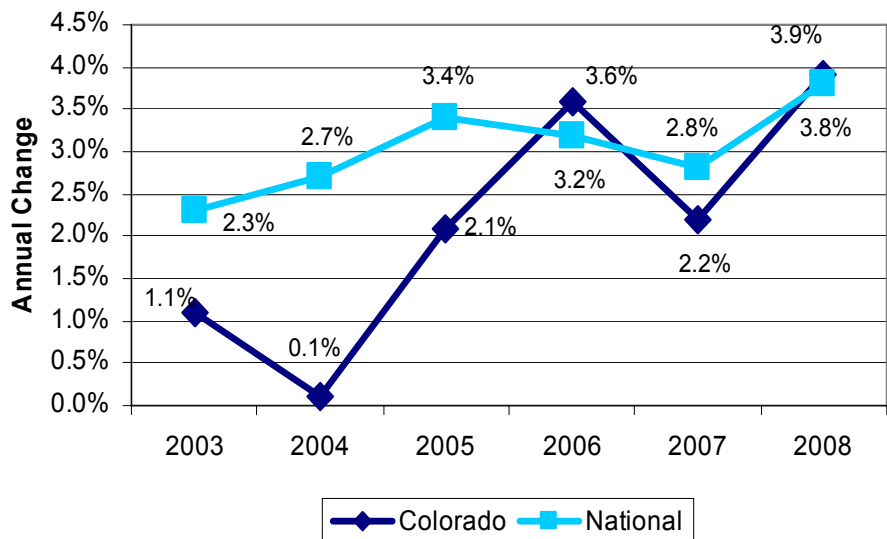
Inflation

Colorado's 2008 inflation rate (CPI-U for Denver, Boulder, and Greeley) was 3.9%, up from 2.2% in 2007, and above the 2008 national rate of 3.8%. The majority of the increase was due to higher motor fuel (+13.7%), and natural gas and electricity (+16.2%) prices throughout the year. Higher rental prices led to a 2.4 percent increase in housing prices.

Lower fuel prices and a weak economy are projected to keep the Denver, Boulder, and Greeley 2009 inflation rate down to 1% or lower.

The graph below compares the Colorado and national inflation rates since 2003.

Colorado and National Inflation Comparison



CHERRY CREEK SCHOOL DISTRICT

SIGNIFICANT TRENDS

EMPLOYMENT AND INCOME

Employment

Colorado's average job growth of 0.8 percent for 2008 masks the dramatic change that occurred in the second half of the year. The unemployment rate in December was 5.8 percent, almost two percentage points higher than the previous December. Employment declined due to workers leaving the workforce to wait for economic recovery or returning to school to gain additional skills. There were job losses in most sectors throughout the state.

The Colorado Legislative Staff projects in the *Focus Colorado: Economic and Revenue Forecast, 2008-2012*, March 20, 2009 edition, that the state will continue to lose jobs throughout 2009. The decline is expected to be 2.3 percent. Although some industries will post job gains in 2010, the overall state employment is predicted to decrease another 0.4 percent.

In the Denver Metro area, which includes the Cherry Creek School District, job losses occurred in financial services, manufacturing, retail trade, construction, and the federal government sectors. Job growth was strongest in education, health services and the state and local government sectors.

Overall, Colorado's employment outlook is not as severe as the national projection. One source of job growth for the state is renewable energy. Vestas, a wind energy company is building three manufacturing plants in Colorado. Five hundred new jobs over three years were announced by the Charles Schwab Corporation in late 2008. The company's operations will be based in the Inverness Business Park. The company will begin adding jobs in the middle of 2009.



Corporations in the Denver Tech Center



Metro Area Light Rail System



New Home Construction

Labor Force and Employment (1)

Year	Arapahoe County		Colorado		United States
	Labor Force	% Unemployed	Labor Force	% Unemployed	% Unemployed
2004	296,600	5.6%	2,536,946	5.6%	5.5%
2005	301,318	5.2	2,585,986	5.1	5.1
2006	306,085	4.3	2,651,378	4.3	4.6
2007	316,819	3.8	2,739,590	3.6	4.8
2008	317,896	5.6	2,765,067	5.3	6.5
March 2009	308,958	8.0	2,706,464	7.9	8.5

Source: State of Colorado, Department of Labor and Employment, Labor Market Information, [Colorado Areas Labor Force Data](#) and Bureau of Labor Statistics

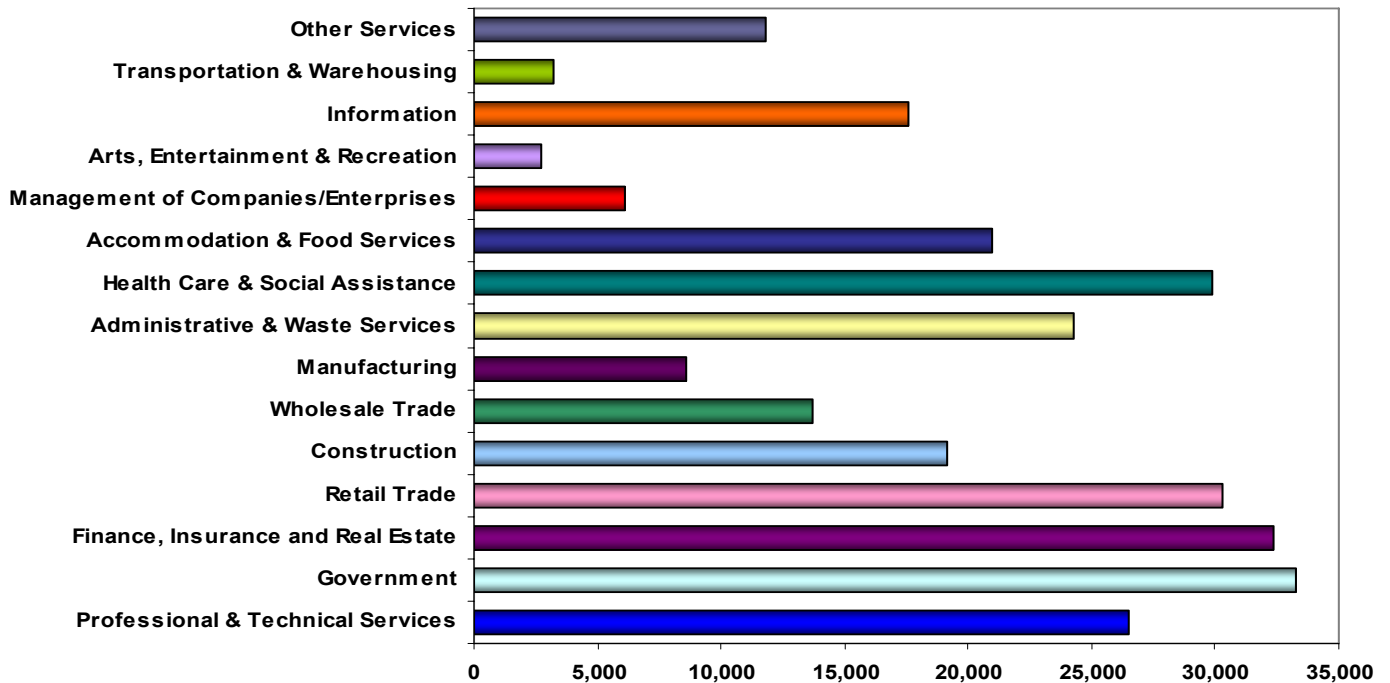
(1) Figures for Arapahoe County and the State are not seasonally adjusted; U.S. numbers are seasonally adjusted.

CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

EMPLOYMENT AND INCOME

The service industry, including government offices, employs the largest number of people in Arapahoe County. The graph below provides a breakdown by industry of employment in Arapahoe County.

Arapahoe County Employment Within Selected Industries 2008



Source: State of Colorado, Department of Labor and Employment, Labor Market Information Section, [Colorado Employment and Wages](#)

Major Private Sector Employers in Arapahoe County (1)

<u>Name of Employer</u>	<u>Product or Service</u>	<u>Estimated Number of Employees</u>
Qwest Communications	Telecommunications	5,000
Great-West Life & Annuity Insurance	Insurance	3,770
Raytheon Company	Aerospace Systems & Software	2,500
Kaiser Permanente	Healthcare	1,810
HealthOne: Swedish Medical Center	Healthcare	1,740
First Data Corp.	Financial Services	1,600
Oppenheimer Funds	Financial Services	1,600
ADT Security Systems	Security Services	1,500
Travelport	Travel Reservations	1,500
HealthOne: Medical Center of Aurora	Healthcare	1,490

Source: Southeast Business Partnership

(1) As of April 2008

CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

EMPLOYMENT AND INCOME

Wages and Income

Although statewide personal income was up 5.4 percent through the first three quarters of 2008, the rate is expected to fall to 4.2 percent when fourth quarter numbers are included (Source: U.S. Bureau of Economic Analysis). Wages and salaries are expected to increase 3.8 percent for 2008. The big losses in the stock and bond markets in the last quarter of 2008 reversed the trends from the first half of the year.

Projections from the Colorado Legislative Council are for personal income to decrease one percent in 2009 and for wages and salaries to go down 3.4 percent during the same time period.

Consumer Spending

Before the recent downturn, Colorado enjoyed economic growth sparked by strong consumer spending, which represents about 70 percent of economic activity. Current conditions show reduced consumer confidence. That coupled with job layoffs have led to a pullback in spending and increased saving on the part of consumers. The Colorado Department of Revenue reported that retail trade sales dropped more than 10 percent in the fourth quarter of 2008 when compared to the previous year. The outlook for 2009 is for spending to be constrained due to job losses and tight credit. Tax credits and increased unemployment insurance benefits provided in the American Recovery and Reinvestment Act are expected to prevent a deeper decrease in 2009 and aid in recovery in 2010 and 2011.

Information regarding the economy is taken from *Focus Colorado: Economic and Revenue Forecast, 2008-2012*, Colorado Legislative Council.

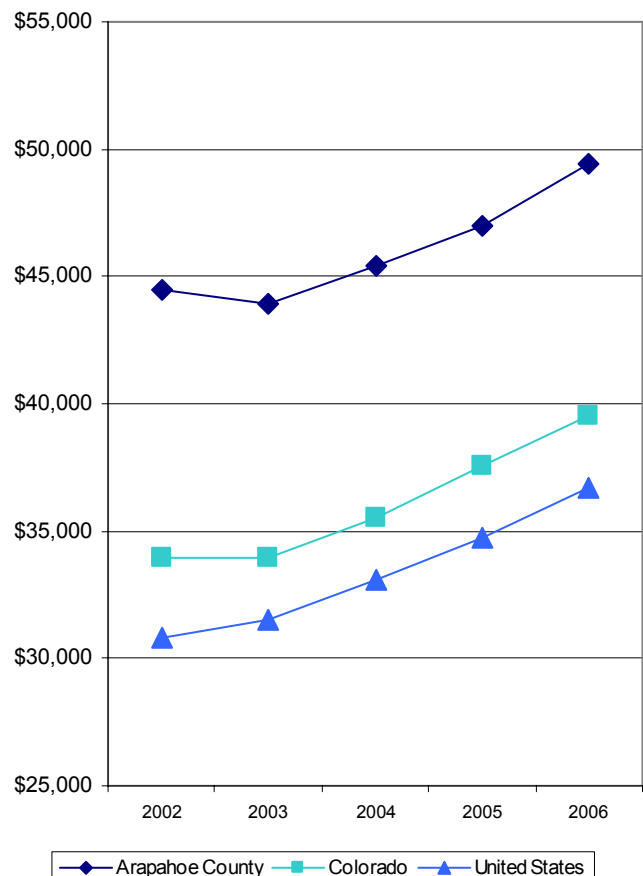
Per Capita Personal Income

Per capita personal income in Arapahoe County has consistently exceeded the personal income level at both the state and national levels.

Per Capita Personal Income			
Year	Arapahoe County	Colorado	United States
2002	\$44,509	\$33,956	\$30,821
2003	43,941	33,989	31,504
2004	45,410	35,523	33,123
2005	47,013	37,600	34,757
2006	49,458	39,491	36,714

Source: United States Department of Commerce, Bureau of Economic Analysis

**Per Capita Personal Income
2002 to 2006**



CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

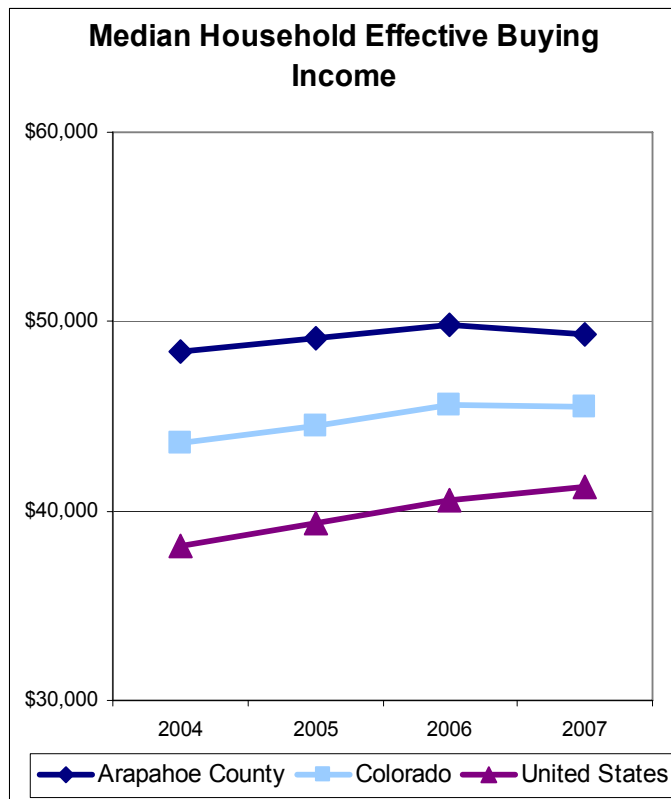
EMPLOYMENT AND INCOME

Median Household Effective Buying Income

Effective Buying Income (EBI) is defined as “money income” that includes salaries and wages, net farm and nonfarm income, interest, dividends, social security and other retirement income, etc... less personal tax and non-tax payments. Deductions are made for all income taxes, personal contributions to social security or other retirement payroll deductions, and taxes on owner-occupied, non-business real estate. The resulting figure is known as “disposable” or “after-tax” income.

The following table and chart reflect the EBI for Arapahoe County, the State of Colorado, and the United States for the last five years.

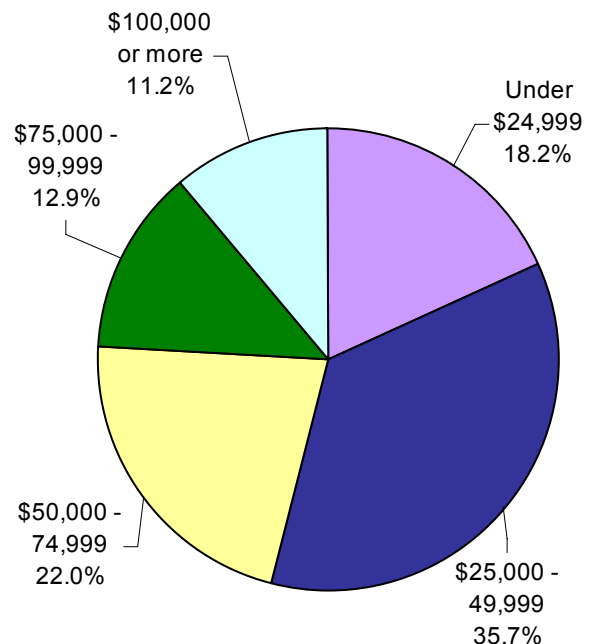
Median Household Effective Buying Power			
Year	Arapahoe County	Colorado	United States
2004	\$48,430	\$43,544	\$38,201
2005	49,083	44,489	39,324
2006	49,803	45,594	40,529
2007	49,303	45,477	41,255
2008	47,061	44,711	41,792



The following table and chart gives additional information about the percentage breakdown of EBI groups in Arapahoe County and compares them to state and national figures for 2007. Arapahoe County has a higher percentage of people who fall in the two highest EBI groups.

Percent of Households by EBI Group—2007			
EBI Group	Arapahoe County	Colorado	United States
Under \$24,999	18.2%	22.3%	26.8%
\$25,000–49,999	35.7%	34.5%	33.3%
\$50,000–74,999	22.0%	20.7%	19.7%
\$75,000–99,999	12.9%	12.3%	10.9%
\$100,000 or more	11.2%	10.2%	9.3%

Percent of Households by EBI Group - Arapahoe County



Sources: Sales & Marketing Management "Survey of Buying Power" 2003-2005; and Trade Dimensions International, Inc. "Demographics USA," County Edition 2006 - 2008.

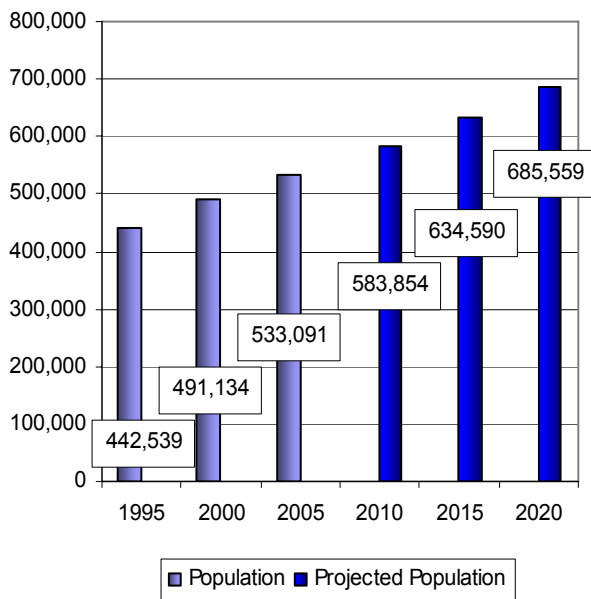
CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

ARAPAHOE COUNTY DEMOGRAPHIC PROFILE

Population

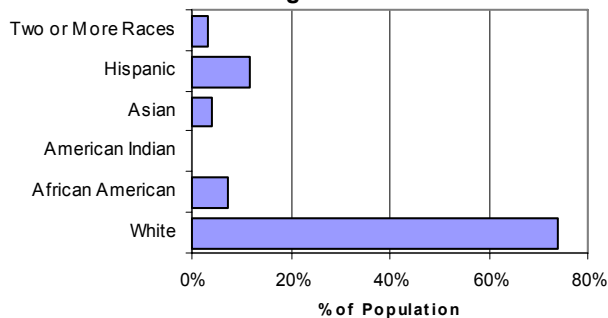
In 2007 Arapahoe County was the third most populous county in Colorado with an estimated population of 551,733. The Colorado Division of Local Government estimates that the county will experience a 1.7 percent growth rate through 2020. The graph below depicts the growth in Arapahoe County from 1995 and the projected growth to 2020.

**Population of Arapahoe County
with Projections to 2020**



Source: Population figures are provided by the Colorado Department of Local Affairs, Division of Local Government

**Arapahoe County Population Ethnic
Background**



Source: Colorado State Demography Office

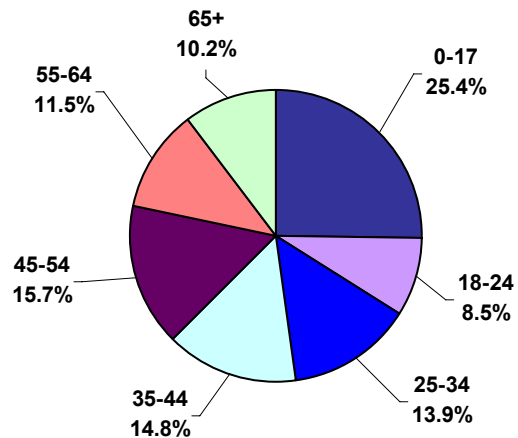
Age Distribution

The table and graph below show the comparative age distribution for Arapahoe County, the State of Colorado and the United States. This data shows that Arapahoe County has a relatively young population with 25.4% of its population under the age of eighteen. This translates into a need for K-12 schools.

Since 2003, the District has added four new elementary schools and two new middle schools. The 2008 successful Bond Election will provide for an additional three elementary schools.

Age Distribution Percent of Population			
Age	Arapahoe County	Colorado	United States
0-17	25.4%	24.3%	24.4%
18-24	8.5%	9.5%	9.8%
25-34	13.9%	15.0%	13.4%
35-44	14.8%	14.8%	14.2%
45-54	15.7%	15.1%	14.5%
55-64	11.5%	10.9%	11.0%
65 +	10.2%	10.4%	12.7%

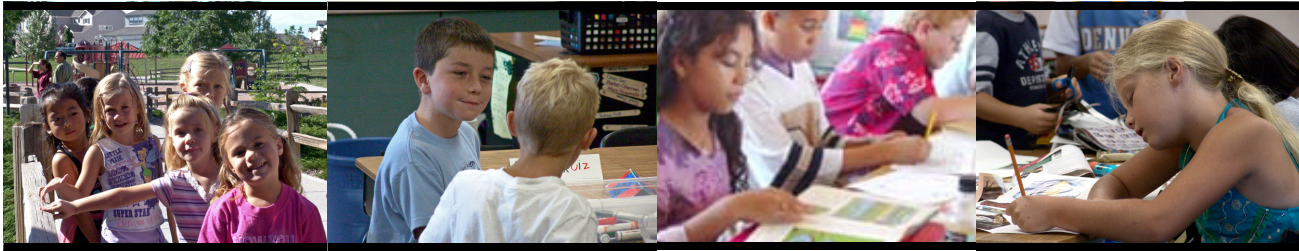
Arapahoe County Age Distribution



Source: Trade Dimensions International, Inc. "Demographics USA 2008," County Edition

CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

CHERRY CREEK SCHOOL DISTRICT ENROLLMENT STATISTICS



Enrollment

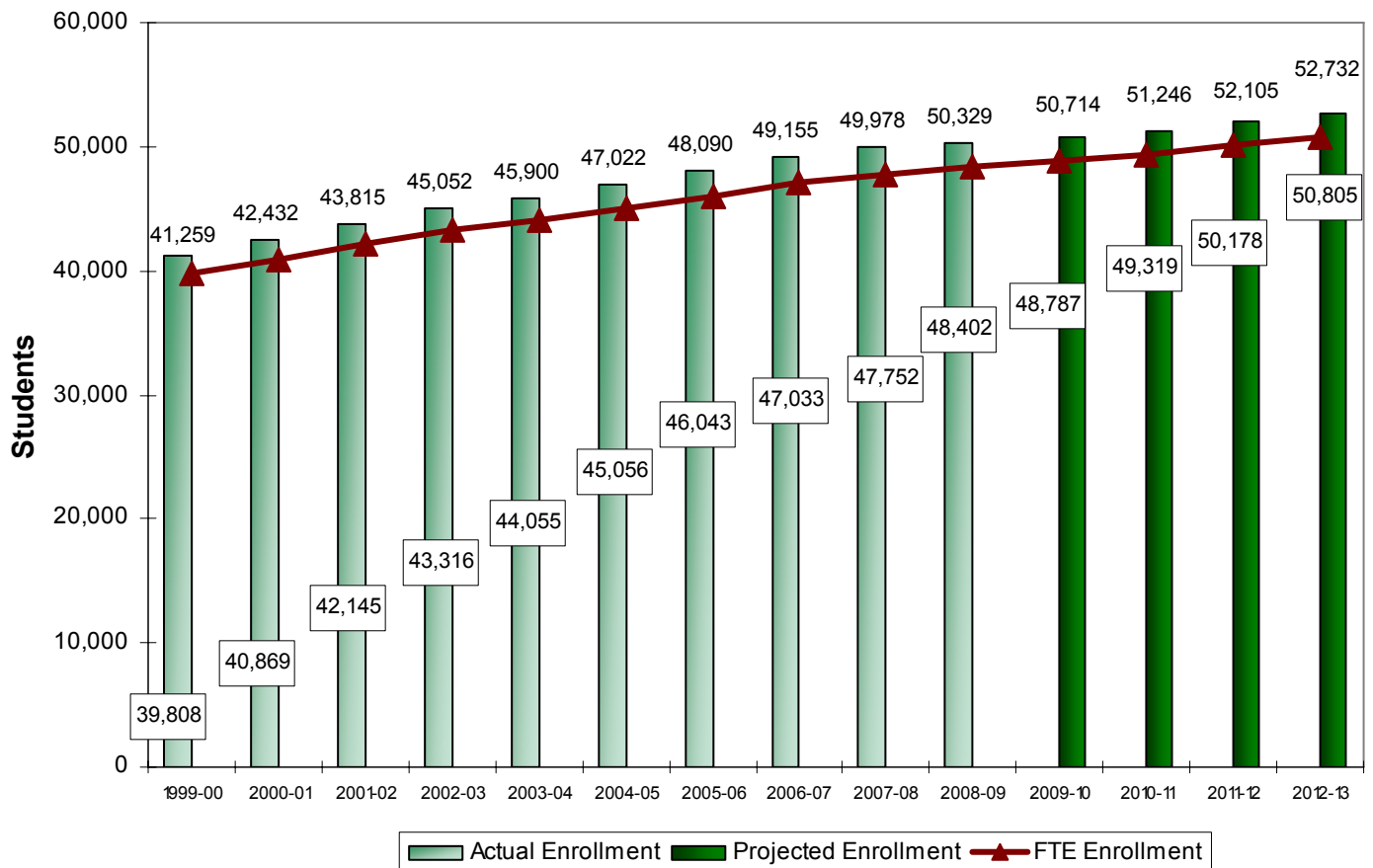
Enrollment is an important component of the budget process. State funding is based on the District's full-time equivalent (FTE) student enrollment. The Cherry Creek School District has shown steady growth of 23 percent over the last 10 years. Enrollment is expected to grow at a slower rate for the next four years.

The official state count of enrollment is conducted in October of each school year. The number of students enrolled in the District during the count period is the basis used for determining the amount of funding authorized by the School Finance Act. For the 2009-10

school year, the current funding formula provides for \$7,020 per full time student.

In addition to the students counted in the elementary, middle, and high schools, enrollment totals included students who are part of the following educational programs: Colorado Preschool Program (CPP), the M.W. Foote Services Youth Center, Intensive Treatment Program, homebound and expelled student programs.

Enrollment Growth and Projections 23% Growth over 10 Years

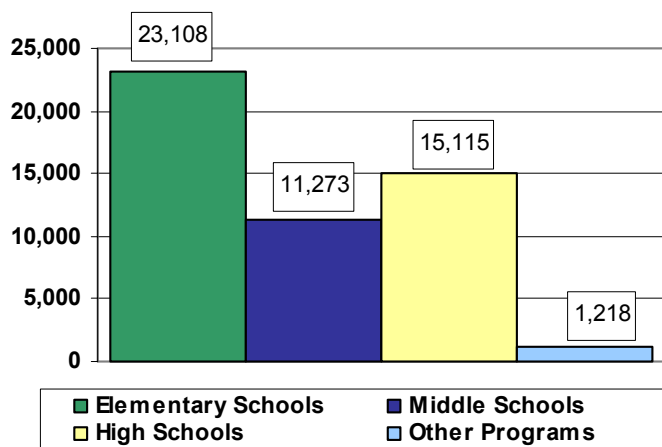


CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

Enrollment Forecasting Considerations

The student enrollment projection for the 2009-10 school year is 50,714. For budget planning purposes, this is converted to 48,787 on a full time equivalent (FTE) basis. The total projected FTE enrollment represents an increase of 385 students or .80% more than the 48,402 enrolled as of October 2008 in the 2008-09 school year.

2009-10 Projected Enrollment by School Level



The principal method used in enrollment forecasting is known as the cohort-survival technique. The basic method requires calculating the ratio of the number of students in one grade in one year compared to the number of students who stay for the year and then enroll in the next grade in the following year. This cohort-survival rate is calculated treating the student body in aggregate fashion using historical enrollment data. It is affected by such factors as school promotion, net migration, and withdrawal rates. All of these factors are included in the term "survival" as it is used in this context. The forecast method for entry-level kindergarten uses the residential birth rate from five years earlier.

Fluctuations in the cohort-survival rate from year to year create a pattern from which an average rate from one grade to the next can be calculated to project future student enrollment. For example, if over a period of several years, an average of 98 percent of students in grade 6 goes on to grade 7, and if 3,000 students are now enrolled in grade 6, the next year's grade 7 enrollment may be estimated at 98 percent of 3,000 or 2,940 students.

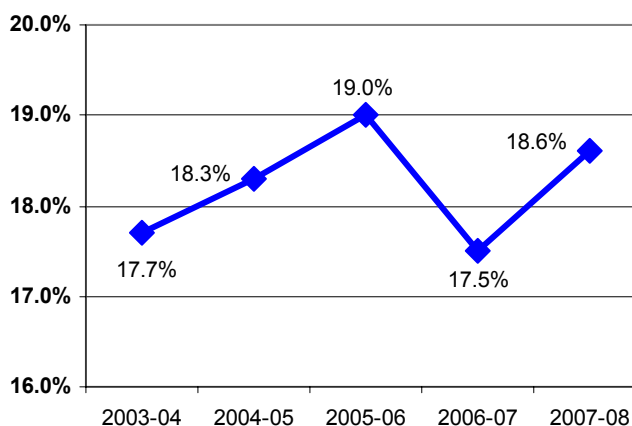
Mobility and Stability Rates

Family residential mobility makes it difficult to accurately project individual school enrollments within the District. Economic factors are also important. For example, the size and growth rates of the student population are affected by construction of new home developments and by the relocation of offices into and out of the District's area by major companies operating here.

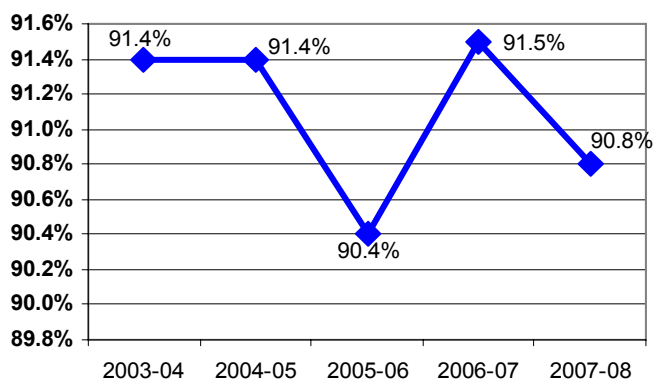
The District maintains stability and mobility reports on student enrollment. The stability percentage rate for the 2007-08 school year was 90.8 percent. This percentage is derived by taking the enrollment as of September 6, 2007, subtracting the number of students who left District schools since the beginning of the school year and dividing the resulting number by the number of students enrolled on May 22, 2008. This is the percentage of enrollment that started the school year in the District.

The District's combined kindergarten through twelfth grade mobility rate for the 2007-08 school year was 18.6 percent. This rate 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 and that sum is divided by the number of students who are enrolled on May 22, 2008. It is not possible to add the stability and mobility percentages and have the sum equal 100 percent because the seats that are turning over nearly always do so more than once. Due to the increased state and federal emphasis on testing and student achievement, the impact of the mobility rate must be monitored carefully.

Five-Year History of Enrollment Mobility Rate



Five-Year Stability Rate History



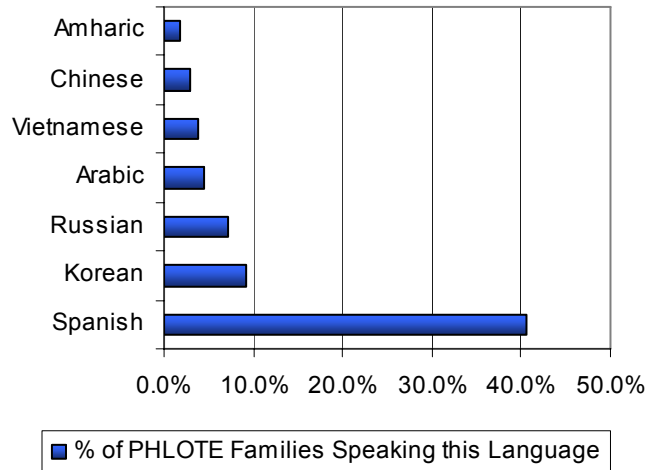
CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

Enrollment Diversity

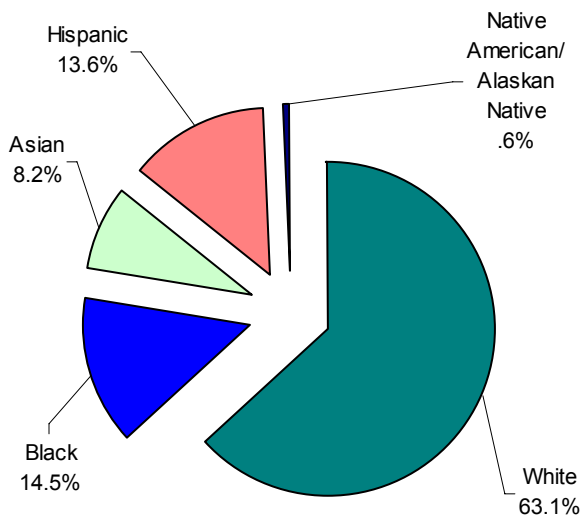
The Cherry Creek School District has felt the impact of a changing student population that has grown in diversity and need over the past ten years. Today, 36.9 percent of the students are minorities up from 17 percent a decade ago. One of the District's priorities is to actively assist students to reach high academic standards irrespective of gender, race, or economic status. These services support all student achievement goals and aim to strengthen excellence and equity through effective academic programs, professional development, safe schools, and community partnerships.

The emphasis of these programs is not only achievement, but to strive for an understanding and appreciation of diversity. A positive relationship among students, teachers, and community built on mutual respect complements achievement and understanding of diverse cultures.

Largest Language Groups Other Than English



Ethnic Distribution of Students*



*Data for ethnic categories is taken from information provided by parents at the time of enrollment. The classifications are supplied by the federal government. Beginning in the 2010-11 school year, the coding will include a category of "two or more races" and "white" is defined as "having origins in any of the original peoples of Europe, the Middle East, or North Africa."

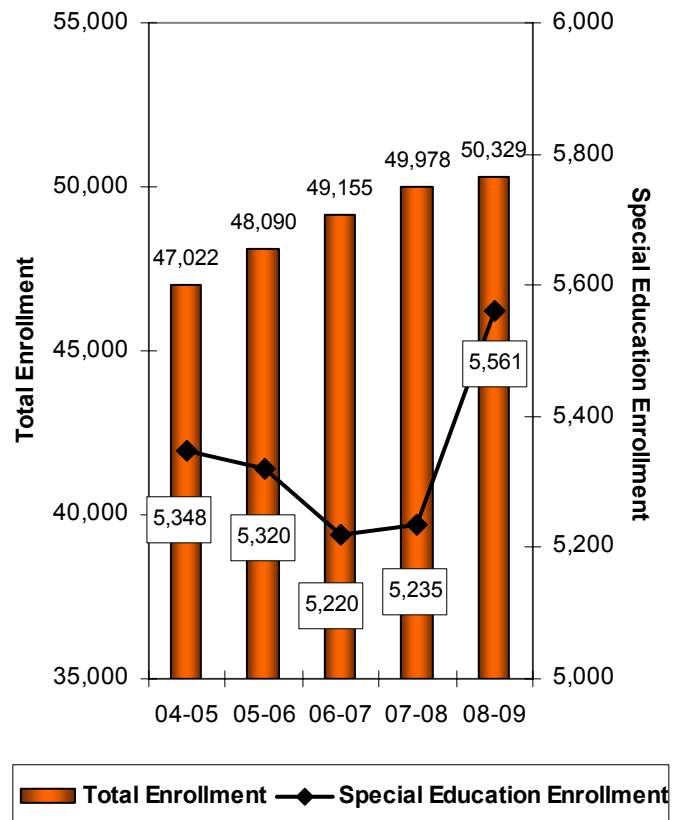
In the past five years, the number of students enrolled in District English Language Acquisition (ELA) programs has increased by 87%. During the 2008-09 school year approximately 3,300 students received direct instruction in the 43 ELA center schools/programs operating in the District.

Within the District, Primary Home Language Other Than English (PHLOTE) groups represented in the District are: Spanish (40.6%), Korean (9.3%), Russian (7.1%), Arabic (4.5%), Vietnamese (3.8%), Chinese (3.0%) and Amharic (1.7%).

Enrollment in Special Education Programs

The District offers a comprehensive special education program. Special education teachers meet state certification standards and are well-qualified. Programs for all handicapped conditions extend from preschool through grade 12.

Special Education Enrollment to Total Student Enrollment



CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

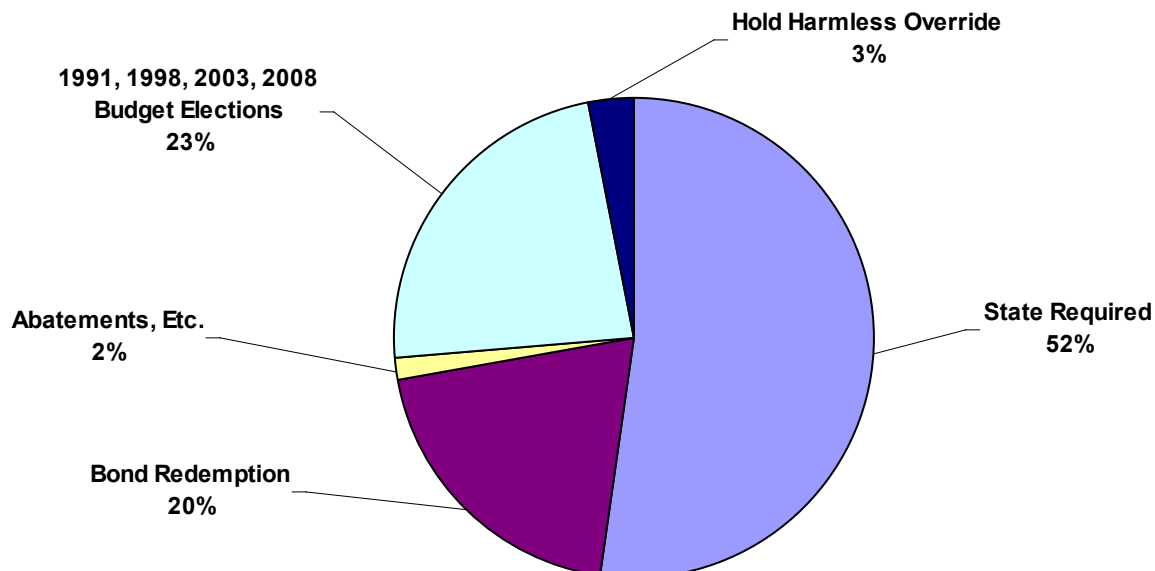
COMPARATIVE MILL RATES

	Mill Rates 2008 for 2009	Mill Rates 2009 for 2010 (1)	Difference	Levy Amount Difference (Thousands)
Standard Requirement— Total Program	25.712	25.712	0.000	\$1,959
Hold Harmless Overrides— Pre-1988	1.510	1.485	(0.025)	-
Special Overrides—1991, 1998, 2003, 2008 Budget Elections	11.643	11.451	(0.192)	-
Abatements, Refunds, and Tax Credits	0.772	0.764	(0.008)	21
Subtotal General Fund	<u>39.637</u>	<u>39.412</u>	<u>(0.225)</u>	<u>1,980</u>
Bond Redemption Fund	9.932	9.854	(0.078)	398
Total	<u>49.569</u>	<u>49.266</u>	<u>(0.303)</u>	<u>\$2,378</u>

	Calendar Year 2009	Calendar Year 2010 (1)	Difference	Percent Change
Assessed Valuation	\$4,531,481,790	\$4,607,687,360	\$76,205,570	1.68%
Total Property Tax Levy	\$224,623,747	\$227,001,481	\$2,377,734	1.06%

(1) Mill rates and assessed valuation for 2010 will be revised in December 2009 based on the final certification of valuation provided by the Arapahoe County Assessor's office. Mill levies are certified in December and collected in the following calendar year.

2009-10 Estimated Allocation of Mill Levy

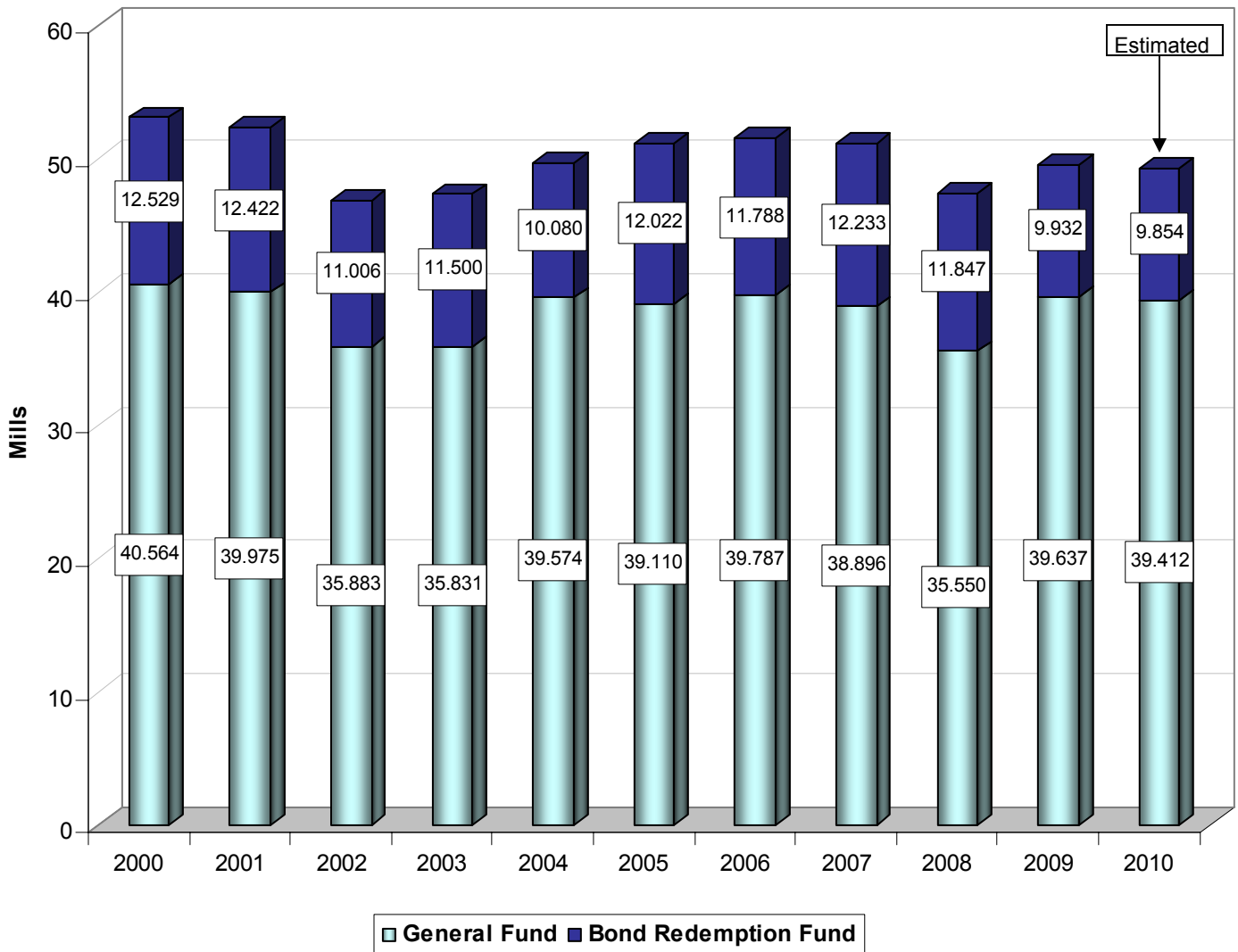


CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

MILL LEVY HISTORY 2000 to 2010

The graph on this page shows eleven years of mill levy history for the Cherry Creek School District. The assessed valuation of the taxable property in the District increased by 29.25% for 2000. This large valuation increase was the primary cause of the reduction in mill levies for 2001. An assessed valuation increase of 20.40% for 2001 was also the primary cause for the mill levy reduction for 2002. In 2003, the electorate of the Cherry Creek School District approved a mill levy increase to raise the District's local tax revenue by \$14 million, which affected the 2004 levy. The 8.6% reduction in the General Fund mill levy for 2008 reflects the 1.998 mills reduction in the base mill rate for the District in accordance with TABOR provisions. In 2008, the electorate of the District approved a mill levy increase to raise the District's local tax general fund revenue by \$18 million.

General Fund and Bond Redemption Fund Mill Levy History 2000 - 2010



CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

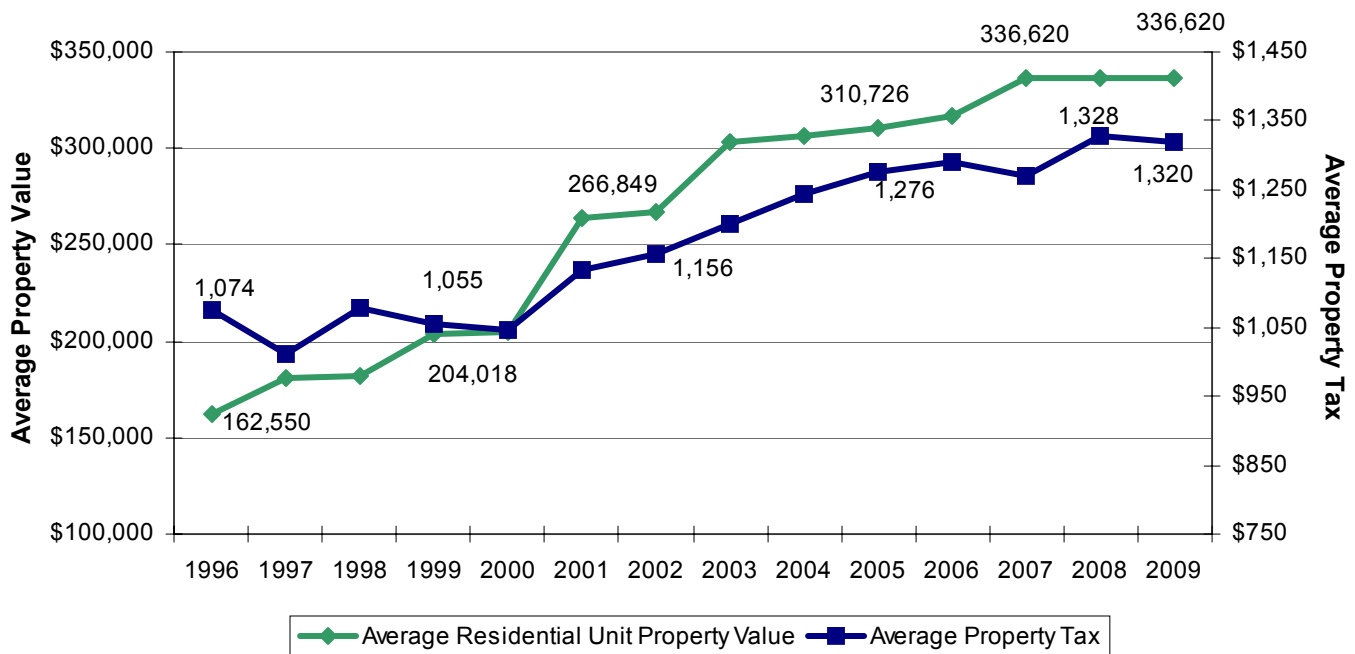
RESIDENTIAL PROPERTY TAXES

Property Tax Year	Residential Value	Number of Residential Units	Average Residential Property Value	Assessment Ratio	Mills	Property Tax	Property Tax Inc/(Dec) From Prior Year
(Millions)							
1996	\$9,344.36	57,486	\$162,550	10.36%	63.770	\$1,074	(\$31)
1997	10,694.42	59,235	180,542	10.36%	57.444	1,010	(64)
1998	11,130.80	61,334	181,478	9.74%	61.059	1,079	69
1999	12,946.77	63,459	204,018	9.74%	53.093	1,055	(24)
2000	13,627.54	66,528	204,839	9.74%	52.397	1,045	(10)
2001	18,506.38	70,044	264,211	9.15%	46.889	1,134	89
2002	19,495.73	73,059	266,849	9.15%	47.331	1,156	22
2003	23,038.49	75,863	303,685	7.96%	49.654	1,200	44
2004	23,765.69	77,663	306,010	7.96%	51.132	1,245	45
2005	24,910.88	80,170	310,726	7.96%	51.575	1,276	31
2006	25,747.08	81,222	317,014	7.96%	51.129	1,290	14
2007	28,863.91	84,722	336,620	7.96%	47.397	1,270	(20)
2008	29,707.26	86,574	336,620	7.96%	49.569	1,328	58
Estimated 2009	30,206.34	88,028	336,620	7.96%	49.266	1,320	(8)

The table above reflects the tax assessment year. Taxes are collected the following year.
The formula to figure the Cherry Creek School District portion of property taxes on a residence is:

Residential Property Value	X	Assessment Rate	X	Estimated Mill Rate	/1000	= School Property Tax
\$336,620		7.96%		49.266 for 2009		\$1,320

Residential Property Value and Tax History



CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

COMPOSITION OF PROPERTY TYPE OF DISTRICTS'S ASSESSED VALUATION 1996 TO 2009

Year	Residential	Percent Change	Commercial	Percent Change	All Other	Percent Change	Total
	(Millions)		(Millions)		(Millions)		(Millions)
1996	\$968.17	3.84%	\$817.21	4.37%	\$153.31	3.83%	\$1,938.69
1997	1,041.75	7.60%	1,071.93	31.17%	165.85	8.18%	2,279.53
1998	1,084.44	4.10%	1,113.86	3.91%	167.82	1.19%	2,366.12
1999	1,261.12	16.29%	1,550.28	39.18%	246.90	47.12%	3,058.30
2000	1,327.45	5.26%	1,664.46	7.37%	248.23	0.54%	3,240.14
2001	1,693.52	27.58%	1,862.79	11.92%	314.52	26.71%	3,870.83
2002	1,784.06	5.35%	1,789.33	(3.94%)	344.45	9.52%	3,917.84
2003	1,833.95	2.80%	1,642.27	(8.22%)	313.98	(8.85%)	3,790.20
2004	1,891.84	3.16%	1,636.08	(0.38%)	303.79	(3.25%)	3,831.71
2005	1,983.01	4.82%	1,535.30	(6.16%)	321.23	5.74%	3,839.54
2006	2,049.58	3.36%	1,561.76	1.72%	320.63	(0.19%)	3,931.97
2007	2,297.68	12.11%	1,798.52	15.16%	358.69	11.87%	4,454.89
2008	2,364.82	2.92%	1,819.53	1.17%	347.13	(3.22%)	4,531.48
Estimated 2009	2,404.63	1.68%	1,850.10	1.68%	352.96	1.68%	4,607.69

The assessed property value revisions required by the 1982 Gallagher amendment have continued to limit increases in the residential assessed values used to levy taxes for the District, even though actual property values for most residential properties have increased substantially. This state constitutional amendment requires that the residential property share of the total assessed value in the state be stabilized at approximately 45 percent of the total. By fixing the residential percentage share of property tax collections, an increasing portion of the taxes levied continues to be shifted to the commercial and nonresidential property owners.

In the state of Colorado, property taxes are paid by both homeowners and business owners to support schools. This tax money is collected by the Arapahoe County Treasurer, who distributes the funds to the District. State law requires that the residential assessment rate be evaluated every two years. In 2009, the residential rate is set at 7.96% and the commercial rate is 29%.



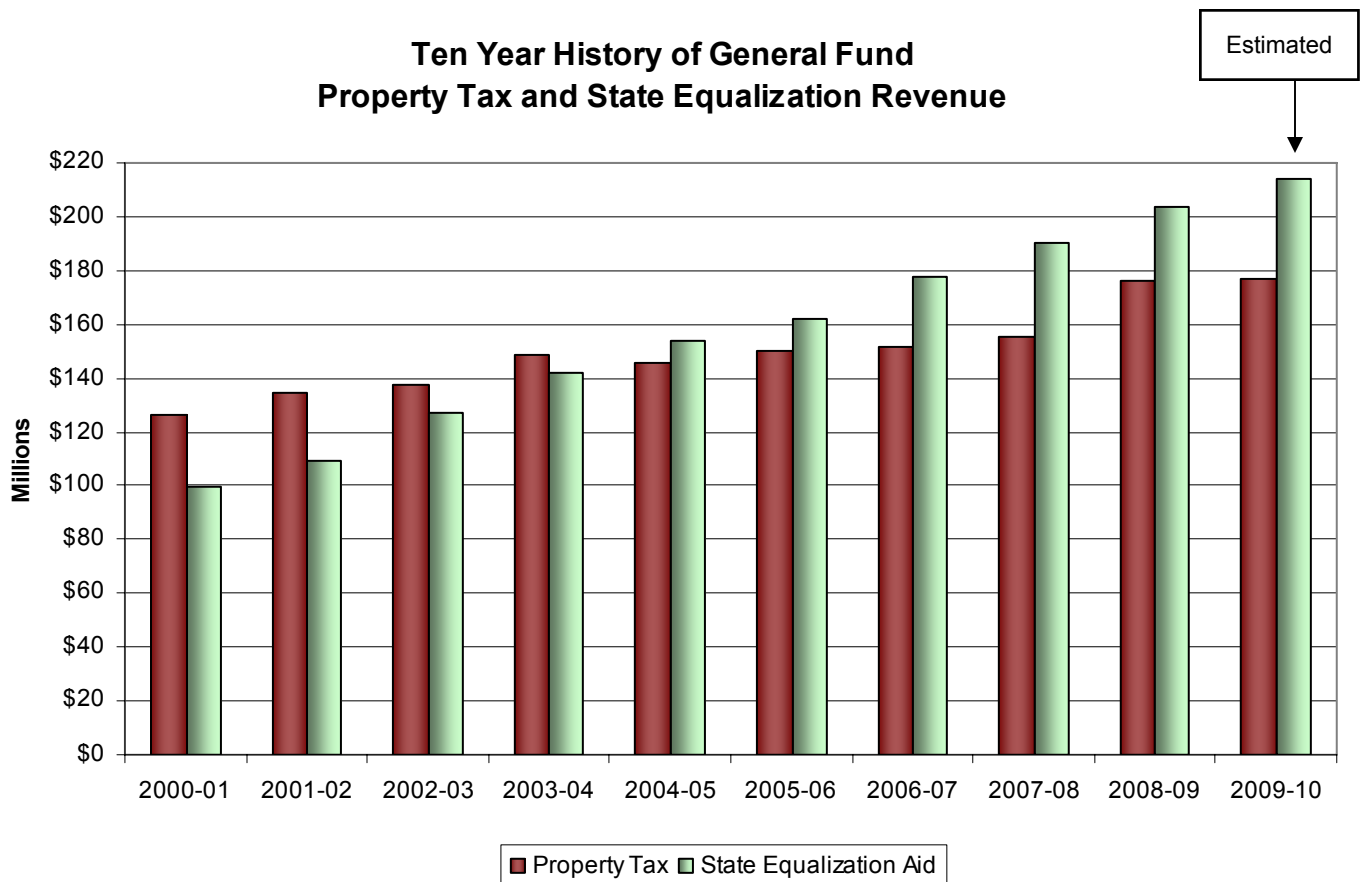
CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

HISTORY OF ASSESSED VALUATION 2000 to 2009

Assessment Year	Assessed Valuation	Market Valuation	Pupil Enrollment	Assessed Value Per Pupil	Market Value Per Pupil
	(Millions)	(Millions)			
2000	\$3,240.14	\$20,126.19	42,432	\$76,361	\$474,316
2001	3,870.83	26,013.96	43,815	88,345	593,777
2002	3,917.84	26,853.21	45,052	86,963	596,049
2003	3,790.20	29,783.85	45,900	82,575	648,886
2004	3,831.71	29,547.80	47,022	81,488	628,382
2005	3,389.54	31,312.39	48,090	79,841	651,121
2006	3,931.97	32,237.48	49,155	79,991	655,833
2007	4,454.89	36,303.60	49,978	89,137	726,392
2008	4,531.48	37,177.88	50,329	90,037	738,697
2009 (1)	4,607.69	37,802.47	50,714	90,856	745,405

(1) Estimated assessed and market valuations.

As illustrated in the chart below, the majority of General Fund revenue sources in the District have shifted from Local Property taxes to State Equalization since FY2004-05. This resulted from restrictions of the Gallagher and TABOR Amendments that limited growth of property taxes to increase minimally from FY2005-06 through FY2009-10.



CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

TAX LEVY AND COLLECTION HISTORY 1998 TO 2008

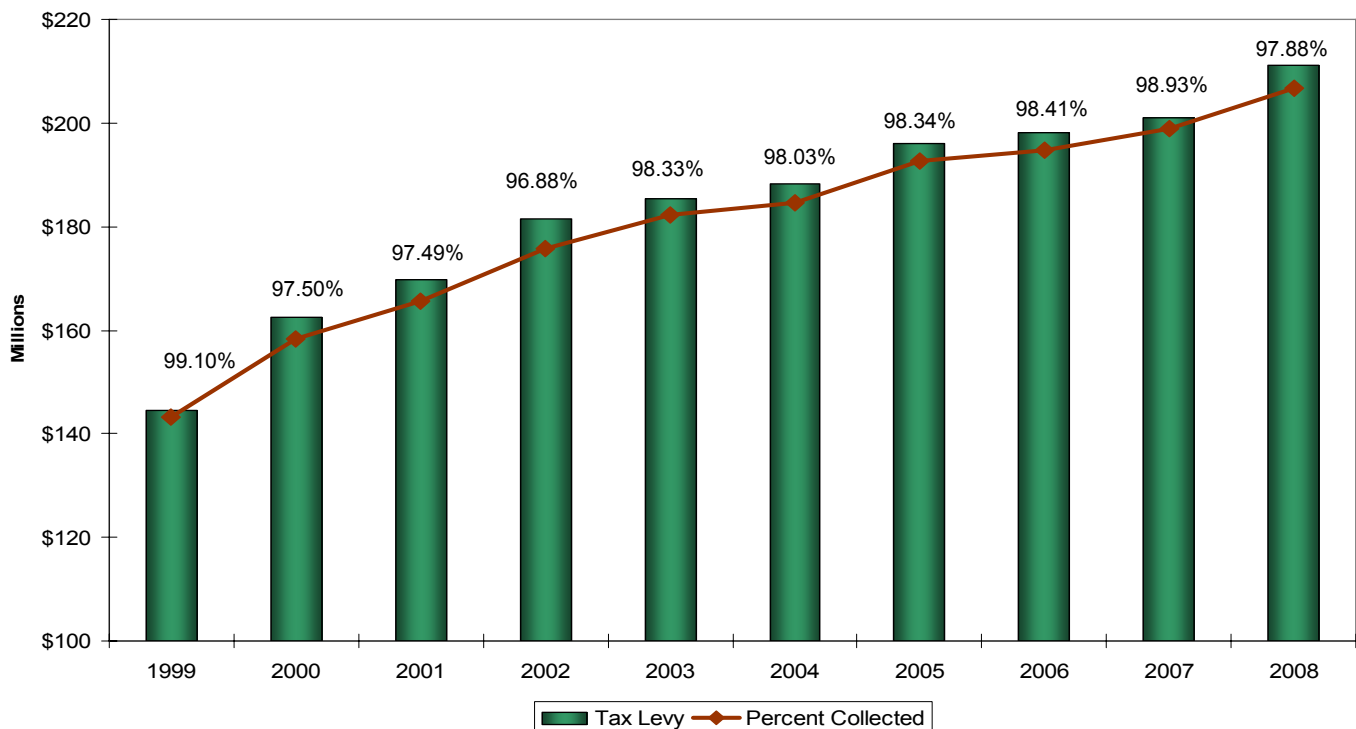
An important standard on which governmental agencies are evaluated by Standard and Poor's and other bond rating companies, is property tax collections. Collections should be greater than 92% of the anticipated collections. The chart below shows the Cherry Creek School District's ten-year history of collection compared to the tax levy. In every year the collections have been well over 92%.

Assessment Year	Tax Levy (1)	Collection Year	Tax Collections (2)	Percent Collected
1998	\$144,473,107	1999	\$143,169,130	99.10%
1999	162,374,239	2000	158,313,140	97.50%
2000	169,773,652	2001	165,516,654	97.49%
2001	181,499,382	2002	175,834,765	96.88%
2002	185,435,427	2003	182,338,294	98.33%
2003	188,198,530	2004	184,484,249	98.03%
2004	195,922,830	2005	192,668,251	98.34%
2005	198,024,067	2006	194,881,290	98.41%
2006	201,036,940	2007	198,894,661	98.93%
2007	211,148,521	2008	206,670,244	97.88%

(1) Tax Levy reflects the Assessed Valuation times the Total Mill Levy for each year without adjustment.

(2) Tax Collections represent total collections during the calendar year including delinquent taxes, penalties, and interest. The Arapahoe County Treasurer's collection fee has not been deducted from these amounts. The 1999 to 2007 taxes include tax collections through December 31 of each calendar year. Tax collections for 2008 are through June 30, 2008 only.

Percent of Taxes Collected



CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

BOND AND MILL LEVY ELECTIONS

Voters in the Cherry Creek School District have been overwhelmingly supportive of the District, approving 19 bond elections since 1951, and eight of nine budget elections since 1980. These funds have not only ensured that a growing school population is adequately housed, but also that the District remodels and replaces aging systems and buildings. The approved budget elections have helped the District maintain excellent educational programs in schools and absorb the operations and maintenance costs that accompany new facilities.

Bond Elections Approved:

Year	Amount	Voted For	Voted Against	% For
1951	\$600,000	426	285	60
1953	691,000	531	88	86
1954	346,000	367	246	60
1955	550,000	524	68	89
1956	750,000	401	69	85
1958	2,000,000	356	309	54
1961	5,000,000	1,084	340	76
1967	975,000	1,521	533	74
1970	6,800,000	1,240	607	67
1972	20,000,000	2,543	1,314	66
1975	15,000,000	2,138	1,362	61
1976	26,800,000	2,582	2,015	56
1978	40,000,000	3,132	1,875	63
1983	59,115,000	3,446	1,693	67
1990	79,900,000	9,907	4,907	67
1995	93,500,000	19,434	14,807	57
1999	172,000,000	30,544	15,799	66
2003	167,500,000	26,552	23,416	53
2008	203,550,000	64,297	57,281	53

Mill Levy/ Budget Elections:

Year	Election	Voted For	Voted Against	% For
1980	Increase mill levy for General Fund 4.140 mills	3,433	3,153	52
1981	Increase mill levy for General Fund 3.720 mills	3,988	2,619	60
1984	Increase mill levy for General Fund 6.040 mills	3,090	1,867	62
1987	Increase mill levy for General Fund 5.030 mills	7,435	7,146	51
1991	Increase Equalization Program revenue for General Fund \$10,263,000	11,455	9,224	55
1994	Increase Equalization Program revenue for General Fund \$9,550,000	22,143	23,737	48
1998	Increase Equalization Program revenue for General Fund \$10,500,000	36,409	26,425	58
2003	Increase Equalization Program revenue for General Fund \$14,000,000	27,413	22,611	55
2008	Increase Equalization Program revenue for General Fund \$18,000,000	67,327	54,968	55



CHERRY CREEK SCHOOL DISTRICT GLOSSARY AND APPENDICES

TABLE OF CONTENTS

Section Table of Contents	217
Abbreviations, Acronyms and Glossary	
Abbreviations and Acronyms	219
Glossary of Terms	223
Appendices	
Appendix A - Education Summit Report and Summit Implementation Steering Committee Report	233
Appendix B - Tier System.....	237
Appendix C - In Search of Excellence Task Force.....	239
Appendix D - District Technology Plan	241
Appendix E - Colorado Student Assessment Program	243
Appendix F - Board Policies	247
Appendix G - Estimated Fiscal Year Spending Under Section 20 of TABOR.....	275



CherryCreekSchools

Dedicated to Excellence

Dedicated to Excellence

**ABBREVIATIONS, ACRONYMS,
AND GLOSSARY**

CHERRY CREEK SCHOOL DISTRICT ABBREVIATIONS AND ACRONYMS

ABA Applied Behavioral Analysis	C.A.R.E. Core Academic Re-Engagement
AVB Applied Verbal Behavior	C.A.R.E. Line Concern, Assistance, Responsibility, and Empowerment Line
A & E Assessment and Evaluation	CCA Cherry Creek Academy
ACT American College Testing	CCHE Colorado Commission of Higher Education
ADA Americans with Disabilities Act	CCSD Cherry Creek School District
ALT Achievement Level Test	CDE Colorado Department of Education
AP Advanced Placement	CCTM Colorado Council of Teachers of Mathematics
ARRA American Recovery and Reinvestment Act	CD Compact Disc
ASBO Association of School Business Officials International	CDL Commercial Driver's License
ASCA American School Counselor Association	CELA Colorado English Language Assessment
AUT Autism	CHSAA Colorado High School Activities Association
AVID Advancement Via Individual Determination	CIPA Children's Internet Protection Act
AYP Adequate Yearly Progress	CIS Curriculum Integration Services
BD Behavioral Development	CPI Consumer Price Index
C4T Computers for Teachers	CPI-U Consumer Price Index for All Urban Consumers
CAFR Comprehensive Annual Financial Report	CPP Colorado Preschool Program
CAD Computer Aided Design	C.R.S. Colorado Revised Statutes
CAP Community Asset Project	CSAP Colorado Student Assessment Program
CAP4K Colorado Achievement Plan for Kids	CSDSIP Colorado School Districts' Self Insurance Pool
CARE Collaborative Action Research for Equity	

CHERRY CREEK SCHOOL DISTRICT ABBREVIATIONS AND ACRONYMS

CTE

Career and Technical Education

DAAC

District Accountability Advisory Committee

D.A.R.E.

Drug Abuse Resistance Education

DECA

Distributive Education Clubs of America

DVD

Digital Video Disc

DVR

Digital Video Recorder

EBC

Education and Behavior Consultant

EBI

Effective Buying Income

ECE

Early Childhood Education

ECEA

Exceptional Children's Education Act

ECS

Extended Child Services

ED

Emotional Disabilities

EIG

Educator Initiative Grant

ELA

English Language Acquisition

ELL

English Language Learners

ELPA

English Language Proficiency Act

ERCM

Emergency Response and Crisis Management

ERP

Enterprise Resource Planning

ESL

English as a Second Language

ET/IL

Educational Technology/Information Literacy

FBLA

Future Business Leaders of America

FCC

Federal Communications Commission

FTE

Full Time Equivalent

GAAP

Generally Accepted Accounting Principles

GASB

Governmental Accounting Standards Board

GFOA

Government Finance Officers Association

G/T

Gifted and Talented

GVC

Guaranteed and Viable Curriculum

H.O.P.E.

Hispanic Opportunity in Public Education

HR

Human Resources

HVAC

Heating, Ventilating, and Air-Conditioning

IB

International Baccalaureate

IBMYP

International Baccalaureate Middle Years Programme

ICS

Incident Command System

IDEA

Individuals with Disabilities Education Act

IEP

Individual Education Plan

ILC

Integrated Learning Center

iTLC

Instructional Technology Leadership Cohort

ISDB

Individual School and Department Budgets

I-Team

Interdisciplinary Team

CHERRY CREEK SCHOOL DISTRICT

ABBREVIATIONS AND ACRONYMS

ITP Intensive Treatment Program	PLAN®¹ Pre-ACT Test
JSD Joint School Districts	P.R.E.P. Proficient, Responsive, Experiential, Personalized
KEP Kindergarten Enrichment Program	PTO Parent Teacher Organization
LAN Local Area Network	PTCO Parent Teacher Community Organization
LD Learning Disabilities	RAMP Recognized ASCA Model Program
LRFPC Long-Range Facilities Planning Committee	RDI Relationship Development Intervention
MAC Multicultural Advisory Council	RTI Response to Intervention
MAP Measures of Academic Progress	RTU Rooftop Unit
NCLB Act No Child Left Behind Act	RR Reading Recovery® ²
NFL National Forensic League	SAIP Student Achievement Incentive Plan
NIMS National Incident Management System	SAR School Accountability Report
NNAT Naglieri Nonverbal Ability Test	SAS Student Achievement Services or Student Achievement Specialist
OMS Orientation and Mobility Specialist	SASID State Assigned Student Identifier
O/T Occupational Therapy	SAT Scholastic Assessment Test
PBS Positive Behavior System	SEAC Special Education Advisory Committee
PCD Perceptual/Communicative Disability	SIED Significant Identifiable Emotional Disability
PERA Public Employees' Retirement Association	SIS Student Information System
PHLOTE Primary Home Language Other Than English	
PIN Parent Information Network	

¹ Registered Trademark of ACT, Inc.

² Registered Trademark of Reading Recovery Council of North America, Inc.

CHERRY CREEK SCHOOL DISTRICT ABBREVIATIONS AND ACRONYMS

SOAR

Safety, Ownership, Attitude, Respect

SRI

Scholastic Reading Inventory

SRO

School Resource Officers

SSMS

Student Success & Multicultural Services

STAR

Staff Training Assistance and Renewal

STEM-EC

Science, Technology, Engineering, and Math Education
Coalition

SWAP

School to Work Alliance Program

TA

Teacher Assistant (also referred to as Para-Educator)

TABOR

Taxpayer's Bill of Rights

TEACCH

Treatment & Education of Autistic & related
Communication-handicapped Children

USDA

United States Department of Agriculture

VCR

Video Cassette Recorder

VSP

Vision Service Providers

WAN

Wide Area Network

YAB

Youth Advisory Board

CHERRY CREEK SCHOOL DISTRICT

GLOSSARY OF TERMS

Abatements

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

Access Success

The Access Success endeavor is to strengthen and improve the Cherry Creek School District high schools in ways that will increase our graduates' opportunities to access a college education, and ensure academic success at the college or university level.

Accuplacer®

A computer based adaptive placement test that provides information about student academic skills in math, English, and reading. It is used by many colleges and universities to place students in freshman classes.

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.

Ad Valorem Taxes

Taxes levied on the assessed valuation of real and personal property located within the boundaries of the District, which is the final authority in determining the amount to be raised for education purposes.

Agency Fund

A fund used to account for assets held by a district or other governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds.

AIM

AIM is a core academic program that provides challenge for high achieving and motivated students.

AIMSweb®³

A scientifically based, formative assessment system that "informs" the teaching and learning process by providing continuous student performance data and reporting on improvement to parents, teachers, and administrators. It enables evidence-based evaluation and data-driven instruction and is used to screen students against established benchmarks and monitor student progress.

Amendment 1 (TABOR Amendment)

An amendment to the Colorado Constitution approved by voters in November 1992, which limits governmental mill levies, revenue, and expenditures. Also referred to as the TABOR Amendment, which is the acronym for Taxpayers Bill of Rights.

Amendment 23

An amendment to the Colorado Constitution approved by voters in November 2000, which provides for state funding increases each year of at least the rate of inflation plus one percent for fiscal years 2001-02 through 2010-11 and annually by at least the rate of inflation for fiscal years thereafter. Other financial provisions relating to school district funding are also included.

Appropriation

A budgeted amount of money, which is approved by the Board of Education via a resolution, to spend for designated purposes.

Assessed Valuation

The current assessed valuation is based on 7.96 percent of the market value of residential property and 29 percent of market value of commercial property as determined by the Arapahoe County Assessor. Property taxes are paid on the basis of a property's assessed valuation, which is based on a percentage of the property's market value.

Asset Building

Forty developmental assets developed by the Search Institute that help students make choices in life and build school/community partnerships. This is a philosophy rather than a curriculum.

Attendance Rate

The average daily student attendance expressed as a percentage.

AVID

A 6th grade through high school elective program which prepares students in the academic middle with potential for success in rigorous secondary curriculum for four-year college eligibility. It is based on writing as a tool of learning, inquiry method and collaborative grouping. Three main components are academic instruction, tutorial support and motivational activities.

Average Cost Per Student

Total site level budget for regular educational services, divided by the projected full-time equivalent (FTE) student enrollment. Average cost per student will fluctuate due to various factors: length of service and additional education for professional staff members, differences in utility costs, and basic staffing requirements.

Balanced Budget

A budget with total expenditures not exceeding total revenue and monies available in the fund balance within an individual fund.

³ Registered Trademark of Harcourt Assessment, Inc.

CHERRY CREEK SCHOOL DISTRICT

GLOSSARY OF TERMS

Behavior Code

The Board, in accordance with state law, shall adopt and approve a written code of conduct for students based on the principle that every student is expected to show respect for and to obey persons in authority. The code shall also emphasize that certain behavior, especially behavior that disrupts the classroom and learning environment, is unacceptable and may result in disciplinary action. The code shall be enforced uniformly, fairly and consistently for all students.

Benchmarks

Describe what the student should know and be able to do at various levels (i.e., first and third grades), as determined by the State, in order to attain the performance standards at grades 5, 8, and 12. Cherry Creek School District describes four levels of performance: Advanced, Proficient, Basic, and PreBasic.

Bond Issue

In general, bond issues are voted to pay the cost of school construction. The items, which these funds can be used for, are stated on the ballot when the issue is presented to the people. Money can be spent only for these authorized purposes. Proceeds from bond issues cannot be used to pay the daily operating expenses of a school district.

Bonds

A certificate of debt issued by the school district guaranteeing payment of the original investment plus interest by a specified future date. This is associated with costs for capital facilities.

Budget

An annual financial plan which identifies allocated dollar amounts that will be spent and revenue that will be generated over a given period of time. The Cherry Creek School District budget specifies the type and level of services by activity, and object for each fund, school and department.

Budget Override Election

C.R.S. 22-54-108 allows for the authorization of additional local revenue. A district may submit for voter approval, a request to raise and expend additional local property tax revenue, subject to the limitations specified within the law. The request shall be submitted at an election held in accordance with section 20 of Article X of the state constitution and Title 1, C.R.S.

Bully-Proofing

The Bully-Proofing Your School Program is a comprehensive bully prevention program, which focuses on converting the silent majority of students into a caring majority by teaching them strategies to avoid victimization and take a stand for a bully-free school. As part of the Cherry Creek School District's safety plan, implementation of the Bully-Proofing Program is required in all elementary and middle schools in the District. The program includes six basic components: staff training, student instruction, support of the victims, interventions with the bullies, systems interventions, and the development of a positive, caring climate within the school.

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.

CARE

A program launched in the 2004-05 school year with a cadre of 20 teachers from schools in the District's culturally diverse North area. These teachers implement "best practices" for working with students from different cultural backgrounds and evaluate the impact those practices have on student achievement.

Care Line

720-554-CARE is a confidential, anonymous telephone number for students to call when they feel threatened at school, see or hear of dangerous behavior, or know of an unsafe situation. The acronym stands for Concern, Assistance, Responsibility, and Empowerment.

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

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.

Cherry Creek Educational Program

A year-round educational program at the Marvin W. Foote Youth Services Center designed to provide an individualized, relevant, positive, and stimulating educational experience for pre-adjudicated youth who are awaiting disposition on their charges.

CHERRY CREEK SCHOOL DISTRICT

GLOSSARY OF TERMS

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 Cherry Creek School District, this program is designed for infants, toddlers, and preschoolers from birth to kindergarten age.

Colorado English Language Assessment (CELA)

The Colorado Department of Education has recently identified content standards in English proficiency for English language learners. Federal and state legislation have mandated a new English proficiency test, the CELA, to assess these standards. All kindergarten through twelfth grade students who have been identified as having a language background other than English in the state of Colorado will participate in a statewide assessment in the areas of English proficiency in reading, writing, speaking, listening and comprehension.

Colorado High School Activities Association

The Colorado High School Activities Association (CHSAA) is a voluntary association of 328 member schools, including 279 public, 49 private, and 6 charter schools. Of the private schools, approximately 30 are church-related. The Association is the governing body for interscholastic athletics and activities in Colorado. It is responsible for establishing eligibility standards and other regulations for the student participants in the state.

Colorado State Model Content Standards

Challenging academic standards developed by the Colorado General Assembly and the State Board of Education, which are the foundation for Colorado's educational system.

Colorado Revised Statutes

Colorado Revised Statutes (C.R.S.) are the official, currently revised, laws of the State of Colorado.

Colorado Student Assessment Program

The Colorado Student Assessment Program (CSAP) is a standards-based assessment designed to provide a picture of student performance to school districts, educators, parents, and the community. The primary purpose of the assessment program is to determine the level at which Colorado students meet the State Model Content Standards in the content areas that are assessed. The CSAP results are used by educators to improve curricula, instruction, and individual student learning.

Commodities

Foods donated by the United States Department of Agriculture for use in Child Nutrition Programs.

Common Assessments

Common assessments are measure-specific teaching targets that allow all children an equal chance to demonstrate their knowledge. They are administered across the District by course or by grade level.

Comprehensive School Safety Plan

All Cherry Creek Schools have functioning school safety teams that monitor the building plan for both psychological and physical safety. Major components of each school's plan are *assessment, prevention, intervention, and crisis response*. Research collected by the U.S. Department of Education and published in "A Guide to Safe Schools", has shown that effective prevention, intervention, and response efforts work to create a safe school environment. The District has implemented these concepts at each Cherry Creek School.

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.

Destination ImagiNation

An international extracurricular program offered to K-12 students that strives to teach creative problem solving strategies, teamwork, quick-decision making, and lifelong skills. The goal is to cultivate the creative problem solving process and make it an unconscious part of students' everyday lives. This program develops Team Challenges and Instant Challenges. Teams of up to 7 members may spend several months perfecting a solution to the Team Challenge and resolve the Instant Challenge within a 5-8 minute timeframe. Team solutions are presented in local, regional and state competitions.

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).

CHERRY CREEK SCHOOL DISTRICT

GLOSSARY OF TERMS

Developmental Pathways

Developmental Pathways is a Colorado non-profit agency created to serve persons with developmental disabilities and their families. It was established in 1964 as a community-based alternative to institutional care. Since that time, Pathways has developed a broad array of services based on the principle that full inclusion and participation in community life is attainable for every individual with a developmental disability. Developmental Pathways serves citizens of Arapahoe and Douglas Counties, and the portion of Adams County within the City of Aurora city limits.

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 Employees' Retirement 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.

Explore®⁴

The Explore® program is designed by ACT and linked to the ACT scale. Results provide a starting point for middle school students, parents, and counselors to begin conversations about high school course planning toward future college and career goals.

Fiscal Year

Fiscal Year is a 12-month accounting period, which, for Cherry Creek School District, begins July 1st and ends the following June 30th.

Fixed Assets

Land, buildings, machinery, furniture, and other equipment that the District intends to hold or continue to use over a multi-year period.

Focus/Magnet School

Schools operated by the school district with a special focus or educational program such as a Montessori school or a Math/Music/Science school.

⁴ Registered Trademark of ACT, Inc.

CHERRY CREEK SCHOOL DISTRICT

GLOSSARY OF TERMS

Full Time Equivalent

Full Time Equivalent (FTE) is used for both student and employee information. For student enrollment purposes, full time equivalent is based on the portion of a day that a student spends in an instructional setting. Half-day kindergarten students are considered .5 FTE. For staff position purposes, full time equivalent is based on the employee's work requirement in comparison to a whole day. A kindergarten teacher, for one session, teaching only half a day is considered a .5 FTE.

Fund

A fund is a fiscal and accounting entity, with a self-balancing set of accounts recording revenue, expenditures, financial resources, and all related liabilities and fund equities.

Fund Balance (Fund Equity)

Fund balance is the excess of assets (revenue) over liabilities (expenditures) of a fund.

Funded Pupil Count

A district's pupil count, for funding purposes, under the current School Finance Act, which provides for an October 1 enrollment count within a district's school year. The funded pupil count is expressed in full time equivalent (FTE) pupils. An FTE count is designed to reflect the amount of time a student spends in an instructional setting.

Gallagher Amendment

This 1982 state constitutional amendment requires that the residential property share of the total assessed value in the state be stabilized at approximately 45 percent of the total. This stabilization is done by decreasing the residential percentage used to determine residential assessed values. The current valuation ratios are 7.96 percent of the market value for residential properties and 29 percent of market for commercial properties.

Governmental Designated Purpose Grants

Grants received from federal, state, or local governments, or private sources to be used for a specific and designated purpose.

Governmental Funds

A generic classification adopted by the National Council on Governmental Accounting to refer to all funds other than proprietary and fiduciary funds. General fund, special revenue funds, capital projects funds, debt service funds and special assessment funds are all examples of governmental fund types.

Graduation Rate (High Schools Only)

Number of students, who completed locally defined requirements for graduation from high school, expressed as a percentage. The rate is a cumulative or longitudinal rate that calculates the number of students who actually graduate as a percentage of those who were in membership and could have graduated over a four-year period.

Guaranteed and Viable Curriculum

Guaranteed and Viable Curriculum refers to the opportunity for all students to learn specific, identified content associated with each grade level or course (guaranteed), and the realistic ability for teachers to be able to provide instruction of that curriculum (viable) within the time structures of a school day or year. The standards associated with GVC are found at :

<http://www.ccsd.k12.co.us/gvc/index.html>.

Highly Qualified

An objective of Title II is to ensure that all teachers of core academic subjects are "highly qualified". This requires that all teachers have state certification, hold a bachelor's degree, and have demonstrated subject area competency. Core subjects include English, reading or language arts, mathematics, science, foreign languages, civics and government, economics, arts, history, and geography.

Hold Harmless District (Eliminated in 1995)

The Public School Finance Act of 1994 included a "hold harmless" provision. Under hold harmless, any district that would receive less revenue per pupil than was allocated the previous year, would receive the previous year's revenue per pupil for all students currently enrolled. New students, from increased enrollment, would be funded at the lower per pupil amount resulting from the formula in the School Finance Act. Cherry Creek School District was in a hold harmless status under the previous 1988 and the 1994 School Finance Act. This hold harmless provision was eliminated in 1995. The District is now eligible to receive an increase for inflation for all enrolled pupils. The District is no longer in a hold harmless status.

Incident Command System

A management tool used to manage and control critical incidents or special events, which allows First Responders and school personnel to work together in response to emergency situations. This system is a part of the National Incident Management System (NIMS), and is required by law (SB-181) to be integrated into the District's Emergency Response Crisis Management policy, plan, and operational procedures.

Instruction

Instruction includes the activities dealing with the teaching of pupils.

I-Team

Off-campus facilities that serve specially identified high school students not succeeding in the regular classroom. Services are provided in a small-group setting with teachers/counselors.

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.

CHERRY CREEK SCHOOL DISTRICT

GLOSSARY OF TERMS

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.

Kindergarten Enrichment Program

A program offered under Extended Child Services (ECS) that provides enrichment for kindergarten children. This program allows students to participate in hands-on, valuable experiences, reading, story time, art, music, field trips, cooking, and imaginative and creative play. Program hours are offered in addition to regular kindergarten school hours.

Lease/Purchase Agreement

Contractual agreements that are termed leases, but that in substance are purchase contracts.

Link Crew

Link Crew is a high school program that provides a structure in each high school where students make real connection with each other. Built on the belief that students can help their peers succeed, Link Crew trains upper classmen to be Link Leaders at their schools. As positive role models, these high school leaders are motivators, leaders and teachers who guide the freshmen to discover what it takes to be successful in high school and beyond. The year begins with a spirited and interactive new student orientation (Link Crew 9th grade students) at the start of the school year. The goal of the day is to welcome the new students to their new campus and encourage them to think about the path they will take in the years to come.

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.

Multiple Validations

Several different types of evidence used to assess an individual's knowledge, skills, and level of performance.

Naglieri Nonverbal Ability Test

The Naglieri Nonverbal Ability Test (NNAT), uses progressive matrices to measure students' overall ability without the use of language. Bright, attractive, and engaging to students, the NNAT uses items consisting of shapes and designs that are not unique to any cultural group. This assures that it is a fair, effective test for use with a wide variety of students, regardless of their educational experiences, cultural background, or language background. The NNAT is unbiased for students with hearing impairment or children with impaired color vision.

Naviance®⁵ College Planning Tool

A computer based program that is available to all high school students in the District to facilitate their college planning.

No Child Left Behind

In January 2002, President Bush signed the federal No Child Left Behind (NCLB) Act into law, which reauthorized the Elementary and Secondary Education Act. This new law revised the framework that Colorado will use to comply with the sweeping reforms. The NCLB Act contains four basic education reform principles:

- stronger accountability for results
- increased flexibility and local control
- expanded options for parents and
- emphasis on teaching methods that have been proven to work

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.

⁵ Registered Trademark of Naviance, Inc.

CHERRY CREEK SCHOOL DISTRICT

GLOSSARY OF TERMS

Pacing Documents

Pacing documents provide teachers with the progress of curriculum delivery at various points in the school year. These documents include information, which determines if the appropriate amount of curriculum has been covered by the end of each grading period. They are used in conjunction with the newly defined "Essential Benchmarks."

Path Program

Path is the upper elementary version of the AVID program designed for 4th and 5th grade students. It is embedded in the core curriculum and is intended to provide all students with access to a path of success. The program has been enhanced for 5th grade to include time management, listening, and organizational skills to achieve more in the classroom.

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, proficient, proficient high, advanced low, and advanced.

PLAN®⁶ Program

As a "pre-ACT" test, PLAN is a powerful predictor of success on the ACT Assessment®. The PLAN program helps 10th graders build a solid foundation for future academic and career success and provides information needed to address school districts' high-priority issues. It is a comprehensive guidance resource that helps students measure their current academic development, explore career/training options, and make plans for the remaining years of high school and post-graduation years.

Portfolios

A collection of student work used to set improvement goals, show student progress, and demonstrate achievement. Portfolios are sometimes used for reporting to parents and other educators.

PowerSchool

Fully integrated administrative student information system written by Apple Computer and accessible by students, parents and District personnel.

Property Tax

The general property tax is levied on land and buildings located within a school district. Every owner of private and business property in the district, including public utilities, pays this tax. Property owned by governmental, charitable, and religious institutions is exempt from taxation.

Public School Finance Act

C.R.S. 22-54-101, et seq., enacted in 1994 seeks to provide for a thorough and uniform system of public schools throughout the state. It requires that all school districts operate under the same finance formula. Equity considerations dictate that all districts are subject to the expenditure and maximum levy provisions of this act. Under the previous 1988 act, Colorado's 178 school districts were classified into eight categories with similar characteristics for funding purposes. The 1994 act, created under House Bill 94-1001, replaces the eight setting category groups with individually determined school district per pupil funding amounts. The 1995 legislature revised the 1994 act with the passage of House Bill 95-1327. This bill eliminated the hold harmless status of school district funding, provided for an increase for inflation, and provided for partial property tax equity for Cherry Creek School District.

Public Employees' Retirement Association

Public Employees' Retirement Association (PERA) provides retirement and other benefits to the employees of nearly 400 government agencies and public entities in the State of Colorado. Established by state law in 1931, PERA operates by authority of the Colorado General Assembly and is administered under Title 24, Article 51 of the Colorado Revised Statutes. It serves as a substitute for social security and uses actuarially established investment objectives with long-term goals and policies.

Pupil Activities Fund

This fund is provided to account for financial transactions related to school-sponsored pupil intra- and inter-scholastic athletic and activity related events.

Pupil Enrollment

Pupil enrollment can be presented as the full actual count or on a full time equivalent (FTE) basis.

Purchased Services

Amounts paid for personal services rendered by personnel, who are not on the District's payroll, and other services, which the District may purchase.

⁶ Registered Trademark of ACT, Inc.

CHERRY CREEK SCHOOL DISTRICT

GLOSSARY OF TERMS

Reading Recovery®⁷

Reading Recovery is a highly effective short-term intervention of one-on-one tutoring for low-achieving first graders. The intervention is most effective when it is available to all students who need it and is used as a supplement to good classroom teaching. The program is made available through the Reading Recovery Council of North America.

Referendum C

Referendum C, also known as the Colorado Economic and Recovery Act, allowed a portion of the tax revenue collected by the state to be available in the State budget to boost the economy during a time of recession. In November 2005, the voters of Colorado approved the ballot proposal known as Referendum C. This change allows the state to retain and spend the money it collects beyond a newly established set limit, for education and healthcare purposes over the next five years.

Retained Earnings

Retained earnings is an equity account that reflects the accumulated earnings of an enterprise.

Revenue

Funds received, generally from taxes or from a state or federal funding program, which are not loans and which do not cause an increase in a liability account.

Rubrics

Scoring guides for evaluating student work and for providing common agreement on evaluating performance. A set of statements explaining the criteria for specific level of performance.

Salaries

Amounts paid to employees of the District who are considered to be in positions of a permanent nature or hired temporarily, including personnel substituting for those in permanent positions.

Scholastic Reading Inventory

SRI is a research-based, computer-adaptive reading assessment for Grades K-12 that measures and reports students' level of reading comprehension. Data results are used to monitor progress toward Annual Yearly Progress (AYP), place students, differentiate instruction, and forecast state test results.

School Budget

Total site level budget amount for regular educational services. The budget is based on a number of student costs as well as staffing ratios, projected needs, and contracted services. The budget includes costs of regular instruction, administration, mental health staff, teacher assistants, technicians, staff support, nurses, secretarial staff, and custodians. Most Student Achievement Services costs are not included in the site budget. Average costs per student will vary by school due to various factors: length of service and additional education for professional staff members, differences in utility costs, and basic staffing requirements (e.g., all schools have a building engineer, nurse, etc., regardless of student enrollment).

School of Choice

Colorado law allows students to enroll under open enrollment at a non-resident school, also known as School of Choice. These schools include Charter and Institute Charter schools, Home schools, Online schools, Magnet/Focus/Option/Contract schools, and Private schools.

School Improvement Plan

A comprehensive plan that contains measurable goals and annual action plans for the improvement of student achievement and the learning environment of the building. Each school reviews their data, identifies areas for improvement, and develops an action plan based on those goals. The school is responsible for monitoring implementation and success of the plan on a routine basis.

Self-Insurance

The underwriting of one's own insurance rather than purchasing coverage from a private provider, by identifying specific areas of risk and assessing actuarially sound charges.

Special Revenue Fund

A fund established to account for the proceeds of specific revenue sources, including revenue requiring separate accounting due to legal or regulatory provisions that restrict expenditures to specified purposes. The Capital Reserve, Designated Purpose Grants, Extended Child Services, Pupil Activities, and Cherry Creek School District Capital Finance Corporation are examples of special revenue funds.

Specific Ownership Tax

An annual tax imposed upon each taxable item of personal property, including motor vehicles.

SpringBoard

A curriculum-based program developed by the College Board for students in grades 6 to 12. Components align with state standards to ensure students have the essential knowledge and problem-solving skills in Language Arts and Mathematics. This program was piloted at Prairie Middle School in FY2006-07.

⁷ Registered Trademark of Reading Recovery Council of North America, Inc.

CHERRY CREEK SCHOOL DISTRICT

GLOSSARY OF TERMS

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.

TABOR Amendment – See Amendment 1

Target Gain

The change expected from year to year in a student's CSAP performance. Unsatisfactory and partially proficient students must improve by two or more performance levels to make their target gain. Proficient and advanced students must maintain or improve their performance level to make their target gain.

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. The calendar year tax bills, based on December 2008 tax assessments and billed in January 2009, are reflected as revenue to the District in fiscal year 2008-09.

Tax Authority

A government body, such as a city, county, or school board, with authority to levy property tax.

Tax

Amount levied by a government to finance services performed for the common benefit.

Title I

Title I is a federal program intended to accelerate students who are below grade level in reading and math by providing extra instruction beyond the regular classroom. It is funded with federal dollars from the original Improving America's Schools Act, now known as the "No Child Left Behind Act."

Title II, Part A

Title II, Part A is a federal program that requires all states to develop plans with annual measurable objectives that ensures all teachers of core academic subjects are highly qualified. They must have state certification (which may be alternative state certification), hold a bachelor's degree, and have demonstrated subject area competency.

Transfers

A transfer does not represent a purchase; rather, it is used to show that funds have been handled without having goods and services rendered in return. This includes transactions for interchanging or transferring money from one fund to another fund.

Transportation

Services provided to transport pupils within the District and to maintain the District vehicles.



CherryCreekSchools

Dedicated to Excellence

Dedicated to Excellence

APPENDICES

February 1994

To prepare the District to more effectively perform its mission, a plan-of-action report entitled "Funding Our Vision of Excellence: Constructively Addressing the New Realities" was prepared as a result of extensive interaction and dialogues among all the Education Summit participants. This December 1993 document was intended to crystallize the ideas of the many community and staff members who participated in the Summit Focus Groups as well as in subsequent forums held in every school for additional feedback, and to shape these ideas into a compelling vision and bold action plan for the District. The following summary briefly describes the five major goals of the Summit and the ten action plans contained in the completed Education Summit report.

New Realities

- ✓ Shrinking Revenue per Student
- ✓ Increasingly Complex and Diverse Student Population
- ✓ Shifting Public Expectations of Clear Student Outcomes, Higher Student Achievement, and Greater School Accountability
- ✓ Rapid Advances in Knowledge and Technology
- ✓ Business Concerns About K-12 Education
- ✓ Intense International Competition
- ✓ Intolerance, Drug Abuse, Violence, Teen Sexuality, and the Learning Environment
- ✓ Changing Family Patterns
- ✓ Public Calls for Choice and Greater Efficiency
- ✓ Intrusive Federal and State Regulations

Five Major Goals Guiding "Funding Our Vision of Excellence"

- Goal 1** Define the District vision and priorities in light of new realities
- Goal 2** Establish what the educational program should be and how it should be organized
- Goal 3** Propose realignment of resources as needed to fit the first two goals
- Goal 4** Prepare specific recommendations for balancing revenue and expenditures
- Goal 5** Reinforce and extend the Cherry Creek spirit of excellence and innovation

Summary of Summit Action Plans

1. Set high standards and maintain high expectations
2. Restructure instructional delivery for higher performance
3. Reorganize the use of school time
4. Develop meaningful partnerships with the community and a stronger network of communication and collaboration both internally and externally
5. Foster site-based management within the framework of the District vision and goals
6. Provide the foundation for staff excellence and accountability
7. Work with all employee groups to design and implement a pay system based on performance and responsibility
8. Increase the use of technology to enhance student achievement
9. Demonstrate a commitment to continuous improvement
10. Focus funding on student achievement

Action Plan 10 — Focus Funding on Student Achievement

The Summit participants proposed a tiered system of funding. The Tier System is a clear statement of instructional priorities for Cherry Creek School District. Tiers I through VI broadly define what the District must provide in order to enable all students to achieve an excellent education.

Seven Factors of the Tier System

- | | |
|---------------------------|---------------------------------|
| ✓ District vision | ✓ College Entrance Requirements |
| ✓ District proficiencies | ✓ Preparation for the Workforce |
| ✓ Graduation Requirements | ✓ Student Needs |
| ✓ State Standards | |

These factors constitute the specifics, which must be considered when building any program or schedule.

In allocating school time and resources, each school site will apply the Tier System in a way that meets the needs of its student population and gives due consideration to the concerns of its community.

The Tier System does not mandate cuts nor discontinue programs. It does indicate which priorities should be given the most weight - those in the first three tiers, which constitute the essentials each student needs in order to be considered an educated person. Tiers IV through VI have importance as well. If substantial deficits are faced, the District may reduce more heavily in Tiers IV through VI, but it may also reduce in Tiers I through III.

Tier Structure Considerations

Several guidelines must be kept in mind when considering the tier structure.

- ❖ First, the tiers define key programs and functions — but the delivery system of these programs and functions may be changed as needed, irrespective of which tier the program or service falls within.
- ❖ Second, there are differences in how the tiers will be applied, depending on the level of instruction — i.e., elementary, middle, and high school.
- ❖ Third, all programs in every tier will be under continuous review for effectiveness and efficiency, and may be reorganized to maximize student achievement.
- ❖ Lastly, the Tier System does not “protect” any particular department or service. It is not the case that departments as a whole are placed in a particular tier. Rather, each course, service, or product that school funds are expended on must be considered on its own merits and placed in a tier according to the factors listed above.

These guidelines are a reflection of the District’s focus on proficiencies — a focus on what students know, as opposed to what they are taught.

In February 1994 the Board of Education approved the Education Summit Report as a conceptual plan for the District, and directed administration to organize an implementation committee with broad-based participation to place the recommendations into action. A Summit Implementation Steering Committee and two subcommittees were formed. The Performance Improvement Subcommittee focused on matters in the Summit Report pertaining to student achievement, calendar, graduation and advancement requirements, communication and coordination, staff performance and compensation, and technology. The Finance Committee concentrated on Action 10 of the Summit Report, with special attention given to the Tier System and whether a budget election should be called for November 1994. Individual Task Groups were organized in each subcommittee to address specific items and make recommendations to be included in the combined Summit Implementation Steering Committee Report. The Steering Committee coordinated and refined the proposed actions from the two subcommittees and various task groups into a comprehensive set of forty recommendations, which are presented in the complete Summit Implementation Steering Committee Report.

The complete *Report of the Summit Implementation Steering Committee—June 1994* includes General Recommendations; Performance Improvement Recommendations, and Finance Recommendations; as well as individual reports and recommendations from each of the specific Task Force Groups.

General Summit Implementation Update

The Cherry Creek School District should pursue a two-part strategy to implement the Summit recommendations. The first part should be a Districtwide effort to join the various Summit recommendations into an organizational change process more potent than the recommendations taken separately. The second part of the strategy should be the encouragement of "break the mold" site innovations that improve student achievement and serve as models of the Summit recommendations in action.

- ❖ A budget election should be called for November 1994 that will allow the District to address the projected shortfall for 1995-96. The focus of the budget election should be improvement of student achievement, not simply maintenance of current operations. A portion of the proceeds generated from the election should be dedicated for the purchase of technology and software systems that enhance student achievement and for implementation of Summit recommendations that will improve student performance.

Update: A budget election was held in November 1994, but the proposed tax increase was not approved. However, additional financing has been received beginning in 1995-96 and each year thereafter as a result of legislative action. This legislation removed the "hold harmless" status, provided for cost increases for inflation and provided for an increase in property tax equity. Budget elections in November 1998 for \$10.5 million and in November 2003 for \$14 million were approved, which provide additional funding for the District.

- ❖ In conjunction with the budget election process the District should continue to take action to reduce recurring costs so that expenditures are in line with revenue and reliance on reserve funds is minimized.

Update: A broad-based District and community effort to build the budget and "Fund the Vision" for 1995-96 was accomplished, which resulted in expenditures being brought into balance with revenue. Each fiscal year since 1995-96, the budget has been developed with increased expenditures for educational programs funded by ongoing revenue sources, as well as a portion of District reserves, if necessary.

**CHERRY CREEK SCHOOL DISTRICT
SUMMIT IMPLEMENTATION STEERING COMMITTEE REPORT**

APPENDIX A

- ❖ The linkage between school finance and student achievement must receive constant emphasis within the District, demonstrated by a willingness to reallocate resources to realize the greatest impact on student growth and achievement.

Update: Resources were reallocated using a Tier-System-based review to focus and prioritize financial resources on student achievement. Since 1997-98 additional staffing resources have also been included in the budget to support higher student achievement. This involved changing the student to teacher staffing ratio from 18.5 to 1 to 18.0 to 1.

A focus on results in terms of student academic achievement should be the dominant concern of the District, and supersede other concerns and interests. This commitment should be supported by full implementation of the Tier System in budget development.

Update: The 1995-96 through 2008-09 budgets were developed with community and staff involvement using Tier-System-based budget development parameters and guidelines. In 1996-97 the District formed the Excellence Task Force that recommended a number of academic-achievement-directed changes. These recommendations were used to help develop the 1997-98 through 2008-09 budgets.

- ❖ To support systemic change, District policies and procedures should be reviewed and revised as needed to ensure they support student achievement and efficient operation of the District.

Update: District policies and procedures are being selectively reviewed and revised on an ongoing basis.

- ❖ To support “break the mold” innovations, the District should consider sponsoring magnet or “charter type” schools within the District, and, if feasible, plan for implementation in 1995-96.

Update: A charter school, Cherry Creek Academy, was opened in September 1995. The Cherry Creek Academy emphasizes a core knowledge curriculum. The Challenge School is a magnet school designed to meet the needs of academically advanced and motivated students from kindergarten through eighth grade. Walnut Hills Elementary School, a magnet school since the fall of 2003, pursues a rigorous and challenging core curriculum coupled with the arts. Dry Creek Elementary is a Collegiate Preparatory Focus School and emphasizes scholarship and mentorship for college preparation.

The preceding information represents a summary of the Education Summit reports and recommendations. For further information, please refer to the complete reports, which are available upon request. These reports are “Funding Our Vision of Excellence: Constructively Addressing the New Realities” – December 1993; “Summit Implementation Steering Committee Report” – June 1994; “A Synopsis of The Education Summit” – August 1994.

**CHERRY CREEK SCHOOL DISTRICT
TIER SYSTEM**

APPENDIX B

Priorities in Funding		
Tier I	Required Programs	Programs mandated by law or policy and not subject to District or school discretion: (a) Capital Reserve transfer (b) Insurance Reserve (c) Special Education Programs
Tier II	Literacy Core Programs	Student achievement of core proficiencies: (a) Language Arts (b) Mathematics (c) Science (d) Social Studies
Tier III	Enhanced Core Programs	Student attainment of the core enhancement proficiencies: (a) Arts (b) Foreign Languages (c) Health (d) Instructional Technology (e) Library/Media Services (f) Life Management Skills (g) Physical Education (h) Vocational Education
Tier IV	Support Services	Assistance for student's focus on learning: (a) Mental Health Services (Guidance, Counseling) (b) Nursing Services (c) Deans (d) Security (e) Transportation (f) District Services (includes fixed costs) – Educational Support Services – Building Services – Central Leadership Services – Human Resources – Instructional Services
Tier V	Electives	Proficiencies excluding Tiers I - III programs Examples: (a) Business (b) Drivers Education (c) Crafts
Tier VI	Supplemental Programs	Co-curricular and extracurricular activities and athletic programs excluding Tiers I - III programs (a) Contributes to student self-esteem (b) Indirectly assists in student attainment of proficiencies offset in part with fees and community support
Tier VII	Optional Programs and Activities	Programs and activities with no relationship to proficiencies Examples: (a) Trips scheduled on non-pupil contact days, weekends, or vacation periods (b) Programs not supported with taxpayer funds organized by school; self-funding; outside school time



CherryCreekSchools

Dedicated to Excellence

The *In Search of Excellence* Task Force was formed in 1996 to study other high performing school districts in the Washington, D.C. and Dallas, Texas areas, which were growing at a similar rate as Cherry Creek School District. The goal was to look at their successes and shortcomings and to identify those factors that have contributed to student achievement and success. The following recommendations from the task force are focused upon the District's mission, "To inspire every student to think, to learn, to achieve, to care." The District's motto of "Dedicated to Excellence" is the parent of its mission and the impetus behind both the *In Search of Excellence* Task Force study and the Education Summit. The Summit Report established a challenging vision and action plan for the District and the recommendations in this task force report are linked to the Summit Report both in spirit and content.

The following summarized recommendations stress high expectations, high standards, and a continuation of a proactive philosophy as keys to a bright future for the Cherry Creek School District. The complete recommendation document includes substantial additional information as to the implementation strategies and anticipated impacts of these recommendations.

In Search of Excellence Implementation Report – May 8, 2000

Significant progress on the task force recommendations continues to be realized since the initial implementation review of April 1998. More than forty strategies are being used to address the twelve recommendations. General progress of the strategies supporting each recommendation is described below each strategy in the report. The *In Search of Excellence* Task Force Recommendations Implementation Report can be obtained from the office of the Assistant Superintendent of Performance Improvement.

Student Achievement Recommendations

1. Keep the pursuit of excellence the number one priority, coupled with a Districtwide commitment to continuous improvement.
2. Hold high expectations for every student, and actively assist each one to reach high academic standards irrespective of gender, race, or economic status.
3. Emphasize the importance of participation in the academic core for all students whether they are planning on college or immediate entry into a career after high school.
4. Establish "proficient" as the target achievement level for all students in reading, writing, and mathematics.
5. Academically challenge and accelerate students to the greatest extent of their ability, interest, and motivation.
6. Maintain excellence in the "enhanced core" (the arts, health and physical education, foreign languages, vocational/technical education and school-to-career programs, life management skills, instructional technology, library/media services) and extracurricular program in a manner that supports and complements high academic achievement and well-rounded students.
7. Marshall resources needed to deliver academic excellence and fulfill the District mission.
8. Utilize leadership and governance structures that stress student achievement, accountability, collaboration, and stewardship.
9. Use site-based shared decision-making in tandem with a clear District focus to enhance student achievement and organizational efficiency.
10. Build connectedness, trust, and confidence within the organization and the community.
11. Strengthen Teacher and Administrator Recruitment and Development, while increasing the diversity of the staff.
12. Create and maintain an environment of physical and psychological safety, committed to the vision of a "safe, secure, and caring learning environment in each school for every child, every day".



CherryCreekSchools

Dedicated to Excellence

Vision for Instructional Technology

The Cherry Creek School District technology vision provides the students, staff, administrators, parents, and community members of the Cherry Creek learning community with a philosophy to guide and advance instructional practices. Strong leadership and a commitment of resources are integral to the success of this vision.

Effective use of technology integration for all members of the Cherry Creek learning community calls for the following actions:

- ❖ Utilizing technology as an integrated tool to meet high standards of academic achievement
- ❖ Engaging students and teachers in critical thinking, communication, and collaboration
- ❖ Creating a technology-rich environment that is collaborative and supports creativity, innovation, and risk taking to enhance teaching, learning, and student achievement
- ❖ Providing access to the most current technology resources
- ❖ Possessing the knowledge and ability to choose and apply appropriate technologies
- ❖ Sharing the responsibility for the safe and ethical use of technology

District Technology Planning Process

ET/IL Plan

Currently, the District has in place an Educational Technology/Information Literacy (ET/IL) plan as required by the Colorado Department of Education that ensures CIPA compliance and eligibility for E-Rate funding, Title IId grants, and Colorado Accreditation.

Goals of ET/IL:

- ❖ Enhance student achievement, learning, and success by providing seamless integration of Educational Technology Standards and Information Literacy Standards with the curriculum
- ❖ Provide instructional improvement specialists appropriate resources to support classroom teachers in developing strong information literacy and educational technology programs
- ❖ Forge new relationships between District leadership, building administration, instructional technology specialists, teacher librarians, and curriculum coordinators to allow for increased communication, cooperation, efficiency and accountability in their approach to the integration of information literacy and educational technology

Comprehensive Technology Plan

The ET/IL plan is a first step toward a more comprehensive District technology planning process. Currently, Cherry Creek is developing a long range technology plan, to serve as a guidepost for our work and will be updated on an annual basis.

The components of this plan will focus specifically on:

- ❖ **Student Access**, including technology integration, online access, library and media resources, 21st century literacy skills, guaranteed and viable curriculum, special education, gifted education, and assessment strategies
- ❖ **Data Systems**, including Business and Student Information Systems
- ❖ **Core Technologies for Instruction** that teachers depend on daily, including student information systems, substitute systems, email and collaboration tools, telephone communication tools, etc.

The standard format for each component of the plan will include rationale, current state, desired state, action plan, professional development, evaluation, budget, and regulations/requirements for local, state, and federal agencies.

The District Technology Coordinating Council, assembled to review and update the plan on an annual basis, will include representatives from instructional technology, online learning, information systems, central administration, building administration, the board of education, library and media services, information literacy, instruction, communications, assessment, special education, gifted education, and English Language Acquisition (ELA).



CherryCreekSchools

Dedicated to Excellence

**CHERRY CREEK SCHOOL DISTRICT
COLORADO STUDENT ASSESSMENT PROGRAM**

APPENDIX E

Reading Performance Level %						
	Spring 2006		Spring 2007		Spring 2008	
	Cherry Creek	State	Cherry Creek	State	Cherry Creek	State
Grade 3						
Unsatisfactory	7	11	6	10	9	11
Partially Proficient	15	18	15	19	15	18
Proficient	70	65	69	64	68	64
Advanced	7	6	9	7	8	6
Grade 4						
Unsatisfactory	7	10	9	13	7	10
Partially Proficient	17	22	18	22	18	24
Proficient	67	62	64	58	68	62
Advanced	8	5	8	6	6	4
Grade 5						
Unsatisfactory	8	12	8	13	7	11
Partially Proficient	12	18	15	18	14	18
Proficient	67	60	63	59	65	61
Advanced	13	9	13	9	13	9
Grade 6						
Unsatisfactory	6	10	7	10	6	9
Partially Proficient	15	20	14	19	15	19
Proficient	63	59	64	59	61	59
Advanced	15	10	15	12	17	12
Grade 7						
Unsatisfactory	8	13	9	13	8	12
Partially Proficient	17	22	18	21	19	22
Proficient	63	56	61	57	61	56
Advanced	11	8	12	9	12	9
Grade 8						
Unsatisfactory	7	11	9	12	8	11
Partially Proficient	15	21	19	24	18	21
Proficient	64	57	60	55	61	57
Advanced	12	9	11	8	13	10
Grade 9						
Unsatisfactory	6	10	4	8	6	9
Partially Proficient	17	22	17	24	18	23
Proficient	66	61	69	62	65	60
Advanced	9	5	7	4	9	6
Grade 10						
Unsatisfactory	6	9	6	8	7	10
Partially Proficient	17	20	17	19	16	21
Proficient	57	56	61	60	59	55
Advanced	17	12	13	9	16	11

NOTE: Percentages may not add up to 100 due to rounding.

**CHERRY CREEK SCHOOL DISTRICT
COLORADO STUDENT ASSESSMENT PROGRAM**

APPENDIX E

Writing Performance Level %						
	Spring 2006		Spring 2007		Spring 2008	
	Cherry Creek	State	Cherry Creek	State	Cherry Creek	State
Grade 3						
Unsatisfactory	3	7	4	6	5	7
Partially Proficient	33	41	33	40	37	43
Proficient	47	41	51	46	43	40
Advanced	16	11	12	9	14	10
Grade 4						
Unsatisfactory	5	8	6	8	4	7
Partially Proficient	32	42	35	42	34	41
Proficient	49	42	47	41	46	43
Advanced	14	8	12	8	15	9
Grade 5						
Unsatisfactory	2	6	3	5	3	6
Partially Proficient	25	34	28	37	28	35
Proficient	53	47	53	47	53	47
Advanced	18	13	16	10	16	12
Grade 6						
Unsatisfactory	3	5	3	5	3	5
Partially Proficient	29	35	27	35	27	35
Proficient	51	48	54	49	54	49
Advanced	15	11	15	11	15	11
Grade 7						
Unsatisfactory	3	5	2	3	3	5
Partially Proficient	30	38	29	36	27	37
Proficient	48	45	46	46	52	46
Advanced	17	11	22	15	17	12
Grade 8						
Unsatisfactory	4	5	3	4	3	5
Partially Proficient	32	42	35	44	33	41
Proficient	50	42	47	42	46	42
Advanced	14	9	15	9	17	11
Grade 9						
Unsatisfactory	3	5	2	5	3	5
Partially Proficient	33	41	34	44	37	43
Proficient	47	44	48	42	47	42
Advanced	15	8	13	7	11	7
Grade 10						
Unsatisfactory	4	7	5	7	6	10
Partially Proficient	32	39	34	39	35	40
Proficient	45	43	43	43	44	39
Advanced	15	8	15	8	12	8

NOTE: Percentages may not add up to 100 due to rounding.

**CHERRY CREEK SCHOOL DISTRICT
COLORADO STUDENT ASSESSMENT PROGRAM**

APPENDIX E

Math Performance Level %						
	Spring 2006		Spring 2007		Spring 2008	
	Cherry Creek	State	Cherry Creek	State	Cherry Creek	State
Grade 3						
Unsatisfactory	4	7	4	7	6	8
Partially Proficient	16	22	19	24	17	22
Proficient	40	42	40	43	36	40
Advanced	40	29	36	25	41	30
Grade 4						
Unsatisfactory	6	8	5	9	6	9
Partially Proficient	16	23	16	21	17	23
Proficient	39	43	38	43	38	42
Advanced	39	26	40	27	39	26
Grade 5						
Unsatisfactory	6	9	8	11	5	8
Partially Proficient	17	25	17	24	19	26
Proficient	35	38	33	35	36	37
Advanced	42	27	42	30	40	28
Grade 6						
Unsatisfactory	10	15	8	13	9	13
Partially Proficient	23	27	19	26	20	26
Proficient	36	35	36	35	36	37
Advanced	30	21	36	25	34	24
Grade 7						
Unsatisfactory	14	21	11	14	14	18
Partially Proficient	30	34	28	35	29	35
Proficient	30	27	32	30	31	28
Advanced	24	17	29	21	25	18
Grade 8						
Unsatisfactory	17	25	18	22	17	23
Partially Proficient	27	29	28	31	27	30
Proficient	31	27	32	29	29	27
Advanced	24	18	22	17	27	20
Grade 9						
Unsatisfactory	22	30	24	33	23	30
Partially Proficient	28	30	27	30	29	30
Proficient	28	25	29	24	26	24
Advanced	20	13	17	11	20	12
Grade 10						
Unsatisfactory	24	31	26	33	25	32
Partially Proficient	34	36	31	34	33	35
Proficient	30	26	31	25	30	25
Advanced	9	5	9	5	10	5

NOTE: Percentages may not add up to 100 due to rounding.

**CHERRY CREEK SCHOOL DISTRICT
COLORADO STUDENT ASSESSMENT PROGRAM**

APPENDIX E

Science Performance Level						
	Spring 2006		Spring 2007		Spring 2008	
	Cherry Creek	State	Cherry Creek	State	Cherry Creek	State
Grade 5						
Unsatisfactory	13	21	14	19	11	15
Partially Proficient	40	41	35	39	37	41
Proficient	31	26	32	28	37	33
Advanced	15	11	18	13	14	11
Grade 8						
Unsatisfactory	14	20	15	20	19	25
Partially Proficient	24	28	27	27	26	28
Proficient	52	44	49	44	44	39
Advanced	8	7	9	8	9	7
Grade 10						
Unsatisfactory	19	26	18	25	19	27
Partially Proficient	21	24	21	24	21	23
Proficient	51	43	51	44	49	41
Advanced	6	4	7	4	9	6

NOTE: Percentages may not add up to 100 due to rounding.

CHERRY CREEK SCHOOL DISTRICT SCHOOL WELLNESS

APPENDIX F Policy: ADF

Pursuant to federal law, the following representatives, hereafter referred to as the School Wellness Committee, have jointly developed this School Wellness Policy and accompanying Regulation: The Assistance Superintendent of Educational Support Services, the Executive Director of Facility Support, the Director of Food and Nutrition Services, the Director of Athletics and Activities, the Health Services Coordinator, the Health Education Coordinator, the Physical Education Coordinator, a Pediatrician, a Student Nutrition Supervisor, a Principal, a Student, and a Parent.

The Board promotes healthy schools by supporting student wellness, good nutrition, and regular physical activity as part of the total learning environment. Schools contribute to the basic health status of students by facilitating learning through the promotion and support of good nutrition and regular physical activity. Children who eat well-balanced meals and engage in regular physical activity are more likely to excel in the classroom.

The Board establishes the School Wellness Committee as an advisory committee to monitor the implementation of this Policy and accompanying Regulation, evaluate and report annually on the District's progress on this Policy's goals, serve as a resource to schools, and recommend revisions to this Policy and accompanying Regulation as the committee deems necessary and/or appropriate.

To further the Board's beliefs stated above, the Board adopts the following goals:

- Goal #1: The District will provide a learning environment conducive to developing and practicing lifelong wellness behaviors.
- Goal #2: The District will promote and support proper dietary habits contributing to every student's health status and academic performance.
- Goal #3: The District will provide opportunities for every student to engage in regular physical activity.

Adopted: May 8, 2006

LEGAL REFS.: Section 204 of P.L. 108-265 (Child Nutrition and WIC Reauthorization Act of 2004)
C.R.S. 22-32-124 (nutritious choices in vending machines)
C.R.S. 22-32-136 (policies to improve children's nutrition and wellness)

CROSS REFS: EF, Foodservice
EFC and EFC-R, Foodservice-Free and Reduced-Price Food
IHAM and IHAM-R, Health Education
IHAMA, Teaching About Drugs, Alcohol, and Tobacco

CHERRY CREEK SCHOOL DISTRICT BOARD POWERS AND RESPONSIBILITIES

APPENDIX F Policy: BBA

Powers and mandatory duties of the Board are defined in state statutes.

This Board considers that its most important functions fall into the following categories:

1. Legislative or policymaking. The Board is responsible for the development of policy and for the employment of a superintendent who will carry out its policy through the development and implementation of regulations.
2. Educational planning and appraisal. The Board is responsible for acquiring reliable information from responsible sources, which will enable it to make the best possible decisions about the scope and nature of the educational program. The Board is responsible for requiring appraisal of the results of the educational program.
3. Staffing and appraisal. The Board is responsible for employing the staff necessary for carrying out the instructional program and establishing salaries and salary schedules and other terms and conditions of employment, as well as for personnel policies district-wide in application. The Board is responsible for appraising the effectiveness of its staff by providing for regular evaluation.
4. Financial resources. The Board is responsible for adopting a budget that will provide the financial basis for buildings, staff, materials and equipment which will enable the District to carry out the educational program. The Board is responsible for exercising control over the finances of the District to insure proper use of, and accounting for, all District funds.
5. School facilities. The Board is responsible for determining school housing needs, for communicating these needs to the community, for purchasing sites, and for approving building plans that will support and enhance the educational program.
6. Communication with the public. The Board is responsible for providing adequate and direct means for keeping the local citizenry informed about the schools and for keeping itself informed about the wishes of the public.
7. Judicial. The Board is responsible for acting as a court of appeal for school staff members, students and the public when issues involve Board policies and their fair implementation.

The Board may exercise the above powers and duties only when convened in a legally constituted meeting.

The authority of the Board shall be determined according to law in the absence of written policy governing specific aspects of the operation of the District.

Because all powers of the Board lie in its action as a group, individual Board members exercise authority over District affairs only as votes are taken at a legal meeting of the Board.

In other instances, an individual Board member has power only when the Board has lawfully delegated authority to him.

LEGAL REFS.: C.R.S. 22-9-101 et seq.
C.R.S. 22-32-109
C.R.S. 22-32-110

CROSS REF.: BG, School Board Policy Process, and subcodes

Current practice codified 1991
Adopted: date of manual adoption

CHERRY CREEK SCHOOL DISTRICT ANNUAL BUDGET

APPENDIX F Policy: DB

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 translates into financial terms the educational programs and priorities of the District.

Public school budgeting is regulated and controlled by statutes and by requirements of the state commissioner of education who has the authority to prescribe the form of district budgets.

The Board assigns to the superintendent overall responsibility for budget preparation, budget presentation, and budget administration, but he shall have the authority to delegate portions of this responsibility.

Insofar as possible, the budget adopted by the Board shall be sufficient to implement all programs and policies that have had Board approval.

Each year the superintendent shall cause to be prepared a budget preparation calendar, which shall insure 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.

At a time announced by the superintendent, each principal, in cooperation with the faculty of the building, and each central office department shall submit an annual planning budget for the school or department which shall include program objectives, need justification, cost projections and evaluation criteria. The building or central office departmental planning budget shall be the basis for allocation of funds within that building or central office department.

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.

Revised to conform with practice: date of manual adoption

LEGAL REFS.: C.R.S. 22-44-101 through 22-44-117
C.R.S. 29-1-103 (3) (budget to reflect lease-purchase payment obligations)

CROSS REFS.: DB sub codes (all relate to the budget)

CHERRY CREEK SCHOOL DISTRICT BUDGET ADOPTION

APPENDIX F Policy: DBG

Within 10 days of submission of proposed budget to the Board, a notice shall be published in a newspaper having general circulation within the school district that:

1. The proposed budget is available for inspection by the public at the central administrative office during business hours.
2. The Board will consider the adoption of the proposed budget at a hearing to be held at the date, time and place specified in the notice.
3. Any interested taxpayer may inspect the proposed budget and file or register any objections thereto at any time prior to final adoption of the budget by the Board.

At the budget hearing specified in the notice, the Board will present and explain the proposed budget, inviting questions and discussion from the audience. If the budget is to be adopted at a future meeting, the date and place of such meeting shall be entered in the minutes of the hearing.

Following consideration of the budget proposal presented by the administration, the Board shall approve a proposed budget and so notify the public.

The Board shall officially adopt the budget and an accompanying appropriations resolution prior to the end of the fiscal year.

After adoption of the budget, the Board shall not change it except as authorized under supplemental budget provisions.

The adopted budget and appropriation resolution shall be placed on file in the administration building and a certified copy filed with the Colorado Department of Education not later than October 15 of the fiscal year for which the budget was adopted.

Copies of the budget shall be sent to each member of the administrative council, to the president of the Cherry Creek Association of Educational Office Professionals, Cherry Creek Education Association, Cherry Creek Federation of Teachers, and to the president of each high school government.

Revised: November 9, 1993

Adopted: December 13, 1993

LEGAL REFS.: C.R.S. 22-44-103
C.R.S. 22-44-107
C.R.S. 22-44-108
C.R.S. 22-44-109

C.R.S. 22-44-110
C.R.S. 22-44-111
C.R.S. 22-44-115

The superintendent shall be authorized to expend funds in any amount authorized in the approved budget except as defined below.

At the time of approval of each annual budget, the Board of Education may require further specific prior Board approval of any commitment for such budget categories as are not detailed in the approved budget because definitive planning has not yet been completed. In an emergency, the president or vice president of the Board may authorize exceptions to this policy provided such occasions are promptly reported to all other members by telephone or in writing.

The superintendent shall be authorized to expend up to the adopted limit and to make transfers among subcategories up to the limit of that major category in conformity with state law.

All policies having budgetary implications shall be reviewed automatically in the instance of community rejection in a mill levy election.

When a contingency occurs, the Board of Education may transfer any unencumbered moneys in a manner as prescribed by statute.

Revised to conform with practice: date of manual adoption

LEGAL REFS: C.R.S. 22-32-107
C.R.S. 22-44-102 (3)
C.R.S. 22-44-106 (1)
C.R.S. 22-44-112
C.R.S. 22-44-113
C.R.S. 22-45-103 (1)(a)(II,III)
C.R.S. 22-53-108 (2)(c), (3)(c)

**CHERRY CREEK SCHOOL DISTRICT
TAXING AND BORROWING**

**APPENDIX F
Policy: DC**

When it becomes evident early in the fiscal year before substantial tax moneys have been received that the cash balances will not meet anticipated obligations, the Board of Education shall negotiate, under the provisions of Colorado statutes, for a loan in such amounts as may be required to meet such obligations.

The Board may authorize the president and the secretary to execute promissory notes on behalf of the school district from time to time as such borrowing of funds becomes necessary and may further authorize them to execute any and all other documents necessary or incidental to the borrowing of funds.

By law, these short-term loans are liquidated within six months of the close of the fiscal year from moneys received by the District for the general fund.

As an alternative, the Board may issue tax anticipation notes without an election if it determines that taxes due the District will not be received in time to pay projected budgeted expenses. Tax anticipation notes issued shall be both issued and made payable within the fiscal year for which such taxes are levied.

The state treasurer is authorized to issue tax anticipation notes for school districts pursuant to terms and conditions negotiated by the state treasurer and the District.

Tax anticipation notes issued by the District shall not exceed 50 percent of the taxes the District expects to receive in the current fiscal year.

Adopted September 5, 1967

Revised to conform with practice: date of manual adoption

LEGAL REFS: C.R.S. 22-40-107
C.R.S. 29-15-101 et seq. (Tax Anticipation Note Act)

CHERRY CREEK SCHOOL DISTRICT MILL LEVY ELECTIONS

APPENDIX F Policy: DEAA

Subject to applicable state law, 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 may seek authorization at an election to raise additional local property tax revenues. The requested amount shall not exceed 20% of the District's total program funding for the budget year in which the limitation was reached or \$200,000 whichever is greater.

Subject to applicable state law, the Board 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. An initiative petition shall be submitted at least 90 days prior to the election date in order to be valid.

The District shall conduct the election on the first Tuesday in November in odd-numbered years. The election shall be held in conjunction with the general election in even-numbered years. Insofar as possible, an effort shall be made to coordinate the mill levy election with elections to be conducted by city and county officials. The Board shall designate an election official who shall be responsible for conducting the election.

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 for each county in which the District has territory. 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.

Transportation Mill Levies

Subject to applicable law, 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 any contribution to otherwise inform voters about mill levy election issues must be specifically authorized and directed by the Board. The district may only dispense a factual summary which includes arguments both for and against the proposal without an expression of any conclusion or opinions in favor of or against any particular issue addressed by the summary.

**CHERRY CREEK SCHOOL DISTRICT
MILL LEVY ELECTIONS**

**APPENDIX F
Policy: DEAA**

Senior Citizen Tax Offset Program

The District shall employ qualified senior citizens who may apply their earnings to offset a portion of their school property taxes. By so doing, the District shall enhance student learning by using the skills of senior citizens and increase community involvement in Cherry Creek Schools.

Revised: August 11, 1997
Adopted: September 8, 1997

LEGAL REFS: C.F.S. 1-7.5-101 et seq. (mail ballot elections)
C.R.S. 1-45-117 (Fair Campaign Practices Act)
C.R.S. 22-31-101 et seq.
C.R.S. 22-40-102 (1.7)
C.R.S. 1-1-101 through 1-13-108 et. Seq. (Uniform Election Code of 1992) Article X, Section 20,
Colorado Constitution
C.R.S. 22-54-108
C.R.S. 22-53-101

Cross Ref.: DBG Budget Adoption

**CHERRY CREEK SCHOOL DISTRICT
USE OF SURPLUS FUNDS
(Investments)**

**APPENDIX F
Policy: DFAA**

Purpose

It is the policy of the District to invest public funds in a manner which will provide the highest investment return consistent with preservation of capital while meeting the daily cash flow demands of the District and conforming to Colorado statutes governing the investment of public funds.

Scope

The policy shall apply to the investment of all financial assets and all funds of the District over which it exercises financial control. These funds are accounted for in the District's annual financial report and include:

General Fund

1. Capital Reserve Fund
2. Insurance Reserve Fund
3. Designated Purpose Grants Fund
4. Student Activities Fund
5. Bond Redemption Fund
6. Building Fund
7. Food Services Fund
8. Gift and Trust Fund
9. Any new fund created by the District, unless specifically exempted

Objectives

Funds shall be invested in accordance with state law and in a manner designed to accomplish the following objectives, which are stated in order of priority:

1. Safety. Safety of principal is the foremost objective of the investment program. Investment of the district shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, diversification is required to reduce overall portfolio risk while attaining market rates of return.
2. Liquidity. The District's investment portfolio will remain sufficiently liquid to enable the District to meet all operating requirements, which might be reasonably anticipated. The particular operating needs of each District fund shall be considered in determining investment maturities.
3. Return on investment. The District's investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the District's investment risk constraints and the cash flow characteristics of the portfolio.

Ethnics and Conflicts of Interest

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Employees shall disclose to the Chief Financial Officer any material financial interests in financial institutions that conduct business with the District, and they shall further disclose any large personal/ investment positions that could be related to the performance of the District's portfolio. Employees shall subordinate their personal investment transactions to those of the District, particularly with regard to the time of purchases and sales.

Authority

Management responsibility is assigned to the Chief Financial Officer, who shall establish written procedures for the operation of the investment program consistent with this investment policy. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Chief Financial Officer. The Chief Financial Officer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials. The buying, selling and trading of District investments is specifically limited to (1) employees designated by the Chief Financial Officer and (2) investment services firms authorized by contract and approved by the Board of Education.

Prudence

Investments shall be made with judgment and care - under circumstances then prevailing - which persons of prudence, discretion and intelligence exercises in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

**CHERRY CREEK SCHOOL DISTRICT
USE OF SURPLUS FUNDS
(Investments)**

**APPENDIX F
Policy: DFAA**

The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and the investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

Authorized Financial Dealers and Institutions

The division of Fiscal Services will maintain a list of financial institutions authorized to provide investment services. No District funds shall be deposited in any financial institution except as authorized by the Chief Financial Officer or designee.

Any broker/dealer providing investment services under this policy must:

1. Be a primary dealer or maintain an office within the Denver metropolitan area.
2. Maintain continuous compliance with all applicable federal and state standards and guidelines regarding capital adequacy and net capitalization.
3. Enter into a written investment trading services agreement with the District, which, at a minimum, includes procedures to be followed regarding delivery of securities to a custody bank and transfer of funds for payment.
4. Provide written certification of having read and understood the District's investment policies and procedures.

Any bank or saving and loan association providing investment services under this policy must be an eligible public depository as defined by the appropriate state agency, and must maintain an office within the Denver metropolitan area.

At least annually the Chief Financial Officer or designee will review the financial condition of its authorized financial institutions. A current audited financial statement is required to be on file for each financial institution and broker/dealer with which the district invests.

Authorized and Suitable Investments

The District will limit its investments to those allowed by state law (CRS 24-75-601, 24-75-701). Within the choice of investments allowed by state law, the District will only invest in the following:

1. Bonds or other interest-bearing obligations of the United States.
2. Bonds or other interest-bearing obligations, the payment of the principal and interest of which is unconditionally guaranteed by the United States, a federal farm credit bank, federal land bank, federal home loan bank, federal home loan mortgage corporation, federal national mortgage association, import-export bank, or the government national mortgage association.

A security in (2) must be rated at time of purchase in its highest rating category by one or more nationally recognized organizations which regularly rate such obligations.

**CHERRY CREEK SCHOOL DISTRICT
USE OF SURPLUS FUNDS
(Investments)**

**APPENDIX F
Policy: DFAA**

3. Municipal bonds issued by any state of the United States, the District of Columbia, any territorial possession of the United States, or any political subdivision, institution, department, agency, instrumentality, or authority of any such governmental agencies which:
 - A. Are general obligations of the issuer and are rated A or better by one or more nationally recognized rating agencies.
 - B. Are revenue obligations of the issuer and are rated AA or better by one or more nationally recognized rating agencies.
4. Bankers acceptances that are issued by a state or national bank which:
 - A. Has a combined capital and surplus of \$250,000,000.
 - B. Is insured by the FDIC.
 - C. Has an A or better rating for its long-term debt or the long-term debt of its holding company.
5. Commercial paper that is rated in its highest rating category (P-1, Moody's; A-1, Standard and Poor).
6. Bonds, which are issued by the "world bank, the inter-American development bank, the Asian development bank or the African development bank" and at the time of purchase is rated in one of the two highest rating categories by one or more nationally recognized rating agencies.
7. Any security, which is issued by the District (e.g., building bonds).
8. Any interest in a local government investment pool organized pursuant to part 7 of CRS 24-75-701.
9. Repurchase agreements, provided that:
 - A. The District's security interest is in governmental obligations (see #1, 2 above).
 - B. The agreement is collateralized as required by law, and the collateral is delivered to and held in a third part safekeeping account.
 - C. A master repurchase agreement with the financial institution has been executed.
10. Time deposit accounts and certificates at banks and savings and loan associations, if all balances are insured by the FDIC/FSLIC.
11. Any money market fund that:
 - A. Is registered under the Federal Investment Act of 1940.
 - B. Has a constant share price.
 - C. Has no sales or load fee added to the purchase price or deducted from the redemption price.
 - D. Invests in securities with a maximum maturity of one year which are:
 - (1) Legal investments for Colorado local governments.
 - (2) Perfected reverse repurchase agreements, which mature within twenty days.
 - E. Has an average maturity of one hundred twenty days or less.

**CHERRY CREEK SCHOOL DISTRICT
USE OF SURPLUS FUNDS
(Investments)**

**APPENDIX F
Policy: DFAA**

Safekeeping and Custody

All security transactions, including collateral for repurchase agreements (other than an overnight repurchase agreement) shall be conducted on a delivery-versus-payment basis. Securities, including collateral for an overnight repurchase agreement, will be held by a third party custodian under a written agreement and evidenced by safekeeping receipts.

All securities purchases and sales shall be authorized or confirmed in writing with the issuer.

Diversification

It is the policy of the District to diversify investments and to ensure the safety and liquidity of the investments by observing the following sound investment practices:

1. At least 20% of the investment portfolio shall be invested in government securities (see above, #1, 2, and 3).
2. Not more than 20% of the portfolio will be invested in bankers acceptances at the time of purchase, and not more than 2% of the portfolio will be invested in the bankers acceptances of any one issuer.
3. Not more than 20% of the portfolio will be invested in commercial paper at the time of purchase, and not more than 2% of the portfolio may be invested in the commercial paper of any one issuer.
4. Not more than 20% of the portfolio will be invested in local government investments pools.
5. Investments in term repurchase agreements shall not exceed 20% of the investment portfolio at the time of purchase.
6. Not more than 20% of the portfolio will be invested in certificates of deposit at the time of purchase, and not more than 2% of the portfolio may be invested in the certificates of any one issuer.
7. Not more than 20% of the portfolio will be invested in money market funds at the time for purchase, and not more than 2% may be invested in the funds of any one issuer.

Maximum Maturities

Maturities for District investments may not exceed two years without written authorization from the Chief Financial Officer.

Internal Control

The Chief Financial Officer shall establish an annual process of independent review by an external auditor. This review will provide internal control by assuring compliance with policies and procedures.

Reporting

The Board of Education shall receive a monthly report listing all securities held in the District portfolio.

Procedure Review

These procedures shall be reviewed annually by the Chief Financial Officer, and any modifications made hereto must be approved by the Board of Education.

Revised: October 1, 1993
Adopted: October 11, 1993

LEGAL REFS.: C.R.S. 11-10.5-101 through 112
 C.R.S. 11-47-101 through 120
 C.R.S. 24-75-601 through 604
 C.R.S. 24-75-701 through 702

**CHERRY CREEK SCHOOL DISTRICT
FISCAL ACCOUNTING, REPORTING AND INVENTORIES**

**APPENDIX F
Policy: DI**

The superintendent shall be responsible for receiving and properly accounting for all funds of the District.

All funds received and/or disbursed by any agency of the school system including any and all District transactions shall be accounted for carefully and accurately; shall conform with generally accepted principles of governmental accounting providing for the appropriate separation of accounts, funds and special moneys, and shall be done in a manner that is easily reviewed and lends itself to auditing.

The school district shall maintain a system for an annual inventory of all tangible real and personal property with a life longer than one year and a unit cost or donated value that equals or exceeds \$5,000. In addition, the annual inventory shall include all technology equipment items deemed to be of high risk with a life longer than one year and a unit cost or donated value that equals or exceeds \$1,000.

The equipment inventory shall serve both the function of control and conservation.

Responsibility for the system shall lie with the superintendent to whom principals shall be accountable for the maintenance of proper inventories in their schools.

Revised: February 9, 2004
Adopted: March 8, 2004

LEGAL REF.: C.R.S. 22-45
C.R.S.29-1-506

**CHERRY CREEK SCHOOL DISTRICT
AUDITS/FINANCIAL MONITORING**

**APPENDIX F
Policy: DIE**

In accordance with state law, all funds and accounts of the District shall be audited annually, following the close of the fiscal year.

The Board shall appoint an independent auditor licensed to practice in Colorado and knowledgeable in government accounting to conduct the audit. The independent auditor also shall audit the activities accounts of the District for report to the Board of Education.

The audit report shall contain among other information:

1. Financial statements prepared insofar as possible in conformity with generally accepted governmental accounting principles. (The financial statements are the representation of the District whether prepared by the District or by the auditor.)
2. Disclosures in accordance with the Financial Policies and Procedures Hand-book. The supplemental schedules of receipts and expenditures for each fund shall be in the format prescribed by the State Board of Education and shall be in agreement with the audited financial statements of the District.
3. All funds and activities of the school district.
4. A budget to actual comparison for each fund and activity.
5. The auditor's opinion on the financial statements. If the opinion is anything other than unqualified, the reason must be explained. The opinion shall include general fixed assets.
6. Disclosure of all instances of noncompliance with state law, including the Public School Finance Act of 1988, irrespective of materiality.
7. A supplemental listing of all investments held by the District at the date of the financial statement.

The auditor also shall make recommendations to the Board concerning its accounting records, procedures and related activities as may appear necessary or desirable and shall perform such other related services as may be requested by the Board.

The audit report must be completed by November 30. Within 30 days, the District shall submit one copy each to the state auditor and the state commissioner of education.

The Board reserves the right to request an audit at more frequent intervals if desired.

Revised: December 13, 1993

Adopted: January 10, 1994

LEGAL REFS.: C.R.S. 22-32-109 (1)(k)
C.R.S. 24-75-601.3
C.R.S. 29-1-601 et seq.

**CHERRY CREEK SCHOOL DISTRICT
PURCHASING/PURCHASING AUTHORITY**

**APPENDIX F
Policy: DJ**

Public procurement systems are the means through which the critical and strategic services, supplies and construction are purchased to support essential public functions. To operate effectively, it is imperative in those systems that there be central leadership to provide direction and cohesion.

The board's authority for the purchase of materials, equipment, and services is extended to the Superintendent, Assistant Superintendent of Auxiliary Services and Chief Financial Officer through the detailed listing of such items compiled as part of the budget making process and approved by the board through its annual adoption of budgets for all funds of the District.

The Purchasing Manager shall serve as the District's purchasing agent and shall review and recommend changes to board approved policies governing procurement of goods and services. The Purchasing Manager may assign authority to local site administrators to sign purchase requisitions, purchase orders and payment vouchers for goods and services bought in accordance with limitations as specified herein. This delegated authority shall not apply to any purchasing obligations that extend beyond the current fiscal year's budget, or to the signing of vendor contracts or agreements.

When it is in the District's best interests, the District may enter into cooperative purchasing arrangements for acquisition of goods and services with any public entity or group and execute respective contracts under those agreements providing that the procurement methods and procedures of such entity or group are comparable to those of the District. The District may also use pre-existing procurement contracts of public entities or groups when the procurement methods and procedures are comparable to those of the District, and all parties (sellers and buyers) are in agreement that the District is eligible for pricing, terms, and conditions of these agreements. The Purchasing Manager will be responsible for ensuring that the procedures used to determine a contract award, and the terms and conditions of the contracts are comparable to District policies and procedures for procurement of goods and services.

The Purchasing Manager or designee shall have the responsibility and authority to administer the policy, and shall provide for central control for the purchase and delivery of materials, supplies, and equipment for the District. The Purchasing Manager, or designee, shall be responsible for review and recommendation of purchasing policies and changes to the Chief Financial Officer as necessary.

The Purchasing Manager or designee shall be responsible for committing District funds for purchases in accordance with the approved budget and applicable Board of Education policies and procedures.

Procurement activity related to the design and construction of District facilities shall be bid, negotiated and recommended by the Executive Director of Facility Planning and Construction and approved by the Assistant Superintendent of Auxiliary Services.

Revised: August 18, 2003
Adopted: September 8, 2003

LEGAL REF.: C.R.S. 22-32-109 (1)(b)
C.R.S. 22-32-110 (1)(c)

CROSS REF: FEG, Construction contracts bidding and awards
DJE, Bidding Procedures

**CHERRY CREEK SCHOOL DISTRICT
PURCHASING MATERIALS AND SERVICES**

**APPENDIX F
Policy: DJF**

Purchases of supplies, materials, equipment, and other items or services necessary and appropriate for the operation of the District are authorized to be made by the Superintendent of Schools or his designee, after the Board of Education has adopted a budget and appropriated funds.

No person shall be authorized to commit the District to a purchase contract or purchase unless expressly authorized by the Board of Education. Only authorized representatives of the purchasing department will issue a purchase order number, obligate the District for purchase of goods and services, and revise or cancel a purchase order.

Except in case of an emergency, purchases shall be handled as follows:

A purchase for services and equipment up to \$100 may be made through direct check (without purchase order) or District procurement card. While competitive quotes may be obtained, they are not required.

A purchase for services and equipment between \$100 and \$500 may be made by direct check or by purchase order. While competitive quotes may be obtained, they are not required.

A purchase for services and equipment between \$500 and \$20,000 requires an informal written competitive bid from a minimum of three qualified sources.

A purchase for services and equipment above \$20,000 requires formal (sealed) competitive bids from at least three qualified sources. Before the purchase award is granted, approval by the board of education must be given.

Procedures are to be established which assure that purchases are appropriate and that funds are available before purchases are authorized.

Other exceptions may be made by the Superintendent of Schools in cases of emergencies, which shall be reported to the Board no later than its next regular meeting.

When making purchases, consideration will be given to the price and such other factors as the District at its sole discretion deems to be appropriate, including without limitation, the reliability and responsibility of vendors, timely delivery, extent of warranties offered and quality of materials or services proposed to be used.

Revised: August 18, 2003

Adopted: September 8, 2003

LEGAL REF: C.R.S. 22-32-109 (1)(b)

**CHERRY CREEK SCHOOL DISTRICT
PAYMENT PROCEDURES**

**APPENDIX F
Policy: DK**

All bills and expenditures for any budgeted single item which do not exceed \$2,500, except salaries, shall be authorized for payment by the superintendent or a designee of the Board of Education.

All bills and expenditures for any budgeted single item that exceeds \$2,500, except salaries, and all bills and expenditures for any single item for any amount of money, which has not been budgeted, shall be paid only after authorization and approval by the Board.

All budgeted salaries and wages of employees of the District shall be paid by direction of the superintendent and without further action by the Board. The payment of all non-budgeted salaries and wages shall require prior approval of the Board.

The above provisions shall not apply to capital reserve fund expenditures.

The superintendent shall be authorized to issue written regulations covering the payment of bills. Such regulations shall be reviewed periodically by the Board.

Current practice codified 1991
Adopted: date of manual adoption

CHERRY CREEK SCHOOL DISTRICT SCHOOL PROPERTIES DISPOSITION

APPENDIX F Policy: DN

The superintendent or designee shall act as the authorized agent of the board of education in the disposition of school property, and shall determine whether District property other than real property is obsolete, surplus and/or of no further value to the school district.

The re-use of surplus property within the school district shall be attempted, wherever practical.

If the property is designated as obsolete, surplus and/or of no further value, and is sold to a state agency or political subdivision of the state, it shall not be necessary to find that the property may not be needed.

All surplus property with a fixed asset tag that is to be disposed, relocated or reassigned must be reported by the school or facility that is disposing the property to the finance office to maintain an accurate and current fixed assets inventory.

Surplus personal property shall be disposed of as follows:

1. The District may advertise for sale by competitive bid, or conduct a public auction for obsolete and/or surplus equipment and materials.
2. The District may sell obsolete, surplus or non-salvageable equipment and materials to any organization or private citizen, including District employees, when such sale is in the best interest of the District.
3. Surplus property may be traded in as part of a purchase of similar equipment.
4. The District may dispose of, or recycle, non-salvageable items, without submitting to bid or auction, in accordance with the established procedures.
5. The District may donate surplus property to a charitable or governmental organization.

The sale, donation, destruction or conveyance of surplus property requiring the passage of recorded title, (e.g. Motor vehicles), must be approved in advance by the superintendent or designee. The Board of Education will approve the disposition of any and all real estate (land/buildings) or equipment with a value in excess of \$100,000.

Revised: August 18, 2003

Adopted: September 8, 2003

LEGAL REFS: C.R.S. 22-32-110 (1) (e)
C.R.S. 24-18-202

CHERRY CREEK SCHOOL DISTRICT ENROLLMENT PROJECTIONS

APPENDIX F Policy: FBB

Enrollment forecasts shall be the function of the superintendent or his designee. Forecasts shall be prepared utilizing current enrollment information supplemented with data furnished by the appropriate planning offices. The projects shall take into consideration such factors as the following:

1. Public facility plan projections
2. Periodic student census
3. Principals' reports for current and projected enrollment
4. Review and evaluation of proposed rezoning
5. Review of approved building permits
6. Information submitted by builders and developers
7. Reports indicating anticipated and approved number of dwelling units resulting from submitted site plans
8. Historical data
9. Reports from the Arapahoe County Planning Commission

The superintendent or his designee will regularly monitor enrollment data and future enrollment trends for the purpose of identifying future construction requirements, working closely with affected building administrators in this regard. In the accomplishment of this task, the superintendent or his designee may authorize and cause to have completed such building and site requirement studies by members of the auxiliary services staff and/or outside consultant groups as may be needed to verify and substantiate future requirements preliminarily identified by the superintendent or his designee.

Adopted September 5, 1967

Revised February 11, 1974

Revised to conform with practice: date of manual adoption

Facilities Planning

New building construction shall be based on requirements of educational programs, enrollments and available capital. Buildings shall be evaluated continuously against existing and proposed educational programs with the view of making such structural changes as necessary to meet the needs of such programs.

Adopted September 5, 1967

Revised February 11, 1974

Building Accommodations

The educational opportunities provided by the District should be approximately equal among schools serving the same educational level.

1. Decisions concerning the reallocation of instructional facilities shall be based on the following:
2. Programmatic factors/issues
3. Enrollment factors/issues
4. Sociological factors/issues
5. Financial factors/issues
6. Legal factors/issues
7. Unique factors/issues

Adequate time should be provided for student, staff and community study before decisions are implemented. Realistic timelines should be developed for decision making and implementation.

The Board reserves the right to waive all procedures and timetables as deemed necessary.

Adopted January 12, 1981

Revised to conform with practice: date of manual adoption

CHERRY CREEK SCHOOL DISTRICT FACILITIES FUNDING

APPENDIX F Policy: FD

The Board of Education may submit to the registered qualified electors of the school district, at any regular school election or at a special election called for the purpose, the question of contracting a bonded indebtedness for any of the following purposes:

1. Acquiring or purchasing buildings or grounds
2. Enlarging, improving, remodeling, repairing or making additions to any school building
3. Constructing or erecting school buildings

Equipping or furnishing any school building, but only in conjunction with a construction project for a new building or for an addition to an existing building or in conjunction with a project for substantial remodeling, improvement or repair of an existing building

5. Improving school grounds
6. Funding floating indebtedness

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

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

The bond and interest fund of the District comes directly and solely out of the levy of taxes initiated by the successful bond election. In anticipation of interest and principal payments, the Board will adopt annual resolutions authorizing the withdrawal from the bond and interest fund of the amounts needed to meet the payments due and the deposit of such moneys with the depository for honoring the bonds and interest coupons presented for payment.

The building fund is the fund authorized by the approval of the bond issue. The initial receipts from the sale of bonds are deposited in this fund, and actual expenditures for sites, buildings and equipment are made from it. The Board of Education will adopt an annual budget resolution authorizing the withdrawal from the fund of the amounts needed to meet the payments due architects, contractors and other individuals or firms. The Board shall receive periodic reports on the expenditures made from this fund as compared with the original appropriations for the various projects included.

Adopted September 5, 1967

Revised February 11, 1974

Revised to conform with practice: date of manual adoption

LEGAL REFS: C.R.S. 22-41-110
C.R.S. 22-42-101 et seq.
C.R.S. 22-45-103 (1)(b)
C.R.S. 29-14-101 et seq.

CROSS REF.: FDA, Bond Campaigns

CHERRY CREEK SCHOOL DISTRICT BOND CAMPAIGNS

APPENDIX F Policy: FDA

Any special election to authorize bonded indebtedness 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 for each county in which the District has territory. 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 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.

Expenditures of any school district funds or any contribution to inform voters about a bond election, which is of official concern, must be specifically authorized and directed by the Board. The District may only dispense a factual summary, which includes arguments both for and against the proposal without an expression of any conclusion or opinions in favor of or against any particular issue addressed by the summary.

Revised: August 11, 1997
Adopted: September 8, 1997

LEGAL REFS: C.R.S. 1-7.5-101 et seq. (mail ballot elections)
C.R.S. 1-45-117 (Fair Campaign Practices Act)
C.R.S. 22-42-101 et seq.
Constitution of Colorado, Article X, Section 20
C.R.S. 1-1-101 through 1-13-108 (Uniform Election Code of 1992)
C.R.S. 22-41.5-101 et. seq.
C.R.S. 22-54-108
C.R.S. 22-42-101

**CHERRY CREEK SCHOOL DISTRICT
SITE ACQUISITION**

**APPENDIX F
Policy: FEE**

School sites shall be acquired as need is evidenced by development and population.

1. Selection

Sites shall be selected on the basis of availability, proximity to development or population center.

2. Acquisition

Sites may be acquired by donation, by developer through the county planning office, by negotiated purchase or by condemnation proceedings. Under statutory provisions, either land or cash in lieu of land shall be allocated for the use of the school district from developers.

In each instance of an increase in student enrollment resulting from the subdivision or subdivision and development of any area within the school district, city planning officials and/or commissioners shall be informed of the sites and land areas for schools reasonably necessary to serve the proposed subdivision and that the developer shall be required to make reservation and dedication of such site and land area for acquisition for the purposes of the district or to pay such sums as may be required in lieu thereof.

3. Land use

Sites shall be of sufficient size to provide adequate space for buildings with provision for building expansion, parking areas, playgrounds and playing fields. Acceptable sites shall be 60 acres for a high school, 25 acres for a middle school and 10 acres for an elementary school.

Adopted September 5, 1967

Revised February 11, 1974

LEGAL REFS.: C.R.S. 22-32-110 (1)(a),(b),(l),(y)
C.R.S. 22-32-111

**CHERRY CREEK SCHOOL DISTRICT
CONSTRUCTION COST ESTIMATES**

**APPENDIX F
Policy: FEF**

A general estimate of costs of any capital construction project shall be determined prior to any specific planning of a given project.

Preliminary estimates on any capital construction project shall be made by the architects and engineers using generally accepted methods of the trade prior to firming the plans and specifications.

When final plans and specifications have been drawn, the architect shall make a final cost estimate which shall be used to determine the basis for acceptance, rejection or negotiation on formal bids received on the project.

Periodic computations shall be made during construction based on approved change orders.

At the completion of a project, the final computation of the total cost shall be made by the architect taking into consideration the original contract amount reduced or increased by all approved change orders.

Adopted September 5, 1967
Revised February 11, 1974

**CHERRY CREEK SCHOOL DISTRICT
CONSTRUCTION OF NEW FACILITIES AND RENOVATION**

**APPENDIX F
Policy: FEJ**

The contractor or construction manager shall furnish to the architect all necessary reports and test results. Copies of such reports essential to the District's file shall be provided by the architect to the District.

A complete dossier of all documents pertaining to the project shall be compiled and filed in the office of the central office administrator duly designated as the custodian of such records.

Adequate supervision of the work shall be provided by the architect and/or engineers during the work.

Central administrative officers as designated by the superintendent shall consult with the architect, engineer or his representative with regard to the progress of the work and make such suggestions as may be pertinent to the supervision of the work.

If the size of the project so merits, the District may employ a clerk-of-the-works or construction manager who shall assume responsibility for supervision of the work to see that the sub-contractors follow the plans and specifications in all details and all materials and that equipment meets specifications as laid down by the architect and engineers.

The contractors or construction manager shall provide a construction superintendent who shall be at the project at all times when work is in progress to see that all plans and specifications are met and that the sub-contractors are supervised properly and the work well laid out and coordinated.

All changes in the work as approved by the architect and/or engineer shall be evidenced in writing with change order forms. All change orders shall be justified by the architect and/or engineer to the superintendent or his designee.

Authorization for changes in the work shall be approved by signature of the superintendent or his designee unless such change will increase the total budget of the project. In the event the proposed change exceeds the approved budget amount, authorization for the change must be approved by the Board of Education.

A completed construction project shall be inspected before final acceptance by the owner. The architect and engineer shall make a complete inspection of the project and compile punch lists for the contractor and owner.

The project shall be inspected and recommended for acceptance by the superintendent or his designee. Prior to final acceptance and occupancy, the Board of Education shall be invited to make an inspection of the project.

Adopted September 5, 1967
Revised February 11, 1974

**CHERRY CREEK SCHOOL DISTRICT
FACILITIES RENOVATION/IMPROVEMENTS**

**APPENDIX F
Policy: FEJ-R**

The executive director of auxiliary services will establish procedures for reporting renovation projects proposed by the staffs of each building and will have the responsibility of recommending to the superintendent those renovation projects, which should be accomplished during the following summer, based on such criteria as:

1. Emergency renovations
2. Preventive renovations
3. Renovations, which will facilitate the conduct of the education program of that building

Issued prior to 1991

Revised to conform with practice: August 1991

CHERRY CREEK SCHOOL DISTRICT TECHNOLOGY RESOURCES

APPENDIX F Policy: IJND

Students and teachers are increasingly finding new ways to enhance the learning environment by relying on technology to open an electronic window to information and interactive exchanges around the world. Educators are introducing new technology resources to supplement existing instructional materials in the District's schools. The Board of Education of the Cherry Creek School District believes that the primary focus to technology is to enhance student achievement and to advance cost-effective operations in all schools and departments. Technology purchases, expenditures, and applications must be justified on a "return on investment" basis in terms of enhancing student achievement, advancing program goals, and/or decreasing costs.

The Board believes there are numerous effective ways in which technology can support learning and achievement. New technologies allow students to connect with people and resources anywhere at any time. Technology, when used effectively, promotes acquisition of knowledge and understanding of ideas. Advanced skills, including the ability to organize complex information and draw inferences regarding trends and patterns, and personal development are also a direct result of access to these versatile resources.

Making technology services available in schools requires careful planning, strong professional development programs and sufficient notice to students, parents and staff as to the expectations and potential hazards that accompany technology privileges. A District Technology Plan supporting this policy shall be created and updated regularly by the District's Chief Information Officer or his or her designee. This plan shall be developed with input from users and shall specify priority projects to receive funding and support from available District resources and personnel and shall provide a long-term purchasing strategy.

The Chief Information Officer shall establish annual priorities for all budgetary matters related to technology and establish standards for the purchase, support, and inventory of hardware, software, and networks. The District Technology Plan, which shall specify funding amounts needed for the installation, support, and replacement of new and existing technology, shall make equipment and home/school connections available at the most reasonable price possible. The District shall provide an information "highway" system that links and departments and facilitates access to resources and curricular programs outside the District while supporting specialized needs at specific sites.

This policy will create additional capacity for student records and data analysis. However, the District shall establish safeguards within this information system to maintain the confidentiality of student and personnel records.

The key challenge in creating a healthy environment for effective technology use is to balance the potential learning benefits against the potential concerns and then develop the best approach for the District and the community. The superintendent is directed to develop a set of technology policies and regulations consistent with this policy, as well as to develop safeguards within information systems to maintain the confidentiality of student and personnel records.

Proposed: June 13, 1994
Adopted: June 13, 1994
Revised: March 9, 2009

CROSS REFS.: JS, Student Use of the Internet
EHC, Networked Electronic Information Resources
EHCA, Web and Internet Publishing



CherryCreekSchools

Dedicated to Excellence

CHERRY CREEK SCHOOL DISTRICT
2009-10 ESTIMATED FISCAL YEAR SPENDING UNDER SECTION 20 OF
TAXPAYERS BILL OF RIGHTS - TABOR AMENDMENT
ARTICLE X OF THE STATE CONSTITUTION

APPENDIX G

Total Budgeted Fiscal Year Spending (Total Expenditures, Plus Changes in Fund Balance, Less Transfers)			Page Number
	<u>FY2008-09</u>	<u>FY2009-10</u>	
General Fund	\$406,182,608	\$416,800,486	94
Designated Purpose Grants Fund	18,118,700	20,182,600	113
Extended Child Services Fund	17,220,420	17,222,000	120
Pupil Activities Fund	12,914,000	12,635,000	126
Capital Reserve Fund	10,711,000	11,686,336	130
Food Services Fund	14,376,390	15,434,780	168
Building Fund	Not Applicable	Not Applicable	141
Bond Redemption Fund	44,276,678	45,425,897	160
Total Estimated Fiscal Year Spending	523,799,796	539,387,099	
<u>Deduct (Add) the Following Expenditures and Adjustments:</u>			
Indirect Costs - Internal Revenue Funds	1,425,000	1,450,000	96
Post 1991 Voter-Approved Referendum - General Fund	42,500,000	42,500,000	
Amendment No. 23, November 2000 Exclusions			
HB01-1232 Funding Formula	80,608,354	91,123,882	
State Categorical Funding	5,797,831	6,270,753	
Expenditures from Local Sources/Gifts/Foundations	3,018,299	2,529,500	113
Expenditures from Non-Tabor State Resources	201,225	345,200	113
Expenditures from Federal Designated Purpose Grants	14,899,176	17,307,900	113
Expenditures from Federal Food Services Sources	5,199,240	6,429,730	168
Repayment of Voter-Approved Debt	43,511,026	46,990,739	160
Total Deductions	197,160,151	214,947,704	
Fiscal Year Spending Subject to TABOR	\$326,639,645	\$324,439,395	
% Change in Denver/Boulder/Greeley Consumer Price Index for CY2008		3.90%	34
% Change in Estimated Student Enrollment FY2009-10		<u>0.80%</u>	35
Total % Change Permitted		<u>4.70%</u>	

Change in Spending Permitted	\$15,352,063
Maximum Spending Subject to TABOR Allowed for FY2009-10	341,991,708
FY2009-10 Estimated Spending Over/(Under) Allowable Amount	(\$17,552,313)

This schedule was prepared in compliance with the revenue, expenditures, tax limitation, and reserve requirements of Section 20 of Article X of the state constitution. C.R.S. 22-44-105(2) "The budgets shall disclose planned compliance with Section 20 of Article X of the State Constitution" (TABOR Amendment).



CherryCreekSchools

Dedicated to Excellence