

FINANCIAL PLAN

*Budget for Fiscal Year
July 1, 2010 - June 30, 2011*



2010 - 2011



Dedicated to Excellence
Cherry Creek Schools

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

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

**FINANCIAL PLAN AND BUDGET
2010-11**

**Fiscal Year
July 1, 2010 – June 30, 2011**

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

Davis Ho

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 2010-11**

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INTRODUCTORY SECTION / EXECUTIVE SUMMARY**

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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

"The Cherry Creek School District is fortunate to have five exceptionally talented, incredibly dedicated people leading our District. They set the standard of excellence that our District is known for and spend countless hours working to ensure the continued success of our schools and each and every one of our students."

Mary F. Chesley, Superintendent of Cherry Creek School District No. 5

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

*"It is our goal to deliver educational excellence to every student, every day,
as we fulfill the Cherry Creek Schools' mission."*

Mary F. Chesley

A MESSAGE FROM THE SUPERINTENDENT

Our Mission

“To inspire every student



to think,



to learn,



to achieve,



to care”

Leading Our Students' Future

My first year of service as Superintendent of the Cherry Creek School District has been an exciting and gratifying experience. I am pleased to present a comprehensive Financial Plan for FY2010-11, which will help us “*set the standard for educational excellence in the 21st century.*” Our Financial Plan is strengthened by our partnership with the community we serve and is developed with the focus of providing a high quality educational experience for our students.

For the school year 2010-11, enrollment is expected to be more than 51,000 students; a family of students with unique skills and unlimited potential. We are committed to meeting the individual needs of each and every student by supporting individual strengths and needs in traditional schools and classrooms, as well as in alternative learning environments. We further meet our students' diverse needs through special programming such as Gifted and Talented Education, Special Education, and English Language Acquisition.

Our District leads Colorado in the number of National Board certified teachers with 22 new teacher certifications attained in 2009, reaching a total of 70 across the District. National Board Certification is a tremendous accomplishment and demonstrates the deep commitment these teachers have to the students of Cherry Creek Schools. Clearly, these teachers are life-long learners who are willing to challenge themselves in order to help each and every one of their students to succeed academically.

Our community support for the passage of the 2008 election is helping us keep the economic downturn from causing an educational downturn. We are continuing to be good stewards of taxpayer resources by strategically using bond funds to improve technology throughout the District and revitalize older schools to protect the investment that has already been made in those facilities. The District is currently in the planning and implementation stages of upgrading and building new facilities to accommodate the future learning needs of our student population. One such project, still underway, is to build the Institute of Science and Technology which is scheduled to open in August of 2011. This world class facility will offer an enhancement to our existing educational programs; a program concentration in Science, Technology, Engineering, and Math (STEM) allowing students to compete for global opportunities leading to careers in Energy, Bioscience, Aerospace, Medicine, and Information Technology.

“When you combine first-class facilities with quality curriculum, taught by exceptional educators and supported by superior staff, you have what our students and community deserve and expect;

Educational Excellence.”

Mary F. Chesley

Standards for Educational Excellence in the 21st Century

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 all schools in the District. This alignment empowers schools to elevate the achievement of all students, close the achievement gap, and prepare all students for success in college and post-secondary careers.

Our District demographics have changed and become more diverse over the last ten years. Most of the overall student growth is attributed to students of color who represent 37% of our total student population. More than 6,100 students come from homes where English is not the primary language. Our families speak more than 100 different world languages. More than 5,600 students receive Special Education services. Twenty-four percent of our students qualify for free and reduced price lunch, based on federal guidelines for financial assistance.

The Cherry Creek Board of Education is committed to the implementation and use of research-based best practices in classrooms, proven to be an effective method of instruction essential to a quality learning environment and yielding the best opportunities for the academic development of our students. We continue to emphasize the importance of a positive educational experience that inspires each student to excel in their post-secondary education or chosen career beyond high school. A team effort among teachers and administrators is necessary to create a classroom environment that promotes academic behaviors supportive of our mission and gives us the ability to meet the educational needs of our increasingly diverse student population.

A key factor in determining success in life is a focus on educational excellence by establishing *high expectations* of our staff and setting *high standards* for our students. We accept this challenge with enthusiasm, setting specific and ambitious improvement targets where year to year improvement for all students prevails. Our efforts and resolve to meet the challenge of reducing the achievement gap continue.

Our commitment to these efforts have shown positive results; a reduction of 1% in the writing and math achievement gap in each of the past two years.

District Performance Plan

In preparation for the 2010-11 school year, our Leadership Team is designing a Performance Plan to help the District evaluate yearly student progress and set achievement goals. Through our observations of annual student growth, we can anticipate and plan for areas that require special attention in the classroom. This Plan is being built based on input from District staff, parents, community members, and students through a series of community forums. These forums were held at three District high schools to generate discussion on how to further accomplish the District's mission and vision for our 21st century learners.

The Performance Plan is expected to be our platform for future District goals and action steps to attain those goals. The Plan is to be considered by the Board of Education and, upon adoption, will be submitted to the Colorado Department of Education.

Our Teaching/Learning Methodology

Cherry Creek continues to follow the Teaching/Learning Cycle instruction methodology. This strategic concept provides a common instructional framework of “*plan, teach, monitor, adjust.*” This methodology supports our guaranteed and viable curriculum as teachers focus on planning, teaching, monitoring, and adjusting to student progress as a means to elevate student achievement for each and every student. Instructional strategies are geared to building awareness of individual student circumstances so that teachers can anticipate the most effective course of action to engage their students in the excitement of learning.

Improving Nutritional Awareness & Education

A nutritional meal program is proven to make students healthier through consumption of more essential vitamins and minerals, thus improving student preparation for classroom learning. The Cherry Creek School District is committed to enhancing the existing nutritional meal offerings by increasing healthy food options in support of our District Wellness Policy.

As an example, Highline Elementary received a Fruit and Vegetable Program Grant for \$36,000 through the National School Lunch Program (NSLP) under the U. S. Department of Agriculture, which we are using to provide each student with a weekly fruit or vegetable snack; nutrition education is also provided by a District registered dietitian in each classroom using hands-on activities and taste testing.

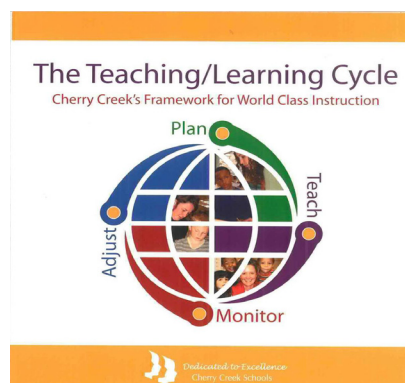
District Safety and Security

The Cherry Creek School District is committed to creating safe, secure, and caring learning environments with the help of our community. Precautions are taken for a variety of potential crisis incidents and to create positive school climates, we have developed and implemented a “*Comprehensive Safe Schools Plan*” that is aligned with the recommendations of State Homeland Security, local emergency responders, and public safety officials. It uses general response practices outlined in the National Incident Management System (NIMS) and provides for both the **physical** and **psychological** safety of our students.

As a standard operational measure, we continually monitor and adjust the “*Comprehensive Safe Schools Plan*” and resources to adapt to current needs and conditions. Our goal is to assure the highest possible level of safety, civil behaviors, and teamwork at each and every school.

WORLD CLASS 21ST CENTURY LEARNING

A Path to College Success



PUBLIC SCHOOL FINANCE

K-12 Education

School Finance Act

Cherry Creek School District's Financial Plan for 2010-11 is based on the fiscal year beginning July 1, 2010 and ending June 30, 2011.

Budgeted resources are largely dependent on three primary factors: the Denver/Boulder/Greeley Consumer Price Index (CPI), per pupil funding, and funded enrollment for students.

Colorado sets its funding for schools through the School Finance Act, which is authorized during the Legislative Session that begins in January and ends in May 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.

State Budget Parameters

In planning for the 2010-11 school year, the District monitored the fiscal issues at the State level in order to assess the impact on Cherry Creek Schools of funding reductions proposed by the State of Colorado for school districts across the state.

School finance funding, as indicated in the School Finance Bill HB10-1369, sets a FY2010-11 funding level that reduces funding statewide by \$365 million, or 6.35% below statutory levels of Amendment 23. The bill establishes a "State Budget Stabilization Factor" ("Negative" Factor) that reduces funding to school districts as one of the means used to balance the State's budget in light of declining income and sales tax revenue.

In the Governor's Proposed Budget parameters for FY2010-11, the K-12 funding level statewide target was established at \$260 million below the original appropriation level for FY2009-10. Funding for schools in FY2010-11 will be reduced to \$5.438 billion, \$260 million below the \$5.698 billion figure originally appropriated for FY2009-10.

State Funding Reductions for Cherry Creek

In terms of Cherry Creek funding for 2009-10, Cherry Creek funding would have been \$351.2 million, or \$7,170 per pupil, using provisions of Amendment 23. Instead, the State rescinded funding of \$8.1 million, or \$166 per pupil from the funding formula, resulting in a reduced funding level of \$343.1 million, or \$7,004 per pupil. This was done through a negative K-12 supplemental appropriation in SB10-065, which retracted funding for FY2009-10.

The effect of the 2010-11 funding reduction from indicated levels for Amendment 23 for Cherry Creek is \$22.7 million, on an annual basis under the School Finance Program, or 6.35% less than the \$356.8 million, which is equivalent to full funding of the formula at \$7,199 per pupil, including 0.4% growth for CPI of -0.6% plus 1% for Amendment 23, plus funding for 588 new students in 2010-11. Instead, Cherry Creek will be funded at a new lower level of \$334.1 million, or \$6,740 per pupil, a \$459 per pupil reduction of 6.35%. This level is \$9.0 million less than the already reduced level of \$343.1 million in 2009-10.

When combined, the rescissions of funding for FY2008-09, FY2009-10, and FY2010-11 now total a cumulative revenue loss of \$32.5 million less than what had been originally authorized in the School Finance Bill and/or Amendment 23 in each of the three years.

Fiscal Planning Measures

Due to a decline of income and sales tax collection impacting the State K-12 education budget in 2008-09, 2009-10, and 2010-11, Cherry Creek implemented Cost Containment Planning Measures in FY2008-09 and FY2009-10. A Cost and Resource Management Plan was put in place for the FY2010-11 budget.

In anticipation of the FY2008-09 and FY2009-10 State K-12 education funding reductions, Cherry Creek implemented Budget Reductions and Refinancing Plans of \$3.2 million for FY2008-09 and \$8.6 million for FY2009-10, as part of the planning process for preparation of the adopted budget in the respective years.

PUBLIC SCHOOL FINANCE

K-12 Education

Cost and Resource Management Plan

Cherry Creek has developed a \$17.2 million Cost and Resource Management Plan for FY2010-11, which addresses both the depletion of State revenue and managing costs in line with available revenue. General Fund expenditure reductions of \$11.1 million are being put into place as a means to balance the FY2010-11 budget. Other revenue and resources of \$6.1 million are being utilized as well as part of the total budget solution.

The Cost and Resource Management Plan sets a new lower overall spending level for the General Fund, which is anticipated to continue for FY2011-12. Provisions of HB10-1369 establish a “flat” funding parameter for FY2011-12, with no increase expected over the reduced levels being appropriated for FY2010-11. As a result, similar expenditure reduction and cost containment planning measures will be necessary in FY2011-12 as a means to manage expenditures consistent with available revenue.

The FY2011-12 Cost and Resource Management Plan will need to include an evaluation of funding levels anticipated and determine whether additional cost reductions will be necessary. At this time, this appears likely, and the District is prepared to manage expectations and reduce costs.

Budget Town Hall Meetings

The District held a series of Budget Town Hall meetings in April 2010 at four school sites to engage staff, parents, and the community in discussion related to the development of the Cost and Resource Management Plan. These meetings were held to inform the public of the impact of State funding reductions to the Cherry Creek School District and to assist the Board of Education as they considered the FY2010-11 budget for future adoption.

Student Enrollment and General Fund Budget Growth

The October 2010 District enrollment is projected to be 23,297 in elementary schools, 11,462 in middle schools, 15,437 in high schools, and 1,397 in other programs. Total enrollment is expected to be 51,593 as compared to actual enrollment of 51,005 in October 2009. The October 2010 funded enrollment is expected to grow by 588 students.

The General Fund budget increased from \$410.8 million in FY2009-10 to \$413.3 million in FY2010-11, an increase of \$2.5 million, or 0.6%. The General Fund budget growth was largely affected by State funding reductions associated with the economic downturn. The school funding formula was adjusted by the State Legislature in response to a general decline in the State revenue budget and negative trends in employment and retail sales.

Increases in the General Fund budget were concentrated on the resources to serve our student population and contractual increases for teachers. Included in the budget are \$4.0 million of teacher compensation increases and \$2.4 million in new teachers planned for enrollment growth of 588 students. Also included, is \$1.6 million of cost increases associated with the opening of Pine Ridge Elementary and a Transportation and Maintenance Facility. Statutory increases in PERA and unemployment cost increases total \$3.0 million. Other expenditure reductions totaling \$8.5 million included in the Cost and Resource Management Plan, result in a net increase in General Fund budget of \$2.5 million.

STATE FINANCE ISSUES

Legislative

PERA Legislation

The economic slowdown has also impacted PERA and resulted in market decreases in returns and investments. Financial effects of the downturn were addressed in legislation adopted in the 2010 session. SB10-001 includes provisions that seek to reduce the unfunded liability for PERA over a 30-year period and will result in future increases in costs to school districts in the form of increased contribution percentages and modification in benefit structures.

The revisions to anticipated PERA benefit costs and increased contribution rates have been considered as the District plans for future expenditures.

Other Legislative Matters

The State Legislature adopted legislation in 2007 for the purpose of phasing in funding of full-day kindergarten. Under this legislation, 703 out of 3,713 kindergarten students in 6 schools attended full-day kindergarten in 2009-10. 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 is the measure that permits school funding to increase annually by 1% above the Consumer Price Index (CPI) increase through FY2010-11. Beginning in FY2011-12, this measure permits the school funding rate increase to be based only on the CPI increase.

State Funding Litigation

Funding for K-12 education is at a crossroads, with differing opinions about what constitutes adequate funding to ensure the constitutional requirement of a "thorough and uniform" system of public education statewide. In an October 2009 decision, the Colorado Supreme Court reversed an appeals court ruling in a funding adequacy court case and remanded the case to be heard in Denver District Court. The funding lawsuit known as "Lobato vs. State," may go to trial in the summer of 2011.



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 83.6% of the FY2010-11 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 FY2010-11 budget is adopted by the Board of Education in June 2010, with consideration and review of the proposed Cost and Resource Management Plan taking place beginning in March 2010. 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 2010 was 48.825 mills, as compared to the 49.569 mills in 2009. The Cherry Creek General Fund Levy decreased 0.744 mills, or 1.50% in 2010.

PUBLIC SCHOOL FINANCE

Components



School property taxes in 2011 are estimated to increase 0.4% to 49.016 mills, resulting in a property tax of \$1,274 for an average home value of \$326,443.



DISTRICT PERFORMANCE MEASURES

Student Achievement

Preparation for Higher Education

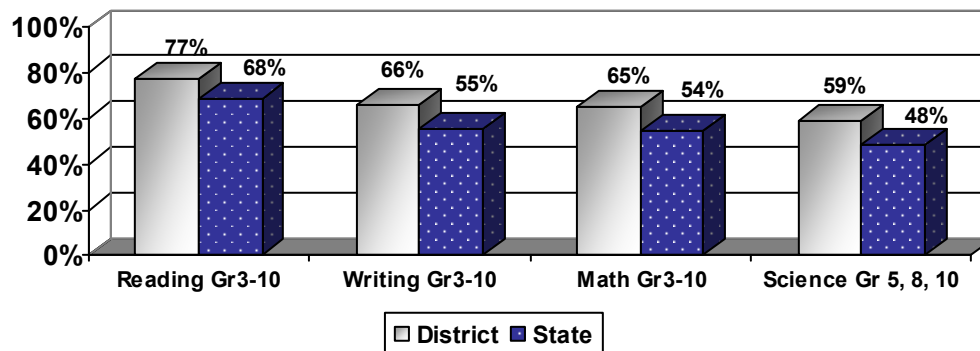
Introduced this year by the Colorado Department of Education (CDE), the Colorado Growth Model uses Colorado Student Assessment Program (CSAP) results to enable educators to determine whether a student is making enough progress in a school year to stay on track. Results also show where students need extra support to catch up with their peers if they have fallen behind. A year-to-year snapshot of schools shown by CSAP test results provides useful information about the effectiveness of programs in our schools. This new Growth Model follows students from grade to grade and allows us to drill down to the student level to measure academic growth.

We have long believed that the measurement of growth of each child from grade-to-grade, rather than the year-to-year snapshot of performance, is the best determination of achievement. Both measurements have value but the new Growth Model gives us more of the information we need to ensure that each child receives the support that he or she needs to be successful.

The Student Growth Percentile is measured based on a State determined median “*Typical Growth*” factor of 50 percent. In 2009, the CDE recognized eight Cherry Creek schools for having a Median Growth Percentile (MPG) of 60 or higher, demonstrating the highest sustained rates of student academic progress in one or more content areas over the past three years on the CSAP tests.

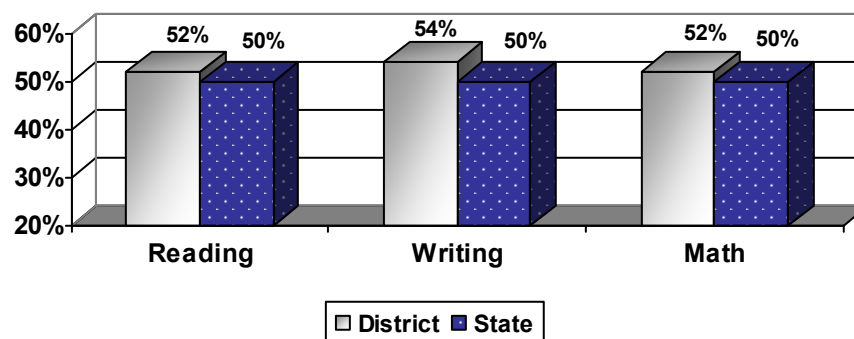
CSAP 2009 Performance

CSAP 2009 % Students Proficient or Advanced
(All Grades Combined)



CSAP 2009 Longitudinal Growth

CSAP 2009 Median Growth Percentiles
(All Grade-level Growth Cohorts Combined)



College Entrance Assessment

To determine a student's probability of success in higher education, most colleges and universities require applicants to take either the Scholastic Assessment Test (SAT) or the American College Testing Program (ACT), which are national standardized, curriculum-based achievement college entrance examinations. Colorado is one of five states that require all 11th grade students to take the ACT to evaluate "College Readiness." The SAT is taken at the students' discretion depending on their college plans.

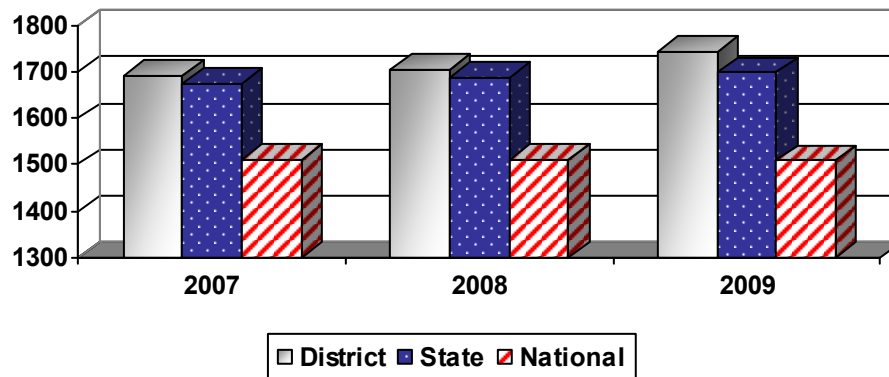
The District has one of the highest graduation rates and one of the lowest high school dropout rates in the State.

Our 2009 high school graduates continued to score better than state and national averages on the composite scores for the SAT and ACT tests. The District SAT test results improved from 2008 by 2.2% and the ACT test results improved by 1.85%.

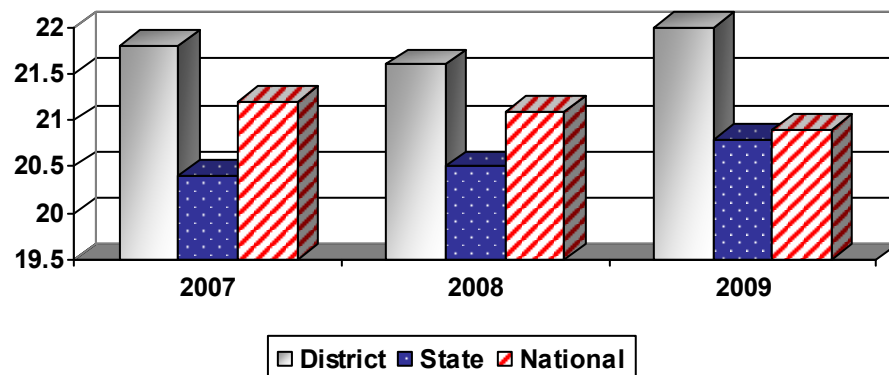
	<u>SAT</u>	<u>ACT</u>
DISTRICT	1742	22.0
STATE	1698	20.8
NATIONAL	1509	20.9



District SAT Composite Comparison by Year



District ACT Composite Comparison by Year



NOVEMBER 2008 ELECTION


School & Facility Projects

The 2008 Election Projects

The voter approval at the November 2008 election is paving the way to the Cherry Creek School District students' success. We are grateful to the voters in the community for their support which has given 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. On February 24, 2010, the District sold the 2nd half (\$101,775,000) of the General Obligation bonds at a True Interest Cost of 5.0597%.

Construction and renovation efforts have been underway since the spring of 2009 with significant progress being made.

A summary of project schedules and completions, which are being funded with the bonds issued as approved in the November 2008 election, is presented below.

PROJECTS FUNDED WITH THE 2008 BOND ISSUE*			
Project Renovations Completed	Date Completed	Projects Scheduled	Estimated Completion Date
West Middle School— HVAC & Energy Efficiency Lighting System	08/09	14 Elementary School Renovations (Schools Built Prior to 1982)	08/10
Eaglecrest & Cherry Creek High Schools— HVAC & Mechanical Upgrades	08/09	West Middle School— Classrooms, Science Lab, Upgraded Technology Infrastructure	08/10
Horizon & Thunder Ridge Middle Schools— Energy Efficiency Lighting Systems	08/09	Pine Ridge Elementary	08/10
I-Team Outback— Transformed into a Preschool Facility	08/09	Smoky Hill High School Renovation	11/10
I-Team Estate— HVAC, Lighting & Plumbing Upgrades	08/09	Special Programs Center (SPC) Renovation	12/10
Arapahoe Park Transportation— School Bus Terminal Facility	02/10	Instructional Support Facility	02/11
		Campus Middle School & Overland High School Renovations	08/11
		Science, Technology, Engineering, & Math (STEM) Program Facility	08/11
		Elementary #42	08/12
		Elementary #43	TBD
		High School #7 (Design only)	TBD
* Projects will be funded from the \$203.55 million bond issue approved in the November 2008 Bond Election.			



Cherry Creek School District has been named an Energy Star Partner by the Environmental Protection Agency (EPA). Energy Star® is the U.S. Environmental Protection Agency's national symbol for superior energy efficiency and environmental protection.

Pine Ridge Elementary

We are proud to announce Pine Ridge Elementary as the District's newest school built with 2008 Bond Election funds. Scheduled to open in August 2010, Pine Ridge will serve families in eastern portions of the District.



The STEM Academy

The Institute of Science and Technology (IST) will be a key to our students' future. Leaders in the community broke ground on the \$14 million Science, Technology, Engineering, and Math (STEM) Academy in January of 2010. This 58,000 square-foot facility will be located on the Overland High School and Prairie Middle School campus.

BREAKING



GROUND



"Inspire students to dream the impossible, then give them the tools to make it reality."

Richard Charles, Director of STEM

EDUCATIONAL PROGRAMS: PLANNED RESOURCES

Staffing Initiatives

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.

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	\$4,277	75.5
♦ Reading Literacy and At-Risk Programs	1,693	29.0
♦ Instructional Program Support	1,655	23.5
♦ Technology Instruction	377	6.5
♦ North Area Achievement	839	9.5
♦ High School Achievement and AVID	609	4.8
Targeted Achievement Resources	\$9,450	148.8

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	\$283,921,166	68.7%
♦ Indirect Instruction	61,568,595	14.9%
♦ Operations and Maintenance Services	34,578,143	8.4%
♦ Central, Fiscal, and Community Services	15,197,322	3.7%
♦ Transportation	14,726,349	3.6%
♦ General Administration	2,975,325	0.7%
♦ Districtwide	378,500	
General Fund Expenditures	\$413,345,400	100.0%

ANNUAL BUDGET APPROPRIATION

Year To Year Expenditures Comparison by Fund

FY2009-10 to FY2010-11

The annual Financial Plan Budget Resolution, once approved, is the funding authorized by the Board of Education. 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 supporting departments. 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 dollars authorized by voters which are allocated specifically 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 0.6% from FY2009-10 to FY2010-11, however, it has decreased by \$48 per student.

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

Fund	FY2009-10		FY2010-11	
	Budgeted Expenditures (Millions)	Budgeted Expenditures Per Student	Budgeted Expenditures (Millions)	Budgeted Expenditures Per Student
General Fund	\$410.78	\$8,387	\$413.35	\$8,339
Designated Purpose Grants Fund	33.93	693	31.16	629
Extended Child Services Fund	16.75	342	17.12	345
Pupil Activities Fund	12.64	258	12.36	249
Capital Reserve Fund	8.79	179	6.94	140
Capital Finance Corporation	0.04	1	0.04	1
Sub-Total	482.93	9,860	480.97	9,703
Building Fund	86.01	1,756	124.08	2,504
Bond Redemption Fund	48.43	989	52.03	1,050
Food Services Fund	15.36	314	16.37	330
Total Budgeted Expenditures	632.73	12,919	673.45	13,587
Appropriated Reserves	17.47	356	16.34	329
Total Budget	\$650.20	\$13,275	\$689.79	\$13,916

	Enrollment		Enrollment	
Full Student Count	Actual	51,005	Projected	51,593
Full-Time Equivalent (FTE) *	Actual	48,979	Projected	49,567

* 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

***"College Preparedness and
Excellence & Equity"***



Students embracing Cherry Creek's mission *"to inspire every student to think, to learn, to achieve, to care"* with a priority goal of elevating student achievement, closing the achievement gap, and preparing all students for "college access and success"

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 2009-2010.
The budget is judged to conform
to the principles and standards of the
ASBO International® Meritorious Budget Awards
Program.

Angela Peteman

President

John D. Mueso

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, 2009

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, 2009**. 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 FY2010-11 Financial Plan of the Cherry Creek School District is the District's annual budget. The purpose of this guide is to familiarize the reader of this document with the general layout of the budget and to explain the usage of included schedules and summary information.

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 2010-11 Budget Resolution proposed for approval by the Board of Directors is presented
 - 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 and achievements 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 budget preparation, amendments and revisions
 - 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 and School Accreditation and District Performance Plan
- Presents the “Colorado Growth Model” information
- Defines “Postsecondary and Workforce Readiness” portion of the Colorado Achievement Plan for Kids
- Summarizes instructional framework standards of the Teaching/Learning Cycle
- Highlights the graduation requirements adopted by the District
- Compares graduation and dropout rates for the District and the State of Colorado
- Profiles performance and student achievement objectives
- Includes student achievement test results from various testing tools

➤ 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 51,000 children and serves over 267,000 residents in 108 square miles that spread across eight municipalities: Foxfield, Glendale, Greenwood Village, portions of Aurora, Cherry Hills Village, Centennial, and Englewood. Certain areas of unincorporated Arapahoe County are served as well.

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 786 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.

SCHOOLS AND FACILITIES :

- ◆ 39 ELEMENTARY SCHOOLS (7 YR.-ROUND)
- ◆ 2 K-8 SCHOOLS
- ◆ 10 MIDDLE SCHOOLS
- ◆ 6 HIGH SCHOOLS—2 STADIUMS
- ◆ 8 ALTERNATIVE SCHOOL PROGRAMS
- ◆ 11 STUDENT SUPPORT FACILITIES

Each school provides information about specific programs, services, and activities offered on their individual school websites. To access the school websites, go to the District website below:

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 educational programs are summarized below.

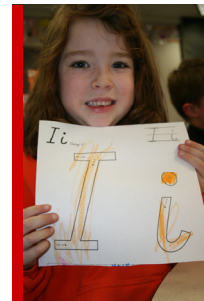
Elementary Education - There are 39 elementary schools in the District, 7 of which operate on a 4-track, year-round schedule, serving 23,297 students. The three Executive Directors of the Elementary Education department serve as a resource to the elementary school principals. These directors make on-site visits, review school assessment data, monitor progression of student achievement, and ensure alignment with District goals. At this time, six elementary schools offer full-day kindergarten. Additional services at the elementary level include Before-and-After School Care, Extended-day Kindergarten Enrichment Program at the schools where full-day kindergarten is not offered, and Intersession. Preschool services are also offered at 27 elementary schools. 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 11,462 students. Each middle school feeds into a designated high school based on geographic proximity. The Executive Director of the Middle School Education department 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 is a priority.

High School Education - The District has 6 high schools, which also operate on a traditional schedule and serve 15,437 students. The Executive Director of High School Education consults with and assists the principals in the development of educational programs to ensure “*Postsecondary and Workforce Readiness*” for all graduating students. Beginning in 2009, graduates were required to successfully complete 22 units of coursework in preparation for postsecondary pursuits.

◆ 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)



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.

◆ SPECIAL EDUCATION PROGRAMS

- ENGLISH LANGUAGE ACQUISITION
- GIFTED AND TALENTED
- SPECIALIZED SERVICES FOR PHYSICAL AND EMOTIONAL IMPAIRMENT
- EARLY CHILDHOOD
- CHILD FIND
- PREVENTION



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 and leadership skills 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:

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. **THE PASSAGE OF THE NOVEMBER 2008 ELECTION INITIATED IMPLEMENTATION OF THE DISTRICT'S SCHOOL & FACILITY PLAN TO UPGRADE EXISTING SCHOOLS & PLAN CONSTRUCTION OF NEW SCHOOLS & FACILITIES**
2. **DISTRICT OVERALL COMBINED SAT AVERAGE SCORE INCREASED BY 38 POINTS FROM 1704 TO 1742**
3. **IMPLEMENTED AN H1N1 PREVENTION & MITIGATION PLAN**
4. **HELD THE 1ST "PASSPORT TO HEALTH" FAMILY WELLNESS SUMMIT TO ENCOURAGE IMPROVED HEALTH**
5. **PRESENTED A PROPOSED COST & RESOURCE MANAGEMENT PLAN TO THE BOARD, EMPLOYEES, AND THE PUBLIC**
6. **TWENTY-TWO TEACHERS ACHIEVED NATIONAL BOARD CERTIFICATION IN 2009 FOR A TOTAL OF 70 DISTRICT LICENSED TEACHERS BEING CERTIFIED**

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:



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.

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 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.

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 68.7% 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, assessment and evaluation, 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 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.



Dedicated to Excellence
CherryCreekSchools



**EXECUTIVE SUMMARY
FINANCIAL PLAN BUDGET RESOLUTION**

Approval of 2010-11 Fiscal Year Budget

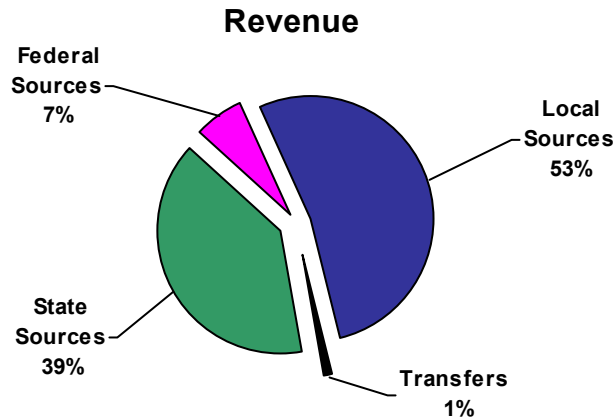
RESOLVED, That the 2010-11 Fiscal Year Budget of Cherry Creek School District No. 5 in Arapahoe County, as presented to the Board of Education, for the Fiscal Year beginning July 1, 2010 and ending June 30, 2011 be adopted, and that there be appropriated to each fund of the School District the following amounts by fund, as recommended by the Superintendent and the Chief Financial Officer:

	Budget
Operating Fund	
General Fund	\$428,290,400
Special Revenue Funds	
Designated Purpose Grants Fund	31,158,000
Extended Child Services Fund	17,636,300
Pupil Activities Fund	12,725,650
Capital Reserve Fund	7,152,629
Capital Finance Corporation	41,000
Capital Improvement and Debt Service Funds	
Building Fund	124,085,000
Bond Redemption Fund	52,033,933
Enterprise Fund	
Food Services Fund	16,662,827
TOTAL APPROPRIATION	<u>\$689,785,739</u>

The 2010-11 Financial Plan Budget Resolution is to be submitted for consideration and action by the Board of Education at the regularly scheduled meeting to be held on June 14th, 2010 at Rolling Hills Elementary, 5756 S. Biscay St., Aurora, Colorado. The total annual Adopted Budget is proposed to be \$689,785,739. This amount includes planned expenditures of \$673,451,653 plus appropriated reserves of \$16,334,086.

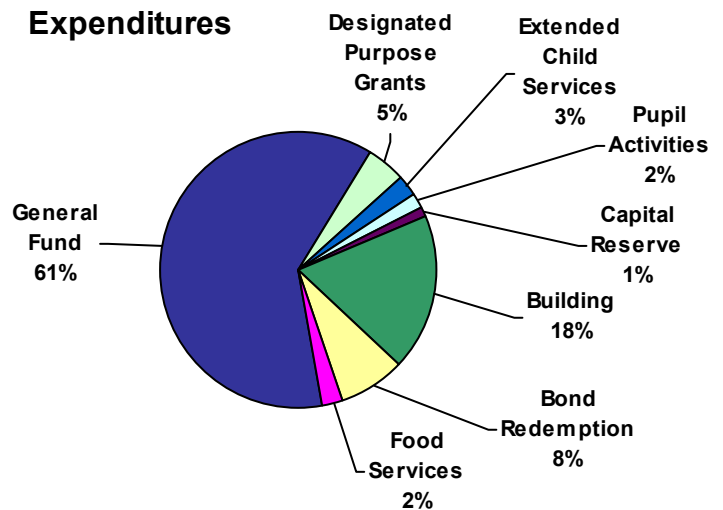
EXECUTIVE SUMMARY

REVENUE AND EXPENSE BUDGETS FOR ALL FUNDS



Revenue Sources (In Millions)	
Beginning Fund Balance	\$283.57
Property Taxes	\$228.03
State Equalization	203.27
Specific Ownership Taxes	15.32
Other Local Revenue	47.06
Other State Revenue	15.00
Federal Revenue	36.51
Transfers	6.64
Total Revenue and Transfers	\$551.83
Funds Available	\$835.40

Budgeted Expenditures (In Millions)	
General Fund	\$413.35
Designated Purpose Grants Fund	31.16
Extended Child Services Fund	17.12
Pupil Activities Fund	12.36
Capital Reserve Fund	6.94
Capital Finance Corporation	0.04
Building Fund	124.08
Bond Redemption Fund	52.03
Food Services Fund	16.37
Total Expenditures	\$673.45
Appropriated Reserves	\$16.34
Total Appropriation	\$689.79



BUDGET OVERVIEW

The planned annual operating expenditures decreased by 0.2% compared to the prior year's budget, excluding the Building and Bond Redemption Funds, primarily due to expenditure reductions in the Cost and Resource Management Plan that were developed in response to declines in State funding under HB10-1369, the School Finance Act. 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 FY2010-11 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 \$525.31 million as of June 30, 2010. The Bond Redemption Fund has projected revenue of \$51.65 million, a beginning balance of \$45.51 million and budgeted expenditures of \$52.03 million. The scheduled principal and interest payments total \$52.03 million, an increase of \$3.60 million for FY2010-11.

The property tax levy for principal and interest on bonds is estimated to be 9.901 mills for 2011, which is approximately 20.2% of the total projected tax levy of 49.016 mills. The annual principal and interest payments on the currently outstanding bonds are expected to remain steady from FY2010-11 through FY2013-2014.

The fiscal year-end balance of \$45.13 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 2010 payment of principal and interest will be much higher than the June 2011 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 \$124.08 million for FY2010-11. Financial resources include a beginning fund balance of approximately \$151.33 million. The source of the construction funds is primarily from the issuance of \$203.55 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 \$1.32 million and revenue sources of \$6.99 million. The primary annual revenue source is the allocation of \$6.94 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 \$6.94 million in FY2010-11. These expenditures include \$2.28 million for school facilities, repairs, and major maintenance, \$3.67 million for equipment, and \$0.99 million for Certificates of Participation principal and interest.

EXECUTIVE SUMMARY

FUND OVERVIEW

Designated Purpose Grants Fund

The Designated Purpose Grants Fund is balanced with revenue and expenditures of \$31.16 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.

The budgeted revenue from the Federal Government sources is \$28.46 million. The District receives federal funds pursuant to Public Law 94-142 and other federal statutes. These funds are intended to fund a portion of the costs to educate the handicapped and educationally deprived and to provide educational program improvements.

Federal Grant funds of \$10.69 million from the American Recovery and Reinvestment Act (ARRA) for Title I, Part A, Title I, Part D, Title II-D, IDEA Part B, and IDEA Preschool are included in these totals. These ARRA funds are one-time funds and the funding period ends September 30, 2011.

Extended Child Services Fund

The Extended Child Services (ECS) Fund is used to budget and account for the self-supporting 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.

Anticipated revenue totals \$17.24 million and the expenditures total \$17.12 million. An operating transfer to the General Fund of \$1.77 million is included. Ending fund balance for FY2010-11 is projected to be approximately \$3.90 million.

Food Services Fund

The Food Services Fund, the District's only enterprise fund, accounts for the self-supporting financial activities related to preparation of school lunches and for the breakfast program. The fund included a projected beginning retained earnings balance of \$6.17 million. With meal sales and federal cost reimbursement revenue and transfers totaling \$16.55 million and expenditures of \$16.36 million, ending retained earnings for FY2010-11 are projected to be \$6.36 million.



General Fund

The General Fund is the largest of the funds, which represents approximately 61% of the total District budget expenditures. 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 \$413.35 million for school and departmental operations and appropriated reserves of \$14.94 million for a total budget appropriation of \$428.29 million. An amount of \$6.94 million is budgeted for the Capital Reserve Fund from State Equalization Aid. An operating transfer of \$1.77 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 accounts for the self-supporting financial activities associated with elementary school, middle school, and high school extracurricular activities. 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 FY2010-11 include a beginning fund balance of \$5.05 million and estimated revenue and expenditures of \$12.36 million. The ending fund balance is projected to remain at \$5.05 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 2009</u>	<u>Additional 1%</u>	<u>Total FY2010-11</u>
(0.6%)	1.0%	0.4%

Due to State budget shortfalls for 2010 and 2011, the State Legislature adopted legislation reducing funding statewide for K-12 education by 6.35% through a *negative* "State Budget Stabilization Factor" in the School Finance formula. 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 Coloradoans

Public School Finance Act

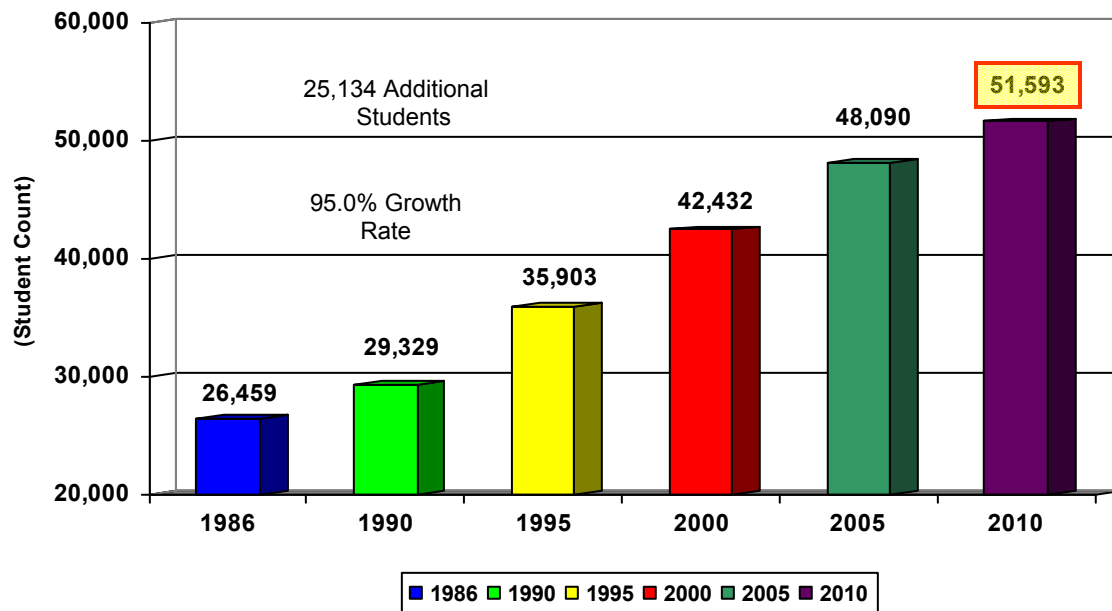
The majority of operating revenue for the District is provided by the School Finance Act that was enacted by the Colorado General Assembly in 1994. This provision is subject to review and revision each year by the State legislature and has been amended by HB10-1369. More complete information regarding the School Finance Act can be found in the General Fund section.

EXECUTIVE SUMMARY STUDENT ENROLLMENT

Enrollment in the Cherry Creek School District continues to grow. The total enrollment is projected to increase by 588 students in October 2010. The student count is estimated to increase from 51,005 in October 2009 to 51,593 in October 2010. This represents a growth rate of 1.2%.

Since 1986, student enrollment has nearly doubled. On average, the District enrollment has increased by an average of 1,047 students each year. This represents a growth rate of 95% from 1986 to 2010. An historical summary is reflected in the graph below.

Cherry Creek School District #5 Enrollment Growth Trend Since 1986



TOTAL ENROLLMENT

TEACHING



MATH

COUNTING TO "10"

EXECUTIVE SUMMARY SCHOOL DISTRICT STAFFING

The majority of the District's employees are *instructional staff* members who are involved with the students on a daily basis. This staff strives to help students achieve their maximum potential and focuses on tightening the achievement gap. 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 enhance educational opportunities for the students.



7,799 DISTRICT EMPLOYEES

- ◆ **Instructional Staff:**
 - Teachers, Para-Educators, Mental Health, & Social Workers
- ◆ **Administrative Staff:**
 - Administrators/Principals, Executive Directors
- ◆ **Support Staff:**
 - Bus Drivers, Custodial/Maintenance, Nurses, Secretaries, Security Specialists, Staff Support, Food Services

POSITION	STAFF
Teachers and Para-Educators	4,437
Administrators	143
Bus Drivers	222
Custodians, Maintenance, and Mechanics	181
Mental Health Staff	108
Nurses	71
Secretaries	396
Security Specialists	90
Staff Support	327
Food Service Staff	225
Hourly Staff	894
Substitutes	705
TOTAL STAFF	7,799

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.

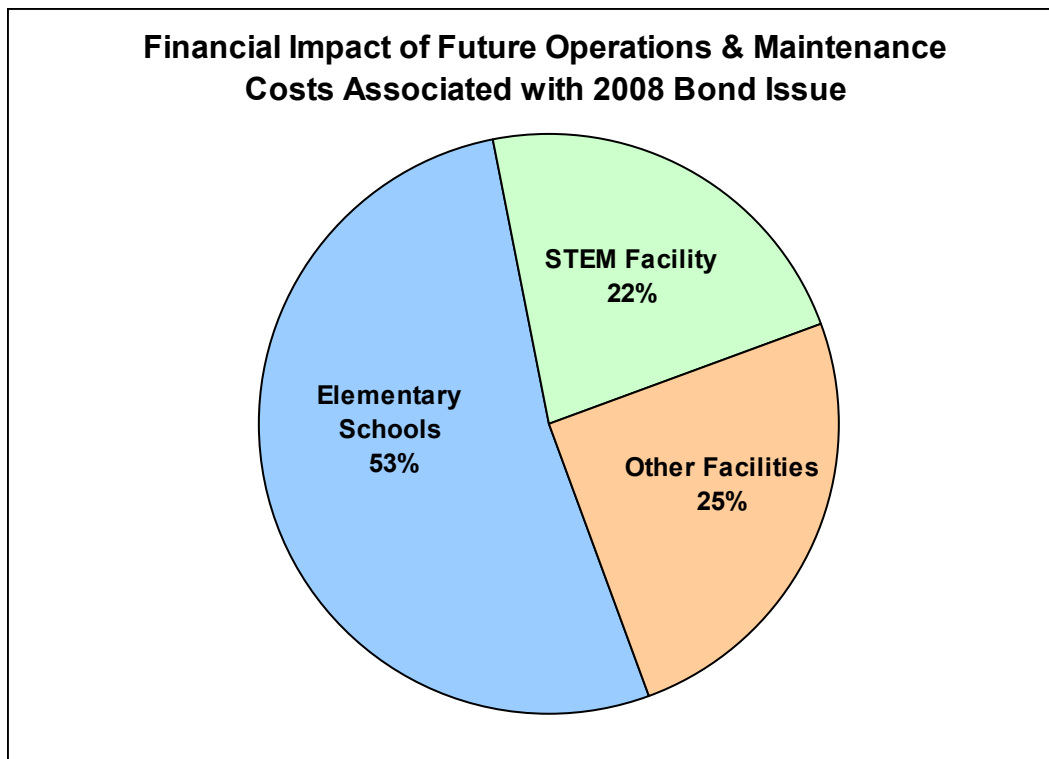
Operations and maintenance costs of new facilities include salaries and benefits for administration, secretarial support, security specialists, bus drivers and custodial, nursing, and mental health services. Other operations and maintenance costs are contracted building cleaning services, utility costs 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

Anticipated future operations and maintenance costs associated with the 2008 bond issue are approximately \$5.0 million.

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



(in millions)	
Facility	Future 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

Funds for building, renovation, and expansion of schools are provided through the issuance of bonded debt. These bonds are authorized by voter approval only, and are managed in a separate fund as required by Colorado Law. The District uses the Building Fund for this purpose and provides for debt repayment costs in the Bond Redemption Fund.

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

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

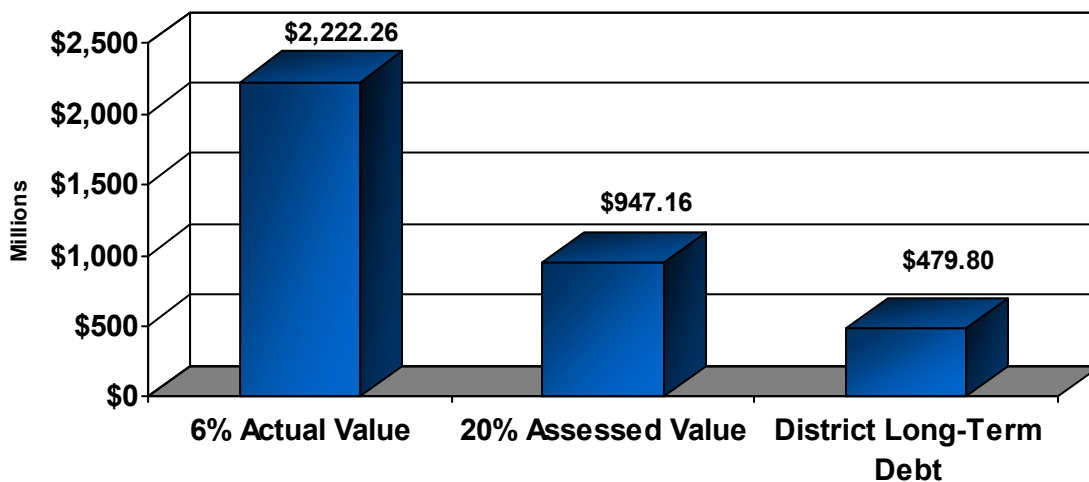
Subsequent legislation allows an option to expand the limitation to 25% of assessed value for debt elections approved before July 1, 2005 if school districts have had at least 2.5% enrollment growth over three consecutive years.

The District refers to the 20% of assessed value limit for purposes of debt issuance limits. The 6% of actual value limit is restricted under the Taxpayer's Bill of Rights (TABOR).

Currently, the District debt is approximately 50.7% of the legal debt limit under the 20% of assessed value limit.

The following graph represents the legal debt limitations versus the current long-term debt of the District.

DEBT LIMITATIONS VS. DISTRICT DEBT



CHERRY CREEK SCHOOL DISTRICT ORGANIZATIONAL SECTION

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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

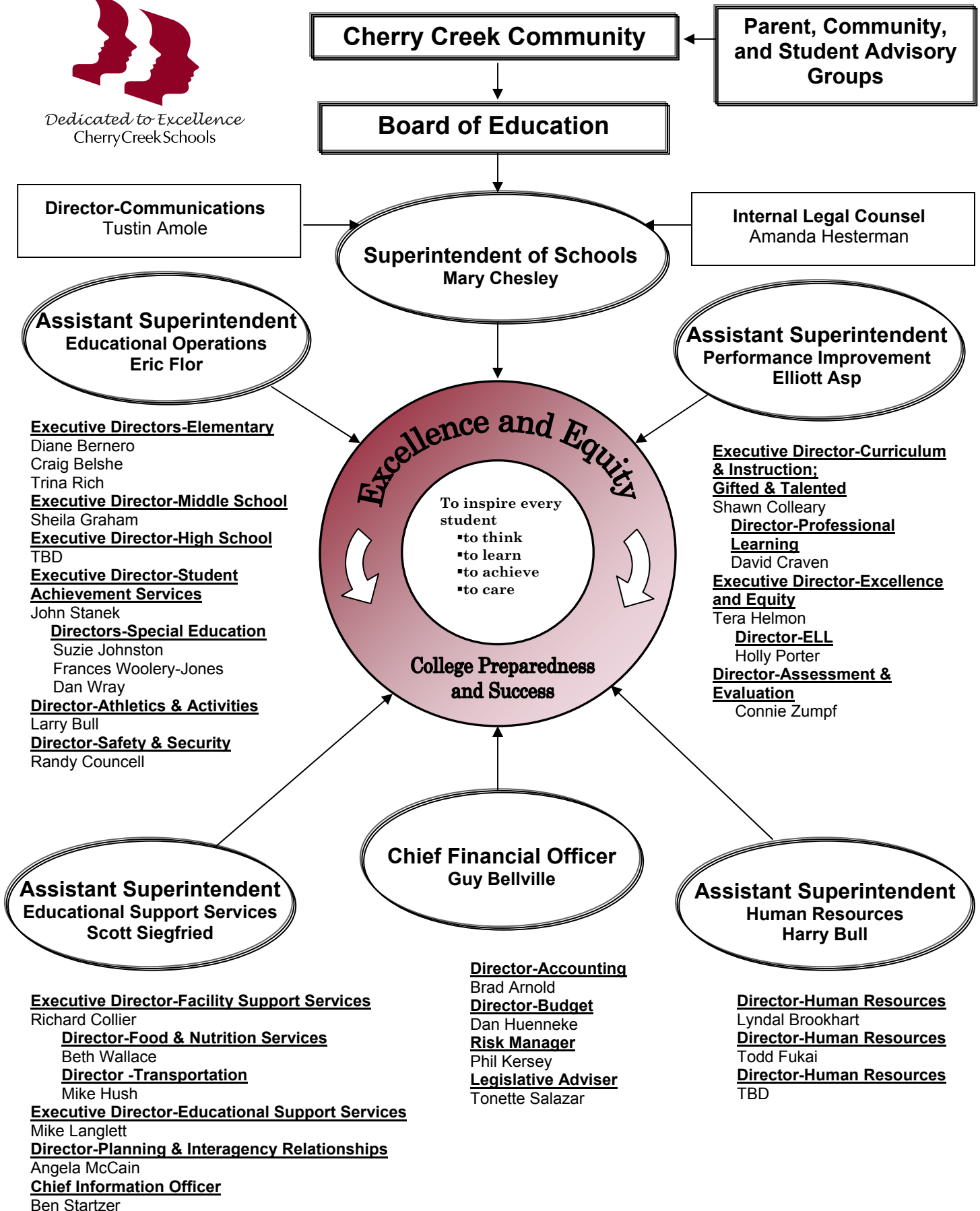
As a district, we are committed to:

- 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
Cherry Creek Schools



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.
STEM Center

Athletics & Activities

Career & Technical Education

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

Security

Security Teams
Crisis Response

Assistant Superintendent Performance Improvement Elliott Asp

Supervision of Departments
Federal/State Grants

Curriculum & Instruction

Content Coordinators
Reading Recovery®
New Teacher Orientation

Gifted & Talented

Professional Learning

Media Services
On-Line Learning
STAR Mentor Program

Excellence & Equity

AVID
English Language Acquisition
Multicultural Services
Civil Rights Compliance

Assessment & Evaluation

Districtwide Testing
Performance Improvement Report

Chief Financial Officer Guy Bellville

Elections
Fiscal Services
Legislative Liaison

Accounting

Accounts Payable
Accounting/Reporting
Foundation-Accounting & Reporting
General Fixed Assets
Investments
Payroll

Budget

Budget Preparation
Financial Planning/Projections
Financial Systems

Risk Management

Property & Casualty Insurance
Workers' Compensation Claims Mgmt.
Printing Services
Purchasing
Risk Assessment
Workforce & Facility 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

Transportation

Planning & Interagency

Relationships

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

Information Systems

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

Safety

School Safety Planning
Safe Schools Design Team

Assistant Superintendent Human Resources Harry Bull

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

CHERRY CREEK SCHOOL DISTRICT SETTING THE STANDARD

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.

Setting Goals

Achieving Results

Strengthen the Organization

- ◆ As a result of the passage of the November 2008 Election, began implementation of the District's School and Facility Improvement Plans to upgrade existing schools and plan the construction of new schools and facilities
- ◆ Began design and implementation of a new integrated Enterprise Resource Planning (ERP) Financial and Human Resource system to replace the existing 20 year old system, which will optimize the District's business processes, provide capabilities of new technologies, provide enhanced access to information required by key stakeholders, and allow flexibility and operational capacity to support expanding growth requirements

Elevate student achievement, close the achievement gap, and prepare all students for college access and success

- ◆ The Colorado Department of Education (CDE) has recognized eight Cherry Creek schools for demonstrating the highest sustained rates of student academic progress in one or more content areas over the past three years
- ◆ Based on CDE results of the spring 2009 CSAP tests, the Cherry Creek School District recorded gains in third and sixth grade reading; third, seventh, ninth and tenth grade writing; fourth, sixth, seventh and eighth grade math; and fifth, eighth, and tenth grade science
- ◆ For 2009 graduating seniors, the District SAT overall combined average score for Critical Reading, Math, & Writing increased by 38 points from 1704 in 2008 to 1742 in 2009
- ◆ The Class of 2009 took more than 6,100 Advanced Placement tests and is the third class in the Cherry Creek School District to take CSAP tests in grades three through ten



CHERRY CREEK SCHOOL DISTRICT SETTING THE STANDARD

Setting Goals

Achieving Results

**Elevate student achievement, close the achievement gap, and prepare all students for college access and success
(Continued)**

- ◆ The Class of 2009 earned more than \$33 million in scholarships, which includes 34 National Merit Finalists, 6 National Merit Hispanic Scholars, 4 Boettcher Scholars, and 6 military academy appointments
- ◆ The District graduation rate for the Class of 2009 was 85.5%
- ◆ Highline Elementary received a Fruit and Vegetable Program Grant for \$36,000 through the National School Lunch Program (NSLP) under the U. S. Department of Agriculture to provide each student with a weekly fruit or vegetable snack; nutrition education is also provided by a District registered dietician in each classroom using hands-on activities and taste testing



Bolster school safety and security

- ◆ Over 19,100 work orders for General Maintenance and Grounds were completed over the 2008-09 school year and approximately 5,185 were completed during the summer of 2009 for renovations, repairs, and upgrades to school and District facilities
- ◆ Developed & implemented an H1N1 Prevention & Mitigation Efforts Plan in cooperation with the Centers for Disease Control & Prevention, Colorado Department of Public Health & Environment, & Tri-County Health Department posting continual updates on the Cherry Creek website at:

www.cherrycreekschools.org

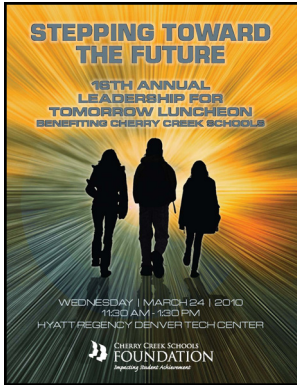


CHERRY CREEK SCHOOL DISTRICT SETTING THE STANDARD

Setting Goals

Achieving Results

Develop citizenship, civility, and character



**16th Annual
Leadership for
Tomorrow**

- ◆ Held the 9th Annual First American State Bank Fitness Festival to benefit the Cherry Creek School District Community Asset Project which raised \$85,000
- ◆ Held the 3rd “Building Leadership in the African American Community for Kids’ (BLAACK) Conference to inspire students through culturally-relevant motivational speakers
- ◆ Held the 16th Annual “Leadership for Tomorrow” luncheon honoring two outstanding senior students from each high school for leadership, scholarship, and service and two exceptional AVID students
- ◆ Overland High School and Peakview Elementary School participated in a national “Fundred” Dollar Bill Project to support an environmental clean-up solution to the lead contamination problem in New Orleans and other cities across the country
- ◆ Held the 1st “Passport to Health” Family Wellness Summit to focus on improving families’ overall health and well-being; included activities to promote physical, psychological, nutritional, environmental, and health care wellness



**9th Annual First American State Bank
Fitness Festival**



“Fundred” Dollar Bill



“Passport to Health”

CHERRY CREEK SCHOOL DISTRICT SETTING THE STANDARD

Setting Goals

Achieving Results

Fuel our vision of excellence

- ◆ Presented a proposed Cost & Resource Management Plan to the Board of Education, Cherry Creek Schools leadership personnel, employees, and the community at the Board of Education regular meeting and a series of Budget Town Hall meetings in April 2010
- ◆ In order to manage resources and effectively deal with State funding reductions, the Cost & Resource Management Plan of \$17.2 million was presented to the Board of Education and incorporated into the FY2010-11 Financial Plan
- ◆ Prepared and presented a comprehensive Financial Plan to the Board of Education and published on the District website:
<http://www.ccsd.k12.co.us/Budget/>
- ◆ Sold the 2nd half (\$101.775 million) of school bonds authorized by the passage of the November 2008 Bond Election at a favorable interest rate of 5.0597%

Recruit, retain, and develop the finest licensed personnel and support staff

- ◆ Twenty-two teachers achieved National Board Certification in 2009 for a total of 70 District licensed teachers being certified
- ◆ Implemented a Professional Development on-line video learning program (PD360) for teachers & administrators
- ◆ Implemented an Instructional Coaching Program at 15 elementary schools & added two new certificate programs
- ◆ Mentored over 100 first year teachers through the Staff Training Assistance and Renewal (STAR) program to accelerate teachers' growth and success
- ◆ 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
- ◆ 71% of Cherry Creek teachers have advanced degrees and 53% have more than 7 years of experience



STAR MENTORS
Outstanding Role Models for New Teachers
Catalysts for Teachers' Growth

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 Committee (DAC)

The District Accountability 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 DAC 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 Kiefer at 303-870-7644.

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, DAC 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.

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 assists with 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 November. 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 informs parents about current issues impacting today's youth and gives parents positive tools for raising healthy children. The PIN's purpose is to increase partnership within the community, build awareness, educate parents, and encourage positive youth character development. A top priority is to support parents in taking primary responsibility for character development in their children. This organization has representatives from each District elementary, middle, and high school. A mentorship program was introduced in FY2005-06 which assigned a PIN Board Mentor to each school. This individual is a resource for PIN representatives to relay important information back to the parent communities. Meetings occur from 9 a.m. to 11 a.m. the 1st Tuesday of the month. For further information, please email pin@cherrycreekschools.org.

Community Asset Project, Inc. (CAP)

The members of this group 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 ensure 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 District school 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 CARELINE

720-554-CARE

CARELINE@CHERRYCREEKSCHOOLS.ORG

***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 Board whose members represent one of the District's five Director Districts. These members are uncompensated volunteers elected "at-large" to four-year terms by registered voters via a non-partisan ballot. The regular biennial election of District directors is held on the first Tuesday after the first Monday in November of odd numbered years.

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 delegate the management of 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 2010-11 fiscal year, subject to change, is shown in the chart on the right.



Board of Education Meeting Schedule

2010

August 9th	Special Programs Center
September 13th	Cherry Creek Academy
October 11th	Pine Ridge Elementary
November 8th	Ponderosa Elementary
December 13th	Homestead Elementary

2011

January 10th	Cottonwood Creek Elementary
February 14th	Arrowhead Elementary
March 14th	West Middle School
April 11th	Trails West Elementary
May 9th	Cimarron Elementary
June 13th	Instructional Support Facility

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

- ◆ Two Cherry Creek School District teachers, Kathryn Eyolfson of Coyote Hills Elementary & Lana Hansen of Willow Creek Elementary, were named by President Obama as recipients of two prestigious Presidential Awards for Excellence among more than 100 science, math, & engineering teachers & mentors across the country.
- ◆ Superintendent, Mary Chesley, was named Colorado Administrator of the Year by the Colorado Association of Educational Office Professionals.
- ◆ The Cherry Creek School District Communications Department, led by Tustin Amole, won two 2009 National School Public Relations Golden Achievement Awards for the All Star Awards Program and the Medal of Honor Communication Plan, as well as an Award of Merit for the District Calendar and three Honorable Mentions for the Portraits of Valor, Shareholders' Report, and World Class Instruction. Communications Services also received numerous honors from the Colorado School Public Relations Association for its photography, publications & communications programs.

◆ ◆ ◆ ◆ ◆ ◆ ◆ ◆ ◆ ◆

- ◆ 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



Smoky Hill High School English teacher & Newspaper & Yearbook advisor, Carrie Faust, was recognized nationally by the National Council of Teachers of English for her efforts to promote & defend intellectual freedom and received the "Distinguished Yearbook Advisor of the Year" award from the Journalism Education Association, Inc.

Overland High School math teacher, Zachary Bissinger, was honored with the Summit Learning & Teaching Award by the Pacific Educational Group for demonstrating innovative, culturally relevant instruction that engages all students while striving to achieve racial equity in the classroom.

Eaglecrest High School Activities Director, Patti DePaolis, was recognized with a "Friends of DECA" Award at the State DECA Competition for her commendable service and efforts to help students to be successful with DECA.

Overland High School Business/Marketing teacher, Roberto Ocana, was selected by the Colorado Marketing Teachers as the "*Colorado Newer Marketing Teacher of the Year*" at the State DECA Competition.

Former Highline Elementary School Gifted & Talented teacher & **Current District Instructional Coach**, Roberta Reed, received the "Educator of the Year" Award by the Colorado Association for the Gifted & Talented for her extraordinary contributions & inspiration to exceptional students.

Former Cherry Creek High School Head Football Coach, Fred Tesone, was inducted into the CHSAA Hall of Fame for taking Cherry Creek's football teams to a victory of three state championships, 22 league titles, 23 state playoff appearances, and three undefeated seasons during his 27 years of coaching.

CHERRY CREEK SCHOOL DISTRICT NATIONAL AND STATE AWARDS AND RECOGNITION

TEACHING & LEADERSHIP EXCELLENCE



Smoky Hill High School English teacher, Nick Droege, and **Overland High School** math teacher, Christine Sukup, received the National Forensic League's "Diamond Key" Award at the National Speech and Debate Tournament in Kansas City, Missouri for their excellence in coaching over their years of service.

Sky Vista Middle School math teacher/coordinator, Carrie Heaney, was selected as a Colorado finalist for the Presidential Award for Excellence in Science and Mathematics Teaching for secondary mathematics.

Thunder Ridge Middle School's math coordinator, Cindy Johnson, was a recipient of the 2009 Colorado Council of Teachers of Mathematics Math Teaching Award.

The Cherry Creek School District Communication Services Department, led by Tustin Amole, and the **Printing Services Department**, led by Tim Waltz, won 12 Awards of Excellence as part of the 2010 Colorado School Public Relations Association's Communications Excellence Program for District publications & communication program entries. Awards of Merit were also presented to Steve Cross for his Special Purpose publications and to Christina Everson, Anna Osborn, and Michelle Ancell for submitted photographs.

ACADEMICS



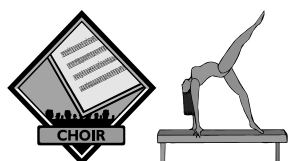
Smoky Hill Family and Consumer Sciences Management/Knowledge Bowl and Culinary Teams placed 1st and 4th, respectively, in the Colorado State Pro-Start Invitational competition where each member was presented with a \$4000 scholarship by the National Restaurant Association. Smoky Hill High School also won the Colorado State 2010 Pro-Start Hospitality Cup trophy for the overall highest combined score from these teams.

Cherry Creek High School qualified nine students and **Overland High School** qualified three students to the 2010 National Forensic League (NFL) National Speech and Debate Tournament.

Aspen Crossing and Willow Creek Elementary Schools, West Middle School, Cherry Creek High School, and Challenge School Destination ImagiNation teams placed in the Colorado State Tournament and will continue on to the Global finals in Knoxville, TN in May of 2010.

Village East Elementary Destination ImagiNation team placed 5th out of 26 teams in the State of Colorado Do or DI Competition.

MUSIC & SPORTS



Eaglecrest High School students Patty Prichard, Keeley Farrell, Layne Steege, Nika Girenko, & David Kelly were selected for the Colorado All-State JAZZ Choir.

Overland High School Trailblazers won the 5A State Championship in Girls Gymnastics, which was the school's first State Gymnastics title since 1984. The title was earned by a cooperative team of athletes from Overland, Cherokee Trail, Eaglecrest, Grandview, and Smoky Hill high schools in the Cherry Creek School District, and Rangeview High School in Aurora Public Schools.

Cherry Creek High School student, Walter Schafer, won the 2009 5A Colorado State Cross Country Championship, placed second at the National Junior Cross Country Championship, and competed with the USA Junior National Team at the World Cross Country Championships in Poland.

CHERRY CREEK SCHOOL DISTRICT NATIONAL AND STATE AWARDS AND RECOGNITION



Cherry Creek High School qualified 56, **Cherokee Trail High School** qualified 27, **Eaglecrest High School** qualified 10, **Grandview High School** qualified one, and **Smoky Hill High School** qualified five DECA students to compete against 13,000 students from all 50 states and Canada at the International Career Development Conference in Louisville, KY in April 2010.

Grandview High School student Eric Ruoff, was one of the top 10 in the nation at the International DECA Competition in his Principles of Finance event.

Eaglecrest High School student Karen Kaur, was one of the top 15 in the nation at the International DECA Competition in her Fashion Merchandising Promotion Plan event.

Seven **Cherry Creek High School** DECA teams placed in the top 10 in their written events at the International DECA Conference. The International Business Plan team students, Freddie Giguere and Zach Konrad, took 2nd place in the competition.

Overland High School's Future Business Leaders of America (FBLA) chapter earned the National Outstanding Chapter Award (highest honor a chapter can receive) and the Hollis & Kitty Guy Gold Seal Award of Merit. The Emerging Business Issues Team of David Komisarchik, Lindsey Wickman, & Saba Teklu were 7th in the nation.

The Overland High School FBLA Public Information Officer, Tyler Hein's article featuring the Overland Chapter's Halloween and fall break celebration, was published in the National FBLA magazine, *"Tomorrow's Business Leader."* This publication is sent to over 260,000 members and advisers across the U.S., Caribbean, and European Department of Defense Schools.

Grandview High School qualified 24, **Eaglecrest High School** qualified 11, and **Overland High School** qualified 9 **FBLA** members for State Competition at the State Leadership Conference.

Overland High School's FBLA Advisor, Patti Rish Ord, was inducted into the FBLA National Center Advisor Wall of Fame in Reston, VA.

Smoky Hill High School recognized two FBLA students, Chaz Byrne and Samara Rusakow, as State Champions in their events and were honored as national qualifiers.

Grandview High School recognized five FBLA students as State Champions in their events and qualified six FBLA national qualifiers.

★ MILESTONE SCHOOL CELEBRATIONS ★

2010 Congratulations to:

Eaglecrest High School on 20 years – 1990-2010

Trails West Elementary School on 30 years – 1980-2010

2011 Congratulations to:

Fox Hollow Elementary School on 10 years – 2001-2011

Peakview Elementary School on 20 years – 1991-2011

Village East Elementary School on 40 years – 1971-2011

Holly Ridge Elementary School on 50 years – 1961-2011

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 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 property in 1976 where it was restored as a museum.
- * The 1950 consolidated 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 \$4.74 billion in 2009.
- * 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 2010-11 the District will be operating with two central administration facilities, thirty-nine 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	2.4 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 320,000 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.

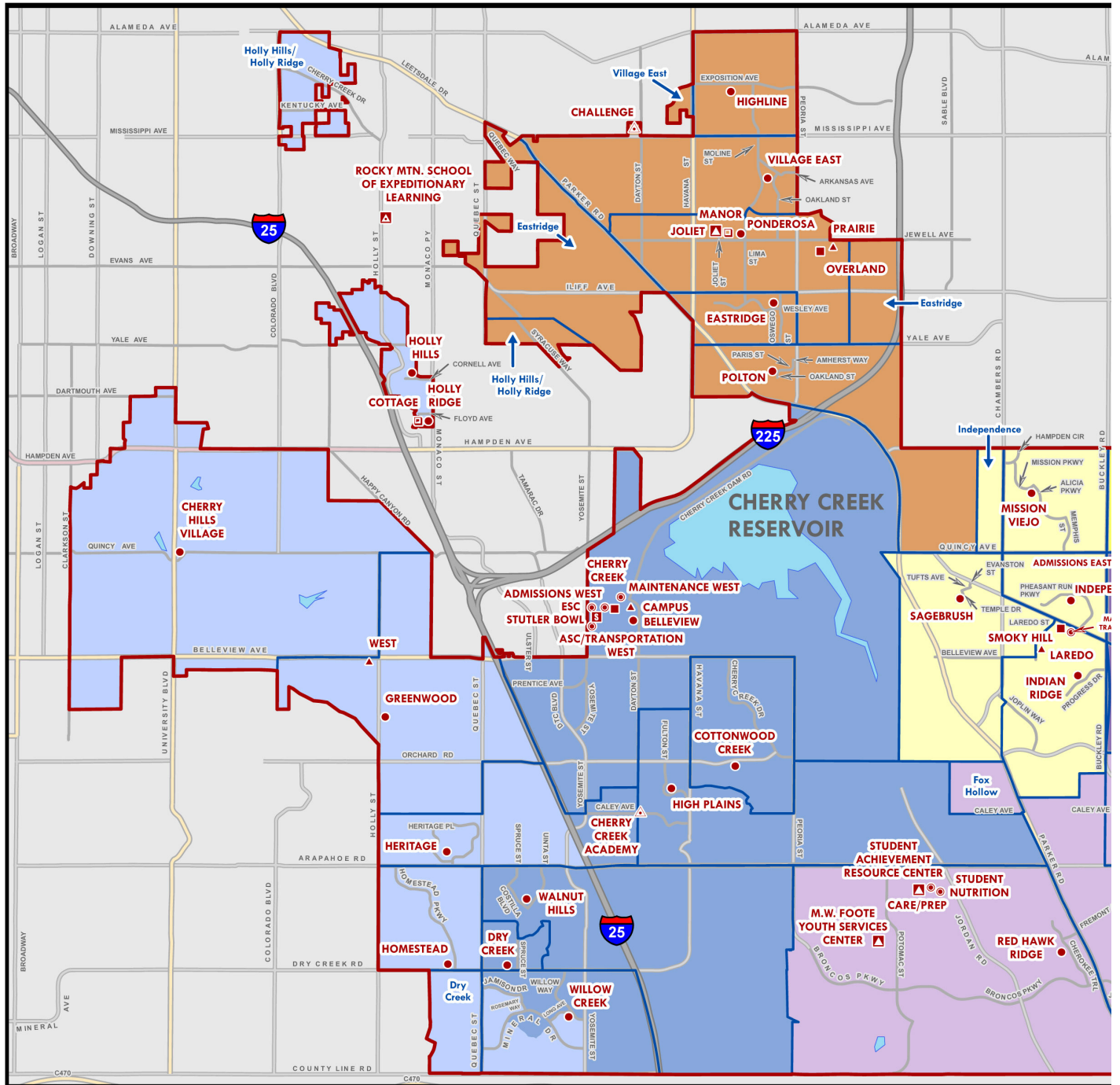
Arapahoe County has the third largest population of the counties in Colorado, with Denver and El Paso counties being the first two largest, respectively. The population within the Cherry Creek School District boundaries is over 267,000.






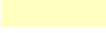
Arapahoe County Estimate for 2008	
Population	562,009
Number of Households	219,432

The District is the fourth largest of the State's 178 school districts. Neighboring metro area school districts include Denver, Aurora, Littleton, Englewood, and Douglas County. The following unaudited information, which includes some regular pre-school students not normally included in the official Cherry Creek School District's October 2009 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 No. 5 being the fourth largest.

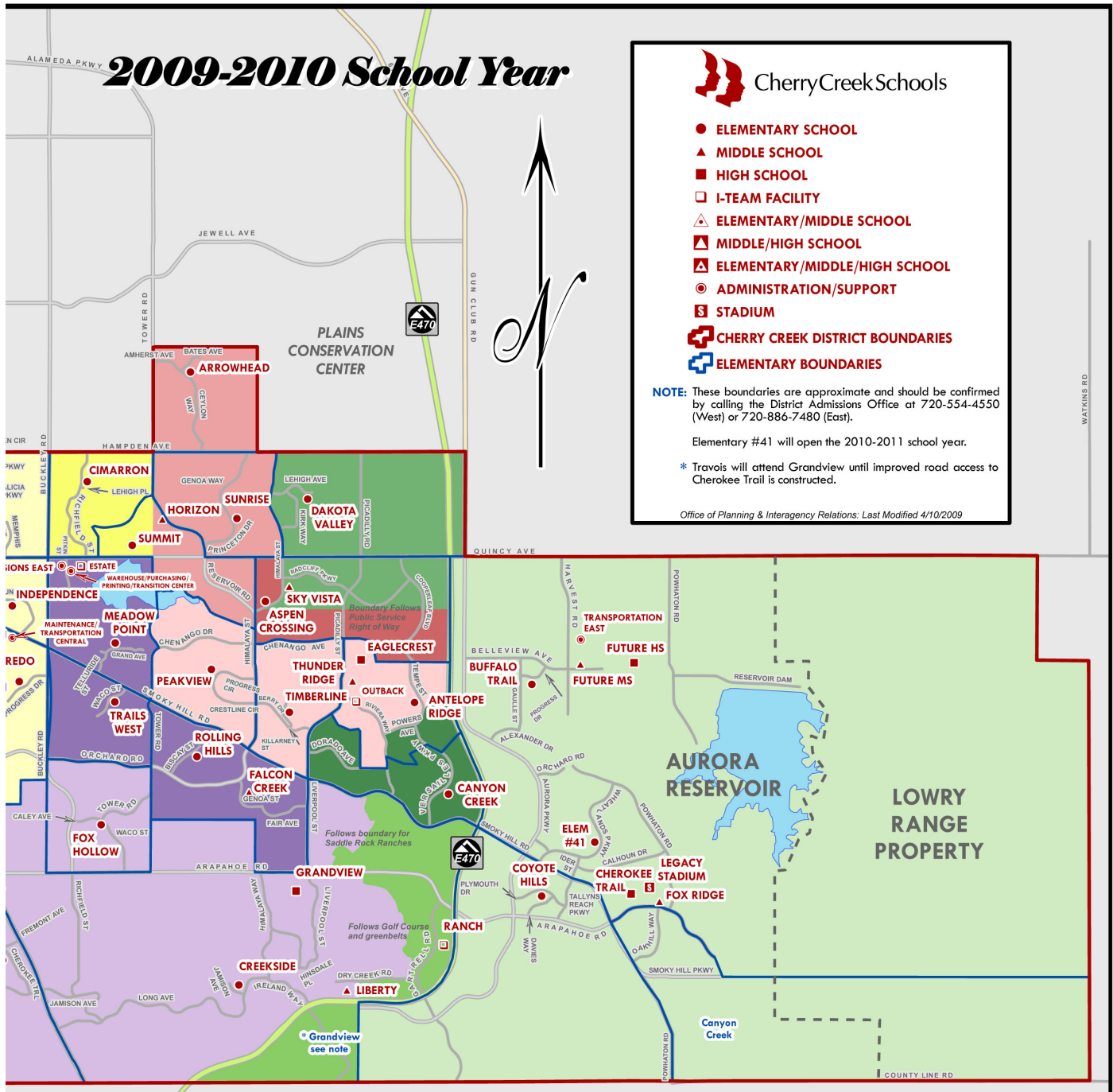
School District	2009 Pupil Membership
Jefferson County R-1	86,250
Denver County 1	77,255
Douglas County RE 1	59,932
Cherry Creek 5	51,708
Adams 12 Five Star Schools	41,949
Adams-Arapahoe 28J	36,967
Colorado Springs 11	29,641
Boulder Valley RE 2	29,011
St. Vrain Valley RE 1J	26,724
Poudre R-1	26,520

CHERRY CREEK SCHOOL DISTRICT



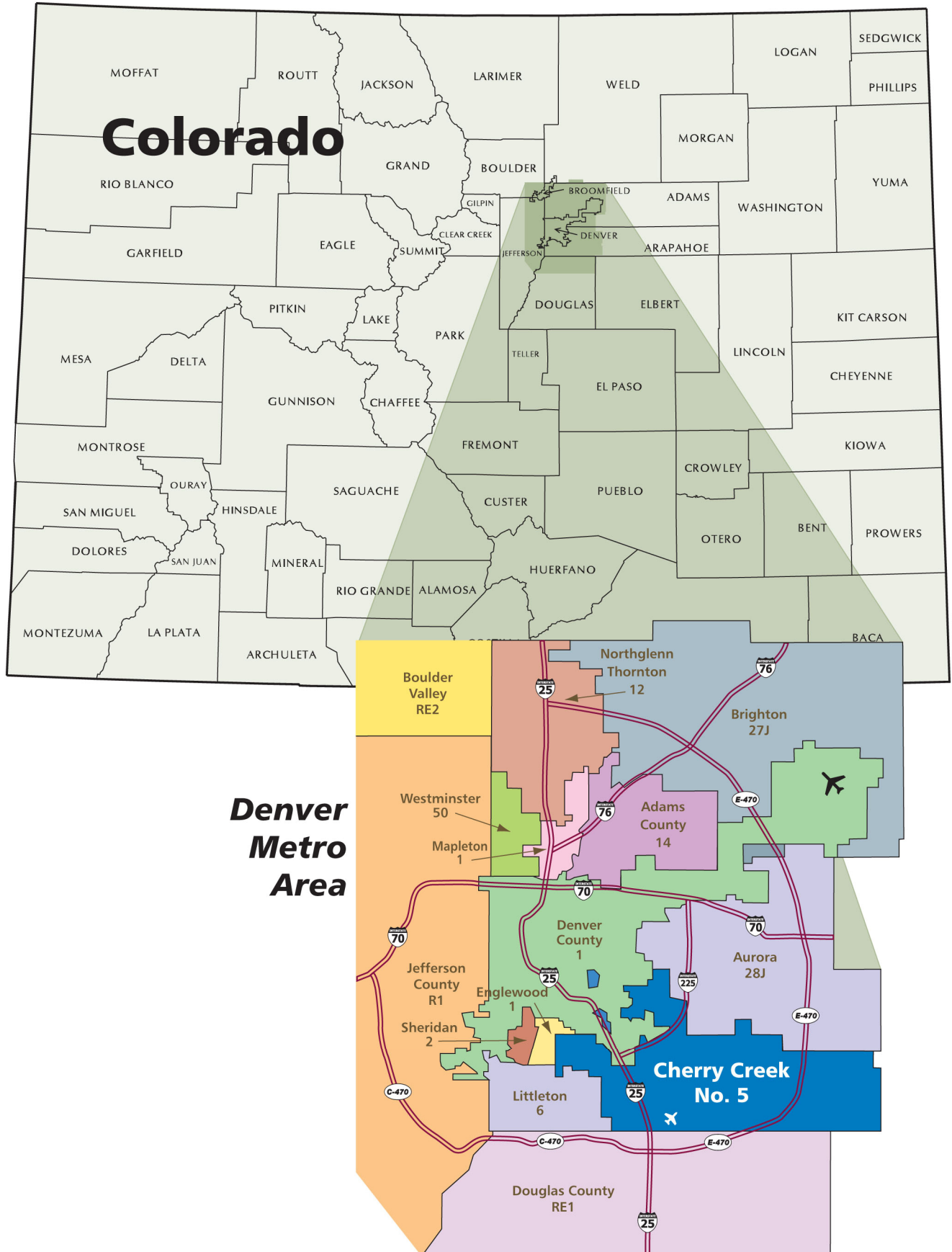
	Cherry Creek/Campus		Grandview/Falcon Creek
	Cherry Creek/West		Grandview/Liberty
	Overland/Prairie		Smoky Hill/Laredo

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 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	

July 2009

- **July 1** – Fiscal year 2009-10 begins.

AUGUST 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					

August 2009

- **August 11** – Budget documents finalized and FY2009-10 Financial Plan distributed to schools, departments, and employee and community representatives.
- 2009-10 Financial Plan documents are available on the District web site, www.cherrycreekschools.org
- **August 28** – School and department Staffing Verification Reports completed for FY2009-10.

SEPTEMBER 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			

September 2009

- Preliminary work begins for the development of the FY2010-11 Financial Plan.

OCTOBER 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

October 2009

- **October 2** – Focusing on Building Accountability Committee Efforts information packet distributed to the District Accountability Committee.
- **October 16** – CSAP and School Improvement Plan data updated.

NOVEMBER 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					

November 2009

- Three-year Financial Planning Projections for FY2010-11 through FY2012-13 prepared for the District Leadership Team and Board of Education.

DECEMBER 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		

December 2009

- **December 3** – Board of Education study session held for review of financial planning and budget development parameters for FY2009-10. Three-year Financial Planning Projections FY2010-11 through FY2012-13 reviewed.

CHERRY CREEK SCHOOL DISTRICT BUDGET PROCESS TIMELINE

January 2010

- **January 12** – FY2009-10 Budget Report submitted to Colorado Department of Education.
- **January 13** – State Legislature convenes and begins consideration of the funding formula requirements of the Public School Finance Act and related legislation regarding State budget reductions.

February 2010

- Synopsis of missions, values, programs, and performance results reviewed with schools and departments.

March 2010

- Budget Development Guidelines prepared based on Cost and Resource Management Plan and reviewed with District Leadership team.
- **March 18** – District Leadership Team & BOE review of State funding reduction impacts and presentation of Cost and Resource Management Plan for FY2010-11.
- **March 23** – Budget Development Guideline packages and budget allocations distributed to the schools and departments.
- **March 26** – School staffing designs submitted to the Instructional Division.

April 2010

- **April 6, 8, 14, 20** – Budget Town Hall meetings held at four school sites to present proposed Cost and Resource Management Plan for FY2010-11.
- **April 9** – Department & school decentralized budgets input for review and verification by the Budget Department.
- All funds information prepared and included in the financial plan.

May 2010

- **May 12** – State Legislative session adjourns.
- **May 27** – Proposed FY2010-11 Financial Plan posted to the District website for public review.

June 2010

- **June 14** – FY2010-11 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 FY2010-11 Financial Plan is adopted.

JANUARY 2010						
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 2010						
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7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28						

MARCH 2010						
	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 2010						
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18	19	20	21	22	23	24
25	26	27	28	29	30	

MAY 2010						
						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 2010						
		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 projected funding and enrollment and considers District values as the primary criteria for resource allocations.

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.

Budget Town Hall meetings were held in April 2010 at four school sites to review State funding reductions and the impact on Cherry Creek School District. The proposed Cost and Resource Management Plan was also presented.

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. 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 schools and departments 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 semi-annually, 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 School 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.
- ⌘ State funding reductions adopted by the legislature are being applied through a **negative** "State Budget Stabilization Factor", which is a 6.35% reduction from Amendment 23 statutory funding.
- ⌘ Projections and budgeted expenditures will include spending for enrollment growth, as well as allocations for classroom and support staff, salaries and benefits, 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 emergency reserve is to be maintained as per Board Policy DB at a level of at least 3% of General Fund expenditures.

***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.



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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, 2009, this earned, but unpaid liability, was \$34.9 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 FY2008-09 and FY2009-10, the District implemented several cost containment measures and experienced reductions in staffing and the decentralized budget.
- ⌘ A Cost and Resource Management Plan developed for FY2010-11 is the basis for a balanced budget for FY2010-11.
- ⌘ 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

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**CHERRY CREEK SCHOOL DISTRICT
FINANCIAL SECTION**

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FINANCIAL SECTION**

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**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.

FY2010-11 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.

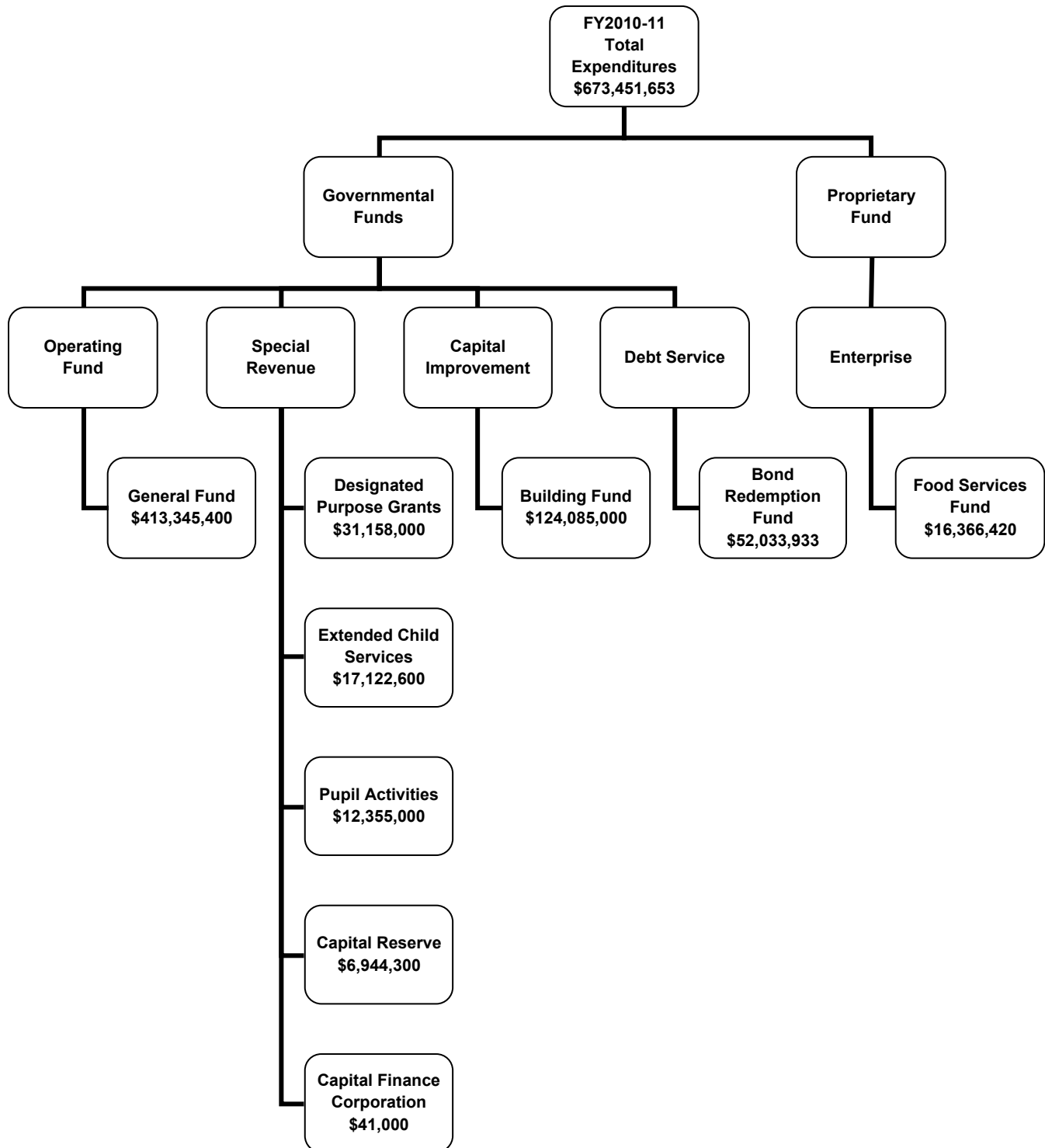
Expenditures by Fund Type provides five-year history (three actual and two budget) of expenditures by fund.

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

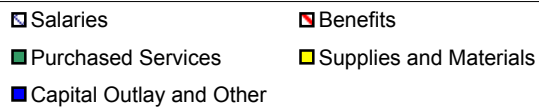
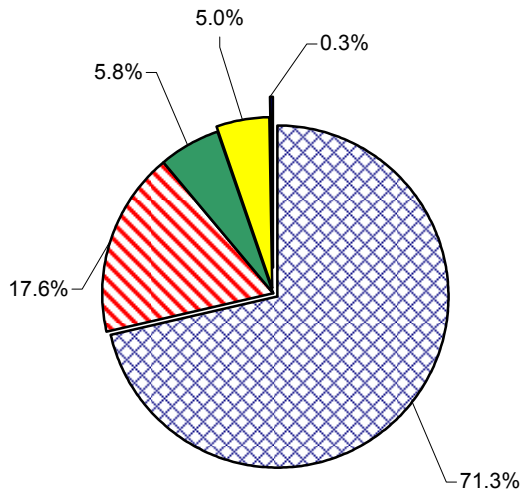
District Funds by Type

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 FY2010-11 are listed below, showing appropriated expenditures, which include transfers.

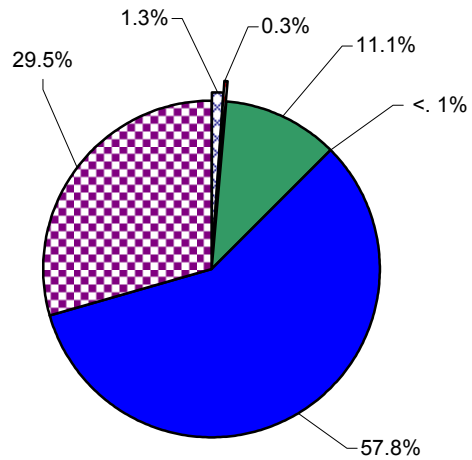


CHERRY CREEK SCHOOL DISTRICT FY2010-11 EXPENDITURES IN ALL FUNDS BY OBJECT

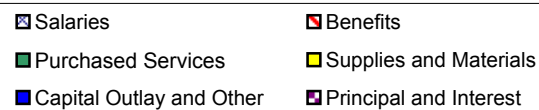
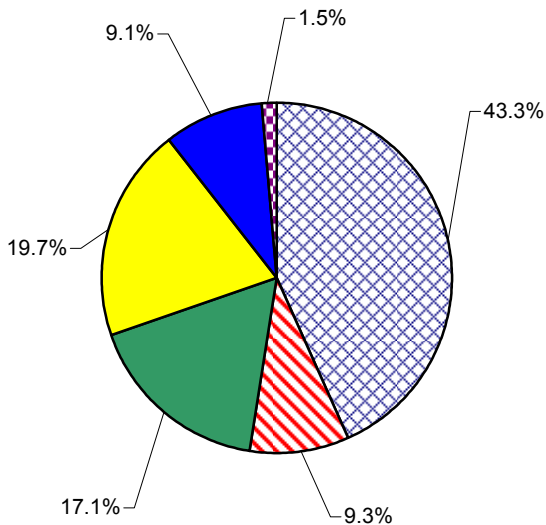
Operating Fund



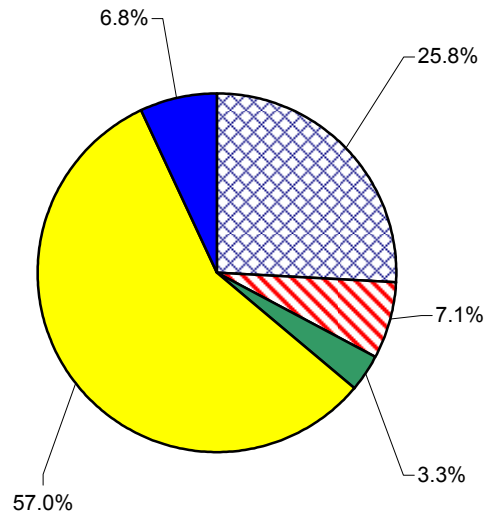
Capital Improvements/ Debt Service Funds



Special Revenue Funds



Enterprise Fund



**CHERRY CREEK SCHOOL DISTRICT
FY2010-11 ALL FUNDS - BUDGETED REVENUE**

(In Millions)	General Fund	Special Revenue Funds	Capital Improvements/ Debt Service	Food Services Fund	Total All Funds
Beginning Fund Balance	\$69.50	\$11.06	\$196.84	\$6.17	\$283.57
<u>Local Sources</u>					
Property Tax	181.14	-	46.89	-	228.03
Specific Ownership Tax	15.32	-	-	-	15.32
Tuition	0.75	0.65	-	-	1.40
Investment Income	0.36	0.05	0.32	-	0.73
Fees	0.98	28.74	-	-	29.72
Other	3.03	2.46	4.65	9.73	19.87
Total Local Sources	201.58	31.90	51.86	9.73	295.07
<u>State Sources</u>					
State Equalization	196.33	6.94	-	-	203.27
Vocational Education	1.45	-	-	-	1.45
Special Education	8.17	-	-	-	8.17
Transportation	3.82	-	-	-	3.82
Other	0.94	0.38	-	0.24	1.56
Total State Sources	210.71	7.32	-	0.24	218.27
<u>Federal Sources</u>					
Special Education	-	16.84	-	-	16.84
Other	1.57	11.61	-	6.49	19.67
Total Federal Sources	1.57	28.45	-	6.49	36.51
Total Revenue	413.86	67.67	51.86	16.46	549.85
Transfers In	1.78	0.12	-	0.08	1.98
Total Revenue and Transfers	415.64	67.79	51.86	16.54	551.83
Total Funds Available	\$485.14	\$78.85	\$248.70	\$22.71	\$835.40
<u>Budgeted Revenue Per Funded Pupil*</u>					
(Not in millions)	\$8,385	\$1,367	\$1,046	\$334	\$11,133

*Estimated 2010-11 Funded Pupil Count is 49,567

**CHERRY CREEK SCHOOL DISTRICT
FY2010-11 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	\$283.92	\$50.26	\$-	\$-	\$334.18
Instructional Support Services	37.28	8.85	-	-	46.13
School Management	24.29	0.45	-	-	24.74
Instruction Services Subtotal	345.49	59.56	-	-	405.05
<u>Districtwide Support Services</u>					
General Administration	2.97	-	-	-	2.97
Fiscal Services	3.76	0.69	-	-	4.45
Operations and Maintenance	34.58	3.07	-	-	37.65
Pupil Transportation	14.73	0.07	-	-	14.80
Central Services	11.12	0.31	-	-	11.43
Other Support Services	-	-	124.00	16.37	140.37
Districtwide Support Services Subtotal	67.16	4.14	124.00	16.37	211.67
Community Services	0.32	1.11	-	-	1.43
Debt Services	0.30	0.99	52.03	-	53.32
Districtwide Subtotal	0.62	2.10	52.03	-	54.75
Total Expenditures	413.27	65.80	176.03	16.37	671.47
Transfers Out	0.08	1.82	0.08	-	1.98
Total Expenditures and Transfers	413.35	67.62	176.11	16.37	673.45
Ending Fund Balance	\$71.79	\$11.23	\$72.59	\$6.34	\$161.95
Revenue over (under)					
Expenditures	\$2.29	\$0.17	(\$124.25)	\$0.17	(\$121.62)

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

<u>Budgeted Expenditures Per Funded Pupil*</u>					
(Not in millions)	\$8,339	\$1,364	\$3,554	\$330	\$13,587

*Estimated 2010-11 Funded Pupil Count is 49,567

CHERRY CREEK SCHOOL DISTRICT LARGEST REVENUE SOURCES

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

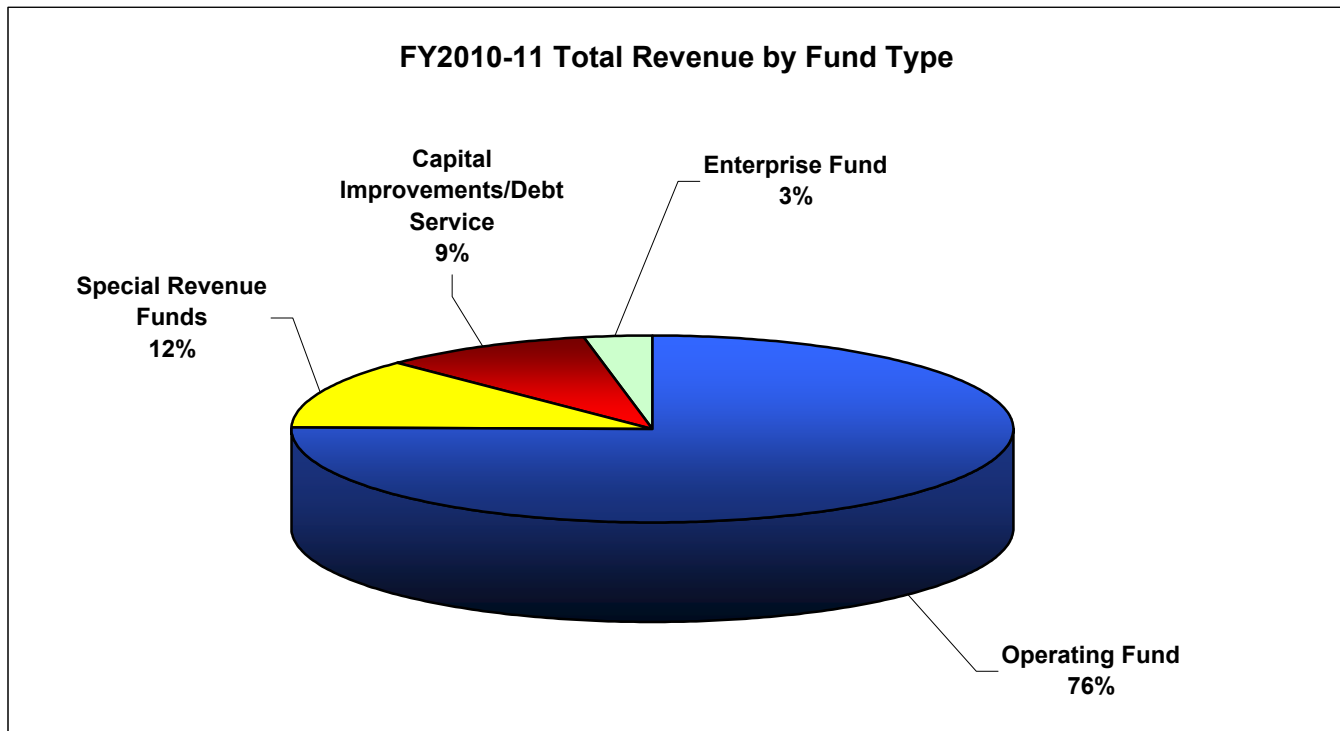
State Equalization provides funding for the General Fund. Under the School Finance Act, the Colorado State Legislature approves the funding formula under which all 178 school districts are funded. The balance of the funded amount not covered by local property taxes and the specific ownership tax is provided by the state. The Public School Finance Act funding formula is described on pages 85-86. The amount budgeted for state equalization revenue is \$203.27 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 FY2010-11 is \$228.03 million. Historical and trend information on property taxes can be found in the Informational Section on pages 210-214.

Federal Revenue sources fund the General Fund, 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 FY2010-11 is \$28.45 million, which includes \$10.69 million of American Recovery and Reinvestment Act (ARRA) funding in the Designated Purpose Grants Fund. The District is also allocated \$1.57 million in the General Fund for other Federal revenue available under ARRA Build America Bonds. Revenue for Food Service includes both reimbursements for the school breakfast and lunch program and USDA donated commodities. Since FY2006-07, this revenue has increased 37% (page 166). Budgeted Food Service federal reimbursement revenue for FY2010-11 is \$6.49 million.

Other Local Revenue is comprised of multiple revenue sources. The largest local source for FY2010-11 is the specific ownership tax, collected by the county when vehicles are purchased and registered. Fifty-seven 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 FY2010-11 is \$15.32 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.

Other State Revenue includes appropriations for categorical revenue 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 2018 when it will be set at 20.15%. Health insurance costs have increased over the past five years and are expected to continue the upward trend. The District contribution for health insurance costs will remain the same for FY2010-11.

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 FY2010-11 and beyond.

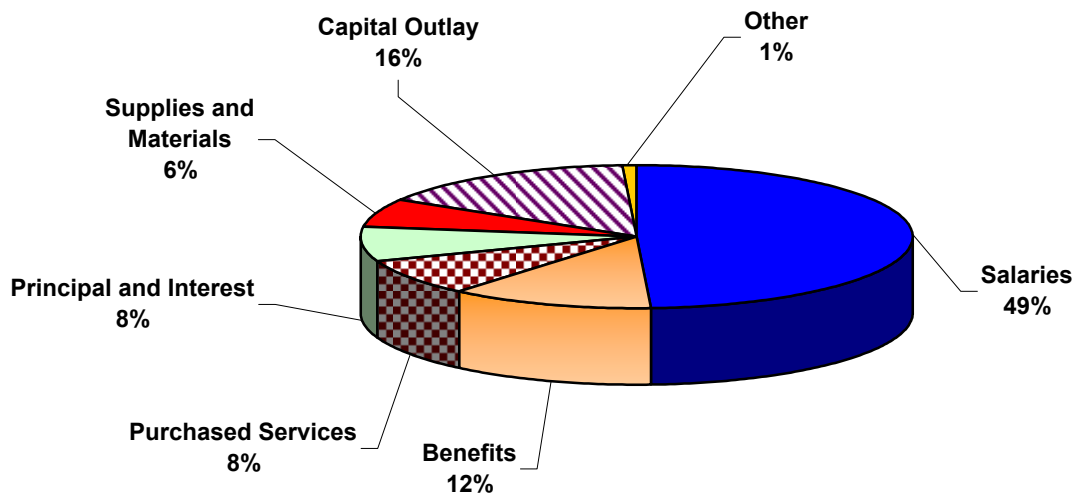
Purchased Services comprise payments to outside custodial services, student athletic and activity transportation costs, printing expenses, and payments for professional services provided by outside companies or individuals.

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.

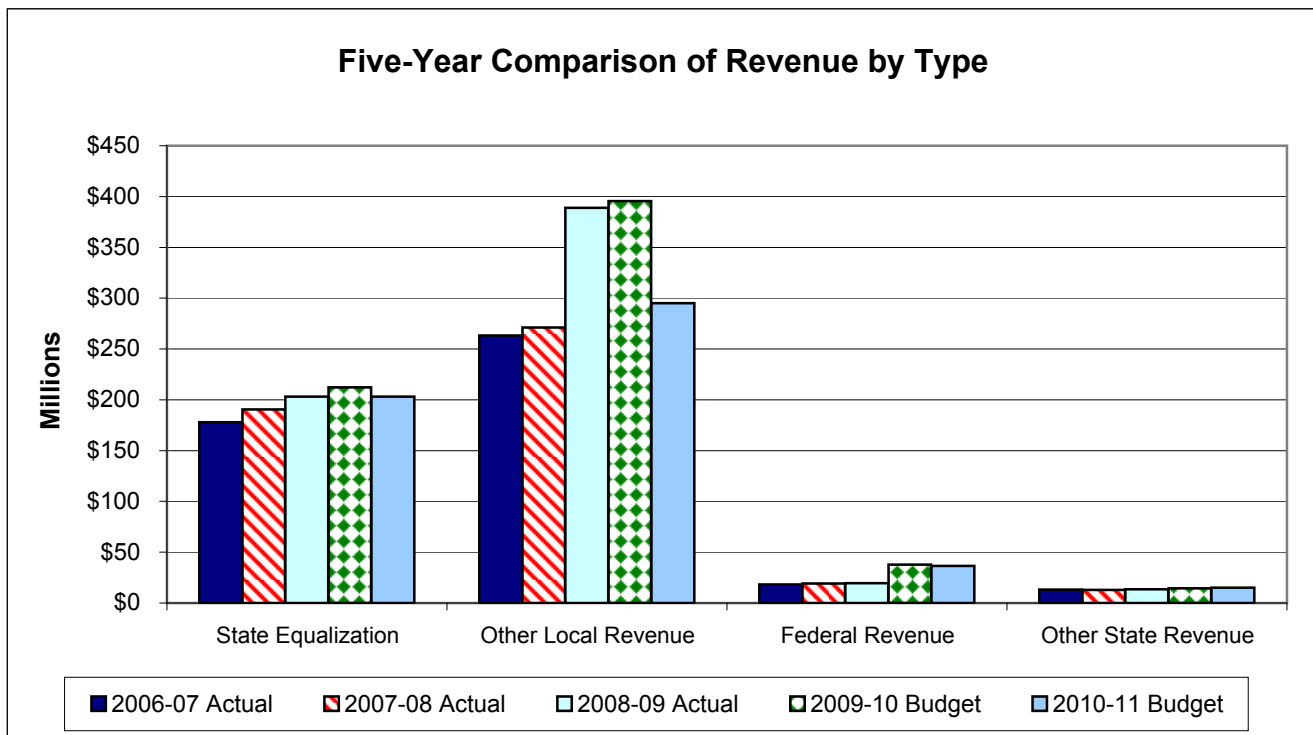
(In Millions)	General Fund	Special Revenue Funds	Capital Improvements Debt Service	Enterprise Fund	Total Expenditures
Salaries	\$294.56	\$29.26	\$2.20	\$4.22	\$330.24
Benefits	72.81	6.30	0.47	1.16	80.74
Principal and Interest	-	0.99	52.03	-	53.02
Purchased Services	24.18	11.58	19.52	0.54	55.82
Supplies and Materials	20.55	13.30	0.03	9.33	43.21
Capital Outlay	0.64	2.54	101.78	0.22	105.18
Other	0.61	3.65	0.08	0.90	5.24
Total	\$413.35	\$67.62	\$176.11	\$16.37	\$673.45

Total Budgeted Expenditures by Object for All Funds



CHERRY CREEK SCHOOL DISTRICT REVENUE BY FUND TYPE

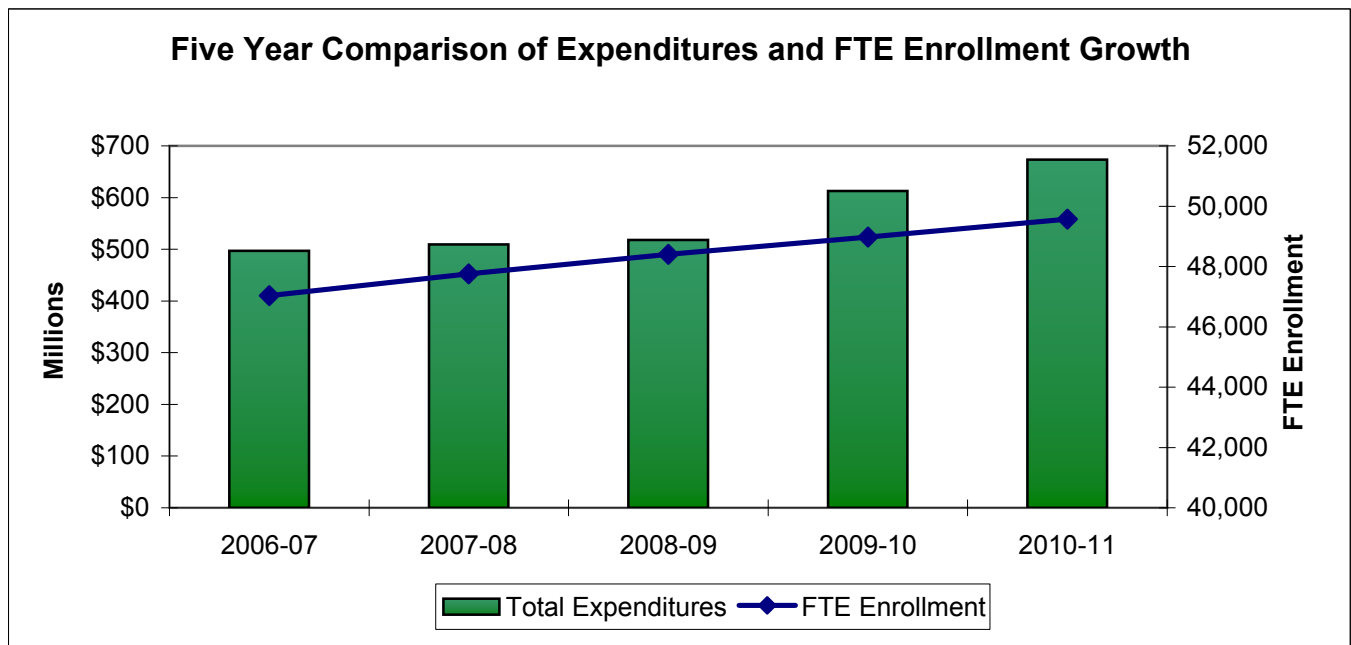
(In Millions)	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
REVENUE					
Operating Fund	\$356.52	\$374.02	\$406.73	\$422.11	\$415.63
Designated Purpose Grants	16.72	16.64	16.29	33.92	31.16
Extended Child Services	14.84	15.70	15.25	17.27	17.24
Pupil Activities	11.75	11.72	11.54	12.64	12.36
Capital Reserve	10.21	11.09	10.79	8.83	6.99
Capital Finance Corporation	0.08	0.05	0.03	0.04	0.04
Special Revenue Funds					
Total Revenue	53.60	55.20	53.90	72.70	67.79
Building Fund	2.07	0.79	107.92	103.59	0.20
Bond Redemption	48.22	52.22	44.42	48.02	51.66
Capital Improvements/					
Debt Service Revenue	50.29	53.01	152.34	151.61	51.86
Food Services	13.50	14.37	14.45	15.44	16.55
Enterprise Fund					
Total Revenue	13.50	14.37	14.45	15.44	16.55
All Funds Total Revenue	\$473.91	\$496.60	\$627.42	\$661.86	\$551.83



The spike in **Other Local Revenue** in 2008-09 and in 2009-10 includes sale of new construction bonds in the amount of \$107.04 million and \$103.06 million, respectively.

CHERRY CREEK SCHOOL DISTRICT EXPENDITURES BY FUND TYPE

(In Millions)	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
EXPENDITURES					
Operating Fund	\$351.78	\$379.66	\$396.36	\$410.78	\$413.35
Designated Purpose Grants	16.72	16.64	16.29	33.92	31.16
Extended Child Services	14.38	15.82	16.18	16.75	17.12
Pupil Activities	11.50	11.85	11.52	12.64	12.36
Capital Reserve	12.22	11.29	9.78	8.79	6.94
Capital Finance Corporation	0.12	0.72	0.03	0.04	0.04
Special Revenue Funds					
Total Expenditures	54.94	56.32	53.80	72.14	67.62
Building Fund	32.81	12.75	10.18	66.19	124.08
Bond Redemption	44.47	46.86	43.52	48.43	52.03
Capital Improvements/					
Debt Service Expenditures	77.28	59.61	53.70	114.62	176.11
Food Services	13.21	13.84	14.39	15.36	16.37
Enterprise Fund					
Total Expenditures	13.21	13.84	14.39	15.36	16.37
All Funds					
Total Expenditures	\$497.21	\$509.43	\$518.25	\$612.90	\$673.45



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 \$124.08 million of these funds has been allocated in FY2010-11.

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

(In Millions)	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Beginning Fund Balance	\$161.57	\$138.27	\$125.44	\$234.61	\$283.57
REVENUE by TYPE					
Local Sources					
Property Tax	199.57	207.01	220.13	227.38	228.03
Specific Ownership Tax	17.45	16.77	15.90	15.90	15.32
School Bonds - New	-	-	107.04	103.06	-
Fees	27.18	28.03	27.63	30.83	29.72
Other Local Revenue	18.92	19.45	18.30	18.37	22.00
State Sources					
State Equalization	177.82	190.62	203.16	212.33	203.27
Vocational Education	0.72	1.49	1.08	1.15	1.45
Special Education	7.59	7.51	7.78	8.14	8.17
Transportation	2.61	3.09	3.58	3.81	3.82
Other State Revenue	2.27	0.95	1.20	1.49	1.56
Federal Sources					
Special Education	8.22	8.25	8.07	8.67	16.84
Other Federal Revenue	10.18	11.02	11.50	29.25	19.67
Transfers In	1.38	2.41	2.05	1.48	1.98
Total Revenue	473.91	496.60	627.42	661.86	551.83
Available Balance	635.48	634.87	752.86	896.47	835.40
EXPENDITURES by ACTIVITY					
Instruction Services	328.21	348.09	367.16	400.89	405.05
Support Services	119.82	108.21	103.43	159.42	211.67
Community Services	1.34	1.20	0.80	1.39	1.43
Debt Services	46.45	49.51	44.81	49.72	53.32
Other Operating Expenditures	0.01	0.01	-	-	-
Transfers Out	1.38	2.41	2.05	1.48	1.98
Total Expenditures	497.21	509.43	518.25	612.90	673.45
Ending Fund Balance	\$138.27	\$125.44	\$234.61	\$283.57	\$161.95
RESERVES					
TABOR Amendment Reserve	12.08	12.90	13.40	13.74	13.79
Designated Reserve	1.84	2.11	2.15	2.65	2.55
Contingency Reserve	-	1.00	1.00	1.00	-
Total Appropriated Reserves	13.92	16.01	16.55	17.39	16.34
Unappropriated Reserves	124.35	109.43	218.06	266.18	145.61
Total Reserves	\$138.27	\$125.44	\$234.61	\$283.57	\$161.95

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, federal, 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.

REVENUE & EXPENDITURES ARE AFFECTED BY:

REVENUE	EXPENDITURES
<ul style="list-style-type: none">◆ 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 (decreases) for Denver, Boulder and Greeley (CPI-U)◆ State budget impacts due to revenue shortfalls caused by economic conditions	<ul style="list-style-type: none">◆ Changes in student population◆ Inflationary cost increases◆ Student achievement programs◆ Funding issues◆ Salaries, benefits & facility 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, state budget stabilization 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 80% 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 2009 FTE enrollment is 48,979 and the FY2010-11 projected FTE pupil count is 49,567.

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:

FY2010-11 SCHOOL FINANCE ACT FORMULA	
Statewide base per pupil funding ¹	\$5,530
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	\$5,530
Multiplied by District non-personnel costs factor ⁴	X .095
TOTAL	\$6,830
Multiplied by District size factor ⁵	X 1.0297
Funding per pupil <i>without</i> At-Risk Pupils	\$7,034
Statutory funding per pupil <i>with</i> At-Risk Pupils	\$7,199
Net per pupil funding under HB10-1369 (School Finance Act) ⁶	\$6,740

- Statewide base per pupil funding** — Under the formula, the statewide base per pupil funding amount of \$5,530 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 FY2010-11, the statewide base per pupil was increased by .40 (inflation of -.60% + 1.0%) from \$5,508 to \$5,530, an increase of \$22 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 FY2010-11.
- 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 FY2010-11.
- Refer to the chart on the next page for the calculated formula of the "Negative State Budget Stabilization Factor."

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 \$844 per at-risk pupil in FY2010-11.

At-Risk Preschoolers

The Colorado Preschool Program (CPP) provides funding for children to be served under the state's preschool program. HB 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 FY2010-11, the funded projected full-day kindergarten FTE for the Cherry Creek School District is 294.6.

GENERAL FUND INTRODUCTION

School Finance Bill HB10-1369 - Impact on the Cherry Creek School District

\$365.3 M
Statewide
K-12
Funding
Reduction
of 6.35%

Public School Finance Act Total Program Funding Illustration

FY2010-11	Amount	Funding Per Pupil
PRIOR YEAR TOTAL PROGRAM FORMULA FUNDING (48,979.3 FTE)	\$351,205,021	\$7,170
PLUS: Anticipated Increase in Funding for Pupil Growth (588 FTE)	4,216,411	
Anticipated Increase in Funding	1,421,519	
(Amend. 23 – CPI plus 1% = 0.6% Deflation plus 1%)		
ESTIMATED STATUTORY PROGRAM FORMULA FUNDING	\$356,842,951	\$7,199
LESS: Effect of Reduction in Total Program Funding	(22,659,527)	
State Rescission for School Finance Administration	(93,333)	
EQUALS: NET ESTIMATED TOTAL PROGRAM FORMULA FUNDING	\$334,090,091	\$6,740
(Projected 49,567.3 FTE)		
REVENUE DECLINE FROM PUBLIC SCHOOL FINANCE FUNDING FY2009-10 TO FY2010-11	(\$8,990,038)	
FY2009-10 TO FY2010-11 CUMULATIVE REDUCTION PER PUPIL		(\$459)

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 48,979 student FTE in FY2009-10 to 49,567 student FTE for FY2010-11, a 1.2% increase
- ◆ Inflation decrease of -.60% for funding in FY2010-11, based on the 2009 calendar year CPI-U decrease
- ◆ Amendment 23 provides additional funding of 1% above the Consumer Price Index (CPI-U) through FY2010-11
- ◆ 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 decrease from \$7,004 in FY2009-10 to \$6,740 in FY2010-11
- ◆ 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 decrease.
- ◆ Categorical State revenue sources – Special Education, Pupil Transportation, Gifted and Talented, Vocational Education and English Language Acquisition are projected to increase by CPI of –.60% plus 1% or .4%. - a total of about \$56,000.
- ◆ Revenue for each major source is estimated based on the above factors.

GENERAL FUND INTRODUCTION

COST AND RESOURCE MANAGEMENT PLAN

Due to adverse economic conditions and declining State revenue, statewide K-12 education funding reductions were adopted by the legislature for FY2010-11. A Cost and Resource Management Plan was developed for the purpose of:

- ◆ Properly dealing with the funding reductions in order to achieve a balanced budget
- ◆ Managing resources to support the educational values of the District
- ◆ Positioning the District to be successful in its mission

EDUCATIONAL SUPPORT SERVICES

DEPARTMENTAL AREA	BUDGET REDUCTION	FTE REDUCTION	FY2009-10 BUDGET	REDUCTION % OF PROGRAM
- Transportation†	1,600,000	50.0	16,586,916	9.6%
- Security	361,425	14.5	3,063,591	11.8%
- Maintenance & Facility Support	444,500	5.0	17,052,213	2.6%
TOTAL EDUC. SUPPORT SERVICES	\$2,405,925	69.5		

EDUCATIONAL OPERATIONS

DESCRIPTION	BUDGET REDUCTION	FTE REDUCTION	FY2009-10 BUDGET	REDUCTION % OF PROGRAM
- School Administrative Personnel	\$853,100	10.0	12,910,319	6.6%
- School Support Personnel†	472,285	17.0	13,127,648	3.6%
- Administrator Professional Growth	140,000	-	140,000	100.0%
- Administrative Operational Budgets	156,183	-	3,152,517	5.0%
CENTRAL OFFICE PERSONNEL				
- District Department Office Staff	92,300	2.0	1,282,572	7.2%
- Special Educ. Department Support	345,000	2.0	2,646,317	13.0%
- School Calendar Change	250,000	3.8	3,498,939	7.1%
- School Supply Budgets	390,000	-	7,869,349	5.0%
- School Equipment Budgets	221,645	-	4,333,035	5.1%
- Teaching Positions	1,007,600	15.3	257,488,827	0.4%
- Athletics & Activities	150,000	-	5,570,372	2.7%
TOTAL EDUCATIONAL OPERATIONS	\$4,078,113	50.1		

†Modified from April 2010 Proposed Plan

**GENERAL FUND
INTRODUCTION**

COST AND RESOURCE MANAGEMENT PLAN

PERFORMANCE IMPROVEMENT

DEPARTMENTAL AREA	BUDGET REDUCTION	FTE REDUCTION	FY2009-10 BUDGET	REDUCTION % OF PROGRAM
- Assessment & Evaluation	\$65,091	-	\$890,237	7.3%
- Curriculum & Instruction	225,200	2.4	1,888,294	11.9%
- Excellence & Equity	166,000	2.0	6,858,319	2.4%
- Information Systems	290,430	3.0	5,495,200	5.3%
- Professional Learning	199,950	2.8	2,444,470	8.2%
- Administrative Operational Budgets	177,689	-	2,792,193	6.4%
TOTAL PERFORMANCE IMPROVEMENT	\$1,124,360	10.2		

**HUMAN RESOURCES — FISCAL SERVICES —
SUPERINTENDENT— BOARD OF EDUCATION**

DESCRIPTION	BUDGET REDUCTION	FTE REDUCTION	FY2009-10 BUDGET	REDUCTION % OF PROGRAM
- Administrative Operational Budget – HR	\$91,119	-	\$826,466	11.0%
- S.T.A.R. Mentor Program	195,000	2.0	3,706,567	5.3%
- Copier Budgets	100,000	-	1,958,346	5.1%
- Insurance Budgets	358,000	-	3,719,516	9.6%
- Admin. Operational Budgets – Fiscal Svc., Superintendent, & BOE	221,128	2.0	3,335,537	6.6%
TOTAL HR, FISCAL SERVICES, SUPERINTENDENT & BOE	\$965,247	4.0		
NEGOTIATIONS†				
- 1/2 experience step funded for teachers	\$2,500,000	-	\$268,428,578	0.9%
TOTAL COST & RESOURCE MANAGEMENT PLAN REDUCTIONS *	\$11,073,645	133.8		

ADDITIONAL RESOURCES

DESCRIPTION	ADDITIONAL FUNDING AMOUNT
- ECS Transfer to General Fund	\$500,000
- Rental Revenue Transfer from High Schools to General Fund	100,000
- Decrease in General Fund Expenditure Allocation to Capital Reserve	1,900,000
- Other Federal Revenue Available Under ARRA for Build America Bonds	1,572,500
- General Fund Reserves (not recommended in FY2010-11)	2,000,000
TOTAL ADDITIONAL FUNDING RESOURCES	\$6,072,500
Plus: Total Cost & Resource Management Plan Reductions (from previous pages)	11,073,645
TOTAL COST & RESOURCE MANAGEMENT PLAN	\$17,146,145

*Total budget reduction represents 2.7% of the FY2009-10 General Fund budget amount of \$410,777,600.

†Modified from April 2010 Proposed Plan

GENERAL FUND INTRODUCTION

SYNOPSIS OF GENERAL FUND REVENUE

Local Revenue

Property Taxes

Property taxes represent 43.1% of the General Fund Revenue. The FY2010-11 budgeted revenue for property taxes of \$181.14 million includes \$121.77 million to be received based on the required base mill levy of 25.712 mills, \$3.87 million for FY2009-10 tax abatements and credits, \$59.60 million voter-approved and hold harmless override taxes, less FY2010-11 estimated tax abatements and credits of \$4.10 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 maximum allowable tax override for FY2010-11 is approximately \$90.21 million. The adjustments for the previously approved property tax override revenue is \$59.60 million. For FY2010-11, the amount eligible for override election is estimated at \$30.61 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 FY2010-11 in the amount of \$15.32 million. Approximately 57% of specific ownership tax 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 FY2009-10 specific ownership taxes to be used by the state in FY2010-11 is estimated to be \$9.05 million. This estimate is based on projected specific ownership tax receipts from FY2009-10 of \$15.90 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 1.2% of General Fund revenue.

Federal Revenue

\$1.57 million of annual funding is provided by the American Recovery and Reinvestment Act in connection with the Build America Bonds program.

State Revenue

State Equalization Program Revenue — 1994 School Finance Act as Amended

State Equalization Program revenue of \$203.27 million represents 48.3% of General Fund Revenue. Total Program funding for FY2010-11 is projected to be \$334.09 million based on the anticipated funded pupil count in October 2010 of 49,567. This is a decrease of \$8.99 million from the adjusted FY2009-10 funding of \$343.08 million. The total program funding will decrease by \$264 per pupil, from \$7,004 to \$6,740.

Revenue Allocations

For FY2010-11, 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 \$9.71 million. The allocation to the Capital Reserve Fund, which provides for school facility major repairs and school equipment, will be funded at \$6.94 million for FY2010-11—\$2.77 million is allocated for insurance and risk management expenditures.

GENERAL FUND INTRODUCTION

SYNOPSIS OF GENERAL FUND REVENUE

Local, Federal, State Share of Equalization Funding

The first portion of the \$334.09 million of Equalization Program funding, which must be provided by local property taxes, will be \$121.77 million. A second local portion of \$9.05 million is provided by specific ownership taxes received in the previous year. The balance of the funding to be provided by State sources is \$203.27 million. This decrease in State Equalization Aid reflects the funding reductions under HB10-1369.

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 \$3.82 million is budgeted for FY2010-11.

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 FY2009-10 is \$1.15 million. The anticipated revenue for FY2010-11 is \$1.45 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 \$8.14 million in FY2009-10 to \$8.17 million in FY2010-11.

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 \$431,500, an increase of \$1,700.

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 FY2010-11 an estimated \$476,200 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
- ◆ There was no salary schedule increase, however there was one half of an experience step increase and education increases for teachers and mental health staff
- ◆ There were no salary increases 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 contributions by the District did not increase
- ◆ Annual Public Employee Retirement Association (PERA) increases
 - 13.85% for employees from January – December 2010
 - 14.75% for employees from January – December 2011
- ◆ Medicare costs at 1.45% for covered employees
- ◆ Disability at \$0.09 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
 - 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
- ◆ State Funding reductions associated with the State economy may affect future budgets

GENERAL FUND INTRODUCTION

GENERAL FUND EXPENDITURE ASSUMPTIONS

Utilities

The budgeted costs of utilities for FY2010-11 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
- FY2010-11 - Pine Ridge Elementary

UTILITY	Actual 2006-07	Actual 2007-08	Actual 2008-09	Budget 2009-10	Budget 2010-11	% Change 2010-11 vs. 2009-10
Water	\$1,519,978	\$2,168,971	\$2,093,565	\$2,695,931	\$2,793,656	3.6%
Sewer	426,065	302,787	520,932	388,784	408,524	5.1%
Telephone*	885,860	1,058,768	1,000,712	659,240	722,030	9.5%
Electricity	6,327,632	5,994,401	6,118,529	6,486,812	6,515,986	.4%
Trash	335,346	354,281	325,644	347,000	361,864	4.3%
Natural Gas	2,186,787	2,738,690	1,566,895	2,072,664	2,035,601	(1.8%)
Total	\$11,681,668	\$12,617,898	\$11,626,277	\$12,650,431	\$12,837,661	1.5%
Amount Per Pupil FTE	\$248	\$264	\$240	\$258	\$259	

*In FY2009-10 & FY2010-11 \$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 FY2010-11 used in the school decentralized accounts are reduced by 5% from FY2009-10.

DECENTRALIZED SCHOOL ALLOCATIONS					
		Elementary Schools	Middle Schools	High Schools	Total
2010-11	Projected Enrollment	23,297	11,462	15,437	50,196
	Per Pupil Allocation	\$117.53	\$152.51	\$195.51	
	Per Pupil Reduction from FY2009-10	\$6.19	\$8.03	\$10.29	
	Total Allocation	\$2,738,097	\$1,748,071	\$3,018,088	\$7,504,256

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.

GENERAL FUND INTRODUCTION

SYNOPSIS OF GENERAL FUND EXPENDITURES

General Fund accounts for approximately 61% of the total expenditures of the District. General Fund budgeted operating expenditures of \$413.35 million for the FY2010-11 fiscal year represent an increase of \$2.57 million, or .63%, as compared with \$410.78 million of expenditures approved for the fiscal year ending June 30, 2010. The projected cost per student, on a full-time equivalent basis, for general operations is budgeted to decrease by \$48 or .6%, from \$8,387 in FY2009-10 to \$8,339 for FY2010-11.

Expenditures by Object

As a school district, salaries and benefits are the largest expenditure for General Fund and account for approximately 88.9% of the operating expenditures. Salaries for FY2010-11 total approximately \$294.56 million, while benefits account for \$72.81 million.

Utility costs including electricity, natural gas, water, sewer, trash removal and telephone total about \$12.84 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 84 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 8.4% 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 3.7% 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 3.6% 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 51,000 students and a staff in excess of 7,700 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

The District General Fund Balance includes a 3% TABOR Reserve, a District Emergency Reserve of at least 3% of General Fund expenditures, and Designated Reserves for encumbrances and commitments. The General Fund Balance reserve levels are maintained according to Board Policy DB, adopted in April 2010.

District Emergency Reserve

In accordance with provisions of SB09-256, Board Policy DB requires that the District maintain a District Emergency Reserve in the General Fund of at least 3% of General Fund (GF) Budget expenditures. This reserve is a safeguard to preserve resources and maintain financial stability for long-range planning purposes. This standard of fiscal protection is a key element of the District's focus on sound fiscal planning for expenditures at a level consistent with available revenues, while at the same time, maintaining adequate reserves.

The District meets this requirement with an approximate reserve equal to 4.2% of General Fund budget. The following table illustrates the level of reserves and the estimated calculation.

FISCAL YEAR 2010-11 ESTIMATE

DESCRIPTION	RESERVE AMOUNT	% OF GF BUDGET
- TABOR Reserve *	\$12,400,000	3.0%
- Designated Reserve	2,545,000	0.6%
- Encumbrance Reserve	1,567,000	0.4%
- District Emergency Reserve (includes GAAP Basis adjustment for salaries & benefits accrued but unpaid)	17,444,000	4.2%
TOTAL ESTIMATED GENERAL FUND RESERVES	\$33,956,000	8.2%
FY2010-11 GENERAL FUND BUDGET EXPENDITURES	\$413,345,400	

* The District is securing a Letter of Credit from an investment grade bank by Board Resolution dated June 14, 2010, which will substitute for the TABOR Reserve requirement effective July 1, 2010.

OUR MISSION

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



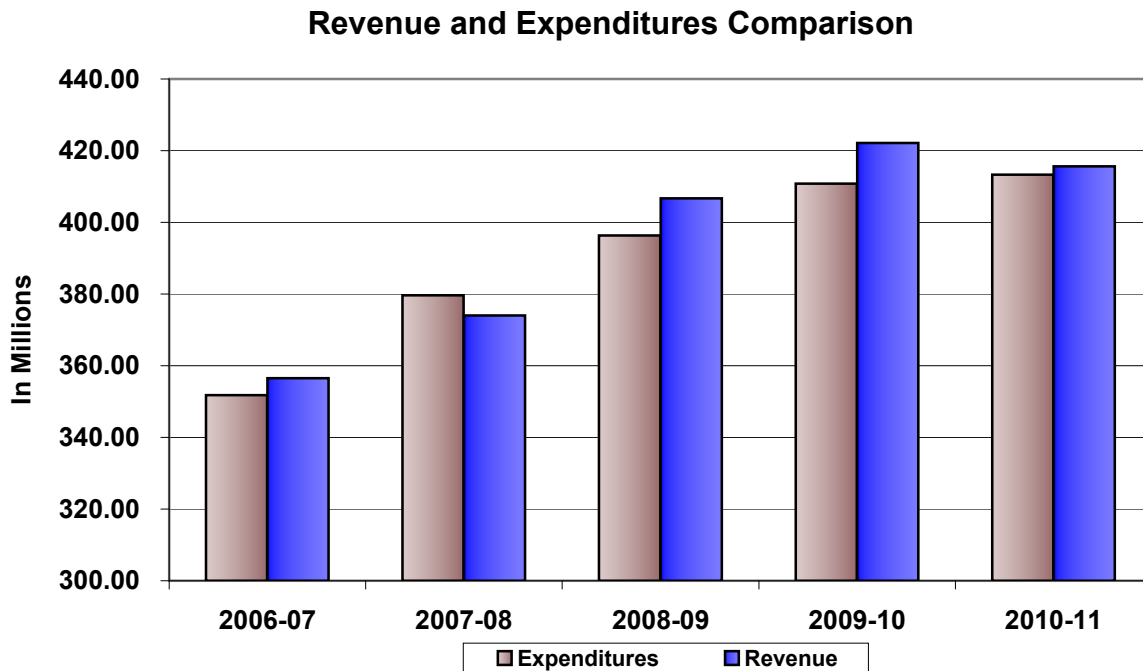
CCSD SUPER SPELLER STUDENTS
*Representing Cherry Creek Schools
At the Colorado State Spelling Bee*

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

	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Beginning Unappropriated					
Operating Reserves	\$36,658,426	\$40,923,939	\$33,208,096	\$42,994,564	\$53,518,976
Reservations of Fund Balance	12,032,587	12,509,260	14,578,449	15,164,000	15,973,000
Beginning Fund Balance - Budgetary Basis-Revised	48,691,013	53,433,199	47,786,545	58,158,564	69,491,976
<u>Revenue</u>					
Local Sources	175,852,158	179,284,329	199,132,469	202,718,953	201,577,791
State Sources	189,429,787	203,425,588	216,397,306	226,364,361	217,653,989
Federal Sources	-	-	-	441,171	1,572,500
Capital Reserve Fund	(9,880,700)	(10,247,222)	(10,621,000)	(8,788,473)	(6,944,300)
Total Revenue	355,401,245	372,462,695	404,908,775	420,736,012	413,859,980
<u>Operating Transfers</u>					
Extended Child Services Fund	1,120,183	1,550,709	1,820,015	1,375,000	1,774,320
Total Revenue and Other Financing Sources	356,521,428	374,013,404	406,728,790	422,111,012	415,634,300
Total Funds Available	405,212,441	427,446,603	454,515,335	480,269,576	485,126,276
<u>Expenditures</u>					
Total Instruction Expenditures	288,280,254	308,763,894	324,120,345	339,687,907	345,489,761
Other Expenditures	63,444,653	70,839,976	72,159,586	71,023,193	67,775,139
Total Expenditures	351,724,907	379,603,870	396,279,931	410,711,100	413,264,900
Transfers	54,335	56,188	76,840	66,500	80,500
Total Expenditures and Transfers	351,779,242	379,660,058	396,356,771	410,777,600	413,345,400
Revenue more (less) than Expenditures and Transfers (1)	4,742,186	(5,646,654)	10,372,019	11,333,412	2,288,900
Ending Fund Balance	\$53,433,199	\$47,786,545	\$58,158,564	\$69,491,976	\$71,780,876
Total Expenditures and Transfers	\$351,779,242	\$379,660,058	\$396,356,771	\$410,777,600	\$413,345,400
TABOR Amendment Reserves	10,674,000	11,470,000	12,014,000	12,323,000	12,400,000
Designated Reserve (2)	1,835,260	2,108,449	2,150,000	2,650,000	2,545,000
Contingency	-	1,000,000	1,000,000	1,000,000	-
Total Appropriated Reserves	12,509,260	14,578,449	15,164,000	15,973,000	14,945,000
Total Expenditures and Appropriated Reserves	364,288,502	394,238,507	411,520,771	426,750,600	428,290,400
<u>Unappropriated Reserves</u>					
General Fund	39,784,884	31,810,137	41,647,283	52,170,976	55,487,876
Charter School	1,139,055	1,397,959	1,347,281	1,348,000	1,348,000
Unappropriated Reserves	40,923,939	33,208,096	42,994,564	53,518,976	56,835,876
Total Appropriations and Unappropriated Reserves	\$405,212,441	\$427,446,603	\$454,515,335	\$480,269,576	\$485,126,276

- (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 includes other sources and transfers in from other funds.

Expenditures include transfers out to the Extended Child Services Fund.

Explanation by Year

- **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 exceeded expenditures by approximately \$10.37 million.
- **FY2009-10** – Revenues are expected to exceed expenditures by an estimated \$11.33 million.
- **FY2010-11** – Revenues are expected to exceed expenditures by an estimated \$2.29 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	2006-07 Actual	2007-08 Actual	2008-09 Actuals	2009-10 Budget	2010-11 Budget	2010-11 Incr (Decr)
Property Taxes	\$151,849,560	\$155,259,786	\$175,925,923	\$180,490,836	\$181,142,048	\$651,212
Specific Ownership						
Taxes Available	17,450,360	16,768,029	15,903,660	15,903,660	15,320,000	(583,660) ⁽¹⁾
Subtotal Taxes	169,299,920	172,027,815	191,829,583	196,394,496	196,462,048	67,552
Other Local						
Investment Income	1,727,071	1,334,130	529,944	355,000	358,600	3,600
Rental of Facilities	481,424	418,604	424,815	590,800	579,600	(11,200)
Tuition:						
Cherry Creek						
Academy	50,231	54,868	110,234	75,600	76,400	800
M. W. Foote Youth						
Services Center	580,124	679,192	683,098	691,606	508,438	(183,168) ⁽²⁾
Other Tuition	48,660	184,634	134,141	166,750	163,165	(3,585)
Activity/Athletic Fees	905,666	987,348	916,851	969,500	979,500	10,000 ⁽³⁾
Program Billings	108,586	98,471	140,738	108,700	109,800	1,100
Parking Fees	159,574	163,137	162,567	166,700	165,800	(900)
Coca Cola Revenue						
Guarantee	676,767	720,560	849,699	63,324	63,300	(24) ⁽⁴⁾
Indirect Cost	1,151,384	1,476,044	1,385,940	1,450,000	1,450,000	- ⁽⁵⁾
E-Rate	260,991	331,268	380,117	330,500	178,000	(152,500)
Other Local	401,760	808,258	1,584,742	1,355,977	483,140	(872,837)
Subtotal Other Local	6,552,238	7,256,514	7,302,886	6,324,457	5,115,743	(1,208,714)
Total Local Sources	175,852,158	179,284,329	199,132,469	202,718,953	201,577,791	(1,141,162)
Percent of Total						
Before Transfers	48.14%	46.85%	47.92%	47.20%	47.90%	
State Sources						
State Equalization Aid	177,815,845	190,624,989	203,162,804	212,332,298	203,274,126	(9,058,172) ⁽⁶⁾
Vocational Education	723,110	1,491,395	1,078,451	1,153,900	1,447,470	293,570 ⁽⁷⁾
Special Education	7,587,737	7,507,649	7,778,024	8,140,705	8,173,300	32,595 ⁽⁷⁾
Pupil Transportation	2,612,078	3,086,331	3,576,970	3,808,467	3,823,700	15,233 ⁽⁷⁾
English Language						
Acquisition	186,280	233,410	305,451	429,800	431,500	1,700 ⁽⁷⁾
Gifted and Talented	417,229	432,032	448,073	474,300	476,200	1,900 ⁽⁷⁾
Other State	87,508	49,782	47,533	24,891	27,693	2,802
Total State Sources	189,429,787	203,425,588	216,397,306	226,364,361	217,653,989	(8,710,372)
American Recovery &						
Reinvestment Act	-	-	-	441,171	1,572,500	1,131,329 ⁽⁸⁾
Federal Revenue	-	-	-	441,171	1,572,500	1,131,329
Percent of Total						
Before Transfers	51.86%	53.15%	52.08%	52.80%	52.10%	
Total Revenue-						
 Before Transfers	365,281,945	382,709,917	415,529,775	429,524,485	420,804,280	(8,720,205)
Transfers In	1,120,183	1,550,709	1,820,015	1,375,000	1,774,320	399,320
Transfers Out	(9,880,700)	(10,247,222)	(10,621,000)	(8,788,473)	(6,944,300)	1,844,173
Percent of Total	(2.40%)	(2.27%)	(2.12%)	(1.73%)	(1.23%)	
Total Revenue and						
 Fund Sources	\$356,521,428	\$374,013,404	\$406,728,790	\$422,111,012	\$415,634,300	(\$6,476,712)
Percent Change of Total Revenue						
Before Transfers	5.12%	4.77%	8.58%	3.37%	(2.03%)	

CHERRY CREEK SCHOOL DISTRICT FIVE YEAR REVENUE SUMMARY

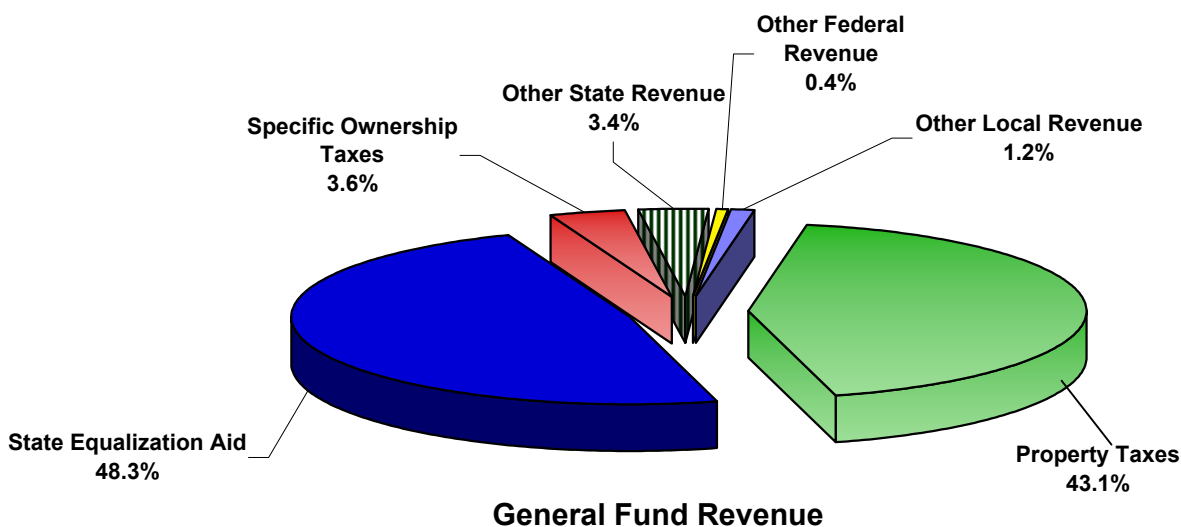
- (1) Specific Ownership Taxes are based on sales of motor vehicles in the county. Revenue has declined in 2006-07, 2007-08 and 2008-09. In 2009-10 this revenue is not estimated to increase. This revenue is anticipated to decline further in 2010-11.
- (2) The revenue is the estimated cost reimbursement 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 FY2010-11 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 2010-11.
- (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 decrease in the State Equalization Aid results from the state funding reductions due to the effects of declining revenue in the State budget under HB10-1369 (School Finance Act). Amendment 23, which was approved by the Colorado voters in November 2000 provides for an increase in funding for enrollment growth, inflationary decrease, and an additional 1% above inflation. An increase in the base per pupil funding for 2010-11 is calculated based on the calendar year 2009 inflation rate decrease of -.6% (CPI-U) for Denver, Boulder, and Greeley plus 1% for Amendment 23. The new base funding per pupil for 2010-11 is \$5,529.71.

The District's cost of living factor in the school finance formula remains unadjusted at 1.260 for 2010-11. A cost of living study is completed by Legislative Council every two years. In 2009 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 2010-11 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) AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA)

Funding is being provided annually for the General Fund through the Build America Bonds program under the ARRA Federal Grants.



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

	2006-07 Actual	Percent of Total	2007-08 Actual	Percent of Total
Expenditures - By Activity				
Elementary Education	\$83,636,159	23.78%	\$88,889,617	23.40%
Middle School Education	40,603,722	11.54%	43,236,051	11.39%
High School Education	57,306,792	16.29%	62,380,674	16.43%
Other Regular Education	18,045,460	5.13%	17,987,659	4.74%
Special Programs	32,957,761	9.37%	37,884,290	9.98%
Subtotal - Direct Instruction	232,549,894	66.11%	250,378,291	65.94%
Indirect Instruction				
Pupil Support Services	20,851,770	5.93%	21,814,124	5.75%
Instructional Staff Services	13,837,932	3.93%	14,357,283	3.78%
School Administration	21,040,658	5.98%	22,214,196	5.85%
Subtotal - Indirect Instruction	55,730,360	15.84%	58,385,603	15.38%
Total Instruction	288,280,254	81.95%	308,763,894	81.32%
Other Expenditures				
General Administration	3,144,007	0.89%	3,190,012	0.84%
Fiscal Services	3,313,287	0.94%	3,595,214	0.95%
Facility Construction Services	199,105	0.06%	195,416	0.05%
Operations/Maintenance/Custodial	33,060,877	9.40%	34,685,244	9.14%
Pupil Transportation	13,342,445	3.79%	17,053,845	4.49%
Central Services	9,440,471	2.68%	11,564,609	3.05%
Community Services	669,639	0.19%	263,390	0.07%
Debt Service	274,822	0.08%	292,246	0.08%
Total Other Expenditures	63,444,653	18.03%	70,839,976	18.67%
Interfund Transfers	54,335	0.02%	56,188	0.01%
Total Expenditures	\$351,779,242	100.00%	\$379,660,058	100.00%

2008-09 Actual	Percent of Total	2009-10 Budget	Percent of Total	2010-11 Budget	Percent of Total
\$96,272,188	24.27%	\$104,615,613	25.46%	\$106,079,965	25.66%
45,939,050	11.59%	48,507,124	11.81%	49,724,210	12.03%
63,985,615	16.14%	66,818,437	16.27%	67,229,163	16.26%
18,700,335	4.72%	19,332,082	4.71%	19,223,612	4.65%
39,780,234	10.04%	40,091,447	9.76%	41,664,216	10.08%
264,677,422	66.76%	279,364,703	68.01%	283,921,166	68.68%
22,031,236	5.56%	22,234,764	5.41%	23,104,701	5.59%
14,397,876	3.63%	14,577,087	3.55%	14,178,757	3.43%
23,013,811	5.81%	23,511,353	5.72%	24,285,137	5.88%
59,442,923	15.00%	60,323,204	14.68%	61,568,595	14.90%
324,120,345	81.76%	339,687,907	82.69%	345,489,761	83.58%
3,210,126	0.81%	3,031,702	0.74%	2,975,325	0.72%
3,716,453	0.94%	3,862,412	0.94%	3,760,397	0.91%
208,841	0.05%	215,059	0.05%	215,723	0.05%
35,113,502	8.86%	35,650,939	8.68%	34,362,420	8.32%
17,421,579	4.40%	16,578,114	4.04%	14,726,349	3.56%
11,963,818	3.02%	11,043,029	2.69%	11,124,591	2.69%
227,061	0.06%	344,575	0.08%	312,334	0.08%
298,206	0.08%	297,363	0.07%	298,000	0.07%
72,159,586	18.22%	71,023,193	17.29%	67,775,139	16.40%
76,840	0.02%	66,500	0.02%	80,500	0.02%
396,356,771	100.00%	\$410,777,600	100.00%	\$413,345,400	100.00%

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

Item	Salaries	Employee Benefits
<u>Regular Instruction</u>		
Elementary School	\$82,703,719	\$20,114,135
Middle School	38,970,679	9,531,167
High School	52,153,736	12,747,514
Gifted and Talented	2,579,247	599,752
Integrated Education, English Language Acquisition, and AVID	6,134,449	1,556,115
Activities and Athletics	3,290,282	518,824
Other Regular Instruction	1,496,240	322,768
Regular Instruction Total	187,328,352	45,390,275
<u>Special Programs</u>		
Multiple Disabilities	11,213,272	2,382,743
Hearing and Vision	1,228,346	296,313
Speech Language	3,972,608	966,820
Emotional Disabilities	4,095,371	953,694
Learning Disabilities	6,941,438	1,562,573
Early Childhood	4,701,368	1,135,027
Special Programs Total	32,152,403	7,297,170
Grand Total Instruction	219,480,755	52,687,445
<u>Support Services - Pupils</u>		
Administration	22,898	3,606
Attendance and Records	3,226,823	847,326
Social Worker	1,628,711	414,271
Guidance	6,652,112	1,690,585
Health	2,646,968	683,361
Psychological Services	3,626,219	881,941
Audiology	281,461	66,237
Pupils Total	18,085,192	4,587,327
<u>Support Services - Instructional Staff</u>		
Assessment and Evaluation	69,469	11,309
Curriculum Development	901,058	203,374
Instructional Staff Training	1,784,863	427,568
Other Instructional Staff Services	4,076,476	1,021,564
Educational Media	2,912,732	753,853
Instructional Staff Total	9,744,598	2,417,668
<u>Support Services - General Administration</u>		
Board of Education and Executive Administration	1,889,278	606,782
General Administration Total	1,889,278	606,782
<u>Support Services - School Administration</u>		
Office of the Principal - all schools	18,215,416	5,017,469

Purchased Services	Supplies/ Materials	Capital Outlay	Other Expenses	Transfers	Total
\$80,093	\$3,068,196	\$26,811	\$87,011	\$-	\$106,079,965
144,934	944,752	86,395	46,283	-	49,724,210
478,653	1,583,757	197,520	67,983	-	67,229,163
62,086	66,235	8,300	12,446	-	3,328,066
94,669	147,188	11,952	38,413	-	7,982,786
419,481	485,890	16,466	361,345	-	5,092,288
644,810	241,281	63,492	51,881	47,000	2,867,472
1,924,726	6,537,299	410,936	665,362	47,000	242,303,950
287,180	114,176	9,650	2,057	-	14,009,078
32,050	12,238	-	450	-	1,569,397
4,301	21,743	-	165	-	4,965,637
1,522,162	31,585	-	895	-	6,603,707
5,958	47,017	1,432	84,842	-	8,643,260
18,125	17,467	1,150	-	33,500	5,906,637
1,869,776	244,226	12,232	88,409	33,500	41,697,716
3,794,502	6,781,525	423,168	753,771	80,500	284,001,666
-	27,848	-	6,848	-	61,200
113,584	39,453	500	16,913	-	4,244,599
20,175	3,840	-	200	-	2,067,197
18,593	49,521	1,798	11,763	-	8,424,372
7,089	45,269	3,030	1,230	-	3,386,947
40,141	10,177	-	660	-	4,559,138
7,000	4,250	2,000	300	-	361,248
206,582	180,358	7,328	37,914	-	23,104,701
500	1,000	-	-	-	82,278
57,815	36,576	-	9,433	-	1,208,256
233,918	102,692	5,558	34,519	-	2,589,118
573,944	190,521	143,638	133,734	-	6,139,877
214,527	259,976	14,250	3,890	-	4,159,228
1,080,704	590,765	163,446	181,576	-	14,178,757
322,047	91,450	1,000	64,768	-	2,975,325
322,047	91,450	1,000	64,768	-	2,975,325
567,307	397,530	25,788	61,627	-	24,285,137

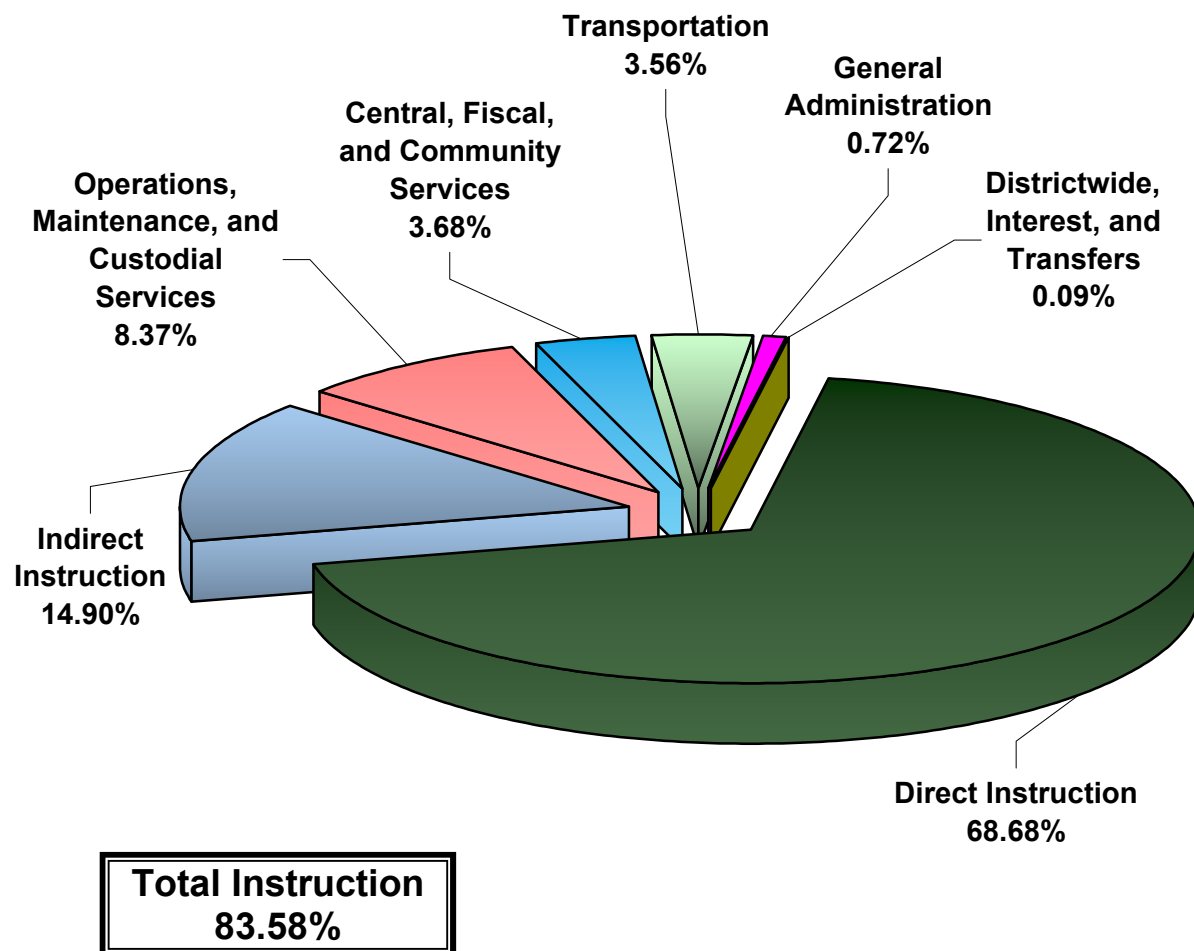
**CHERRY CREEK SCHOOL DISTRICT
GENERAL FUND
EXPENDITURES BY ACTIVITY AND OBJECT**

Item	Salaries	Employee Benefits
<u>Support Services - Fiscal Services</u>		
Fiscal Services	1,382,732	381,673
County Treasurer Fees	-	-
Printing, Purchasing, and Warehouse	940,953	239,869
Fiscal Services Total	2,323,685	621,542
<u>Support Services - Construction and Facilities Acquisition</u>	164,827	42,104
<u>Support Services - Operations/Maintenance/Custodial</u>		
Administration	144,311	41,191
Care and Upkeep of Buildings	2,133,344	706,642
Care and Upkeep of Grounds	1,137,477	313,769
Other Operation and Maintenance Services	3,429,566	945,809
Security Services	2,375,160	749,780
Utilities	-	-
Operations/Maintenance/Custodial Total	9,219,858	2,757,191
<u>Support Services - Transportation</u>		
Administration	1,370,398	332,399
Vehicle Operations*	7,124,148	2,039,621
Vehicle Service and Maintenance	1,337,210	378,734
Transportation Total	9,831,756	2,750,754
<u>Support Services - Central Services</u>		
Risk Management	128,343	19,479
Planning Services	214,403	57,683
Communication Services	269,929	68,948
Human Resources	1,477,769	394,551
Information Systems	3,273,798	743,393
Other Support Services	-	-
Central Services Total	5,364,242	1,284,054
Grand Total Support Services	74,838,852	20,084,891
Community Services	236,462	42,703
Debt Services	-	-
Reserve for Contingency	-	-
Total General Fund	\$294,556,069	\$72,815,039

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

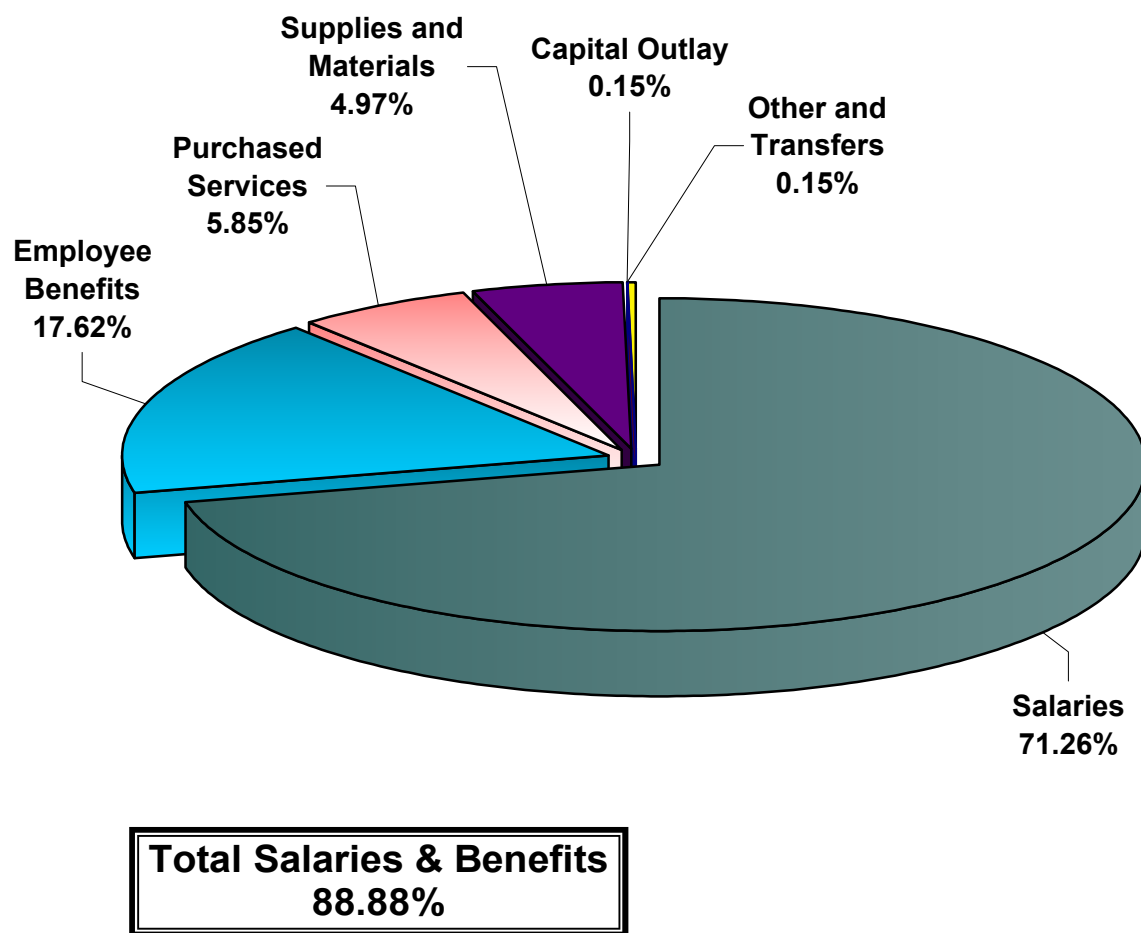
Purchased Services	Supplies/ Materials	Capital Outlay	Other Expenses	Transfers	Total
238,630	30,895	-	34,845	-	2,068,775
455,000	-	-	-	-	455,000
16,000	31,500	6,000	2,300	-	1,236,622
709,630	62,395	6,000	37,145	-	3,760,397
205	7,508	-	1,079	-	215,723
100,750	17,934	-	250	-	304,436
5,465,183	315,488	-	250	-	8,620,907
240,351	166,023	-	350	-	1,857,970
2,395,318	631,166	-	4,611	-	7,406,470
162,786	31,606	1,002	14,642	-	3,334,976
4,286,074	8,551,587	-	-	-	12,837,661
12,650,462	9,713,804	1,002	20,103	-	34,362,420
164,855	75,584	-	9,200	-	1,952,436
48,450	23,850	-	(906,300)	-	8,329,769
437,000	2,285,450	-	5,750	-	4,444,144
650,305	2,384,884	-	(891,350)	-	14,726,349
2,620,100	3,075	-	1,900	-	2,772,897
27,800	15,419	-	5,154	-	320,459
140,406	53,100	2,200	12,400	-	546,983
320,820	27,634	5,000	8,000	-	2,233,774
769,638	222,196	-	1,500	-	5,010,525
11,000	7,000	-	12,000	-	30,000
3,889,764	328,424	7,200	40,954	-	10,914,638
20,077,006	13,757,118	211,764	(446,184)	-	128,523,447
9,011	14,737	2,026	7,395	-	312,334
298,000	-	-	-	-	298,000
-	-	-	209,953	-	209,953
\$24,178,519	\$20,553,380	\$636,958	\$524,935	\$80,500	\$413,345,400

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



Summary of General Fund Expenses by Activity		
Direct Instruction	\$283,921,166	68.68%
Indirect Instruction	61,568,595	14.90%
Operations, Maintenance, and Custodial Services	34,578,143	8.37%
Central, Fiscal, and Community Services	15,197,322	3.68%
Transportation	14,726,349	3.56%
General Administration	2,975,325	0.72%
Districtwide, Interest, and Transfers	378,500	0.09%
	<u>\$413,345,400</u>	<u>100.00%</u>

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



Summary of General Fund Expenses by Object

Salaries	\$294,556,069	71.26%
Employee Benefits	72,815,039	17.62%
Purchased Services	24,178,519	5.85%
Supplies and Materials	20,553,380	4.97%
Capital Outlay	636,958	0.15%
Other and Transfers	605,435	0.15%
	<u>\$413,345,400</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
<u>Elementary Schools</u>					
Antelope Ridge *	6	718.0	51.44	\$4,100,355	\$5,711
Arrowhead	8	564.0	40.87	3,528,926	6,257
Aspen Crossing	10	480.0	33.78	2,530,795	5,272
Bellevue	12	556.5	37.87	3,478,891	6,251
Buffalo Trail	14	410.5	30.05	2,058,903	5,016
Canyon Creek	16	623.5	43.46	3,498,335	5,611
Cherry Hills Village	18	539.0	36.90	3,305,170	6,132
Cimarron	20	475.0	35.58	2,790,792	5,875
Cottonwood	22	589.0	41.11	3,468,542	5,889
Coyote Hills	24	700.0	47.90	3,428,395	4,898
Creekside	26	666.0	45.66	3,887,807	5,838
Dakota Valley *	28	768.0	54.36	4,295,537	5,593
Dry Creek	30	396.0	28.34	2,314,305	5,844
Eastridge *	32	773.7	56.59	4,494,177	5,809
Fox Hollow *	34	737.0	52.14	4,527,216	6,143
Greenwood	36	376.0	27.39	2,419,500	6,435
Heritage	38	270.5	21.96	1,709,978	6,322
High Plains	40	530.0	36.77	2,938,297	5,544
Highline Community	42	600.8	45.57	3,625,504	6,034
Holly Hills/Holly Ridge	44	572.2	45.59	3,613,254	6,315
Homestead	46	494.0	34.06	2,847,690	5,765
Independence	48	501.3	37.55	3,039,495	6,063
Indian Ridge	50	522.0	36.21	3,120,806	5,979
Meadow Point	52	405.0	31.29	2,586,457	6,386
Mission Viejo	54	591.0	43.22	3,621,130	6,127
Peakview	56	546.5	37.69	3,272,678	5,988
Pine Ridge	58	467.5	33.27	2,811,037	6,013
Polton	60	358.0	27.66	2,221,898	6,206
Ponderosa	62	671.9	48.63	3,748,726	5,579
Red Hawk Ridge	64	580.0	41.50	3,151,248	5,433
Rolling Hills *	66	635.0	46.29	4,079,831	6,425
Sagebrush	68	530.0	38.06	3,122,134	5,891
Summit	70	419.0	31.52	2,701,935	6,449
Sunrise	72	576.0	41.59	3,370,308	5,851
Timberline *	74	607.0	44.70	3,743,796	6,168
Trails West	76	484.5	34.03	3,008,017	6,208
Village East *	78	862.7	62.10	4,793,601	5,557
Walnut Hills Community	80	338.0	24.53	2,069,135	6,122
Willow Creek	82	513.0	35.03	3,119,287	6,080
Total - Elementary Schools		21,448.1	1,542.26	126,443,888	5,895
* 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
<u>Middle Schools</u>					
Campus	88	1,402.0	102.37	8,368,370	5,969
Falcon Creek	90	1,069.0	80.02	6,849,924	6,408
Fox Ridge	92	860.0	64.15	4,611,388	5,362
Horizon Community	94	947.0	75.84	6,048,196	6,387
Laredo	96	1,152.0	87.36	6,808,800	5,910
Liberty	98	1,037.0	78.95	6,235,879	6,013
Prairie	100	1,547.0	121.98	9,400,908	6,077
Sky Vista	102	803.0	62.83	4,602,929	5,732
Thunder Ridge	104	1,177.0	88.88	7,410,331	6,296
West	106	1,092.0	81.67	7,170,289	6,566
Total - Middle Schools		11,086.0	844.05	67,507,014	6,089
<u>High Schools</u>					
Cherokee Trail	108	2,447.0	180.80	14,467,029	5,912
Cherry Creek	110	3,372.0	245.30	20,916,954	6,203
Eaglecrest	112	2,312.0	171.86	14,400,247	6,228
Grandview	114	2,496.0	184.83	16,337,753	6,546
Overland	116	2,180.0	165.14	13,551,813	6,216
Smoky Hill	118	2,320.0	171.01	14,745,971	6,356
Total - High Schools		15,127.0	1,118.94	94,419,767	6,242
<u>Other Schools</u>					
C.A.R.E./P.R.E.P.	120	461.0	37.82	3,101,863	6,729
Career and Technical Education	122		47.86	4,619,320	
Challenge School	124	527.5	39.24	3,234,320	6,131
Cherry Creek Academy	126	448.5	35.50	3,203,339	7,142
Expulsion School	128		2.75	218,931	
Foot Youth Services Center	130		8.77	714,506	
Total Other Schools		1,437.0	171.94	15,092,279	
<u>Student Achievement Services</u>					
Administration	134		19.27	2,260,436	
Audiology Services	136		3.99	361,248	
Child Find	138		11.21	883,898	
Early Childhood	140		54.82	6,186,501	
Emotional Disabilities	142		70.00	7,054,824	
Learning Disabilities	144		94.96	7,917,743	
Low Incidence/Vision/Hearing	146		19.82	1,569,259	
Multiple Disabilities	148		181.44	13,244,164	
Speech/Language	150		56.54	4,944,139	
Total Student Achievement Services			512.05	44,422,212	

**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
<u>Board of Education and Superintendent</u>					
Board of Education	154		0.30	93,069	
Office of Superintendent	156		1.70	500,817	
Total Board of Education and Superintendent			2.00	593,886	
<u>Instructional Departments</u>					
Division of Educational Operations	158		2.00	408,261	
Elementary Education	160		5.00	641,826	
Middle School Education	162		2.00	277,067	
High School Education	164		1.00	473,323	
Activities and Athletics	166		2.00	531,420	
North Area Student Achievement	172		10.37	1,033,691	
Safety and Security	174		4.00	305,921	
Division of Performance Improvement	176		4.16	535,562	
Curriculum and Instruction	178		11.20	1,278,799	
Gifted and Talented	180		4.81	564,588	
Professional Learning	182		14.64	1,412,979	
Media Services	184		12.44	742,289	
Excellence and Equity	186		5.05	951,256	
English Language Acquisiton	188		77.78	6,539,824	
Assessment and Evaluation	190		6.00	759,819	
Total - Instructional Departments			162.45	16,456,625	

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

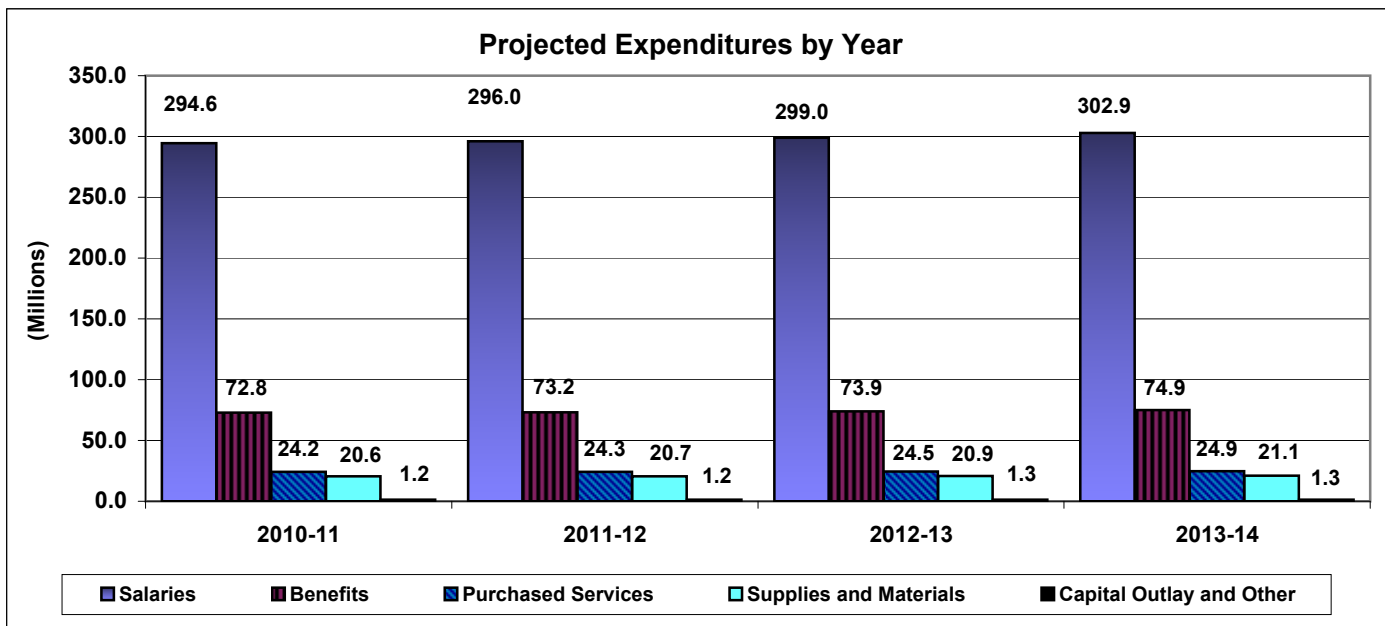
School/ Department	ISDB Page No.	Projected Pupil FTE Enrollment	FTE Staff Total	Total Expenditure Allocation	Cost per Pupil
<u>Educational Support Services</u>					
Educational Support Services	194		2.74	365,187	
Facility Planning and Construction	196		3.00	447,383	
Grounds Maintenance and Carpentry	198		29.00	2,058,408	
Maintenance and Custodial	200		76.00	5,458,965	
Facility Support	202		2.00	359,613	
Transportation	204		366.25	14,933,468	
Planning	206		3.00	309,418	
Admissions	208		9.00	526,906	
Information Systems	210		53.00	5,279,589	
Office of Facility Rentals	212		1.00	198,187	
Total - Educational Support Services			544.99	29,937,124	
Communication Services	214		4.41	601,983	
<u>Fiscal Services</u>					
Fiscal Services	216		25.00	2,744,485	
Insurance and Risk Management	218		2.00	2,772,897	
Printing/Purchasing and Warehouse	220		25.00	1,640,228	
Total - Fiscal Services			56.41	7,759,593	
<u>Human Resources</u>	222		36.96	3,842,962	
Districtwide	224	469.2	2.21	6,870,050	
Change in Hourly Support	224		(17.50)		
ORGANIZATION GRAND TOTAL		49,567.3	4,976.76	\$413,345,400	

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**

	2010-11 Budget	2011-12 Projected	2012-13 Projected	2013-14 Projected
Unappropriated Reserves	\$53,518,976	\$56,835,876	\$60,522,132	\$64,526,057
Appropriated Reserves: 3% TABOR, and Other Reservations	15,973,000	14,945,000	15,007,000	15,132,000
Total Beginning Fund Balance - Budgetary Basis	69,491,976	71,780,876	75,529,132	79,658,057
<u>Revenue by Source</u>				
Local Sources -				
Including Property Taxes	201,577,791	204,270,198	206,786,288	209,370,287
State Sources - Including State Aid (1)	217,653,989	218,969,885	220,975,685	224,184,871
Federal Sources	1,572,500	1,572,500	1,572,500	1,572,500
Revenue Allocation -				
Capital Reserve Fund	(6,944,300)	(6,944,300)	(6,944,300)	(6,944,300)
Total Revenue	413,859,980	417,868,283	422,390,173	428,183,358
Operating Transfers				
- Extended Child Services Fund	1,774,320	1,292,100	1,305,000	1,318,100
Total Funds Available	485,126,276	490,941,259	499,224,305	509,159,515
<u>Expenditures</u>				
Salaries	294,556,069	296,028,849	298,989,138	302,875,997
Benefits	72,815,039	73,179,114	73,910,905	74,871,747
Purchased Services	24,178,519	24,299,412	24,542,406	24,861,457
Supplies and Materials	20,553,380	20,656,147	20,862,708	21,133,924
Capital Outlay and Other	1,242,393	1,248,605	1,261,091	1,277,485
Total Expenditures	413,345,400	415,412,127	419,566,248	425,020,609
Ending Fund Balance	\$71,780,876	\$75,529,132	\$79,658,057	\$84,138,906
Number of Students (FTE)	49,567	50,086	50,689	51,491

(1) In FY2011-12, FY2012-13, and FY2013-14, 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 GRANTS

Local/Private Grants

PTO/PTCO

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.

Cherry Creek Foundation

The Cherry Creek Foundation was formed in 1994 to raise and distribute funds to create and enhance instructional programs for District students and teachers. The Foundation's mission is **"to expand excellence in education by funding initiatives that impact student achievement."** In school year 2009-10, the Foundation supported the literacy program, "Reading Together" in elementary schools throughout the District. Other 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. Fundraising for the new STEM Academy will be one priority in FY2010-11.

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. No Reading Recovery funds are allocated for FY2010-11.

Morgridge Family Foundation

The 21st Century Classrooms Collaboration was formed by the Morgridge Family Foundation to provide interactive technology and multi-media curriculum to classrooms in order to improve student achievement and teacher retention. Funding from the foundation in both 2008-09 and 2009-10 has led to the purchase and installation of SMART Boards in classrooms throughout the District. These wall-mounted boards allow teachers to call on multiple media sources for the lessons being taught in order to engage their students.



Reading Recovery® and Reading Together are two programs in the CCSD elementary schools that promote literacy in the first and second grades. Both programs are funded by private grants.

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

**CHERRY CREEK SCHOOL DISTRICT
DESIGNATED PURPOSE GRANTS FUND
STATE GRANTS**

State Grants

School Counselor Corps

The funding from this grant has allowed the District to place four additional counselors in the middle schools. The state recognizes the need for counselors in the secondary schools with the increased emphasis on improving the graduation rate and preparing students for postsecondary success.

Comprehensive Health

The state of Colorado encourages comprehensive health education for all PreK-12 students as an essential element of public education. Emphasis is placed on promoting abstinence from high risk behaviors, fostering positive self-esteem, and promoting community and parental involvement with our children.

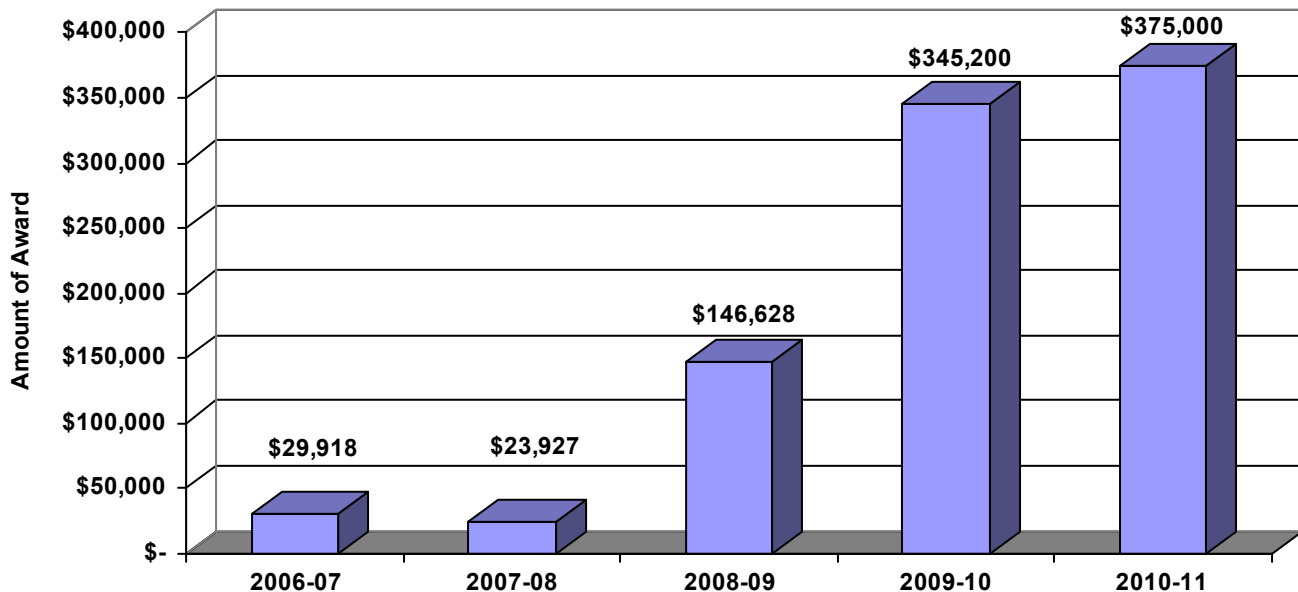
Expelled and At Risk Student Services

These funds are used to support the development, implementation, and continuation of programs to provide services to students who have been expelled or are at risk of expulsion. The program recognized the importance of keeping these children in school by improving attendance, promoting academic gains, and reducing the need for disciplinary action.

Traumatic Brain Injury (TBI)

Children who have suffered brain injuries may have symptoms that interfere with their ability to do well in school. The money from this grant helps support the TBI program in our Student Achievement Services department.

**State Grants Awarded to the Cherry Creek School District
FY2006-07 to FY2010-11**



The Read to Achieve Grant was last allocated in FY2006-07 and is not reflected in the State Grant Awards shown in the graph above.

CHERRY CREEK SCHOOL DISTRICT DESIGNATED PURPOSE GRANTS FUND FEDERAL GRANTS

No Child Left Behind

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

Title I funding focuses on promoting schoolwide reform in at-risk schools and ensuring student access to scientifically based instructional strategies and challenging academic content. This program is the largest federal program and allocates its resources based on the poverty rates of students.

Title I, Part D: Neglected and Delinquent

This programs provides funds for youth in state-operated institutions, like the Excelsior Youth Center, and provides assistance to school districts who work with local correctional facilities.

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

This funding is a key principle of No Child Left Behind - high quality teachers will be available for all students. The grant provides for teacher training and recruitment of highly qualified teachers, para-educators, and principals capable of ensuring that all children achieve high standards.

Title II-D: Enhancing Education Through Technology

The goal of this grant is to improve academic achievement through the use of technology and to encourage the 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

This grant helps children with limited English skills 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 supports programs that build assets, prevent violence in and around schools, and prevent the use of drugs, tobacco, and alcohol. Parents and communities are encouraged in the effort to foster a safe, drug-free learning environment. No additional funding will be provided in FY2010-11.

Other Federal Grants

Carl D. Perkins Vocational and Technical Education Act

This grant is intended to develop career and technical skills of secondary education students. This program assists students by preparing them for high skill, high demand occupations in current and emerging professions. Money is allocated to student tuitions, computer equipment, training, and conferences.

Head Start

This program provides comprehensive child development services to economically disadvantaged children and families, with the focus on helping preschoolers develop the early skills they need to be successful in school.

Medicare

The Medicare 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)

Public Law 94-142 (Education for All Handicapped Children Act) requires free appropriate public education in the least restrictive environment for all school-aged children. Public Law 99-457 extends services to children with developmental delay from birth to 3 years of age and to 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 young people. 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
AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA) FEDERAL GRANTS**

The Cherry Creek School District has been awarded federal funds under the American Recovery and Reinvestment Act (ARRA) for fiscal years 2009-10 and 2010-11. These additional funds continue to support No Child Left Behind and to help fuel the economy during the recent downturn. The District received \$4.3 million for Title I and Title II-D programming and an additional \$9.3 million under the Individuals with Disabilities Education Act (IDEA).

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

These funds are to be used for improving academic achievement of disadvantaged students. Ninety percent of these funds will be used in the nine elementary Title I schools with specific one-time program expenditures such as:

- Purchase of SMART Boards
- Implementation of comprehensive family literacy programs
- Extension of the school year through summer programs held at 3 sites
- Adding Instructional Coaches
- Providing training courses for elementary math teachers

ARRA Title I, Part D: Neglected and Delinquent

These funds will be used to support targeted assistance and educational support for students enrolled at the Excelsior Youth Center.

ARRA Title II-D: Enhancing Education Through Technology

These funds will be used for the improvement of academic achievement through the use of technology. A “learning management” pilot will provide a single portal for teachers to track student progress, design lessons, and access instructional resources.

ARRA Individuals with Disabilities Education Act (IDEA)

Funds are allocated for a two-year period that will enable the District to enhance its Special Education (SpEd) offerings, including:

- Hire reading specialists to assess the needs of low performing readers and plan interventions for novice readers
- Build a model program for intensive services for learning disabilities that will serve as a model site for SpEd teachers to emulate at their home schools
- Begin a 2-year intensive training and coaching model that focuses on proven methodologies for autistic students or students with intensive needs
- Provide training for K-1 SpEd teachers and Occupational Therapists to develop a consistent handwriting program across the District
- Purchase state-of-the-art evaluation tools for students with disabilities to help SpEd teachers diagnose auditory processing disorders



ARRA IDEA Preschool

These ARRA funds allow the District to enhance the instruction and support skills of its early childhood staff, serving students with disabilities. The educational program for parents of preschool children with disabilities will also be supported with these funds. A short-term vision/hearing technician will be employed to appropriately identify children with vision and hearing disabilities in a timely manner.

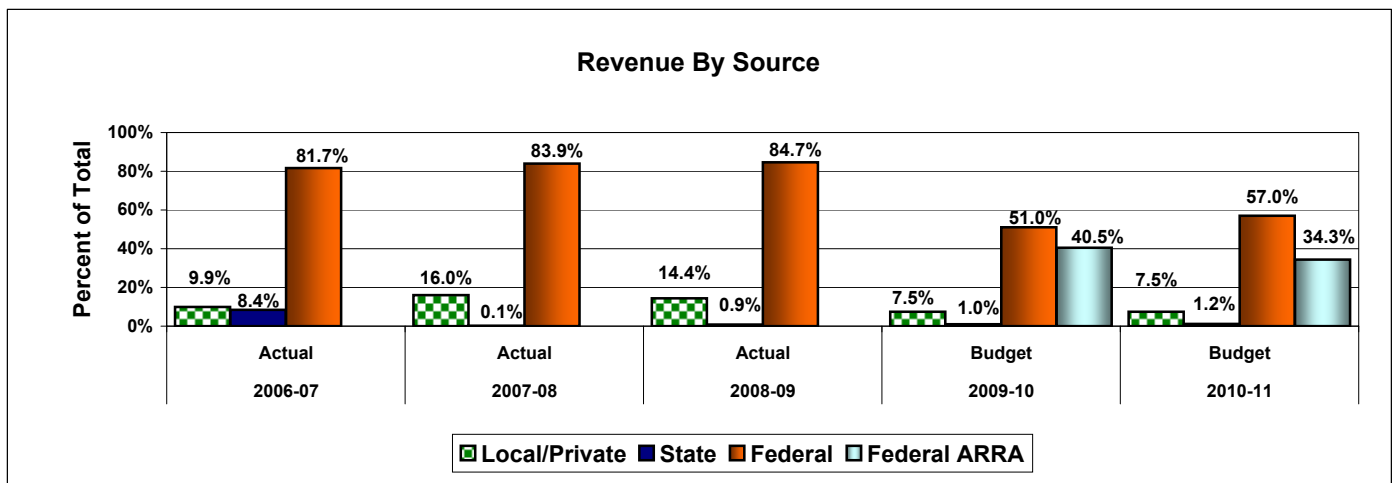
ARRA NBPTS Certified Teacher Stipend

The District received \$80,320 in October 2009 related to the National Board Professional Teaching Standards (NBPTS) Certified Teacher Stipend Grant Program. Funds were provided from the state of Colorado via federal ARRA grant money. These funds were awarded to those NBPTS certified teachers who applied for the stipend distribution in January 2009.

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

	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Beginning Fund Balance	\$-	\$-	\$-	\$-	\$-
Revenue					
Local/Private	1,648,963	2,660,992	2,351,693	2,529,500	2,330,000
State	1,413,592	23,927	148,925	345,200	375,000
Federal	13,657,343	13,956,561	13,795,224	17,307,900	17,766,000
Federal ARRA	-	-	-	13,740,329	10,687,000
Total Revenue	16,719,898	16,641,480	16,295,842	33,922,929	31,158,000
Transfer from General Fund	-	-	-	-	-
Total Funds Available	16,719,898	16,641,480	16,295,842	33,922,929	31,158,000
Expenditures					
Salaries	11,303,568	10,758,180	11,059,738	12,609,900	12,336,700
Benefits	2,225,541	2,279,327	2,465,334	3,005,718	3,150,650
Purchased Services	1,221,039	1,371,153	922,510	1,118,450	899,400
Supplies and Materials	1,304,453	1,261,832	966,561	2,601,232	3,576,550
Other	660,144	795,690	881,699	847,300	507,700
Total Non-ARRA Expenditures	16,714,745	16,466,182	16,295,842	20,182,600	20,471,000
ARRA Expenditures					
Salaries	-	-	-	8,810,436	7,110,000
Benefits	-	-	-	1,365,499	1,238,300
Purchased Services	-	-	-	1,788,400	753,700
Supplies and Materials	-	-	-	1,307,500	1,417,900
Other	-	-	-	468,494	167,100
Total ARRA Expenditures	-	-	-	13,740,329	10,687,000
Total Expenditures	16,714,745	16,466,182	16,295,842	33,922,929	31,158,000
Transfer to Other Funds	5,153	175,298	-	-	-
Total Expenditures and Transfers	16,719,898	16,641,480	16,295,842	33,922,929	31,158,000
Ending Fund Balance	\$-	\$-	\$-	\$-	\$-

The Cherry Creek School District has been allocated \$13.7 million in American Recovery and Reinvestment Act (ARRA) funding. The funds are to be spent over a two-year period for Title I, Title II, and IDEA Special Education programs through September 2011. The appropriated amount shown in FY2010-11 in the table above is the carryover funds amount from FY2009-10.



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

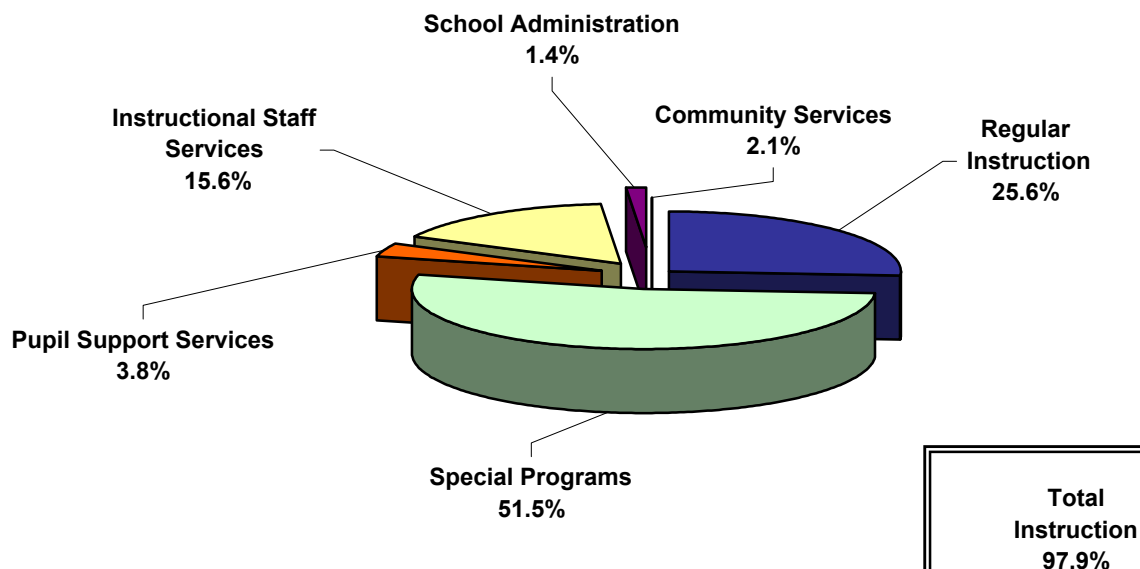
	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<u>Local/Private</u>					
PTO/Cherry Creek Foundation	\$1,493,244	\$1,971,015	\$2,088,911	2,206,200	\$2,000,000
Reading Recovery (1)	193,214	227,003	211,110	263,300	-
Other Local Grants	23,494	163,767	55,079	60,000	330,000
Total Local/Private	1,709,952	2,361,785	2,355,100	2,529,500	2,330,000
<u>State</u>					
Read to Achieve (2)	1,257,154	-	-	-	-
Other State Grants	29,918	23,927	146,628	345,200	375,000
Total State	1,287,072	23,927	146,628	345,200	375,000
<u>Federal</u>					
<u>No Child Left Behind Act</u>					
Title I A-Improving Basic Programs	2,882,948	3,266,416	3,023,777	5,416,700	5,900,000
Title I D-Excelsior Youth Center	185,716	161,128	204,319	283,000	225,000
Title II A-Teacher Quality	762,245	932,873	1,122,979	1,290,300	1,103,500
Title II D-Technology	34,673	15,543	-	60,900	38,000
Title III-English Language Acquisition	576,215	476,942	303,825	398,400	467,600
Title IV-Safe Drug Free Schools/ Communities (3)	100,073	124,925	100,177	120,900	10,000
Title V-Innovations in Education (4)	90,168	58,019	34,480	-	-
Subtotal-No Child Left Behind Act	4,632,038	5,035,846	4,789,557	7,570,200	7,744,100
Carl Perkins Vocational Education Program	175,978	203,955	201,464	201,600	210,000
Head Start	288,868	205,645	256,956	240,800	240,800
Medicaid	188,871	198,624	250,932	250,000	420,000
PL94-142-Education of the Handicapped	7,813,933	7,892,600	7,926,390	8,522,100	8,689,300
PL99-457-Handicapped Preschool	216,319	154,217	148,241	149,300	149,300
School To Work Alliance Program (SWAP)	156,625	168,081	173,142	173,900	177,500
Other Federal Grants	245,089	221,502	47,432	200,000	135,000
Total Other Federal Grants	9,085,683	9,044,624	9,004,557	9,737,700	10,021,900
Title I A - ARRA Improving Basic Programs	-	-	-	4,086,123	2,503,000
Title I D - ARRA Excelsior Youth Center	-	-	-	112,968	60,000
Title II D - ARRA	-	-	-	119,101	119,000
IDEA - ARRA	-	-	-	9,021,496	7,700,000
IDEA Preschool - ARRA	-	-	-	320,321	305,000
State Stabilization - Government Services - ARRA	-	-	-	80,320	-
Total Federal ARRA Grants	-	-	-	13,740,329	10,687,000
Total All Federal Grants	13,717,721	14,080,470	13,794,114	31,048,229	28,453,000
Interfund Transfers (5)	5,153	175,298		-	-
Grand Total	\$16,719,898	\$16,641,480	\$16,295,842	\$33,922,929	\$31,158,000

- (1) There will be no Reading Recovery grant received in FY2010-11.
- (2) 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.
- (3) Federal funding for Title IV was discontinued for FY2010-11. The expenditures in FY2010-11 are from FY2009-10 carryover funds.
- (4) Federal funding for Title V was discontinued for school districts in FY2008-09. The expenditures in FY2008-09 are from the FY2007-08 carryover funds.
- (5) 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**

	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<u>Direct Instruction</u>					
Elementary Education	\$5,524,995	\$4,436,443	\$4,129,084	\$7,077,416	\$6,833,350
Middle School Education	445,827	296,613	254,283	296,198	322,400
High School Education	266,671	233,725	749,681	523,562	589,300
Special Programs	7,277,296	7,430,124	7,762,618	17,316,613	16,035,050
Other Regular Education	295,707	206,167	257,175	240,800	240,800
Subtotal - Direct Instruction	13,810,496	12,603,072	13,152,841	25,454,589	24,020,900
<u>Indirect Instruction</u>					
Pupil Support Services	544,665	772,541	531,924	1,009,774	1,154,650
Instructional Staff Services	1,810,961	2,360,109	2,215,975	6,508,891	4,873,850
School Administration	235,686	316,123	298,689	439,501	449,700
Subtotal - Indirect Instruction	2,591,312	3,448,773	3,046,588	7,958,166	6,478,200
Total Instruction	16,401,808	16,051,845	16,199,429	33,412,755	30,499,100
<u>Other Expenditures</u>					
Operations/Maintenance & Pupil Transportation	61,554	-	5,760	-	7,000
Community Services	251,383	414,337	90,653	510,174	651,900
Total Other Expenditures	312,937	414,337	96,413	510,174	658,900
Interfund Transfers	5,153	175,298	-	-	-
Grand Total Expenditures	\$16,719,898	\$16,641,480	\$16,295,842	\$33,922,929	\$31,158,000

FY2010-11 Budgeted Expenditures By Activity

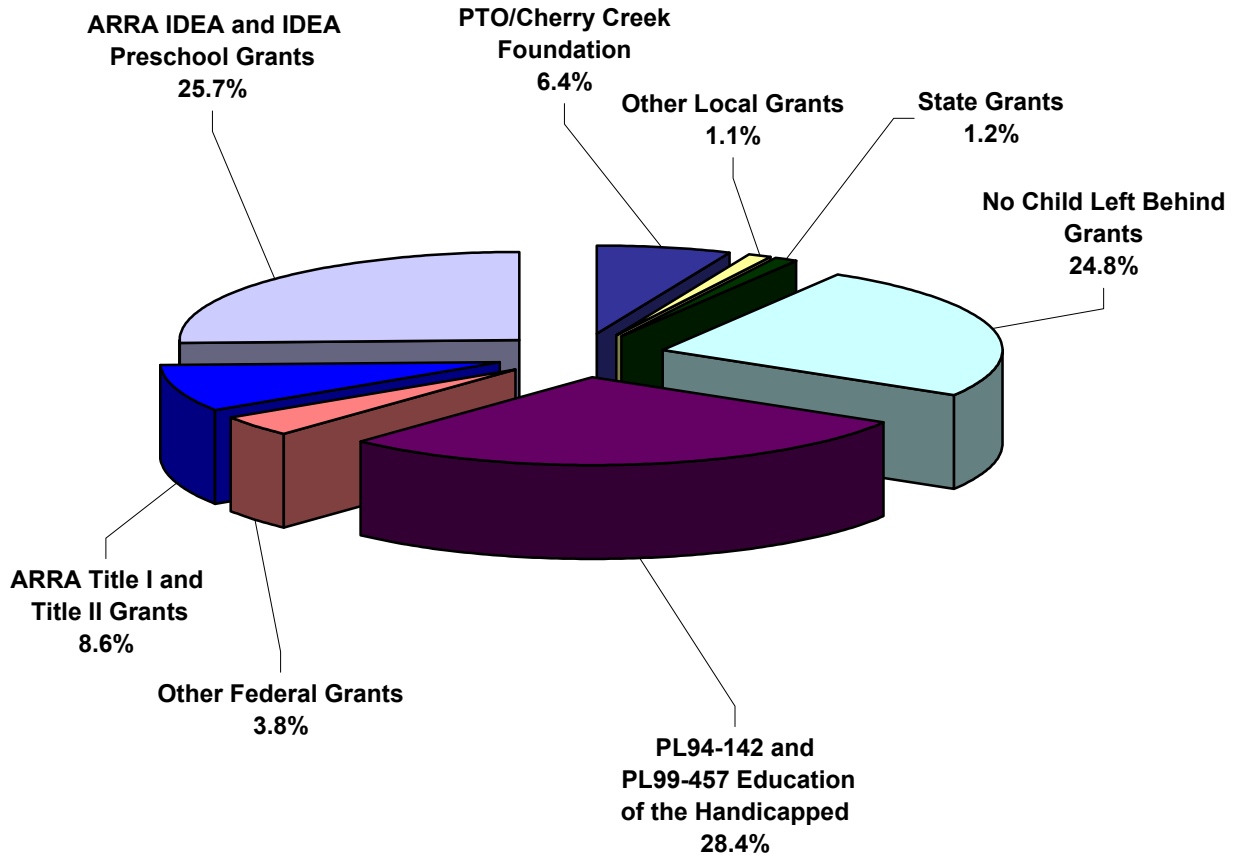


**CHERRY CREEK SCHOOL DISTRICT
DESIGNATED PURPOSE GRANTS FUND
BUDGETED EXPENDITURES BY GRANT AND OBJECT**

FY2010-11 Grants	Salaries	Benefits	Purchased Services	Supplies	Other	Total
<u>Local/Private:</u>						
PTO/Cherry Creek Foundation	\$735,900	\$121,100	\$56,700	\$813,900	\$272,400	\$2,000,000
Other Local Grants	197,000	47,700	27,050	57,500	750	330,000
Total Local/Private	932,900	168,800	83,750	871,400	273,150	2,330,000
<u>State</u>						
Other State Grants	103,000	30,750	500	240,750	-	375,000
Total State	103,000	30,750	500	240,750	-	375,000
<u>Federal</u>						
<u>No Child Left Behind Act</u>						
Title I-Improving Basic Programs	3,216,900	763,200	89,800	1,806,100	24,000	5,900,000
Title I-Excelsior Youth Center	-	-	200,000	25,000	-	225,000
Title II A-Teacher Quality	654,000	134,000	100,500	165,900	49,100	1,103,500
Title II D-Technology	6,000	1,000	500	30,500	-	38,000
Title III-English Language Acquisition	290,000	74,100	5,000	97,400	1,100	467,600
Title IV-Safe Drug Free Schools/ Communities	-	-	-	10,000	-	10,000
Subtotal-No Child Left Behind Act	4,166,900	972,300	395,800	2,134,900	74,200	7,744,100
Carl Perkins Vocational Education Program	136,000	29,900	14,500	25,000	4,600	210,000
Head Start	170,600	35,100	11,350	9,750	14,000	240,800
Medicaid	206,000	50,400	25,000	110,400	28,200	420,000
PL94-142-Education of the Handicapped	6,310,300	1,790,150	340,000	135,350	113,500	8,689,300
PL99-457-Handicapped PreSchool	118,000	29,100	-	2,200	-	149,300
School To Work Alliance Program (SWAP)	136,000	35,900	4,800	800	-	177,500
Other Federal Grants	57,000	8,250	23,700	46,000	50	135,000
Total Federal	11,300,800	2,951,100	815,150	2,464,400	234,550	17,766,000
Title I A - ARRA - Improving Basic Programs	319,000	97,800	728,700	1,213,500	144,000	2,503,000
Title I D - ARRA Excelsior Youth Center	-	-	25,000	18,000	17,000	60,000
Title II D - ARRA	11,000	1,900	-	100,000	6,100	119,000
IDEA - ARRA	6,530,000	1,090,800	-	79,200	-	7,700,000
IDEA Preschool - ARRA	250,000	47,800	-	7,200	-	305,000
Total Federal ARRA	7,110,000	1,238,300	753,700	1,417,900	167,100	10,687,000
Grand Total	\$19,446,700	\$4,388,950	\$1,653,100	\$4,994,450	\$674,800	\$31,158,000

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

Percent of FY2010-11 Budgeted Expenditures by Grant



Summary of FY2010-11 Expenditures by Grant

PTO/Cherry Creek Foundation	\$2,000,000	6.4%
Other Local Grants	330,000	1.1%
State Grants	375,000	1.2%
No Child Left Behind Grants	7,744,100	24.8%
PL94-142 and PL99-457 Education of the Handicapped	8,838,600	28.4%
Other Federal Grants	1,183,300	3.8%
ARRA Title I and Title II Grants	2,682,000	8.6%
ARRA IDEA and IDEA Preschool Grants	8,005,000	25.7%
Total Expenditures by Grant	\$31,158,000	100.0%

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

	2010-11 Budget	2011-12 Projected	2012-13 Projected	2013-14 Projected
Beginning Fund Balance	\$-	\$-	\$-	\$-
<u>Revenue</u>				
Local/Private	2,330,000	2,353,300	2,388,600	2,436,400
State	375,000	378,800	384,500	392,200
Federal	17,766,000	17,943,600	18,212,800	18,577,100
Federal ARRA	10,687,000	-	-	-
Total Revenue	31,158,000	20,675,700	20,985,900	21,405,700
<u>Expenditures</u>				
Salaries	19,446,700	12,460,100	12,647,000	12,899,900
Benefits	4,388,950	3,182,100	3,229,800	3,294,400
Purchased Services	1,653,100	908,400	922,000	940,500
Supplies and Materials	4,994,450	3,612,300	3,666,500	3,739,800
Other	674,800	512,800	520,600	531,100
Total Expenditures	31,158,000	20,675,700	20,985,900	21,405,700
Ending Fund Balance	\$-	\$-	\$-	\$-
Number of Students (FTE)	49,567	50,086	50,689	51,491

The Designated Purpose Grants Fund is expected to provide over \$30 million in funding for FY2010-11 to support the academic programs in the District. The second year of Federal ARRA grants make up \$10.7 million of that total. 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 350 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 83 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**

	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Beginning Fund Balance	\$3,857,554	\$4,308,837	\$4,188,850	\$3,257,315	\$3,775,805
Revenue					
Before and After School	4,923,083	6,078,417	6,180,499	7,609,000	7,916,100
Intersession	4,842,107	4,739,512	3,950,471	3,195,300	2,846,200
Kindergarten Enrichment	2,048,466	2,591,465	2,425,793	3,028,400	3,220,700
Preschool Education	1,019,967	1,227,204	1,221,488	1,355,300	1,377,400
Other Enterprise Programs	1,942,802	1,003,994	1,392,928	2,017,500	1,804,000
Total Revenue	14,776,425	15,640,592	15,171,179	17,205,500	17,164,400
Transfer from General Fund (1)	54,335	56,188	76,840	66,500	80,500
Transfer from Grants Fund (2)	5,153	-	-	-	-
Total Revenue and Transfers	14,835,913	15,696,780	15,248,019	17,272,000	17,244,900
Total Funds Available	18,693,467	20,005,617	19,436,869	20,529,315	21,020,705
Expenditures					
Before and After School	4,438,741	5,036,871	5,300,053	6,183,610	6,273,671
Intersession	4,153,118	3,796,943	3,375,134	2,604,460	2,273,044
Kindergarten Enrichment	1,795,459	2,058,265	2,043,279	2,387,540	2,419,391
Preschool Education	1,068,852	1,156,900	1,366,858	1,287,490	1,297,569
Other Enterprise Programs	1,202,489	1,606,367	1,481,496	2,081,650	2,271,035
Utilities and Indirect Costs	605,788	786,010	792,719	833,760	813,570
Total Expenditures	13,264,447	14,441,356	14,359,539	15,378,510	15,348,280
Transfer to General Fund (3)	1,120,183	1,375,411	1,820,015	1,375,000	1,774,320
Total Expenditures and Transfers	14,384,630	15,816,767	16,179,554	16,753,510	17,122,600
Revenue and Transfers more (less) than Expenditures and Transfers (4)	451,283	(119,987)	(931,535)	518,490	122,300
Ending Fund Balance	\$4,308,837	\$4,188,850	\$3,257,315	\$3,775,805	\$3,898,105
Total Expenditures and Transfers	\$14,384,630	\$15,816,767	\$16,179,554	\$16,753,510	\$17,122,600
TABOR Reserves	434,000	476,000	486,000	502,600	513,700
Total Expenditures, Transfers, and Appropriated Reserves	14,818,630	16,292,767	16,665,554	17,256,110	17,636,300
Unappropriated Reserves	3,874,837	3,712,850	2,771,315	3,273,205	3,384,405
Total Appropriations and Unappropriated Reserves	\$18,693,467	\$20,005,617	\$19,436,869	\$20,529,315	\$21,020,705

(1) Transfers from the General Fund in FY2006-07 through FY2010-11 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 and will be transferred in FY2010-11 for the same purpose.

(4) In FY2007-08 and FY2008-09, expenditures exceed revenue sources due in part to cost increases not supported by tuition collections.

CHERRY CREEK SCHOOL DISTRICT EXTENDED CHILD SERVICES FUND

2009-10 Program Participation

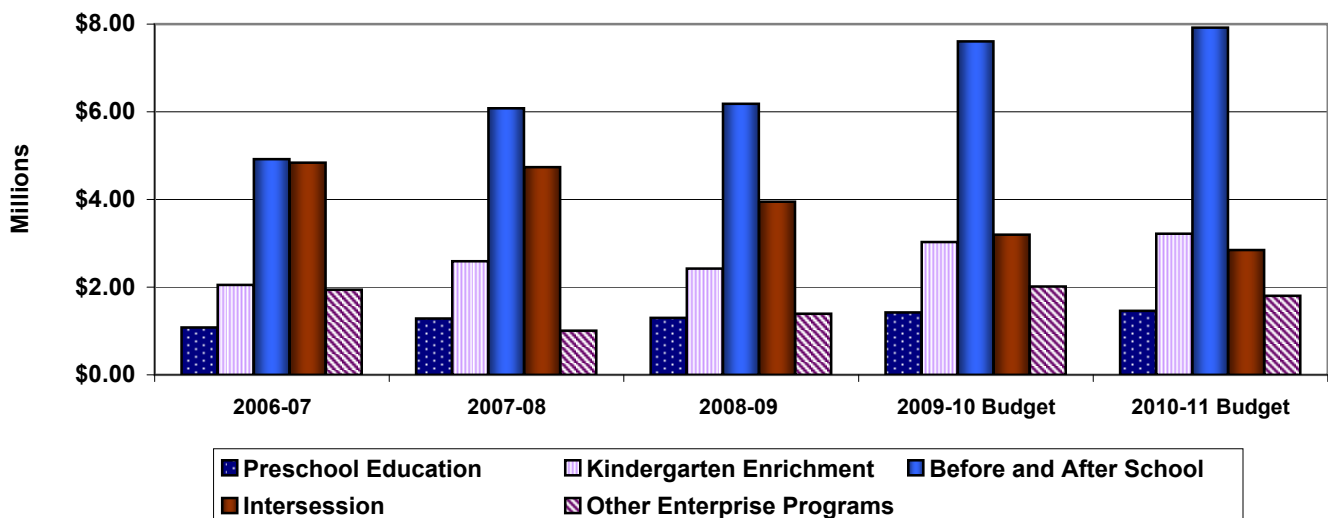
⊕ Before School Program	676	⊕ Inside/Out (G/T)	275
⊕ After School Program	2475	⊕ Driver's Education	876
⊕ BAS Full Day Program	955	⊕ Sports Camps	2,895
⊕ Intersession Program	137	⊕ Instrumental Music	470
⊕ Kindergarten Enrichment	869	⊕ Staff Development	1,373
⊕ Preschool Education	694	⊕ Academic Summer School	1,062
⊕ Academic On-Line Summer School	127		



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 FY2010-11 one school moved from a year round calendar to traditional calendar and Pine Ridge Elementary School opens with Before and After (BAS) and Kindergarten Enrichment Programs.

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.

**Revenue by Program
FY2006-07 to FY2010-11**

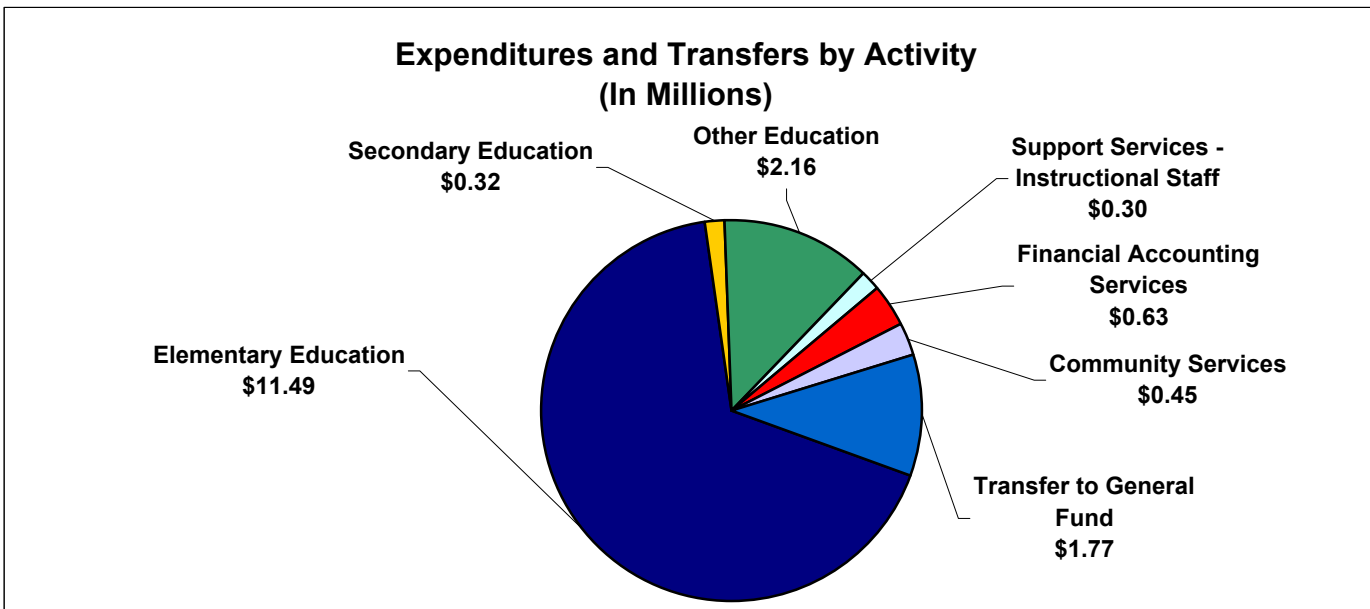


CHERRY CREEK SCHOOL DISTRICT EXTENDED CHILD SERVICES FUND

FY2010-11 Budgeted Expenditures and Transfers by Activity and Object

Type of Activity	Salaries	Benefits	Purchased Services
Elementary Education	\$7,141,690	\$1,446,373	\$577,966
Secondary Education	249,000	39,230	3,200
Other Education	1,399,320	235,852	210,980
Support Services - Instructional Staff	185,200	29,170	56,340
Financial Accounting Services	273,100	67,550	100
Community Services	298,316	64,307	2,780
Transfer to General Fund	-	-	-
Total Expenditures	\$9,546,626	\$1,882,482	\$851,366

- ◆ **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, \$20,000 is estimated to be transferred from the ECS Employee Professional Development Program to the General Fund to support student achievement.



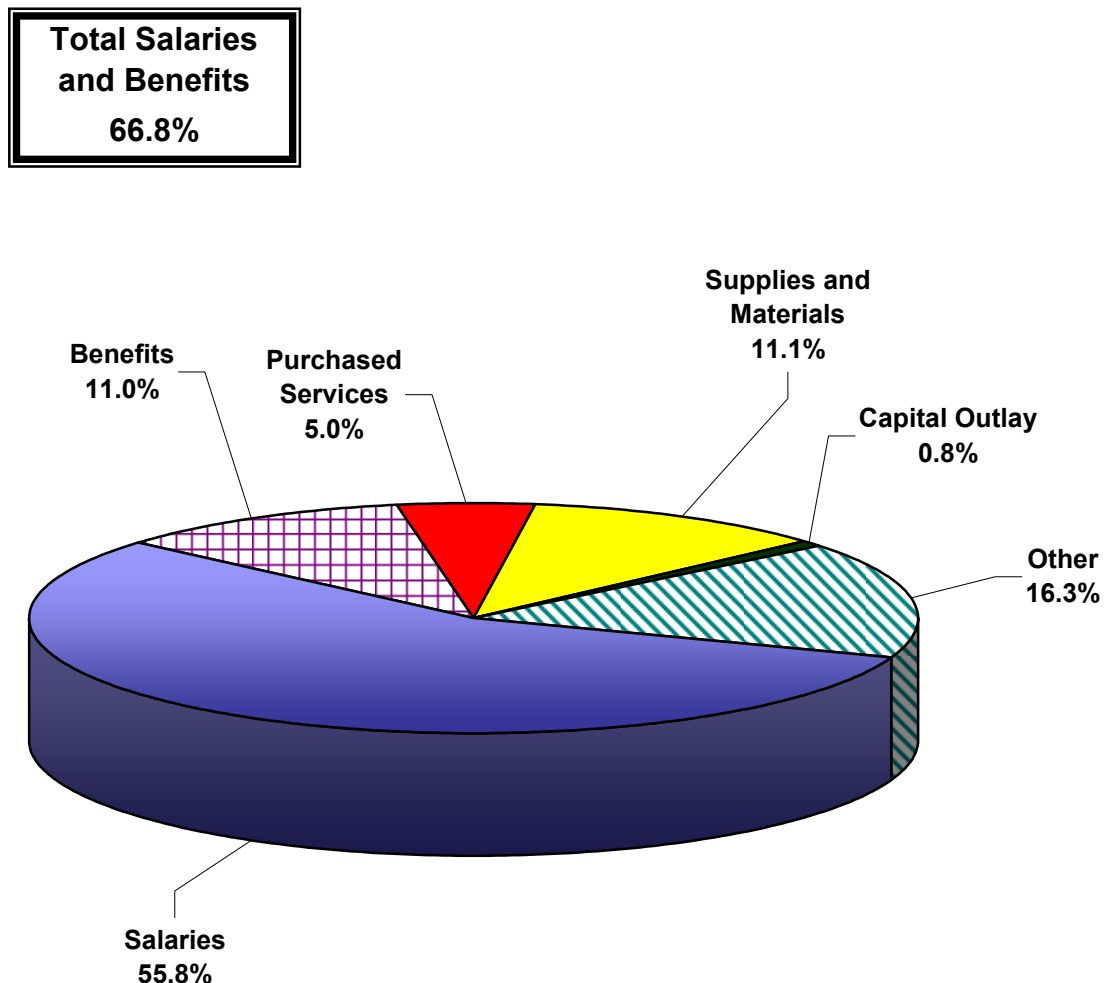
CHERRY CREEK SCHOOL DISTRICT EXTENDED CHILD SERVICES FUND

FY2010-11 Budgeted Expenditures and Transfers by Activity and Object

Supplies and Materials	Capital Outlay	Other*	Total	Percent of Expenditures
\$1,367,255	\$123,550	\$832,279	\$11,489,113	67.1%
8,050	-	16,500	315,980	1.8%
190,807	7,080	114,040	2,158,079	12.6%
24,505	4000	1,000	300,215	1.8%
291,400	-	50	632,200	3.7%
27,260	-	60,030	452,693	2.6%
-	-	1,774,320	1,774,320	10.4%
\$1,909,277	\$134,630	\$2,798,219	\$17,122,600	100.0%

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

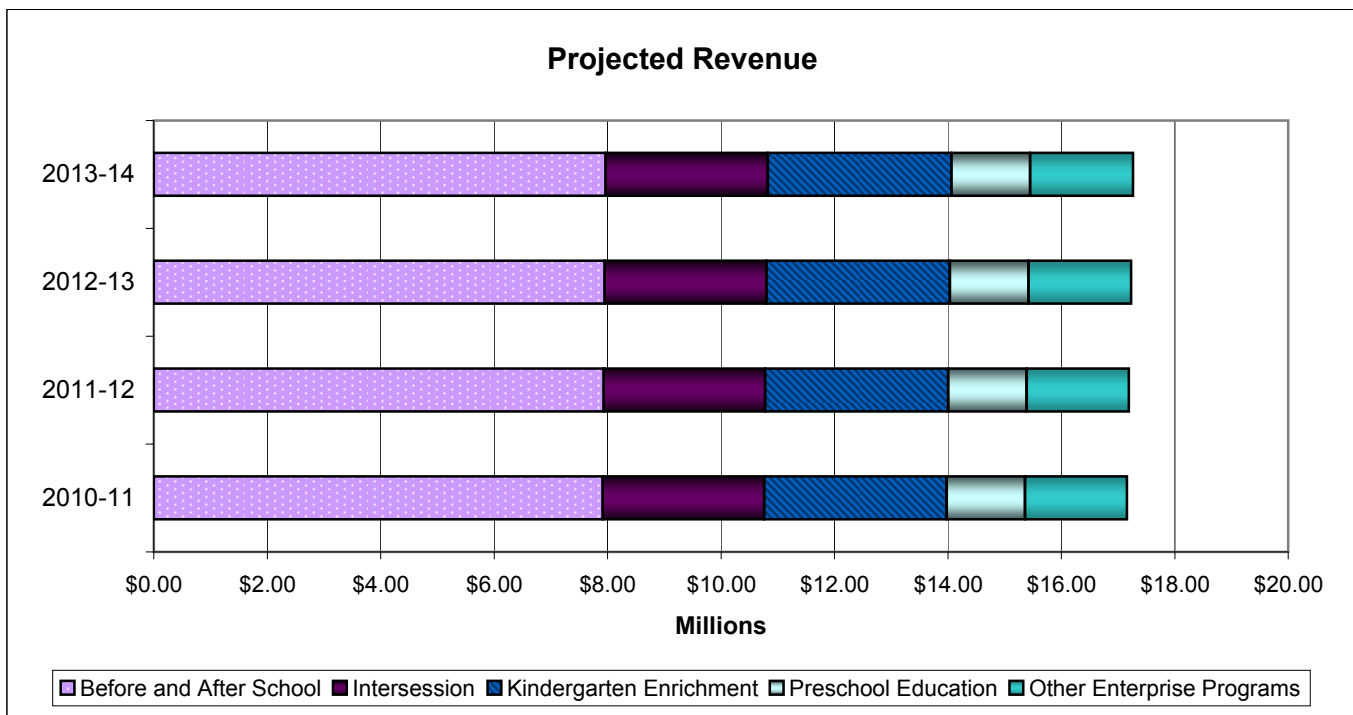
Expenditures and Transfers By Object



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

	2010-11 Budget	2011-12 Projected	2012-13 Projected	2013-14 Projected
Beginning Fund Balance	\$3,775,805	\$3,898,105	\$4,383,505	\$4,735,305
<u>Revenue</u>				
Before and After School	7,916,100	7,931,900	7,947,800	7,963,700
Intersession	2,846,200	2,851,900	2,857,600	2,863,300
Kindergarten Enrichment	3,220,700	3,227,100	3,233,500	3,240,000
Preschool Education	1,377,400	1,380,200	1,382,900	1,385,700
Other Enterprise Programs	1,804,000	1,807,600	1,811,200	1,814,800
Total Revenue	17,164,400	17,198,700	17,233,000	17,267,500
Transfers from other Funds	80,500	80,500	80,500	80,500
Total Funds Available	21,020,705	21,177,305	21,697,005	22,083,305
<u>Expenditures</u>				
Before and After School	6,273,671	6,336,400	6,399,800	6,463,800
Intersession	2,273,044	2,295,800	2,318,800	2,342,000
Kindergarten Enrichment	2,419,391	2,443,600	2,468,000	2,492,700
Preschool Education	1,297,569	1,310,500	1,323,600	1,336,800
Other Enterprise Programs	2,271,035	2,293,700	2,316,600	2,339,800
Utilities and Indirect Costs	813,570	821,700	829,900	838,200
Transfers to General Fund (1)	1,774,320	1,292,100	1,305,000	1,318,100
Total Expenditures & Transfers	17,122,600	16,793,800	16,961,700	17,131,400
Ending Fund Balance	\$3,898,105	\$4,383,505	\$4,735,305	\$4,951,905
Number of Students (FTE)	49,567	50,086	50,689	51,491

(1) In FY2010-11 an additional \$500,000 was transferred to the General Fund to promote student achievement.



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 broader 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



Volleyball



Band

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

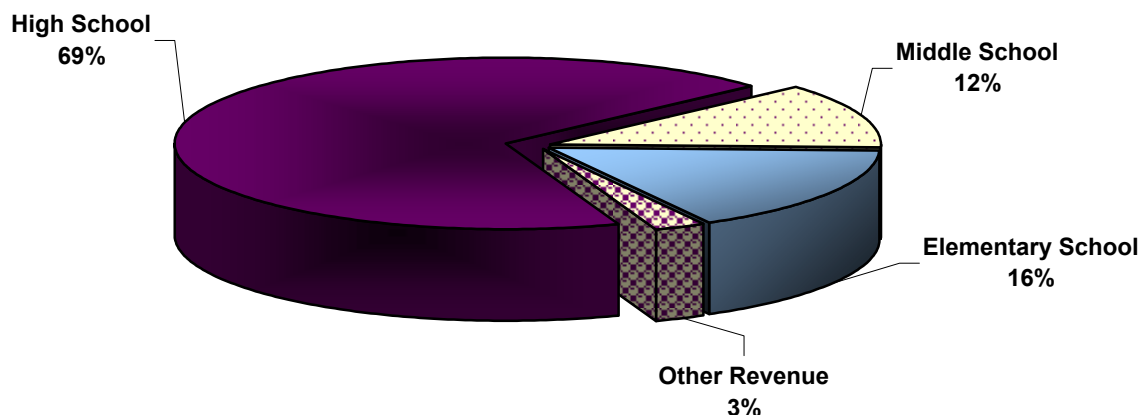
Stutler Bowl has been a District all-purpose, sports stadium since 1964. With a seating capacity of 7,500, this stadium's events produced gate receipts and vending revenue totaling over \$80,500 in fiscal year 2008-09. Concessions revenue was over \$29,900.

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 \$68,800 in fiscal year 2008-09. Concessions resulted in nearly \$40,500 of revenue.

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

	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Beginning Fund Balance	\$4,921,624	\$5,168,487	\$5,035,939	\$5,053,125	\$5,053,125
<u>Revenue</u>					
High School	8,209,800	8,289,239	8,105,547	8,801,000	8,525,700
Middle School	1,474,311	1,260,108	1,256,805	1,516,300	1,486,500
Elementary School	1,810,980	1,854,654	1,949,815	1,988,100	2,019,600
Other Revenue	251,067	316,337	225,586	329,600	323,200
Total Revenue	11,746,158	11,720,338	11,537,753	12,635,000	12,355,000
Total Funds Available	16,667,782	16,888,825	16,573,692	17,688,125	17,408,125
<u>Expenditures</u>					
High School	8,017,425	8,519,438	8,161,599	8,801,000	8,525,700
Middle School	1,514,411	1,287,718	1,256,945	1,516,300	1,486,500
Elementary School	1,764,245	1,808,745	1,923,368	1,988,100	2,019,600
Other Expenditures	203,214	236,985	178,655	329,600	323,200
Total Expenditures	11,499,295	11,852,886	11,520,567	12,635,000	12,355,000
Ending Fund Balance	5,168,487	5,035,939	5,053,125	5,053,125	5,053,125
<hr/>					
Total Expenditures	11,499,295	11,852,886	11,520,567	12,635,000	12,355,000
TABOR Reserves	344,979	355,587	345,617	379,050	370,650
Total Expenditures & Appropriated Reserves	11,844,274	12,208,473	11,866,184	13,014,050	12,725,650
Unappropriated Reserves	4,823,508	4,680,352	4,707,508	4,674,075	4,682,475
Total Appropriations & Unappropriated Reserves	\$16,667,782	\$16,888,825	\$16,573,692	\$17,688,125	\$17,408,125

FY2010-11 Anticipated Revenue



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

Activity Location	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<u>High Schools</u>					
Cherokee Trail	\$709,125	\$634,458	\$806,299	\$770,600	\$745,300
Cherry Creek	2,886,365	3,639,426	3,241,445	3,334,700	3,238,100
Eaglecrest	875,858	894,981	1,060,254	865,600	838,400
Grandview	1,597,931	1,475,585	1,344,669	1,670,400	1,617,100
Overland	744,132	715,723	602,220	813,700	782,600
Smoky Hill	1,204,014	1,159,265	1,106,712	1,346,000	1,304,200
Total High School Activities	8,017,425	8,519,438	8,161,599	8,801,000	8,525,700
<u>Middle Schools</u>					
Campus	270,352	140,870	222,620	198,200	194,300
Falcon Creek	109,603	125,024	92,927	117,300	115,000
Fox Ridge (1)	-	-	25,469	53,900	52,900
Horizon	241,404	166,199	119,308	156,800	153,700
Laredo	138,168	121,265	107,971	132,900	130,300
Liberty	105,630	127,268	93,654	141,600	138,800
Prairie	180,365	146,685	130,994	147,000	144,100
Sky Vista	69,266	29,684	56,470	74,700	73,300
Thunder Ridge	205,777	208,536	219,808	240,600	235,800
West	193,846	222,187	187,724	253,300	248,300
Total Middle School Activities	1,514,411	1,287,718	1,256,945	1,516,300	1,486,500
Elementary Activities	1,764,245	1,808,745	1,923,368	1,988,100	2,019,600
<u>Other Activities</u>					
Legacy Stadium	112,905	131,470	89,345	175,400	172,000
Stutler Bowl	86,680	99,920	82,832	147,300	144,400
Other Activities	3,629	5,595	6,478	6,900	6,800
Total Other Activities	203,214	236,985	178,655	329,600	323,200
Total Activity Expenditures	\$11,499,295	\$11,852,886	\$11,520,567	\$12,635,000	\$12,355,000
Object	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Salaries and Benefits	\$372,880	\$429,498	\$328,369	\$496,350	\$353,860
Purchased Services	4,395,109	4,955,949	4,527,729	5,578,000	4,857,000
Supplies and Materials	5,912,433	5,585,044	5,917,975	5,632,000	6,344,000
Capital Outlay	214,260	313,533	208,116	356,000	226,000
Other Expenditures	604,613	568,862	538,378	572,650	574,140
Total Expenditures	\$11,499,295	\$11,852,886	\$11,520,567	\$12,635,000	\$12,355,000

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

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

	2010-11 Budget	2011-12 Projected	2012-13 Projected	2013-14 Projected
Beginning Fund Balance	\$5,053,125	\$5,053,125	\$5,053,125	\$5,053,125
<u>Revenue</u>				
High School Activities and Athletics	8,525,700	8,593,900	8,679,900	8,766,700
Middle School Activities and Athletics	1,486,500	1,498,400	1,513,400	1,528,500
Elementary School Activities	2,019,600	2,035,800	2,056,200	2,076,800
Other Revenue	323,200	325,800	329,100	332,400
Total Revenue	12,355,000	12,453,900	12,578,600	12,704,400
Total Funds Available	17,408,125	17,507,025	17,631,725	17,757,525
<u>Expenditures</u>				
High School Activities and Athletics	8,525,700	8,593,900	8,679,900	8,766,700
Middle School Activities and Athletics	1,486,500	1,498,400	1,513,400	1,528,500
Elementary School Activities	2,019,600	2,035,800	2,056,200	2,076,800
Other Expenditures	323,200	325,800	329,100	332,400
Total Expenditures	12,355,000	12,453,900	12,578,600	12,704,400
Ending Fund Balance	\$5,053,125	\$5,053,125	\$5,053,125	\$5,053,125
Number of Students (FTE)	49,567	50,086	50,689	51,491

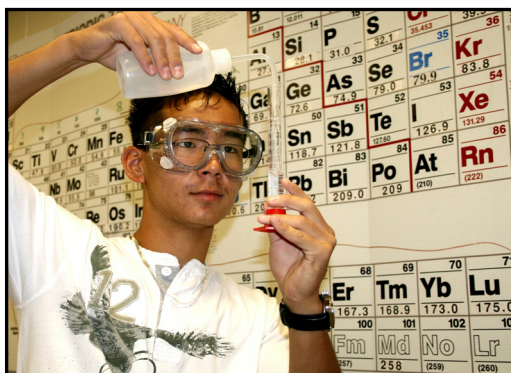
ACTIVITIES

Science Club

Orchestra



Dedicated to Excellence
Cherry Creek Schools



ATHLETICS

Football

Swimming



Dedicated to Excellence
Cherry Creek Schools

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 receives 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.

Due to funding reductions caused by revenue declines in the State budget, the Capital Reserve Fund will be included as part of the District's Cost and Resource Management Plan for FY2010-11, FY2011-12, and FY2012-13. During this time, Capital Reserve funds will be restricted to **high priority** needs required to ensure the safety, security, asset preservation, and basic operation of schools and facilities in the District. Selected items identified in the District Technology Plan for the purpose of enhancing existing technology capabilities and meeting student needs are also included in this fund. A portion of the approved 2008 Bond Funds will also be used for preservation of District facilities.

Executive leadership members performed a needs assessment for each departmental area in the District and submitted requests for approval to the District Leadership Team.

Approval was based on the following criteria:

- ❖ Environmental, safety, and building code compliance
- ❖ Protecting the value of District assets
- ❖ Debt service obligations related to school buses
- ❖ Capital outlay needed to support student growth and achievement



Capital Reserve expenditures are defined as:

- ❖ Property, furniture, equipment, and vehicles
- ❖ Construction, renovations, and improvements to buildings and grounds

Capital Reserve Budget

The FY2010-11 Capital Reserve budget allocation for projects is:

\$6,944,300

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 FY2010-11, the payments total \$991,416. 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**

	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Beginning Fund Balance	\$2,482,275	\$471,352	\$273,796	\$1,283,964	\$1,325,707
<u>Revenue</u>					
Investment Income	69,807	30,146	216	1,743	-
Cash in Lieu of Land	139,084	90,397	131,413	-	-
Other Revenue	-	4,473	5,204	-	-
Allocation of State Equalization Aid (1)	9,880,700	10,247,222	10,621,000	8,788,473	6,944,300
Total Revenue	10,089,591	10,372,238	10,757,833	8,790,216	6,944,300
<u>Other Financing Sources</u>					
Sale of Land and Other Assets	-	-	-	-	-
Transfer from Capital Finance (2)	117,436	717,826	32,098	40,000	40,000
Total Revenue and Other Sources	10,207,027	11,090,064	10,789,931	8,830,216	6,984,300
Total Funds Available	\$12,689,302	\$11,561,416	\$11,063,727	\$10,114,180	\$8,310,007
<u>Expenditures</u>					
Land and Building Improvements	6,111,009	5,669,098	5,380,316	4,664,989	2,282,225
Equipment and Lease Purchases	4,394,147	3,257,402	3,403,946	3,131,158	3,670,659
Debt Service Principal	1,390,000	2,105,000	795,000	820,000	850,000
Debt Service Interest	322,794	256,120	200,501	172,326	141,416
Total Expenditures	12,217,950	11,287,620	9,779,763	8,788,473	6,944,300
Revenue and Transfers more (less) than Expenditures and Transfers (3)	(2,010,923)	(197,556)	1,010,168	41,743	40,000
Ending Fund Balance (4)	\$471,352	\$273,796	\$1,283,964	\$1,325,707	\$1,365,707
Total Expenditures	\$12,217,950	\$11,287,620	\$9,779,763	\$8,788,473	\$6,944,300
TABOR Amendment Reserves	366,539	338,629	293,393	263,654	208,329
Total Expenditures and Appropriated Reserves	12,584,489	11,626,249	10,073,156	9,052,127	7,152,629
Unappropriated Reserves	104,813	(64,833)	990,571	1,062,053	1,157,378
Total Appropriations and Unappropriated Reserves	\$12,689,302	\$11,561,416	\$11,063,727	\$10,114,180	\$8,310,007

- (1) In FY2009-10 and FY2010-11, the estimated allocation of State Equalization Aid to the Capital Reserve Fund is based on anticipated expenditures.
- (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) 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.
- (4) 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	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<u>Direct Instruction Services</u>					
Elementary Education (1)	\$822,601	\$744,385	\$721,418	\$494,732	\$ -
Middle School Education (1)	547,826	281,938	298,789	196,380	-
High School Education (1)	709,973	203,601	489,397	348,050	-
Other Regular Education	2,838	4,175	18,000	-	-
Special Education (2)	42,872	341,095	428,433	93,000	-
<u>Indirect Instruction Services</u>					
Student Support	44,903	4,944	19,101	-	-
Instructional Support (3)	260,782	247,386	287,107	503,398	1,350,000
- Information Systems	-	-	-	-	548,474
- Fiber Optic Network	-	-	-	-	624,000
School Administration	99,135	95,554	109,673	-	-
<u>School/Facilities Improvements</u>					
Operation/Maintenance-Plant	4,246,044	4,589,500	3,229,007	3,969,676	2,563,122
Facility Acquisition and Construction	1,604,429	1,725,556	1,782,180	1,375,962	497,288
<u>Central, Fiscal, Community, and Internal Services</u>					
Support Services-Business	270,648	89,206	19,000	73,384	-
Support Services-Central	295,015	473,654	175,524	261,565	305,000
<u>Student Transportation (4)</u>	1,558,089	119,425	1,206,633	480,000	65,000
<u>Principal and Interest</u>	1,712,794	2,367,201	995,501	992,326	991,416
Total Expenditures	\$12,217,950	\$11,287,620	\$9,779,763	\$8,788,473	\$6,944,300

- (1) A portion of the elementary, middle, and high school Technology budgets were funded from the Building Fund in FY2009-10. The Technology Planning Process was revised for FY2010-11 in order to better support student achievement initiatives.
- (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 FY2009-10 and FY2010-11 is due to infrastructure costs associated with school connectivity and student information systems.
- (4) Increase in Student Transportation in FY2008-09 is due to the purchase of additional school buses.



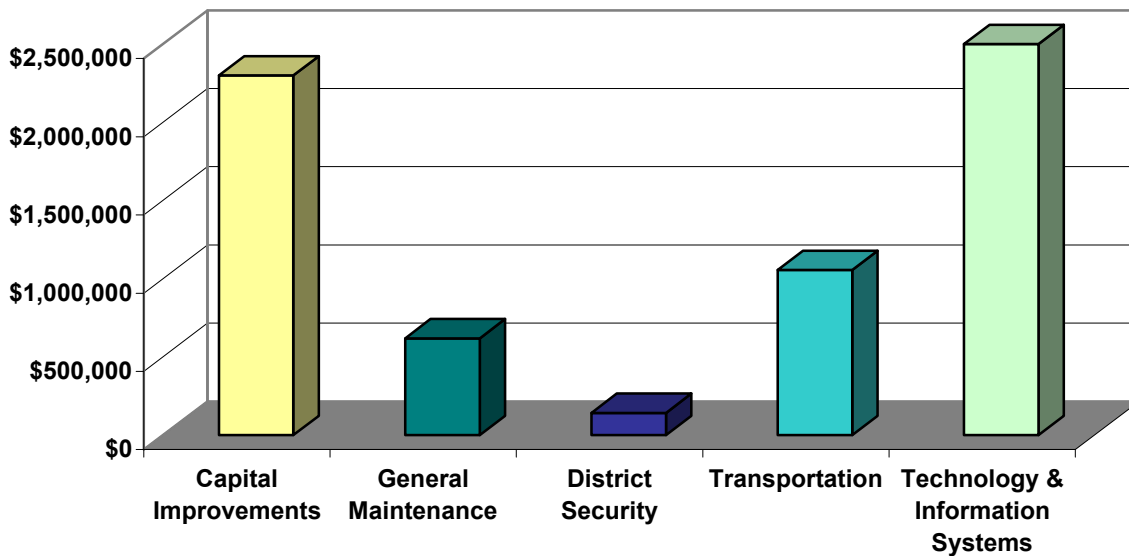
**CHERRY CREEK SCHOOL DISTRICT
CAPITAL RESERVE FUND
EXPENDITURES BY FACILITY AND PROJECT**

Facility	Description	Land & Building Improvements	Furniture, Equipment & Leases	Total
EDUCATIONAL SUPPORT SERVICES				
Capital Improvements	Phase II Water Line - Cherry Creek Campus	\$30,000		\$30,000
	Modular Lease		331,824	331,824
	Modular Renovation	20,000		20,000
	District Radios (5)		10,000	10,000
	Ford F250 4x4 w/blades Replacement Vehicles (2)		60,000	60,000
	Utility Van Replacement		35,000	35,000
	ADA Ramp Repair	20,000		20,000
	Bleacher & Theater Inspections	51,000		51,000
	Key Machine at Mtce. West		5,000	5,000
	Smoke & Duct Detectors at Belleview	5,000		5,000
	Transformer Oil Testing at Cherry Creek Campus	7,000		7,000
	Fire Doors Test & Repair	30,000		30,000
	Modular Flashing Repairs	21,000		21,000
	Roofing Repairs	50,000		50,000
	Flooring Repairs	20,000		20,000
	Wood Surface Refinish in Main Gym at Eaglecrest	30,000		30,000
	Environmental Ceiling Tile Abatement	41,000		41,000
	Environmental Hazardous Waste Storage Area	2,000		2,000
	HAZMAT - Environmental Consulting Service	70,991		70,991
	HVAC Acid Trap Testing & Cleaning	75,000		75,000
	HVAC Replacement Vehicle		35,000	35,000
	Playground Surfacing	30,000		30,000
	Stormwater Infrastructure Maintenance	40,000		40,000
	Asphalt/Concrete	900,000		900,000
	Track Repair	10,000		10,000
	Street Fence at Belleview Park on Dayton	25,000		25,000
	Fence Replacements	40,000		40,000
	Landscape Repair	125,027		125,027
	Tree Replacement	20,000		20,000
	Ford F250 4x4 SRW Utility Box w/plow & 2-way radio		80,000	80,000
	80" Zero Turn Mowers (2)		19,000	19,000
	Trencher/Backhoe Attachment		30,000	30,000
	Vacuum Excavator		30,000	30,000
TOTAL CAPITAL IMPROVEMENTS		1,663,018	635,824	2,298,842
General Maintenance Districtwide	Additional Purchased Services	10,464		10,464
	General Building Repairs	85,400		85,400
	Locksmith Services	71,800		71,800
	Electrical Services	112,800		112,800
	Elevator Services	29,243		29,243
	Appliance Repairs	51,900		51,900
	Additional Roofing Repairs	10,200		10,200
	Glass Repair	10,000		10,000
	HAZMAT Environmental Services	18,300		18,300
	HVAC Services	161,800		161,800
	Pest Control	29,000		29,000
	Painting Services	28,300		28,300
TOTAL GENERAL MAINTENANCE		619,207	-	619,207
TOTAL CAPITAL IMPROVEMENTS/GENERAL MAINTENANCE		2,282,225	635,824	2,918,049

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

Facility	Description	Land & Building Improvements	Furniture, Equipment & Leases	Total
District Security	Security Monitors		101,736	101,736
	Security Maintenance		25,000	25,000
	State Radio Licensing		15,625	15,625
TOTAL DISTRICT SECURITY		-	142,361	142,361
Transportation	GPS Systems for Buses		65,000	65,000
	COPS Principal		850,000	850,000
	COPS Interest		141,416	141,416
TOTAL TRANSPORTATION		-	1,056,416	1,056,416
Technology & Information Systems	Instructional Technology		1,350,000	1,350,000
	Siemens-Rolm Telephone Maintenance		205,000	205,000
	NCS Pearson PowerSchool Maintenance		240,674	240,674
	IBM Mainframe Maintenance		155,000	155,000
	Data Warehouse Maintenance		62,300	62,300
	ConnectEd Maintenance		150,000	150,000
	Discovery Education		34,000	34,000
	EduBlogs		6,500	6,500
	Fiber Optic Network Service Contract - Qwest		624,000	624,000
TOTAL TECHNOLOGY & INFORMATION SYSTEMS		-	2,827,474	2,827,474
TOTAL CAPITAL RESERVE ALLOCATIONS		\$2,282,225	\$4,662,075	\$6,944,300

CAPITAL RESERVE PROJECTS BY GROUP



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

	2010-11 Budget	2011-12 Projected	2012-13 Projected	2013-14 Projected
Beginning Fund Balance	\$1,325,707	\$1,365,707	\$1,365,707	\$1,365,707
<u>Revenue</u>				
Investment Income	-	-	-	-
Cash in Lieu of Land	-	-	-	-
Allocation of State Equalization Aid	6,944,300	6,944,300	6,944,300	6,944,300
Total Revenue	6,944,300	6,944,300	6,944,300	6,944,300
<u>Other Financing Sources</u>				
Transfer from Capital Finance	40,000	-	-	-
Total Revenue and Other Sources	6,984,300	6,944,300	6,944,300	6,944,300
Total Funds Available	8,310,007	8,310,007	8,310,007	8,310,007
<u>Expenditures</u>				
Buildings and Improvements	2,282,225	2,281,604	1,943,331	2,683,980
Equipment and Lease Purchases	3,670,659	3,669,688	3,140,594	4,260,320
Debt Service Principal and Interest	991,416	993,008	1,860,375	-
Total Expenditures	6,944,300	6,944,300	6,944,300	6,944,300
Ending Fund Balance	\$1,365,707	\$1,365,707	\$1,365,707	\$1,365,707
Number of Students (FTE)	49,567	50,086	50,689	51,491

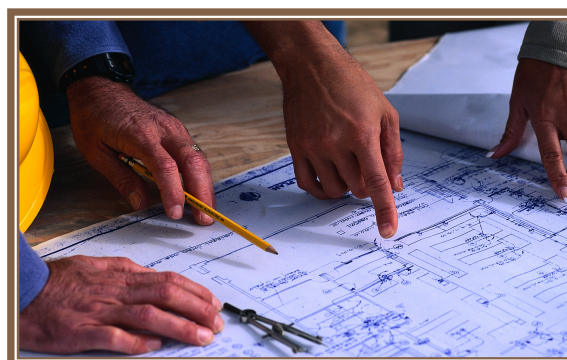
Over 19,100 work orders for General Maintenance & Grounds were completed over the 2008-09 school year. Approximately 5,185 work orders were completed during the summer of 2009 for renovations, repairs, and upgrades to school and District facilities. Included were installations and repairs of carpeting & flooring, concrete, roofing, mobile relocations, new paint, furniture upgrades, and a major water line repair.



Work at Arapahoe Park Transportation Facility



Renovation at Independence Elementary



Architectural Services

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 issues 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

	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Beginning Fund Balance	\$1,602,612	\$1,566,211	\$901,150	\$904,461	\$903,461
Revenue					
Investment Income	82,733	53,923	35,441	40,000	40,000
Total Revenue	82,733	53,923	35,441	40,000	40,000
Total Funds Available	1,685,345	1,620,134	936,591	944,461	943,461
Expenditures					
Other Expenditures	1,698	1,158	32	1,000	1,000
Total Expenditures	1,698	1,158	32	1,000	1,000
Transfers to Capital Reserve (1)	117,436	717,826	32,098	40,000	40,000
Total Expenditures and Transfers	119,134	718,984	32,130	41,000	41,000
Revenue and Transfers more (less) than Expenditures and Transfers	(36,401)	(665,061)	3,311	(1,000)	(1,000)
Ending Fund Balance	\$1,566,211	\$901,150	\$904,461	\$903,461	\$902,461
Reserved Fund Requirement (2)	\$1,566,211	\$901,150	\$904,461	\$903,461	\$902,461
Available Reserves	-	-	-	-	-
Total Reserves	\$1,566,211	\$901,150	\$904,461	\$903,461	\$902,461

- (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. 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.
- (2) 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 2010-11 are budgeted at \$991,416. The final payment is scheduled for December 2012.



Total Outstanding Certificates of Participation Issued in October 2002 \$8,830,000			
Date	Principal	Interest	Total
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	\$3,550,000	\$294,799	\$3,844,799

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 funded by the issuance of authorized general obligation school bonds.

The District Long-Range Facility Planning Committee develops facility planning recommendations for new schools and other facility projects that accommodate student enrollment and improve instructional programs. 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 was issued in January 2009. The remaining \$101.775 million was issued in February 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



SCIENCE



MATH



TECHNOLOGY

CHERRY CREEK SCHOOL DISTRICT ENERGY SAVINGS EFFORTS

The Cherry Creek School District continues to be committed to conservation, energy-efficiency, and providing a safe and healthy environment for students and staff members based on the concept of green schools. Our District was named an Energy Star Partner by the U.S. Environmental Protection Agency (EPA) for its superior energy efficiency and environmental protection initiatives. The eighteen elementary schools in the District listed below received Energy Star designation for their energy efficiency and conservation efforts, which signifies that the District's energy performance rates among the best across the nation.

- ◆ Antelope Ridge
- ◆ Aspen Crossing
- ◆ Buffalo Trail
- ◆ Coyote Hills
- ◆ Dakota Valley
- ◆ Dry Creek
- ◆ Greenwood
- ◆ Heritage
- ◆ High Plains



- ◆ Holly Hills
- ◆ Holly Ridge
- ◆ Homestead
- ◆ Independence
- ◆ Meadow Point
- ◆ Red Hawk Ridge
- ◆ Summit
- ◆ Village East
- ◆ Willow Creek

An Energy Star building that meets the Environmental Protection Agency requirements costs less to operate, uses less energy and has fewer greenhouse gas emissions. To qualify as an Energy Star building, the EPA rates the building on a scale of 1-100. If a building gets a score of 75 or higher they are considered an Energy Star building.

Under the 2008 Bond, three new elementary schools will be built using advanced 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 (HVAC) 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
-



CHERRY CREEK SCHOOL DISTRICT ENERGY SAVINGS EFFORTS

USING ENERGY-EFFICIENT TECHNOLOGIES TO MINIMIZE UTILITY COSTS

Heating Our Facilities

- ◆ **Solar Panels, Solar Tubes, & Skylights**
 - Create more natural daylight & warmth to decrease the need for costly electrical lighting & reduce demand for heating

Cooling Our Facilities

- ◆ **Ice Storage air conditioning systems**
 - Makes ice at night to cool during day
- ◆ **Translucent panels over windows**
 - Reduces heat loss & stabilizes indoor temperature year-round

Lighting Our Facilities

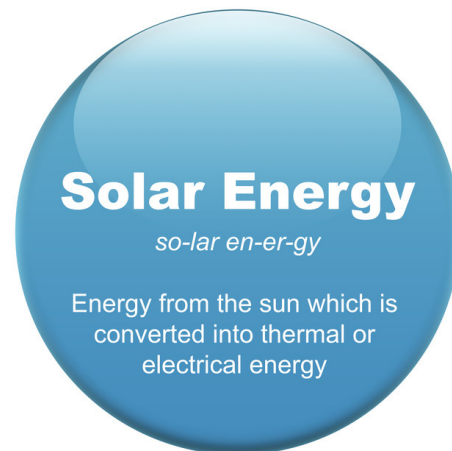
- ◆ **Converting to More Efficient Electrical Lighting**
 - Transitioning from T12 to T8 ballasts, reducing the number of ballasts, & transitioning from magnetic to electronic ballasts

Conserving Water Resources

- ◆ **Minimizing Water Consumption**
 - Low flow & touch-free fixtures
 - Smart Controllers & rain sensors on sprinklers



**HORIZON MIDDLE SCHOOL
ENERGY EFFICIENT LIGHTING**



**PINE RIDGE ELEMENTARY SCHOOL
SKYLIGHTS & PASSIVE SOLAR PANELS**



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

	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Beginning Fund Balance	\$58,888,298	\$28,146,063	\$16,184,817	\$113,926,618	\$151,330,342
Revenue (1)					
Investment Income	2,069,950	789,500	876,356	535,000	200,000
Other Financing Source					
School Bonds (2)	-	-	107,044,031	103,055,672	-
Total Revenue and Other Financing Source	2,069,950	789,500	107,920,387	103,590,672	200,000
Total Funds Available	60,958,248	28,935,563	124,105,204	217,517,290	151,530,342
Expenditures					
Salaries and Benefits (3)	660,491	975,589	570,105	1,613,594	2,666,795
Professional Services and Other (3)	1,687,277	1,536,257	3,973,384	13,037,254	19,550,478
Land, Buildings, and Improvements (3)	28,643,187	7,664,418	3,167,497	46,267,598	93,806,892
Equipment (3)	1,738,379	2,492,998	1,932,226	5,096,312	7,975,835
Bond Issuance Costs (3)	-	-	417,538	172,190	-
Total Expenditures	32,729,334	12,669,262	10,060,750	66,186,948	124,000,000
Transfer to Food Services (4)	82,851	81,484	117,836	-	85,000
Total Expenditures and Transfers	32,812,185	12,750,746	10,178,586	66,186,948	124,085,000
Ending Fund Balance	\$28,146,063	\$16,184,817	\$113,926,618	\$151,330,342	\$27,445,342
<hr/>					
Total Expenditures and Transfers	\$32,812,185	\$12,750,746	\$10,178,586	\$66,186,948	\$124,085,000
TABOR Reserves	-	-	-	-	-
Total Expenditures and Appropriated Reserves	32,812,185	12,750,746	10,178,586	66,186,948	124,085,000
Unappropriated Reserves	28,146,063	16,184,817	113,926,618	151,330,342	27,445,342
Total Appropriations and Unappropriated Reserves	\$60,958,248	\$28,935,563	\$124,105,204	\$217,517,290	\$151,530,342

1. In fiscal years 2006-07 and 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 was issued in February 2010. Net proceeds of \$103,055,672 (101,775,000 plus \$1,280,672 bond premium) were received in fiscal year 2009-10.
3. The expenditure budget for 2008-09 and 2009-10 was revised to project spending on the 2008 Bond projects in the amount of \$417,538 in 2008-09 and \$172,190 in 2009-10 of Bond Issuance Costs.
4. Operating Transfer of \$82,851 for Coyote Hills Elementary in 2006-07, \$81,484 for Buffalo Trail Elementary in 2007-08, \$117,836 for Fox Ridge Middle School in 2008-09, and \$85,000 for Pine Ridge Elementary in 2010-11.

**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		\$2,989,003	\$2,989,003
Science, Technology, Engineering, and Math Center	August 2011	18,344,437	18,344,437
Smoky Hill High School Renovation	November 2010	10,046,939	10,046,939
Overland High School Renovation	August 2011	9,138,235	9,138,235
Campus Middle School Renovation	August 2011	8,688,872	8,688,872
West Middle School Renovation	August 2010	11,565,145	11,565,145
Pine Ridge Elementary	August 2010	14,893,946	14,893,946
Elementary #42	August 2012	15,920,247	15,920,247
Elementary #43	TBD	17,016,714	17,016,714
Cottonwood Elementary Renovation	August 2010	2,942,096	2,942,096
Greenwood Elementary Renovation	August 2010	2,162,151	2,162,151
Heritage Elementary Renovation	August 2010	1,530,383	1,530,383
Mission Viejo Elementary Renovation	August 2010	2,558,622	2,558,622
Independence Elementary Renovation	August 2010	1,056,743	1,056,743
Meadow Point Elementary Renovation	August 2010	2,287,350	2,287,350
Cimarron Elementary Renovation	August 2010	3,361,860	3,361,860
Trails West Elementary Renovation	August 2010	3,180,164	3,180,164
Homestead Elementary Renovation	August 2010	3,095,269	3,095,269
Sagebrush Elementary Renovation	August 2010	3,320,452	3,320,452
Willow Creek Elementary Renovation	August 2010	2,927,653	2,927,653
Ponderosa Elementary Renovation	August 2010	3,317,600	3,317,600
Arrowhead Elementary Renovation	August 2010	3,581,552	3,581,552
High Plains Elementary Renovation	August 2010	3,133,841	3,133,841
Mechanical/Electrical/Plumbing	August 2011	12,671,039	12,671,039
Educational Technology - All Schools	April 2011	8,323,866	8,987,501
COMPASS (Comprehensive Operational Management/Planning/Administration Service System)	April 2011	6,400,000	6,400,000
School Safety and Security		1,125,858	1,125,858
Special Programs Center Renovation	December 2010	2,092,485	2,092,485
Outback Pre-School Renovation	August 2009	662,487	662,487
Estate I-Team Renovation	August 2009	482,888	482,888
Instructional Support Facility	February 2011	15,833,710	15,833,710
Arapahoe Campus - East Transportation Facility	February 2010	4,882,038	4,882,038
Arapahoe Campus - East Maintenance Facility	August 2010	4,016,355	4,016,355
Route Planning Software ***		-	83,095
Fox Ridge Middle School ***	August 2008	-	164,314
I-Team Renovations ***		-	1,998,306
Remaining 2003 Bond Issue Cost - School Renovations ***		-	1,270,000
Bond Issuance Costs		-	1,655,075
Contingency, Administration, and Other Costs		-	1,000,000
Totals - Building Fund**		\$203,550,000	\$210,384,425

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

** Includes 2009 and 2010 Bond Series

*** Includes 2003 Bond Cost that has been rolled into the 2008 Bond Issue

**CHERRY CREEK SCHOOL DISTRICT
BUILDING FUND 2008 BOND ISSUE
BUDGETED EXPENDITURES BY FACILITY AND PROJECT
FISCAL YEAR 2010-11**

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).
Pine Ridge Elementary 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.
I-Team Renovations	Selected I-Teams will be renovated to meet changing capacity needs throughout the District.
Remaining 2003 Bond Issue Cost - Holly Ridge, Horizon, Eaglecrest, Smoky Hill, and Cherry Creek	Renovations to include roof replacements, ILC Renovation, Tennis court renovations, and water line replacement
Fox Ridge Middle School	Complete furnishing and equipping of school completed in August 2008.
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, HVAC renovation for the 1990 addition; lighting, electrical and plumbing upgrades.

Total Project Estimate	Professional Services/ Other	Land/ Improvements	Buildings	Equipment	Fiscal Year 2010-11 Total
\$2,989,003	\$-	\$-	\$-	\$-	\$-
18,344,437	1,129,679	-	11,737,440	480,939	13,348,058
14,893,946	168,839	-	887,152	966,128	2,022,119
15,920,247	897,500	-	7,458,935	650,000	9,006,435
17,016,714	-	-	-	-	-
10,046,939	68,345	-	9,022,143	200,000	9,290,489
9,138,235	136,418	-	7,978,593	182,000	8,297,011
1,998,306	239,310	-	1,552,412	200,000	1,991,722
1,270,000	-	-	1,270,000	-	1,270,000
164,314	-	-	-	164,314	164,314
8,688,872	282,819	-	7,721,669	100,000	8,104,488
11,565,145	317,547	-	5,254,223	192,819	5,764,589

**CHERRY CREEK SCHOOL DISTRICT
BUILDING FUND 2008 BOND ISSUE
BUDGETED EXPENDITURES BY FACILITY AND PROJECT
FISCAL YEAR 2010-11**

Facility	Project Description
2008 Bond Issue Continued	
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.
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.

Total Project Estimate	Professional Services/ Other	Land/ Improvements	Buildings	Equipment	Fiscal Year 2010-11 Total
2,942,096	85,150	-	2,572,075	44,025	2,701,251
2,162,151	113,809	-	1,783,192	-	1,897,001
1,530,383	34,727	-	1,301,813	18,858	1,355,397
2,558,622	184,935	-	1,657,346	50,000	1,892,282
1,056,743	-	-	-	4,212	4,212
2,287,350	50,570	-	1,978,507	50,000	2,079,077
3,361,860	200,474	-	2,947,751	50,000	3,198,225
3,180,164	84,026	-	2,762,093	50,000	2,896,119

**CHERRY CREEK SCHOOL DISTRICT
BUILDING FUND 2008 BOND ISSUE
BUDGETED EXPENDITURES BY FACILITY AND PROJECT
FISCAL YEAR 2010-11**

Facility	Project Description
2008 Bond Issue Continued	
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.
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.

Total Project Estimate	Professional Services/ Other	Land/ Improvements	Buildings	Equipment	Fiscal Year 2010-11 Total
3,095,269	33,533	-	2,778,212	49,244	2,860,989
3,320,452	44,142	-	3,005,217	50,000	3,099,359
2,927,653	33,532	-	2,608,065	46,319	2,687,916
3,317,600	44,091	-	3,002,006	49,037	3,095,133
3,581,552	22,358	-	2,546,326	50,000	2,618,684
3,133,841	77,557	-	2,712,565	48,808	2,838,931
12,671,039	818,379	-	7,373,358	-	8,191,737

**CHERRY CREEK SCHOOL DISTRICT
BUILDING FUND 2008 BOND ISSUE
BUDGETED EXPENDITURES BY FACILITY AND PROJECT
FISCAL YEAR 2010-11**

Facility	Project Description
2008 Bond Issue Continued	
Educational Technology	Information Systems Network/telephone system replacements, upgrades, and improvements
COMPASS (Comprehensive Operational Management/ Planning/Administration Service System	Educational Support and Operational Software system for Finance and Human Resources.
Route Planning Software	Educational Support Software for Transportation
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.
Instructional Support Facility (ISF) 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 2010-11 Total
8,987,501	3,697,464	-	-	800,091	4,497,555
6,400,000	3,958,906	-	-	34,513	3,993,419
83,095	83,095	-	-	-	83,095
1,125,858	-	-	-	619,473	619,473
2,092,485	94,748	-	908,107	50,000	1,052,854
662,487	-	-	-	342	342
482,888	-	-	-	-	-
15,833,710	147,616	-	10,348,104	1,000,000	11,495,719
4,882,038	-	-	228,464	22,141	250,604
4,016,353	21,816	-	710,599	39,386	771,801
1,655,075	-	-	-	-	-
1,000,000	559,600	-	-	-	559,600
\$210,384,423	\$13,630,985	\$-	\$104,106,367	\$6,262,649	\$124,000,000

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 \$4,985,890 over the next four years, 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 \$29,166 over the next four years 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

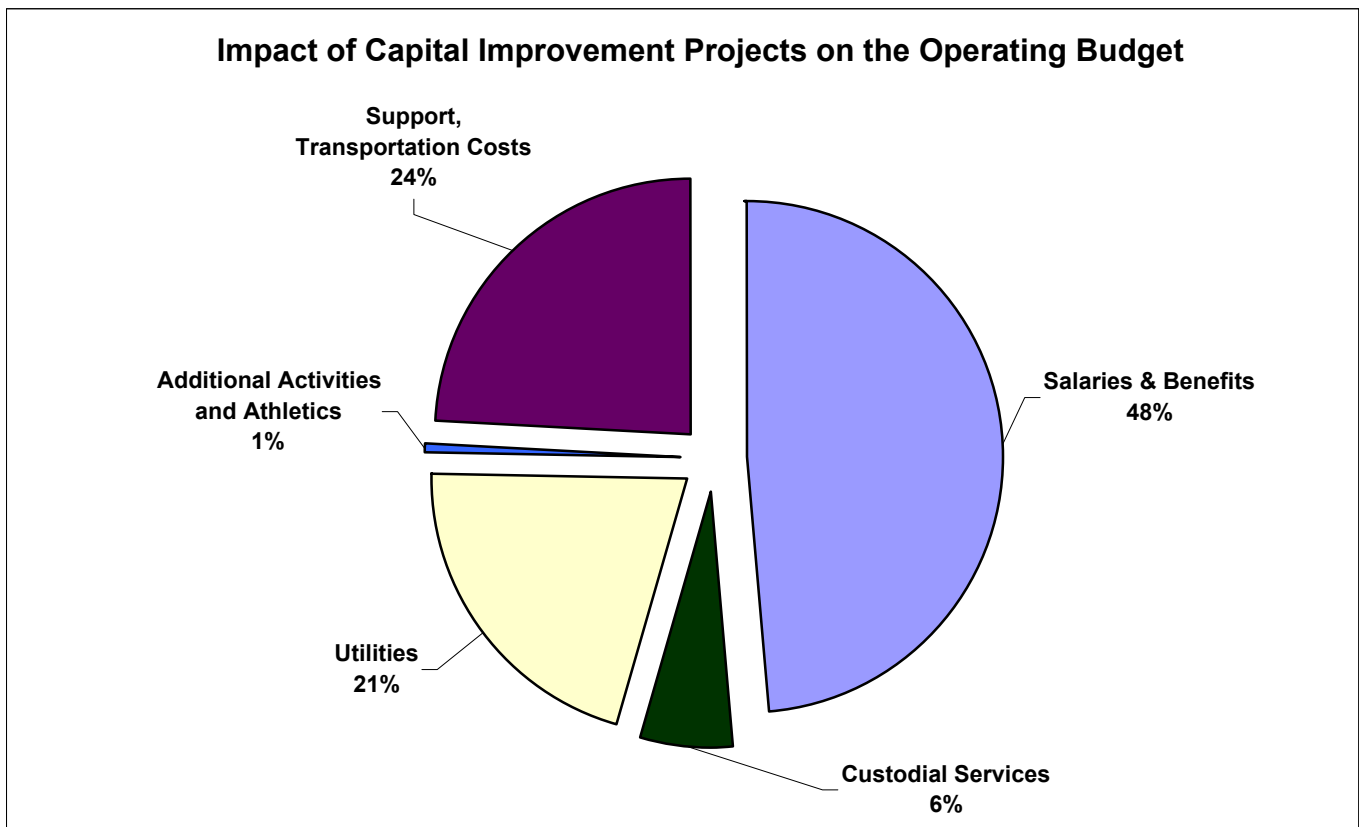
The additional operations and maintenance costs and activities and athletics costs are estimated to be approximately \$1,582,138 or 0.38% of the General Fund operating budget in FY2010-11.

2008 Bond Issue - New Facilities Estimated Operation and Maintenance Costs FY2010-11 Through FY2013-14

General Fund Total Expenditures	\$413,345,400	
Operations and Maintenance	4,985,890	1.20%
Activities and Athletics	29,166	<u>0.01%</u>
		1.21%

**CHERRY CREEK SCHOOL DISTRICT
CAPITAL IMPROVEMENTS IMPACT
ESTIMATED - OPERATING BUDGET
2008 BOND ISSUE**

Facility	Salaries and Benefits	Contracted Custodial Services	Building Utilities	Support and Transportation Costs	Activities and Athletics	Total Operations/ Maintenance
2008 Bond Issue						
Pine Ridge Elementary	\$479,402	\$60,000	\$215,000	\$75,000	\$9,500	\$838,902
Elementary #42	496,183	62,100	222,525	98,325	9,833	888,966
Elementary #43	496,183	62,100	222,525	98,325	9,833	888,966
Instructional Support Facility	-	35,000	75,000	30,000	-	140,000
Finance/HR - Replacement of AMS System	-	-	-	250,000	-	250,000
Electrical/Plumbing/ HVAC/Fire Protection	-	-	-	50,000	-	50,000
Maintenance/Grounds Facility	-	-	-	30,000	-	30,000
Arapahoe Campus Transportation Facility	157,536	16,700	82,000	17,000	-	273,236
Science and Math Center	803,486	65,000	230,000	556,500	-	1,654,986
Total	\$2,432,790	\$300,900	\$1,047,050	\$1,205,150	\$29,166	\$5,015,056



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

	2010-11 Budget	2011-12 Projected	2012-13 Projected	2013-14 Projected
Beginning Fund Balance	\$151,330,342	\$27,445,342	\$16,824,792	\$8,144,542
<u>Revenue</u>				
Investment Income	200,000	600,000	500,000	250,000
Total Revenue	200,000	600,000	500,000	250,000
<u>Other Financing Sources</u>				
Bond Issues Sold	-	-	-	-
Total Funds Available	151,530,342	28,045,342	17,324,792	8,394,542
<u>Expenditures</u>				
School Facility Bond				
Funded Projects (1)	124,085,000	11,220,550	9,180,250	8,394,542
Total Expenditures and Transfers	124,085,000	11,220,550	9,180,250	8,394,542
Ending Fund Balance	\$27,445,342	\$16,824,792	\$8,144,542	\$0
Number of Students (FTE)	49,567	50,086	50,689	51,491

(1) Refer to Building Fund budget for additional expenditure information by specific project. FY2010-11 budget and projections for FY2011-12 through FY2013-14 are based on the funding authorization provided by the 2003 and 2008 school construction bonds.



Pine Ridge Elementary



***Transportation East at
Arapahoe Park Campus***

NEW SCHOOLS

- Pine Ridge Elementary
- 2 Future Elementary Schools
- Institute of Science & Technology

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

NEW FACILITIES

- Arapahoe Park Campus
- Instructional Support Facility

RENOVATIONS & UPGRADES

- 23 Schools
- 2 I-Teams
- Special Program Center

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, investment income, and bond premium, 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 \$525,315,000 as of June 30, 2010. The budgeted amount for this debt service in Fiscal Year 2010-11 is \$52,028,933.

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, 2010, when based on 6% of actual value, would be approximately \$2.222 billion. The 6% of actual value limit is restricted under the Taxpayer's Bill of Rights (TABOR). If the legal limit were based on 20% of the District's 2009 assessed valuation of \$4.736 billion, the legal debt limit would be \$947 million. The District refers to the 20% of assessed value limit for purposes of debt issuance limits. This debt limit exceeds the net amount of the District's bonds payable, minus funds available for debt service payment by approximately \$467 million.

The District's enrollment has increased approximately 22% 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 was issued in February 2010.

The property tax levy for principal and interest on bonds is anticipated to be 9.901 mills for 2010, which is approximately 20.2 percent of the total projected tax levy of 49.016 mills. The annual principal and interest payments on the currently outstanding bonds range from \$51.5 to \$52.6 million annually through 2014, and then decrease over the years to \$22.57 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 February 2010.

- 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 Aa1 General Obligation Bonds (Highest Quality Credit) – "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**

	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Beginning Fund Balance(1)	\$35,913,470	\$39,664,302	\$45,022,930	\$45,922,771	\$45,512,149
<u>Revenue</u>					
Property Taxes	47,721,612	51,754,079	44,207,269	46,888,916	46,888,916
Investment Income	502,481	465,720	208,967	20,000	115,000
<u>Other Financing Sources</u>					
Transfer From Other Funds	-	-	-	1,112,221	4,652,520
Total Revenue	48,224,093	52,219,799	44,416,236	48,021,137	51,656,436
Total Funds Available	84,137,563	91,884,101	89,439,166	93,943,908	97,168,585
<u>Expenditures</u>					
Principal Retirement	25,170,000	28,745,000	25,035,000	26,780,000	28,200,000
Interest	19,294,357	18,111,738	18,476,026	21,621,759	23,828,933
Fiscal Charges	8,904	4,433	5,369	30,000	5,000
Total Expenditures	44,473,261	46,861,171	43,516,395	48,431,759	52,033,933
Ending Fund Balance(1)	\$39,664,302	\$45,022,930	\$45,922,771	\$45,512,149	\$45,134,652
<hr/>					
Total Expenditures	\$44,473,261	\$46,861,171	\$43,516,395	\$48,431,759	\$52,033,933
TABOR Reserves	-	-	-	-	-
Total Expenditures and Appropriated Reserves	44,473,261	46,861,171	43,516,395	48,431,759	52,033,933
Unappropriated Reserves	39,664,302	45,022,930	45,922,771	45,512,149	45,134,652
Total Appropriations and Unappropriated Reserves	\$84,137,563	\$91,884,101	\$89,439,166	\$93,943,908	\$97,168,585

(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, 2010
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%	\$7,950,000
General Obligation Bonds in the amount of \$100,000,000 (Series 2004) and refunding bonds of \$79,750,000	138,230,000
General Obligation Bonds in the amount of \$67,500,000 (Series 2005)	59,475,000
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%	116,635,000
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%	101,250,000
General Obligation Refunding Bonds in the amount of \$101,775,000 (Series 2010 A & B) due in varying installments through December 15, 2029, interest ranging from 2.0% - 5.6%	101,775,000
Total General Obligation Bonds Payable	\$525,315,000

Fiscal Year	Principal	Interest	Total
2010-11	28,200,000	23,828,933	52,028,933
2011-12	30,455,000	22,311,433	52,766,433
2012-13	31,125,000	20,716,508	51,841,508
2013-14	31,610,000	19,150,258	50,760,258
2014-15	33,160,000	17,483,982	50,643,982
2015-16	25,345,000	15,980,557	41,325,557
2016-17	26,585,000	14,866,287	41,451,287
2017-18	27,605,000	13,829,622	41,434,622
2018-19	28,680,000	12,733,152	41,413,152
2019-20	29,825,000	11,509,627	41,334,627
2020-21	31,085,000	10,123,581	41,208,581
2021-22	22,610,000	8,933,729	31,543,729
2022-23	23,565,000	7,982,443	31,547,443
2023-24	24,565,000	7,118,385	31,683,385
2024-25	25,350,000	6,125,849	31,475,849
2025-26	26,645,000	4,844,991	31,489,991
2026-27	18,140,000	3,716,530	21,856,530
2027-28	19,160,000	2,756,395	21,916,395
2028-29	20,235,000	1,727,657	21,962,657
2029-30	21,370,000	598,360	21,968,360
TOTAL	\$525,315,000	\$226,338,276	\$751,653,276

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

Calendar Year	Month	\$79,420,000 Series 1997	
		Principal	Interest
2010	December	7,950,000	198,750
Totals		\$7,950,000	\$198,750

Calendar Year	Month	\$179,750,000 Series 2004		\$67,500,000 Series 2005		\$132,215,000 Series 2005B Refunding	
		Principal	Interest	Principal	Interest	Principal	Interest
2010	December	10,760,000	3,048,057	2,985,000	1,212,913	5,940,000	2,973,140
2011	June	-	2,779,057	-	1,138,287	-	2,809,790
2011	December	11,690,000	2,779,057	3,075,000	1,138,288	14,280,000	2,809,790
2012	June	-	2,486,807	-	1,076,787	-	2,381,390
2012	December	12,100,000	2,486,807	3,175,000	1,076,788	12,540,000	2,381,390
2013	June	-	2,184,307	-	1,013,287	-	2,005,190
2013	December	12,525,000	2,184,307	3,280,000	1,013,288	13,500,000	2,005,190
2014	June	-	1,871,182	-	955,887	-	1,633,940
2014	December	12,760,000	1,871,182	3,420,000	955,888	14,610,000	1,633,940
2015	June	-	1,552,182	-	891,762	-	1,159,115
2015	December	12,305,000	1,552,182	3,580,000	891,763	4,320,000	1,159,115
2016	June	-	1,244,557	-	824,637	-	1,007,915
2016	December	3,675,000	1,244,557	3,755,000	824,638	13,830,000	1,007,915
2017	June	-	1,171,057	-	749,537	-	745,145
2017	December	3,840,000	1,171,057	3,930,000	749,538	14,310,000	745,145
2018	June	-	1,094,257	-	670,937	-	466,100
2018	December	4,015,000	1,094,257	4,080,000	670,938	14,860,000	466,100
2019	June	-	1,013,957	-	589,337	-	168,900
2019	December	4,195,000	1,013,957	4,240,000	589,338	8,445,000	168,900
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	-	-	-	-	-	-
2029	June	-	-	-	-	-	-
2029	December	-	-	-	-	-	-
Totals		\$138,230,000	\$38,080,479	\$59,475,000	\$20,216,313	\$116,635,000	\$27,728,110

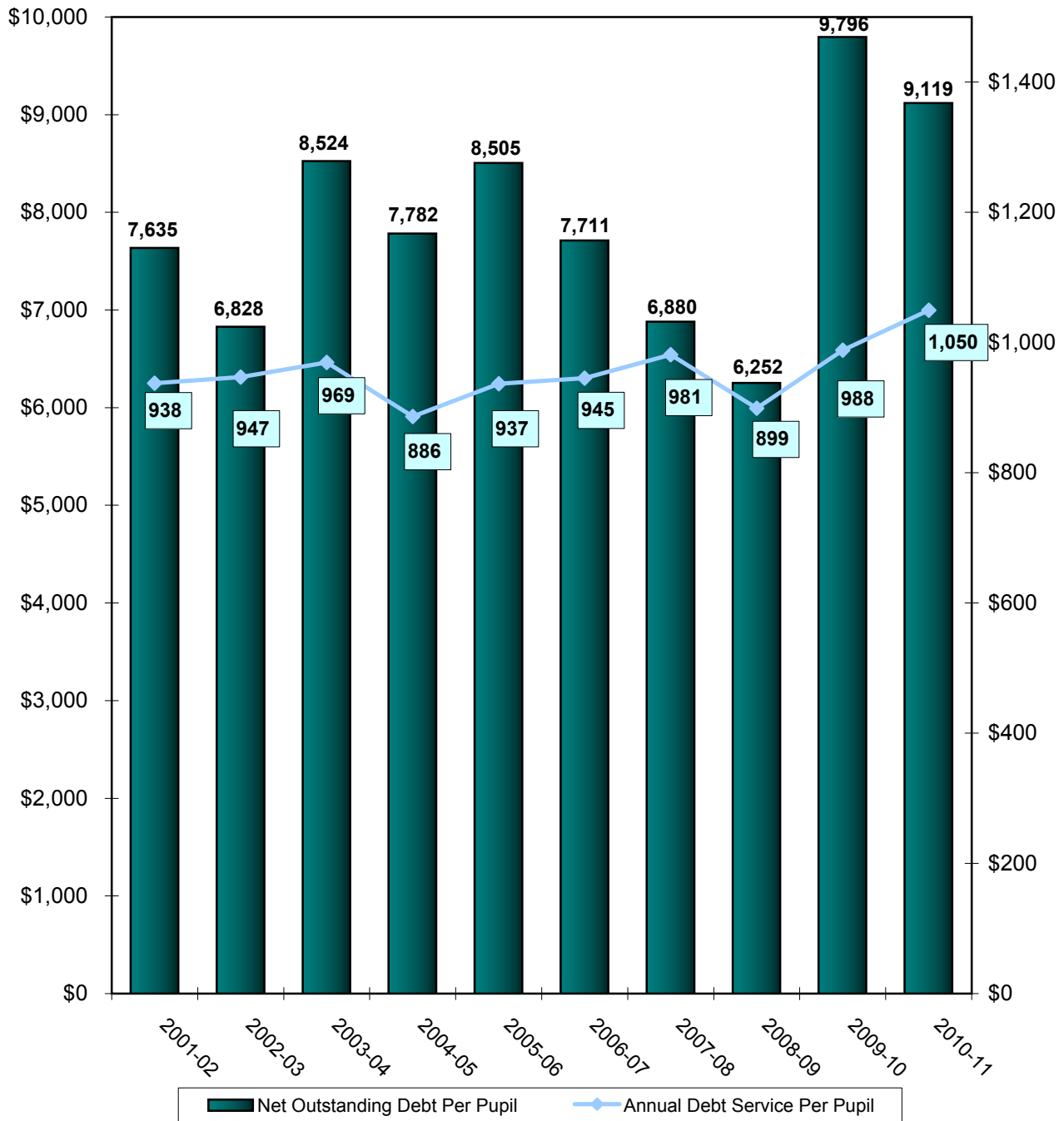
Principal payments are due once a year on December 15th.
Interest payments are due twice a year on December 15th and June 15th.

\$101,775,000 Series 2009		\$101,775,000 Series 2010 A & B		Total Outstanding General Obligation Bonds		
Principal	Interest	Principal	Interest	Principal	Interest	Total
565,000	2,324,016	-	2,514,691	28,200,000	12,271,567	40,471,567
-	2,315,541	-	2,514,691	-	11,557,366	11,557,366
1,410,000	2,315,541	-	2,514,691	30,455,000	11,557,367	42,012,367
-	2,294,391	-	2,514,691	-	10,754,066	10,754,066
3,265,000	2,294,391	45,000	2,514,691	31,125,000	10,754,067	41,879,067
-	2,245,416	-	2,514,241	-	9,962,441	9,962,441
1,960,000	2,245,416	345,000	2,514,241	31,610,000	9,962,442	41,572,442
-	2,216,016	-	2,510,791	-	9,187,816	9,187,816
2,000,000	2,216,016	370,000	2,510,790	33,160,000	9,187,816	42,347,816
-	2,186,016	-	2,507,091	-	8,296,166	8,296,166
3,200,000	2,186,016	1,940,000	2,507,091	25,345,000	8,296,167	33,641,167
-	2,122,015	-	2,485,266	-	7,684,390	7,684,390
3,275,000	2,122,015	2,050,000	2,485,266	26,585,000	7,684,391	34,269,391
-	2,056,516	-	2,459,641	-	7,181,896	7,181,896
3,370,000	2,056,515	2,155,000	2,459,641	27,605,000	7,181,896	34,786,896
-	1,989,116	-	2,427,316	-	6,647,726	6,647,726
3,465,000	1,989,115	2,260,000	2,427,316	28,680,000	6,647,726	35,327,726
-	1,919,816	-	2,393,416	-	6,085,426	6,085,426
7,065,000	1,919,815	5,880,000	2,393,416	29,825,000	6,085,426	35,910,426
-	1,743,191	-	2,246,416	-	5,424,201	5,424,201
8,035,000	1,743,190	6,955,000	2,246,416	31,085,000	5,424,201	36,509,201
-	1,542,316	-	2,088,189	-	4,699,380	4,699,380
3,315,000	1,542,315	2,435,000	2,088,189	22,610,000	4,699,380	27,309,380
-	1,476,016	-	2,032,793	-	4,234,349	4,234,349
3,390,000	1,476,015	2,510,000	2,032,793	23,565,000	4,234,349	27,799,349
-	1,408,216	-	1,975,691	-	3,748,094	3,748,094
3,465,000	1,408,215	2,595,000	1,975,691	24,565,000	3,748,094	28,313,094
-	1,336,750	-	1,916,654	-	3,370,291	3,370,291
10,510,000	1,336,750	9,645,000	1,916,653	25,350,000	3,370,291	28,720,291
-	1,074,000	-	1,681,558	-	2,755,558	2,755,558
13,685,000	1,074,000	12,960,000	1,681,558	26,645,000	2,755,558	29,400,558
-	731,875	-	1,357,558	-	2,089,433	2,089,433
9,305,000	731,875	8,835,000	1,357,557	18,140,000	2,089,432	20,229,432
-	499,250	-	1,127,848	-	1,627,098	1,627,098
9,760,000	499,250	9,400,000	1,127,847	19,160,000	1,627,097	20,787,097
-	255,250	-	874,048	-	1,129,298	1,129,298
10,210,000	255,250	10,025,000	874,047	20,235,000	1,129,297	21,364,297
-	-	-	598,360	-	598,360	598,360
-	-	21,370,000	598,360	21,370,000	598,360	21,968,360
\$101,250,000	\$61,147,423	\$101,775,000	\$78,967,198	\$525,315,000	\$226,338,276	\$751,653,276

**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
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	\$348,545,000	\$45,922,771	\$302,622,229	\$25,035,000	\$18,476,026	\$43,511,026
Average per pupil				\$6,252	\$899		
2009/2010	48,979	\$525,315,000	\$45,512,149	\$479,802,851	\$26,780,000	\$21,621,759	\$48,401,759
Average per pupil				\$9,796	\$988		
2010/2011	49,567	\$497,115,000	\$45,134,652	\$451,980,348	\$28,200,000	\$23,828,933	\$52,028,933
Average per pupil				\$9,119	\$1,050		

CHERRY CREEK SCHOOL DISTRICT GENERAL OBLIGATION BONDS DEBT SERVICE PER PUPIL

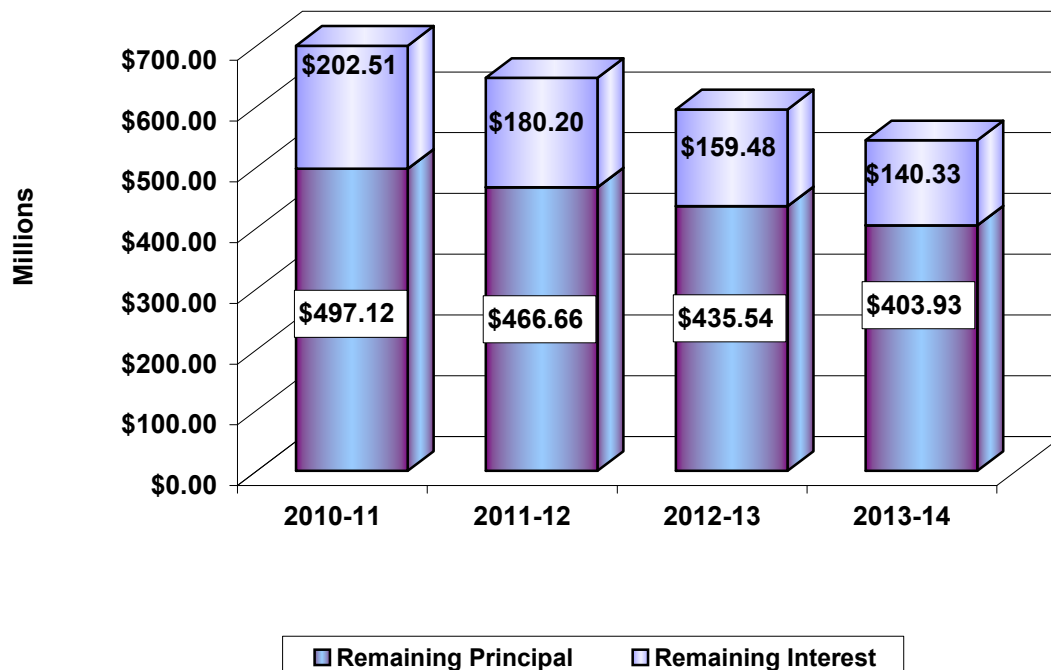


**CHERRY CREEK SCHOOL DISTRICT
BOND REDEMPTION FUND
SUMMARY BUDGET AND THREE YEAR PROJECTIONS**

	2010-11 Budget	2011-12 Projected	2012-13 Projected	2013-14 Projected
Beginning Fund Balance	\$45,512,149	\$45,134,652	\$48,024,707	\$45,081,428
<u>Revenue</u>				
Property Taxes	46,888,916	47,826,695	48,783,229	49,758,893
Investment Income	115,000	120,000	120,000	120,000
Transfer From Other Funds	4,652,520	7,714,793	-	-
Total Revenue	51,656,436	55,661,488	48,903,229	49,878,893
Total Funds Available	97,168,585	100,796,140	96,927,936	94,960,321
<u>Expenditures</u>				
Principal Retirement	28,200,000	30,455,000	31,125,000	31,610,000
Interest	23,828,933	22,311,433	20,716,508	19,150,258
Fiscal Charges	5,000	5,000	5,000	5,000
Total Expenditures	52,033,933	52,771,433	51,846,508	50,765,258
Ending Fund Balance (1)	\$45,134,652	\$48,024,707	\$45,081,428	\$44,195,063
Number of Students (FTE)	49,567	50,086	50,689	51,491

(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.

Remaining Obligated Principal and Interest By Fiscal Year



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 G.

Measures of Performance

Outputs and Achievements 2009-10

- 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.
- For the past school year, Food Services purchased 3.8 million half pints of milk, 1.9 million 4-oz cartons of orange juice, and 167,000 cups of yogurt for student meals.
- Food Services continued the implementation of the a la carte nutrition standards, with additional restrictions for fat, sugar, sodium and calories.
- Hired a Registered Dietitian as Nutrition Education Coordinator to head up to the Nutrition Education Program.
- Implemented a new inventory and ordering software program in all schools in July of 2009.
- Applied for and received a Fresh Fruit and Vegetable Grant for Highline Elementary School.
- Food and Nutrition Services Department was featured in presentation to CCSD Board of Education in December 2009.

Goals 2010-11

- 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 continue to work with other CCSD departments to develop an enhanced marketing plan.

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

	2006-07	2007-08	2008-09	2009-10	2010-11
	Actual	Actual	Actual	Budget	Budget
Beginning Retained Earnings	\$5,209,513	\$5,504,080	\$6,036,194	\$6,095,188	\$6,170,468
Revenue					
Local Sources					
Sales	8,090,226	8,310,815	7,998,311	8,558,850	9,515,750
Investment Income (1)	158,893	141,982	31,031	10,000	1,000
Catering and Other	263,258	321,052	271,102	225,000	222,000
Total Local Revenue	8,512,377	8,773,849	8,300,444	8,793,850	9,738,750
State Sources					
Start Smart Nutrition Program (2)	-	39,618	86,722	46,200	83,200
Reimbursement for Meals	169,380	170,680	164,672	165,000	160,000
Total State Revenue	169,380	210,298	251,394	211,200	243,200
Federal Sources					
Reimbursement for Meals	4,056,138	4,444,962	5,013,073	5,472,730	5,649,930
USDA Commodities	681,717	862,890	763,333	957,000	836,250
Total Federal Revenue	4,737,855	5,307,852	5,776,406	6,429,730	6,486,180
Total Revenue	13,419,612	14,291,999	14,328,244	15,434,780	16,468,130
Transfer from Building Fund (3)	82,851	81,484	117,836	-	85,000
Total Revenue and Other Sources	13,502,463	14,373,483	14,446,080	15,434,780	16,553,130
Total Funds Available	18,711,976	19,877,563	20,482,274	21,529,968	22,723,598
Expenditures					
Salaries & Benefits	4,617,862	4,978,702	5,385,154	5,276,150	5,379,980
Purchased Services	355,979	373,632	332,968	452,700	533,500
Food	4,736,877	4,545,503	5,062,381	5,618,450	6,093,760
Other Supplies & Materials	2,606,768	3,023,390	2,626,560	2,827,200	3,239,180
Capital Outlay & Other Expenditures	890,410	920,142	980,023	1,185,000	1,120,000
Total Expenditures	13,207,896	13,841,369	14,387,086	15,359,500	16,366,420
Revenue and Transfers more (less) than Expenditures	294,567	532,114	58,994	75,280	186,710
Ending Retained Earnings	\$5,504,080	\$6,036,194	\$6,095,188	\$6,170,468	\$6,357,178
Total Expenditures	\$13,207,896	\$13,841,369	\$14,387,086	\$15,359,500	\$16,366,420
TABOR Reserve	265,149	257,000	257,000	267,893	296,407
Total Expenditures and Appropriated Reserves	13,473,045	14,098,369	14,644,086	15,627,393	16,662,827
Unappropriated Reserves	5,238,931	5,779,194	5,838,188	5,902,575	6,060,771
Total Appropriations and Unappropriated Reserves	\$18,711,976	\$19,877,563	\$20,482,274	\$21,529,968	\$22,723,598

(1) Investment income for FY2009-10 and FY2010-11 is projected to decrease due to current trends in the financial market.

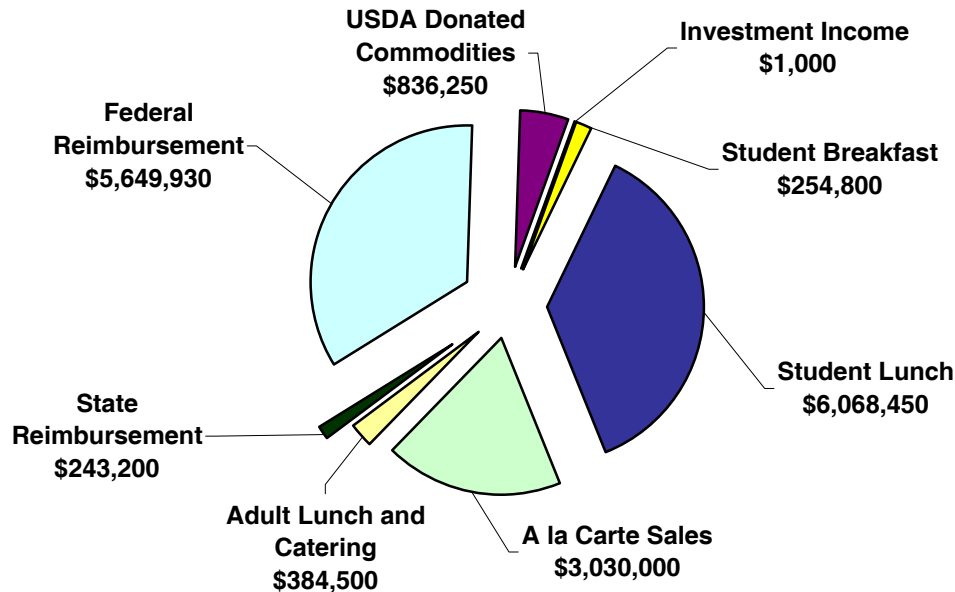
(2) The Colorado Legislature passed SB07-059 in 2007, setting up the Start Smart Nutrition Program, which gives state funding to the School Breakfast Program. This legislation provides funding to cover the 40¢ co-payment for students who qualify for the reduced price breakfast.

(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. The District added one new elementary school in both FY2006-07 and FY2007-08 and one middle school in FY2008-09. Pine Ridge Elementary will open August 2010.

**CHERRY CREEK SCHOOL DISTRICT
FOOD SERVICES FUND
SCHEDULE OF BUDGETED FY2010-11 REVENUE BY SOURCE**

Sources of Revenue	Number of Meals	Rate	Revenue
Local Revenue			
Total Student Breakfast Sales	721,000	\$1.40 to \$1.50	\$254,800
Total Student Lunch Sales	4,184,000	2.30 to 2.45	6,068,450
Non-CCSD Student Lunch Sales		3.25	162,500
A la Carte Sales		Various	3,030,000
Catering and Other Income		Various	222,000
Investment Income			1,000
Total Local Revenue			9,738,750
State Revenue			
Start Smart Nutrition Program			83,200
State Reimbursement			160,000
Total State Revenue			243,200
Federal Revenue			
Total Student Breakfast	721,000	0.25 to 1.70	880,060
Total Student Lunch	4,184,000	0.24 to 2.59	4,769,870
Total Federal Meal Reimbursement			5,649,930
USDA Donated Commodities			836,250
Total Federal Revenue			6,486,180
Total Revenue			\$16,468,130
Transfer from Building Fund			85,000
Total Revenue and Other Sources			\$16,553,130

FY2010-11 Food Services Revenue

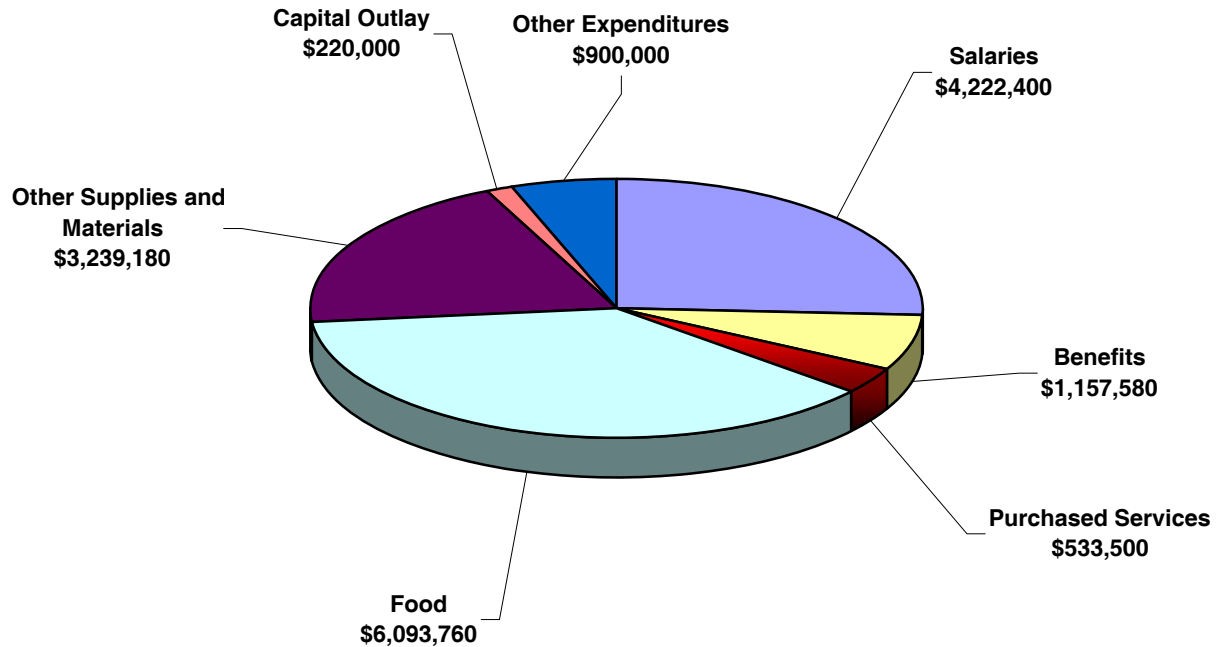


DID YOU KNOW?

- 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

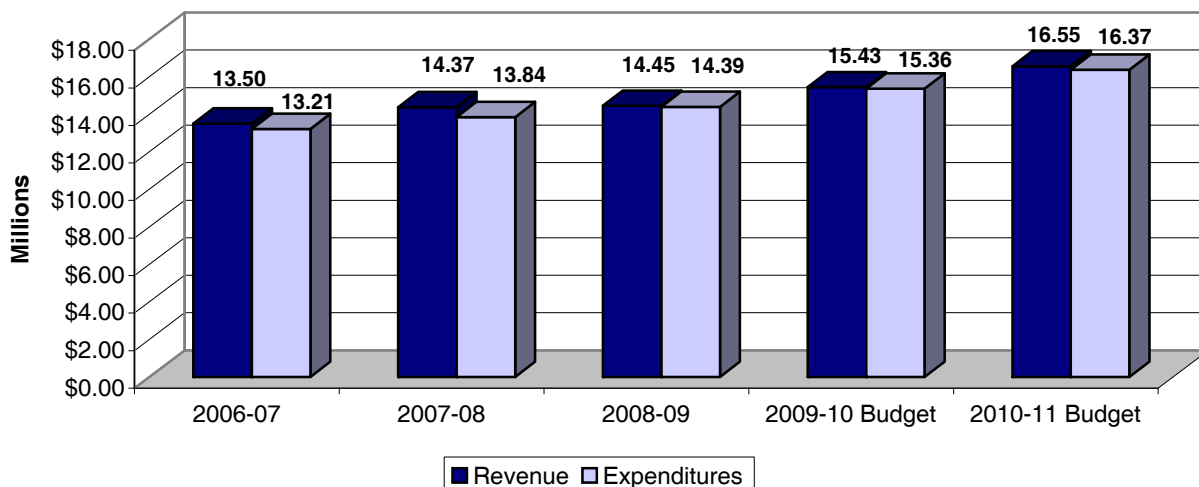
Food Services FY2010-11 Budgeted Expenditures by Object



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

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STUDENT ACHIEVEMENT

CHERRY CREEK SCHOOL DISTRICT PROGRESS TOWARD EXCELLENCE AND EQUITY



The Cherry Creek School District is committed to providing a quality education to all students by developing learning goals based on high standards and principled values. This mission is supported by the Cherry Creek Schools Community and the state of Colorado. Public school districts are accredited by the Colorado Department of Education (CDE).

District and School Accreditation

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. The Colorado State Legislature approved

SB09-163 in the 2009 session to revamp the accreditation and accountability requirements for the state's K-12 schools. In the State's accreditation system for districts, longitudinal growth results account for the majority of the total available accreditation points. The greatest emphasis is placed on the degree to which schools and districts "add value" to students' educational experience over time. This represents a major paradigm shift in the way in which we think about school quality and school effectiveness in Colorado.

The accreditation system for districts focuses on three basic categories of indicators that are critical to the mission of Colorado schools:

- Overall student achievement status and growth on State standards
 - Percent of students scoring proficient or advanced on CSAP testing
 - Median matched group student growth percentiles on the Colorado Longitudinal Growth Model
- Equity in achievement status and growth among student subgroups
 - Percent of students in each subgroup scoring proficient or advanced on CSAP testing
 - Median matched group student growth percentiles for each subgroup on the Colorado Longitudinal Growth Model
- Postsecondary readiness
 - Percent of 11th grade students scoring at or above ACT-defined benchmarks on Colorado ACT (page 184)
 - Percent of 8th grade students scoring at or above ACT-defined benchmarks on the Explore test
 - Percent of 3rd grade students scoring proficient or advanced on the CSAP reading test
 - High School graduation rate

District Performance Plan

Having received accreditation for 2009, CCSD began the process to develop a **District Performance Plan (DPP)**. Developing the DPP was coordinated by a planning committee made up of representatives from a variety of stakeholder groups. The existing Cherry Creek strategic plan forms the basis for their work.

Community forums were held in December 2009 and January 2010. Parents, staff, and community members expressed what was important to themselves and their students. Input from these meetings was considered by Superintendent Mary Chesley and other administrators as they wrote goals and created the new DPP. Work on the final draft began in March and was presented to the Board of Education for adoption in May 2010.

Accreditation Elements—School Improvement Plans (SIP)

Part of the accreditation process includes the development of a yearly School Improvement Plan (SIP). Each school principal submits a SIP that sets its excellence and equity goals for the current school year and provides an update on what progress was made in the latest testing on student achievement, growth, and lowering the achievement gap.

The SIP also includes actions that will be taken to advance students toward the set goals. Specific goals and action plans for all schools can be found in the *Individual Schools and Departments Budget* book. Progress is shown on the Colorado Growth Model by comparing student CSAP scores over consecutive years. The growth model is explained on the following page.

"This era in our own District's history and this time in public education require our continued best thinking and action."

— Mary F. Chesley, Superintendent

CHERRY CREEK SCHOOL DISTRICT COLORADO GROWTH MODEL

The Colorado Department of Education (CDE) 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." The rating system shows parents the growth in both their child's school and the district. The model was developed to answer three essential questions about student, school, and district performance:

- What is the growth rate of a student, school, or district?
- What should be the growth rate for a student to reach a desired level of achievement within a period of time?
- What are the highest sustained growth rates that exist today and under what conditions could they improve?

To answer these questions, the Colorado Growth Model uses a common measure to describe how much growth each student makes and how much growth is needed to reach state standards. 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. A Student Growth Percentile is calculated. Percentiles are in a range from 1 to 99. A child who had the greatest level of growth in comparison to last year's CSAP score when compared to his or her academic peers would be in the 99th percentile. "Typical" growth would be at the 50th percentile.

The information from this model, used with CSAP results gives teachers and districts tools to determine whether students are making enough progress in one year to move toward proficiency. The typical growth level (50th percentile) is sufficient for a student who has previously scored in the proficient or advanced range to maintain that level. However, a student who has scored below proficient must grow well above the 50th percentile if he or she is to reach the proficient level within three years. A student who scores at the 80th percentile or above is making more than a year's growth. A student who is ranked below the 50th percentile has made less than a year's growth and may fall below a CSAP proficient score.

On the 2009 School View reports, most of the District's schools showed high or typical growth (equal to or greater than the 50th percentile) on the Colorado Growth Model.

2009 Colorado Growth Model—CCSD Results			
Median Student Growth Percentiles			
	Reading	Writing	Math
Grade 4	55	58	63
Grade 5	53	55	52
Grade 6	50	50	48
Grade 7	53	53	49
Grade 8	52	56	45
Grade 9	53	50	53
Grade 10	50	58	56

The Colorado Growth Model answers two basic questions. First, how much growth are students making and, second, is it good enough? The growth model answers both questions for each student, school, district, and the state. Each student's scores fall into one of these categories:

- **Keep Up** - defined as growth rate good enough for a proficient or advanced student to remain at least proficient over three years
- **Move Up** - defined as growth rate good enough for a proficient student to reach an advanced level of achievement within three years
- **Catch Up** - defined as growth rate good enough for a student scoring below proficient to reach proficiency within three years

The Colorado Growth Model provides means to assess whether students are reaching postsecondary and workforce readiness targets. The Colorado Department of Education has recognized **eight Cherry Creek schools** for demonstrating the **highest sustained rates of student academic progress** in one or more content areas over the past three years. They are:

Bellevue Elementary School	Challenge School	Cherry Hills Village Elementary School	Cottonwood Creek Elementary School
Coyote Hills Elementary School	Dry Creek Elementary School	Peakview Elementary School	Falcon Creek Middle School

CHERRY CREEK SCHOOL DISTRICT POSTSECONDARY AND WORKFORCE READINESS

Postsecondary and Workforce Readiness (PWR) is one part of Colorado's Achievement Plan for Kids (CAP4K), a landmark education reform initiative that was passed by the Colorado State Legislature during the 2008 session. Senate Bill 08-212 created an aligned preschool to postsecondary educational system. The concept begins at the endpoint, by asking, "If a student is to be successful in college, what must he or she know in grade 11 or in grade 7 or in preschool?" Standards for districts, for teachers, and for students must be clear and obtainable.

The Colorado State Board of Education and the Colorado Commission on Higher Education joined forces to adopt a description of PWR. The end result is that secondary students will demonstrate content knowledge and proficiency in all subject areas without the need for remedial instruction or training after graduation. A variety of evaluations will be conducted, including PWR assessments and other relevant materials as a means to document these proficiencies and demonstrate progress.

Some of the skills that must be demonstrated before graduation include:



Literacy

- Reading fiction and non-fiction, understanding conclusions reached and points of view expressed
- Writing clearly and coherently for a variety of audiences and purposes
- Using logic and rhetoric to analyze and critique ideas

Mathematics

- Understanding and applying algebraic and geometric concepts and techniques
- Applying mathematics to problem solve, analyze issues, and make critical decisions in everyday life

Science

- Understanding core scientific concepts, principles, laws, and vocabulary, and how scientific knowledge is extended, refined, and revised over time
- Using theoretical principles within a scientific field and relevant empirical evidence to make and draw conclusions

Social Studies and Social Sciences

- Understanding how government works in the United States and in other countries, the varying roles individuals may play in society, and the nature of civic responsibility
- Identifying and describing historical, social, cultural, political, geographical, and economic concepts

Arts and Humanities

- Appreciating how the arts and humanities contribute to and shape culture and our understanding of culture
- Understanding how the arts and literature are used as instruments of social and political thought

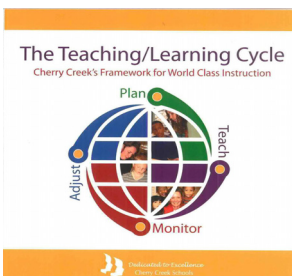


"Together we have accomplished much, but we must do more. The world has become more complex and competitive. Our children must have a strong educational foundation on which to build a successful future."

— The Cherry Creek Schools Board of Education

CHERRY CREEK SCHOOL DISTRICT TEACHING/LEARNING CYCLE

The District recognizes the need for teachers who inspire students and who adapt to challenges of education in the 21st century. Today's students are technologically advanced and will require more skills to meet the challenges of many jobs that weren't in existence at the time they were born. To be successful, students will require college degrees or other training beyond high school.



The District has developed a common instructional framework of “plan, teach, monitor, adjust” to use in the classroom. Under this plan, a core academic program has been developed that is aligned to take students from preschool to “college ready.” An emphasis is placed on key cognitive strategies: reasoning, problem-solving, and research skills. High expectations are held for all students and programs are structured to give every student feedback on how well they are developing these skills. At the secondary level, teachers create assignments and utilize grading practices that more closely approximate college expectations each successive year of high school.

The Cherry Creek School District requires a minimum total of 22 credits (units) to graduate. The District graduation requirements are in line with those set by the Colorado Commission on Higher Education (CCHE). All students, including seniors, must take a minimum of four core courses each year. One of the goals is to make the senior year intellectually appealing and challenging, keeping students fully engaged. The CCSD graduation requirements are:

English 4 units, including 2 units of writing, grammar, and composition

Math 3 units of Algebra 1 or higher

Science 3 units, including 2 units with laboratory work

Social Studies 3 units, including one unit of U.S. History and .5 unit of Civics/Government

Physical Education 2 units, including .5 unit of Health

Fine Arts/Career & Technical 1.5 units

Academic Electives 5.5 units of courses, in addition to those listed and including world languages

World Languages Although not required to graduate, at least 2 units are required by the CCHE for admission to a four-year, in-state public college or university

GRADUATION AND DROPOUT RATES

The Cherry Creek School District has one of the highest graduation rates in the state of Colorado and one of the lowest dropout rates. CDE uses data submitted by the state's 178 public school districts to compile these statistics.

Graduation Rates 2005-2009					
	2005	2006	2007	2008	2009
Cherry Creek	90.1%	88.8%	89.0%	86.8%	85.5%
Colorado	80.1%	74.1%	75.0%	73.9%	74.6%
Dropout Rates 2005-2009					
	2005	2006	2007	2008	2009
Cherry Creek	2.3%	1.9%	2.4%	2.9%	2.7%
Colorado	4.2%	4.5%	4.4%	3.8%	3.6%

CHERRY CREEK SCHOOL DISTRICT ASSESSMENT OF 2008-09 STUDENT ACHIEVEMENT

Spring 2009 CSAP Testing

The results of the CSAP tests taken in grades 3 through 10 showed stability in reading and writing and some growth in math and science. The District recorded gains in third and sixth grade reading; third, seventh, ninth and tenth grade writing; fourth, sixth, seventh, and eighth grade math; and fifth, eighth, and tenth grade science. Other assessment areas did not show improvement. Complete CSAP results for 2007 to 2009 are listed in Appendix E.

2009 CSAP Results Compared to Prior Year

	Grade							
Subject	3	4	5	6	7	8	9	10
Reading	↑	↓	↓	↑	=	↓	=	↓
Writing	↑	=	↓	=	↑	↓	↑	↑
Mathematics	=	↑	↓	↑	↑	↑	↓	↓
Science*			↑			↑		↑

*Science is only tested in grades 5, 8, and 10.

11th Grade ACT Testing

The state of Colorado requires all 11th grade students to take the ACT, which is a standardized, curriculum-based, achievement, college entrance examination. The test is administered in the spring of the school year. The table below shows the results of this testing from 2005 through 2009. 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 and 2009 show achievement growth—the result of the District's *College Preparedness and Success* program.

ACT presented the Systems of Excellence Award to the Colorado Department of Education in October 2009, for improving the college and career readiness of students. Academic achievement as measured by ACT scores has increased for all state high school graduates. College readiness has improved across all racial/ethnic groups in all subject areas. Nationally, improvements were only seen in math and science. More Colorado students have enrolled in college—including many students who have not previously considered postsecondary education.

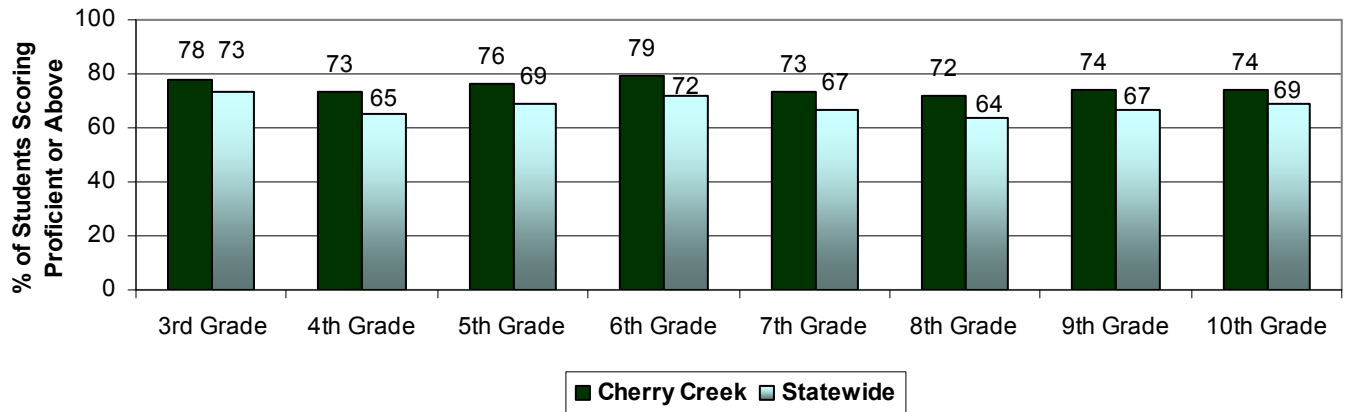
CCSD and State 11th Grade ACT Results						
Area Tested		2005	2006	2007	2008	2009
English	CCSD	20.7	20.4	20.5	20.9	21.0
	Colorado	18.9	18.9	18.9	19.4	19.0
Math	CCSD	21.2	21.3	21.3	21.8	21.4
	Colorado	19.3	19.5	19.8	20.0	19.8
Reading	CCSD	21.3	21.3	20.9	21.4	21.7
	Colorado	20.1	20.1	20.1	20.4	20.4
Science	CCSD	21.0	21.0	20.8	21.5	21.4
	Colorado	19.9	19.8	19.8	20.4	20.1
Composite	CCSD	21.2	21.1	21.0	21.5	21.5
	Colorado	19.7	19.7	19.8	20.2	20.0

The results on the chart above are the valid ACT scores for CCSD and Colorado students. Valid scores do not include zero scores for students who were registered to take the test, but didn't. Scores for students who partially completed the test are also not included in the valid scores.

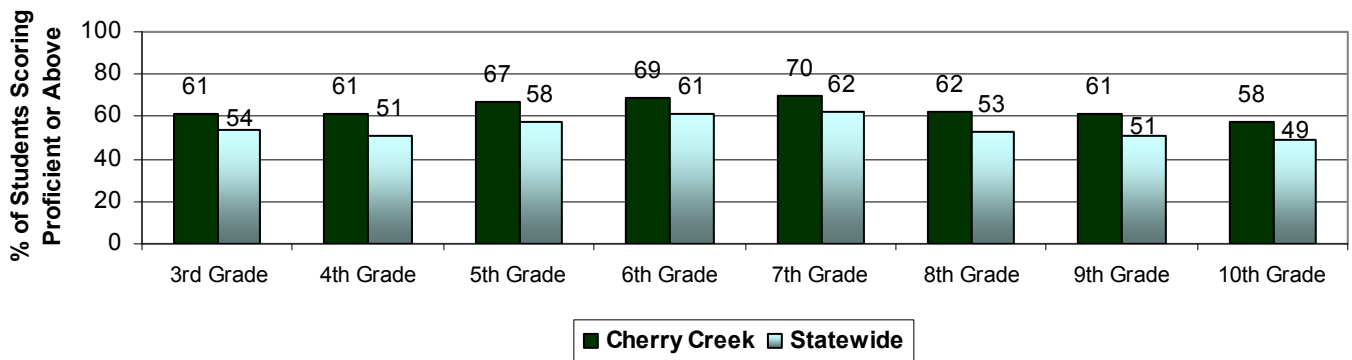
CHERRY CREEK SCHOOL DISTRICT CSAP PERFORMANCE MEASURES

The Colorado Department of Education (CDE) released the results of the spring 2009 CSAP tests, which showed the Cherry Creek School District continues to demonstrate progress and score above the statewide averages.

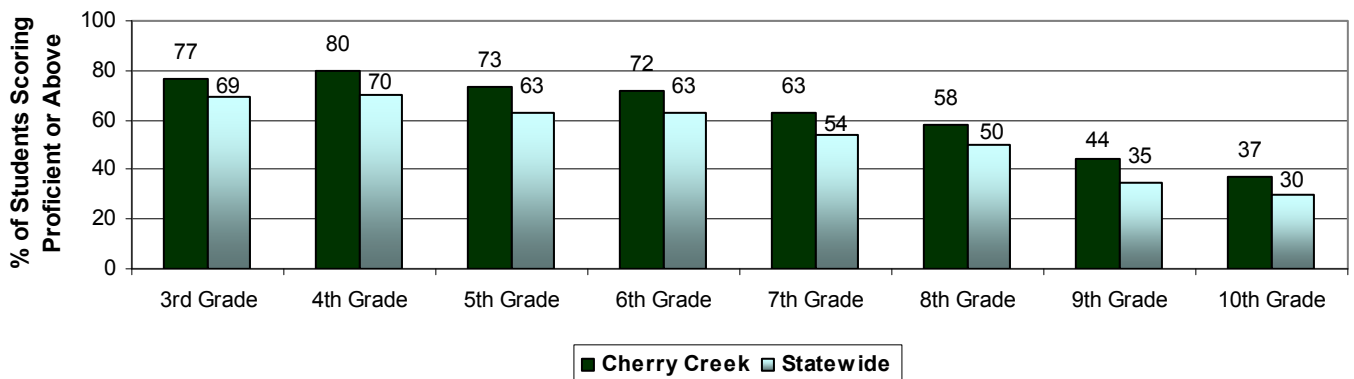
Spring 2009 CSAP Reading Results



Spring 2009 CSAP Writing Results



Spring 2009 CSAP Math Results



CHERRY CREEK SCHOOL DISTRICT CSAP PERFORMANCE MEASURES

CSAP has been 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 Colorado Department of Education (CDE) plans to continue using the CSAP through March 2011. A commission has been established to develop a new assessment test that will be given statewide in March 2012.

The Cherry Creek School District has consistently scored higher than the state average on every grade level in all subject areas.

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 advanced, proficient, partially proficient, or unsatisfactory.

a year's growth in each following year. To reach a year's growth, students need to score at least the same performance level they attained last year. If a student was proficient in 2008, then his or her score in 2009 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 2008 math test is expected to score "proficient" or higher to meet his or her target gain on the spring 2009 math test.

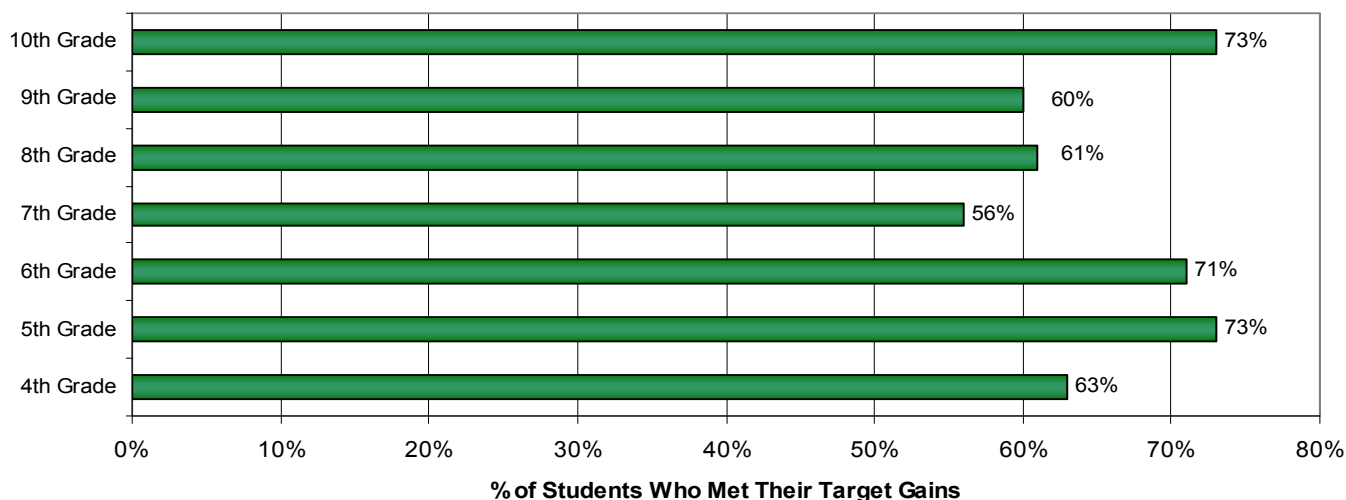
The District has implemented an action plan to monitor, assess, and act to improve students' progress throughout the school year. Plans can be initiated for individual students or set up for small groups. One important aspect of the action plan is to analyze the instructional programs for students scoring 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.

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

The graph below shows the percent of students who took the CSAP reading test in both 2008 and 2009 and achieved their target gain.

CSAP Reading Target Gains from 2008 to 2009 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

AVID, which stands for Advancement Via Individual Determination, is a program that targets students in the academic middle and places 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. AVID helps ensure that students, once accepted to a college program, possess the higher level skills they need to be successful.

SpringBoard

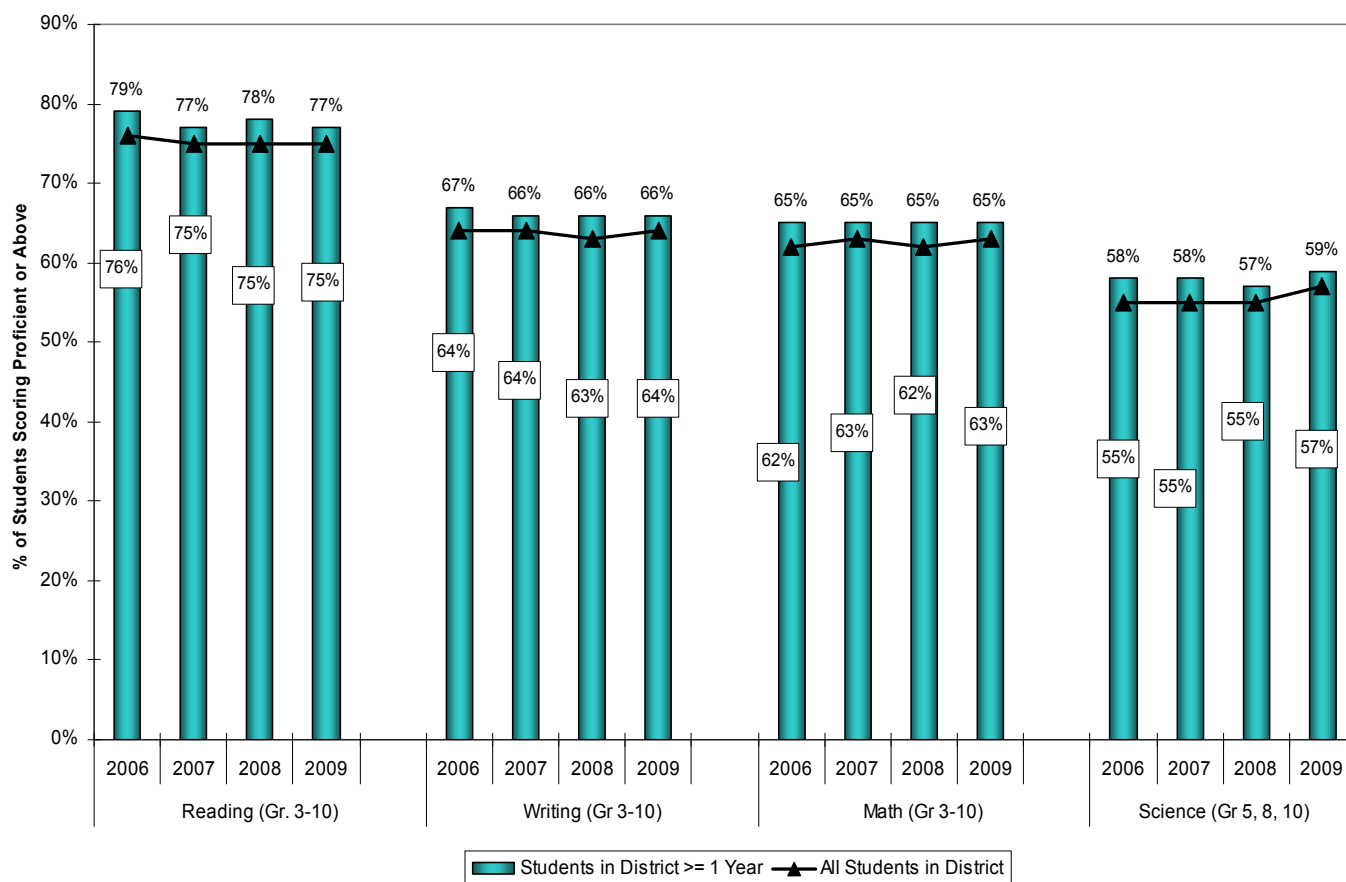
This curriculum-based program was developed by the College Board for students in grades 6 to 12. Components align with state standards to ensure students have the essential knowledge and problem-solving skills in Language Arts and Math. This program is currently being used at Prairie Middle School.

Science, Technology, Engineering, and Math (STEM) Center

The Institute of Science & Technology is scheduled to open in August 2011 on the Overland High School and Prairie Middle School campus. This state-of-the-art STEM Center will offer the following areas of concentration for middle and high school students: Sciences, Engineering, Health Sciences, Technical Communications, and Computer Science and Mathematics.

Currently, District high schools promote math and science for students interested in the STEM fields, but the new facility will expand classes, labs, and opportunities leading to careers in Energy, Bioscience, Aerospace, Medicine, and Information Technology. Local high tech industries have supported the District by offering internships and adult mentors, who are employed in the science, technology, engineering, and math fields.

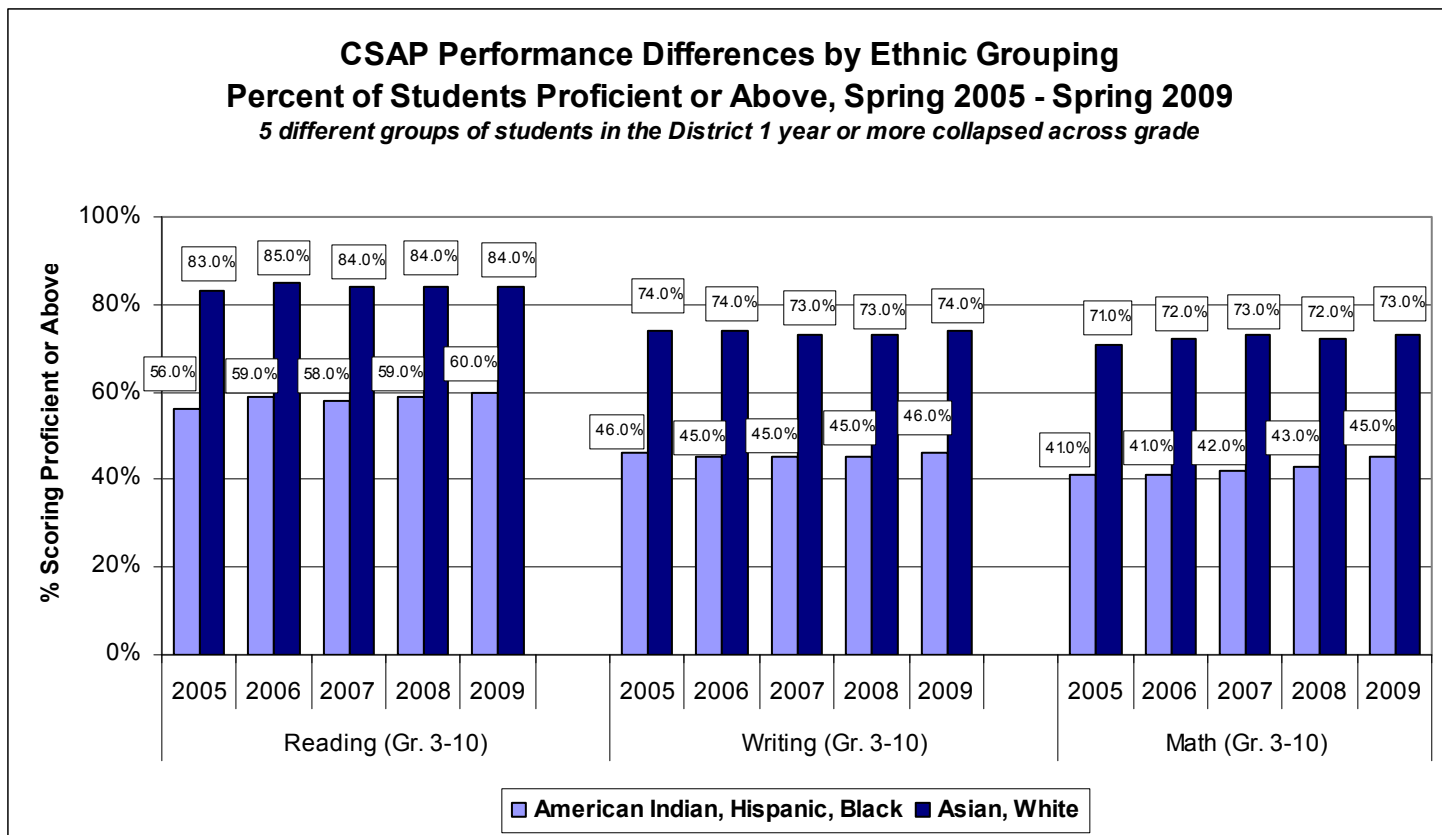
**CSAP Performance Collapsed Across Grades 3-10
2006-2009**



CHERRY CREEK SCHOOL DISTRICT CLOSING THE ACHIEVEMENT GAP

One of the Cherry Creek School District's goals is to raise the achievement level of all students, close the achievement gap that exists between White/Asian and Black/Hispanic/American Indian students, and at the same time, eliminate racial predictability in achievement categories.

The racial performance gap has been lowered in the last few years. The graph below plots the gap on CSAP testing from 2005 to 2009, by showing the percent difference between White/Asian students scoring proficient or above and Black/Hispanic/American Indian students scoring proficient or above. The reading, writing, and math results are for grades 3-10 collapsed.



District Equity Leadership Team

The District Equity Leadership Team (D.E.L.T) is committed to the following focus areas:

- **Excellence and Equity Leadership** - We strive to eliminate racial predictability and develop a culturally sensitive climate. We will support professional learning communities and recruit and retain a staff that reflects the District's students.
- **Culturally Proficient Climate** - We will set up diversity training for all employee groups and promote parent partnerships and student leadership groups.
- **Student Centered Learning** - We will conduct a review of curriculum and instructional practices. Student programming will be audited to chart the ethnic student participation in AP, IB, GT, and Special Education courses.
- **Parent and Community Engagement** - Our goal is to encourage parents to share their voice by providing a welcome setting for them and by creating a better understanding and awareness of multiple racial/cultural perspectives.

Each school has an *Equity Team*, led by the principal who designs and delivers professional development opportunities that shift the culture of the school toward embracing schoolwide equity transformation.

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.

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

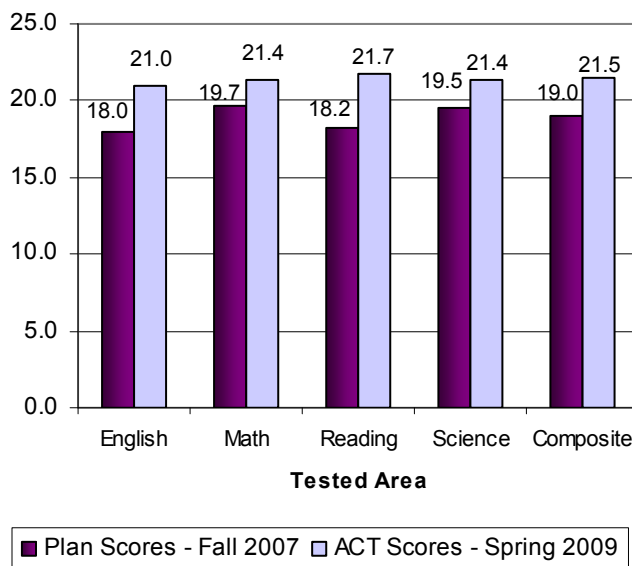
This pre-ACT test is given to all 10th grade students in the fall of each school year. Students are tested in English, math, reading, and science reasoning. Results provide constructive information to students about strengths and weaknesses that may affect future ACT performance. PLAN results assist high school students, parents, and counselors with future college and career plans.

Below are the results of testing done in fall 2007 and 2008. 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**



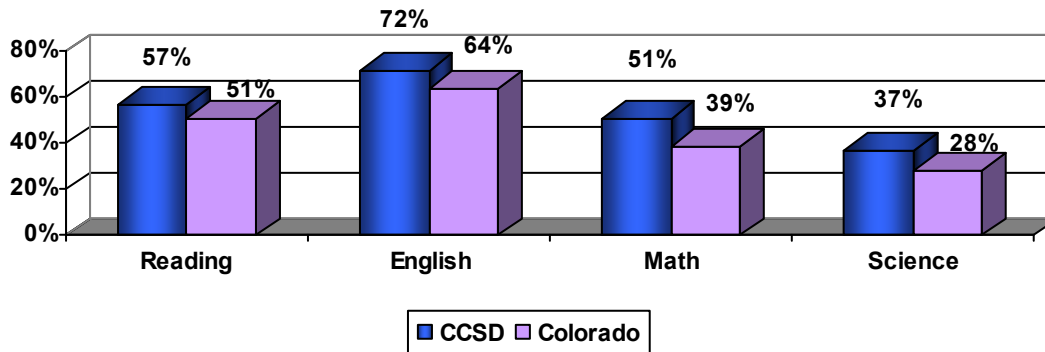
CHERRY CREEK SCHOOL DISTRICT COLLEGE ENTRANCE EXAMS—ACT

ACT Program

The ACT Program was founded in 1959 to provide colleges with an evaluation tool to help in the college admission process. One of the tools utilized is the College Readiness Benchmarks. These are the minimum ACT test scores required for students to have a high probability of success in college courses. English Composition, College Algebra, Social Sciences and Biology are first-year credit courses taken by most students. According to ACT, students meeting a benchmark have approximately a 50 percent chance of earning a B or better and approximately a 75 percent chance of earning a C or better in the corresponding college course.

ACT's College Readiness Benchmarks		
Test	College Course or Course Area	ACT Benchmark Score
English	English Composition	18
Mathematics	College Algebra	22
Reading	Social Sciences	21
Science	College Biology	24

Colorado ACT 2009 Percent of Graduating Seniors Meeting College Readiness Benchmarks



Cherry Creek School District average scores on the ACT for 2009 graduates are based on 3,354 students who took the test. The composite average score for CCSD in 2009 was 22.0.

ACT Results for Graduates 2007-2009				
		Scoring Range 1-36		
Area Tested		2007	2008	2009
English	Cherry Creek	21.2	21.2	21.5
	Colorado	19.7	19.8	20.1
	Nation	20.7	20.6	20.4
Math	Cherry Creek	21.9	21.8	22.2
	Colorado	20.1	20.3	20.5
	Nation	21.0	21.0	20.7
Reading	Cherry Creek	21.9	21.6	22.0
	Colorado	20.8	20.8	21.1
	Nation	21.5	21.4	21.3
Science	Cherry Creek	21.7	21.3	22.0
	Colorado	20.4	20.4	20.8
	Nation	21.0	20.8	20.9

CHERRY CREEK SCHOOL DISTRICT COLLEGE ENTRANCE EXAMS—SAT

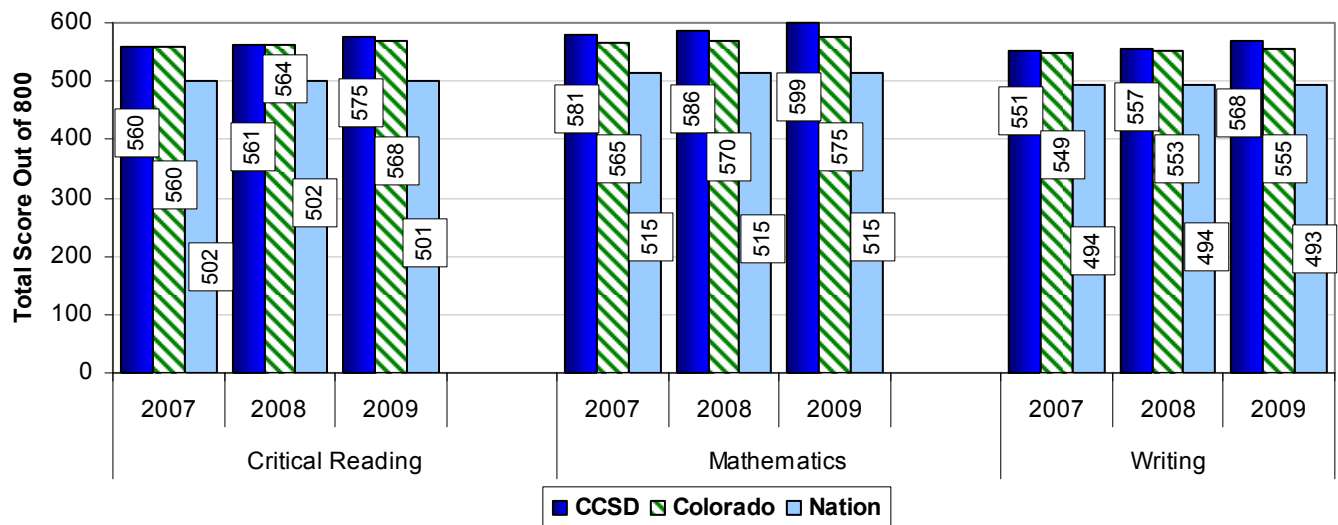
As part of the admissions process, most colleges and universities in the nation require student applicants to take one of two tests: Scholastic Assessment Test (SAT) or American College Testing Program (ACT). These tests are measures to predict student success in college. District college entrance test averages are well above national levels for 2009 graduates.

Scholastic Assessment Test

Cherry Creek School District average scores on the SAT for 2009 graduates are based on 898 students who took the test.

SAT Results for 2007-2009 Graduates				
		Scoring Range 200-800		
Area Tested		2007	2008	2009
Critical Reading	Cherry Creek	560	561	575
	Colorado	560	564	568
	Nation	502	502	501
Mathematics	Cherry Creek	581	586	599
	Colorado	565	570	575
	Nation	515	515	515
Writing	Cherry Creek	551	557	568
	Colorado	549	553	555
	Nation	494	494	493

SAT Results for Graduating Seniors 2007 to 2009



Dedicated to Excellence

**PERSONNEL, STAFFING, AND
EMPLOYEE BENEFITS**

CHERRY CREEK SCHOOL DISTRICT STAFFING INTRODUCTION

One of the goals of the Cherry Creek School District is to recruit, retain, and develop the finest licensed personnel and support staff. The District strives to hire highly qualified staff members for its educational and support programs. Currently, over 7,700 people are employed by CCSD serving 65 school programs and 14 student support facilities. The majority of these employees are directly involved with students on a daily basis.

CCSD 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.

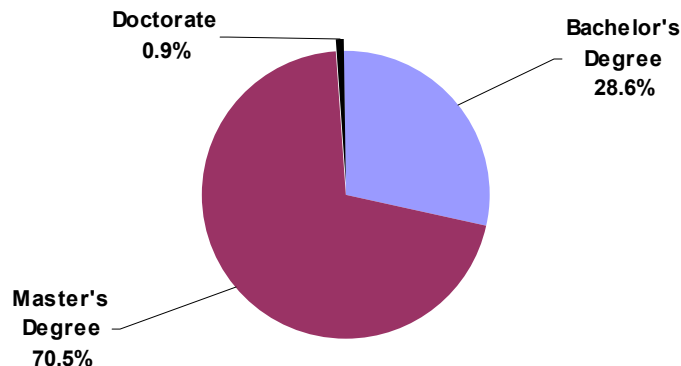
Personnel Policies (Collective Bargaining Agreements) are available on the Cherry Creek web site at: www.ccsd.k12.co.us.

Our focus is serving students: in the classroom, outside the classroom, and into the future.



Ninety-nine percent of CCSD's teachers are considered "highly qualified" by No Child Left Behind. "Highly qualified" means the teachers of core academic subjects are state certified, hold a bachelor's degree and have demonstrated subject area competency.

Degrees held by District Teachers



STAR Mentor Program

The STAR Mentor Program is a nationally recognized induction program. During the 2009 summer, more than 100 first-year teachers were trained on the essentials of effective classroom instruction, professionalism, and meeting the needs of every learner in the 21st century. STAR Mentors meet weekly with new teachers throughout the school year to share expertise and offer support.

CHERRY CREEK SCHOOL DISTRICT DISTRICT STAFF POSITIONS

The following are the major employee groups in the Cherry Creek School District:

Administrator– Person who manages, administers, or directs the total educational enterprise of the District, or of a school or department within 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 the maximum individual potential. Certified staff includes the following:

- ◆ Elementary School, Middle School, or 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.

Paraeducator – A Paraeducator, commonly known as

teacher assistant (TA), provides assistance to teachers to accomplish tasks that do not require state certification and would otherwise be performed by teachers. Within the paraeducator group are:

- ◆ Teacher assistants in regular and special education
- ◆ Technicians
- ◆ Bus Aides

Mental Health – An employee in the mental health group holds a degree in either social work or psychology.

Nurse – A person who hold a current license to practice professional nursing by registration under the laws of the State of Colorado.

Secretarial – The purpose of this group is to assist management with the administrative functions of a school or department.

- ◆ Office Manager
- ◆ Secretary
- ◆ Clerk

Bus Driver – A bus driver maintains a valid and current driver's license, permits, and certificates as required by the School District, State of Colorado regulations and Federal regulations.



Custodian – This employee group is responsible for day-to-day routine maintenance and cleaning of the District's 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



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 Specialist
- ◆ Warehouseman

PERA Retirement Benefit Plan Contribution Rates (as amended by Senate Bill 10-001)

PERA is the defined benefit retirement plan for employees of school districts and other branches of state government.

The State Legislature has adopted the design changes to PERA's retirement benefit plans and contribution rates in order to achieve full funding of the unfunded accrued actuarial liability (UAAL) within the next 30 years. SB10-001 currently implements a cap on the annual cost of living adjustments for all members' benefit payments and makes changes in eligibility, calculation of highest average salary and calculation of other benefits for all active and inactive PERA members. SB10-001 also requires an annual increase to the amortization equalization disbursement (AED) and the supplemental amortization equalization disbursement (SAED). Both AED and SAED will continue to increase until funding targets are met.

<u>Start Date</u>	<u>Statutory Employer Contribution</u>	<u>AED</u>	<u>SAED*</u>	<u>Total Contribution % for Calendar Year</u>
Jan 2010	10.15%	2.20%	1.50%	13.85%
Jan 2011	10.15%	2.60%	2.00%	14.75%
Jan 2012	10.15%	3.00%	2.50%	15.65%
Jan 2013	10.15%	3.40%	3.00%	16.55%
Jan 2014	10.15%	3.80%	3.50%	17.45%
Jan 2015	10.15%	4.20%	4.00%	18.35%
Jan 2016	10.15%	4.50%	4.50%	19.15%
Jan 2017	10.15%	4.50%	5.00%	19.65%
Jan 2018	10.15%	4.50%	5.50%	20.15%

* The SAED is, to the extent permitted by law, to be funded by monies otherwise available for employee wage increases.

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 85% of the total District staff. Budgeted staffing has been adjusted for additional teachers due to enrollment growth and expenditure budget reductions to be realized mostly through attrition.

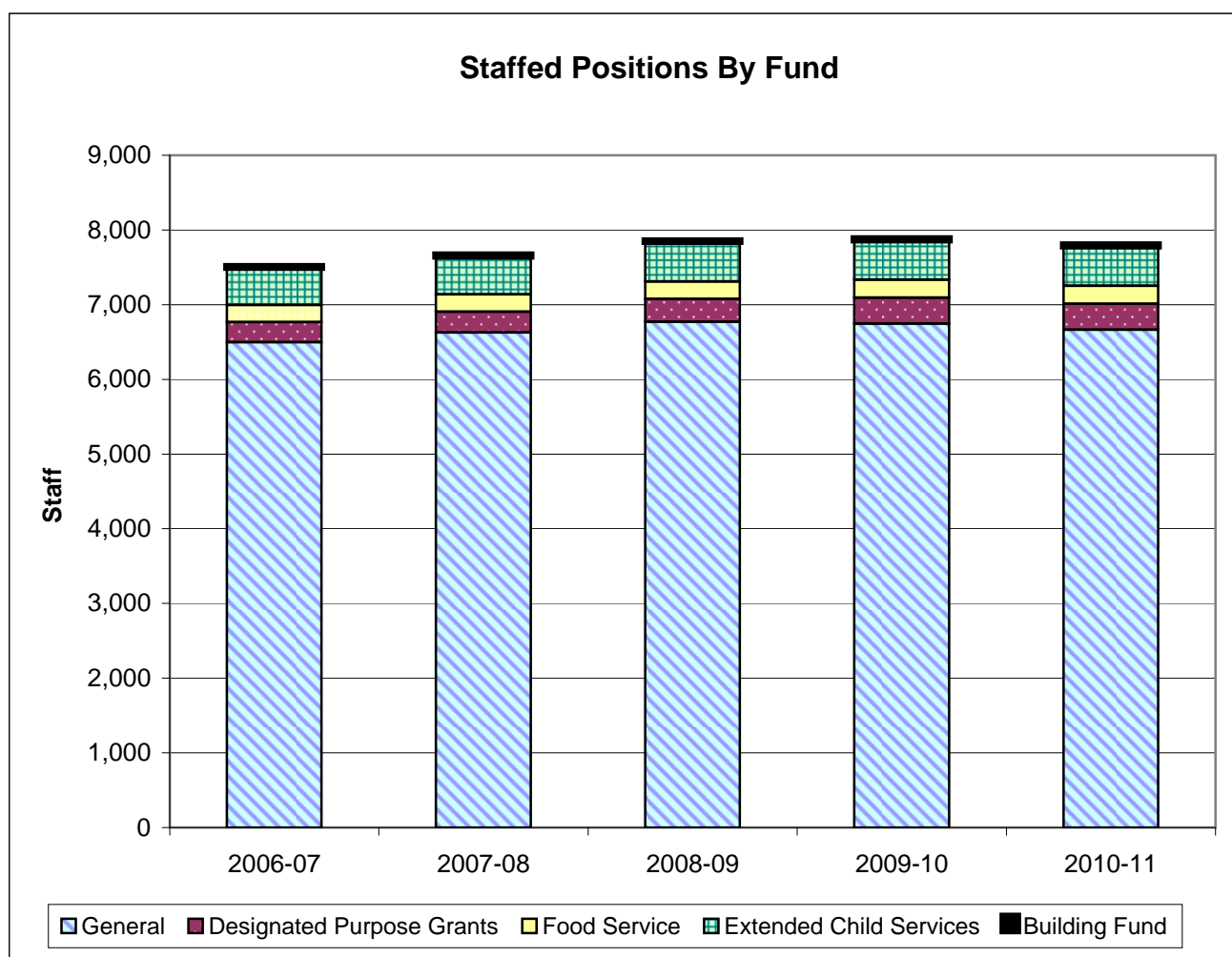
Summary Comparison of Staffing by Employee Type

	2006-07 Staffing	2007-08 Staffing	2008-09 Staffing	2009-10 Staffing	2010-11 Staffing	2010-11 Change
Staffed Positions						
Teachers/Program Assistants	3,419	3,473	3,511	3,546	3,567	21
Para-Educators	777	804	841	848	870	22
Administrators	138	143	141	140	143	3
Bus Drivers	223	241	266	259	222	(37)
Custodians	91	91	95	95	89	(6)
Maintenance	69	72	70	71	70	(1)
Mechanics	20	21	22	22	22	-
Mental Health	104	105	104	104	108	4
Nurses	60	72	71	71	71	-
Secretarial	387	400	400	395	396	1
Security Specialists	104	110	111	105	90	(15)
Staff Support	325	330	343	342	327	(15)
Subtotal-Staffed Positions	5,717	5,862	5,975	5,998	5,975	(23)
Other Positions						
Food Service Staff	215	215	217	225	225	-
Hourly Staff	890	895	954	946	894	(52)
Substitute Teachers	562	566	578	587	580	(7)
Substitute Non-Teachers	125	126	127	125	125	-
Subtotal-Other Positions	1,792	1,802	1,876	1,883	1,824	(59)
Total Staff	7,509	7,664	7,851	7,881	7,799	(82)

CHERRY CREEK SCHOOL DISTRICT FIVE YEAR STAFFING SUMMARY

Summary Comparison of Staffing by Fund

	2006-07 Staffing	2007-08 Staffing	2008-09 Staffing	2009-10 Staffing	2010-11 Staffing	2010-11 Change
Funds						
General	6,496	6,627	6,769	6,745	6,663	(82)
Designated Purpose Grants	271	277	308	347	347	-
Food Service	227	232	234	242	242	-
Extended Child Services	503	514	532	532	532	-
Building Fund	12	14	8	15	15	-
Total Staff	7,509	7,664	7,851	7,881	7,799	(82)



The staff decrease in the General Fund is due to State funding reductions and the resulting expenditure budget decreases in the Cost and Resource Management Plan, offset by additional teachers for enrollment growth. 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 FY2010-11 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	3,378	\$209,214,614	183	\$15,731,000
Coach/Advisors (1)		3,076,569		-
Para-Educators	764	8,451,579	104	1,290,900
Substitute Teachers	580	4,476,723		354,300
Subtotal-Instructional Staff	4,722	225,219,485	287	17,376,200
Administrators	141	13,763,808		-
Bus Aides	101	1,361,857		-
Bus Drivers	222	5,375,172		-
Custodians	88	2,740,216		-
Custodian Services Paid by Other Funds		(286,900)		-
Food Service Workers		-		-
Hourly	252	2,240,583	20	421,700
Maintenance	70	2,924,054		-
Mechanics	22	1,039,097		-
Mental Health	105	6,462,057	3	54,000
Nurses	68	2,474,619	3	140,000
Secretarial	385	10,003,007	5	128,600
Security Specialists	90	2,179,005		-
Staff Support	272	12,090,253	29	843,600
Substitute Non-Teachers	125	135,592		6,500
Total Staff	6,663	\$287,721,905	347	\$18,970,600

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.

Food Services Fund (2)		Extended Child Services Fund (3)		Building Fund		Total All Funds	
Staff	Budget	Staff	Budget	Staff	Budget	Staff	Budget
	\$-	3	\$168,550	3	\$160,000	3,567	\$225,274,164
	-		-		-		3,076,569
	-	2	24,010		-	870	9,766,489
	-		35,330		-	580	4,866,353
	-	5	227,890	3	160,000	5,017	242,983,575
1	95,000		108,800	1	120,000	143	14,087,608
	-		-		-	101	1,361,857
	-		-		-	222	5,375,172
1	34,200		-		-	89	2,774,416
	286,900		-		-		-
225	3,028,000		-		-	225	3,028,000
	-	521	8,567,480		-	793	11,229,763
	-		-		-	70	2,924,054
	-		-		-	22	1,039,097
	-		-		-	108	6,516,057
	-		19,970		-	71	2,634,589
3	80,000	1	35,000	2	60,000	396	10,306,607
	-		5,000		-	90	2,184,005
12	590,000	5	172,220	9	600,100	327	14,296,173
	-		-		-	125	142,092
242	\$4,114,100	532	\$9,136,360	15	\$940,100	7,799	\$320,883,065

(2) The Food Services Fund pays for the time the school custodians help the kitchen staff with set up and clean up duties for both breakfast and lunch services.

(3) The Extended Child Services Fund pays a stipend to administrators and nurses for their services; no positions are represented for these costs.

**CHERRY CREEK SCHOOL DISTRICT
GENERAL FUND
SUMMARY COMPARISON OF PERSONNEL, SALARIES, AND BENEFITS**

	2006-07		2007-08	
	FTE	Actual	FTE	Actual
<u>Salaries</u>				
Teachers	3,157.12	\$174,729,589	3,217.55	\$187,547,448
Program Assistants	11.50	821,295	11.00	727,575
Coach/Advisors		2,711,471		2,906,581
Para-Educators	179.96	8,050,932	178.55	8,187,905
Substitutes		3,777,180		4,064,066
Subtotal-Instructional Staff	3,348.58	190,090,467	3,407.10	203,433,575
Administrators	136.00	12,693,989	140.00	13,198,689
Bus Aides	80.00	1,464,773	81.00	2,172,268
Bus Drivers	223.00	5,026,673	252.00	6,577,743
Custodians	89.67	2,264,507	89.67	2,271,643
Hourly		1,897,399		2,139,279
Maintenance	68.00	2,388,294	71.00	2,702,614
Mechanics	20.00	887,808	21.00	1,009,590
Mental Health	93.27	5,648,636	94.57	6,178,349
Nurses	56.75	2,098,060	58.75	2,198,087
Secretarial	369.75	8,833,210	382.75	9,341,895
Security Specialists	103.50	2,164,563	109.50	2,315,591
Staff Support	272.34	10,923,086	280.97	12,162,447
Substitute Non-Teachers		331,155		294,263
Change in Hourly Support*				
Total Staff	4,860.86	246,712,620	4,988.31	265,996,033
Curriculum Pay		310,549		382,749
Early Retirement		2,475,398		2,465,387
Miscellaneous Pay		356,292		322,723
Overtime		1,322,722		851,001
Sick Leave		1,361,374		1,561,588
Student Achievement Incentive		1,504,436		1,686,256
Other Salaries		64,880		55,460
Total Salaries	4,860.86	254,108,271	4,988.31	273,321,197
PERA		27,170,886		30,932,778
Medicare		3,209,506		3,594,806
Flexible Benefits		22,504,115		23,819,778
Disability Insurance		544,235		521,248
Life Insurance		377,425		402,528
Other Benefits		348,920		372,497
Total Benefits		54,155,087		59,643,635
Total Benefits and Salaries		\$308,263,358		\$332,964,832

*As part of the Cost and Resource Management Plan, adjustments were made to some extended contracts, responsibility factors, and other hourly pay, resulting in a net reduction of 17.5 FTE. Costs will be allocated based on pay categories during FY2010-11.

2008-09		2009-10		2010-11	
FTE	Actual	FTE	Budget	FTE	Budget
3,240.78	\$197,050,677	3,262.17	\$204,951,154	3,284.67	\$208,459,199
13.25	945,583	17.25	1,010,814	11.75	755,415
	3,007,955		3,128,059		3,076,569
183.01	8,420,126	171.98	8,269,872	179.70	8,451,579
	3,911,337		4,591,142		4,476,723
3,437.04	213,335,678	3,451.40	221,951,041	3,476.12	225,219,485
140.00	13,412,323	139.00	13,593,707	141.00	13,763,808
107.75	2,069,274	100.75	1,717,104	87.75	1,361,857
266.00	6,746,352	259.00	6,179,660	222.00	5,375,172
93.67	2,722,327	93.67	2,508,809	89.67	2,453,316
	2,324,319		2,192,318		2,240,583
69.00	2,789,227	70.00	2,907,423	70.00	2,924,054
22.00	1,048,981	22.00	1,096,096	22.00	1,039,097
95.87	6,505,847	95.87	6,319,383	95.87	6,462,057
59.75	2,312,706	59.75	2,344,077	58.75	2,474,619
385.25	9,652,986	379.25	9,746,934	380.25	10,003,007
110.50	2,435,301	104.50	2,455,608	90.00	2,179,005
287.71	12,998,167	283.59	13,091,899	260.85	12,090,253
	282,121		136,742	(17.50)	135,592
5,074.54	278,635,609	5,058.78	286,240,801	4,976.76	287,721,905
	321,477		311,132		242,892
	2,201,039		2,550,000		2,550,000
	380,495		308,879		253,154
	751,854		672,098		545,818
	885,493		1,500,000		1,250,000
	1,718,690		1,671,000		1,973,400
	46,536		25,478		18,900
5,074.54	284,941,193	5,058.78	293,279,388	4,976.76	294,556,069
	34,752,331		38,098,916		40,786,735
	3,823,963		3,937,491		3,981,958
	25,169,271		26,723,458		26,559,849
	564,397		626,841		628,512
	392,389		411,174		449,493
	345,001		580,842		408,492
	65,047,352		70,378,722		72,815,039
	\$349,988,545		\$363,658,110		\$367,371,108

**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	1,219.70	\$76,811,538	632.26	\$38,786,091
Program Assistants			10.00	711,829
Coach/Advisors		205,608		673,561
Para-Educators	61.60	2,469,402	5.49	238,216
Substitute Teachers		1,613,715		779,021
Subtotal-Instructional Staff	1,281.30	81,100,263	647.75	41,188,718
Administrators	47.00	3,989,045	29.00	2,548,212
Custodians	40.00	1,159,995	20.00	589,173
Hourly		8,491		34,776
Mental Health	39.96	2,611,590	15.30	1,004,967
Nurses	37.00	1,586,619	10.00	372,152
Secretarial	97.00	2,575,513	74.50	1,841,850
Security Specialists		-	35.50	740,461
Staff Support		-	12.00	343,185
Substitute Non-Teachers		32,086		44,714
Total Staff	1,542.26	93,063,602	844.05	48,708,208
Curriculum Pay		33,189		55,404
Early Retirement		-		-
Miscellaneous Pay		6,020		41,663
Overtime		35,514		27,137
Sick Leave		-		-
Student Achievement Incentive		-		-
Other Salaries		3,000		-
Total Salaries	1,542.26	93,141,325	844.05	48,832,412
<u>Benefits</u>				
PERA		13,052,757		6,828,943
Medicare		1,283,233		668,795
Flexible Benefits		8,555,190		4,748,923
Disability Insurance		141,218		74,095
Life Insurance		143,269		74,472
Other Benefits		3,265		3,393
Total Benefits		23,178,932		12,398,621
Total		\$116,320,257		\$61,231,033

High Schools		Other Schools		Total Schools	
FTE	Budget	FTE	Budget	FTE	Budget
822.45	\$53,144,729	137.10	\$8,641,158	2,811.51	\$177,383,516
		1.75	43,586	11.75	755,415
	2,185,823		6,577		3,071,569
14.59	580,365	2.92	93,421	84.60	3,381,404
	1,024,010		181,288		3,598,034
837.04	56,934,927	141.77	8,966,030	2,907.86	188,189,938
26.00	2,503,637	4.00	326,637	106.00	9,367,531
12.00	392,801	2.33	89,601	74.33	2,231,570
	24,463		10,350		78,080
14.90	952,232	3.20	250,315	73.36	4,819,104
7.00	314,717	3.00	113,497	57.00	2,386,985
150.50	3,747,943	11.50	336,332	333.50	8,501,638
46.50	1,210,997	2.00	42,884	84.00	1,994,342
25.00	831,741	4.14	137,844	41.14	1,312,770
	38,141		2,651		117,592
1,118.94	66,951,599	171.94	10,276,141	3,677.19	218,999,550
	79,644		2,837		171,074
	-		-		-
	68,524		337		116,544
	94,838		1,137		158,626
	-		-		-
	-		-		-
	2,500		-		5,500
1,118.94	67,197,105	171.94	10,280,452	3,677.19	219,451,294
	9,385,372		1,446,720		30,713,792
	921,497		142,262		3,015,787
	6,317,309		913,489		20,534,911
	100,137		13,336		328,786
	98,806		11,697		328,244
	31,725		3,234		41,617
	16,854,846		2,530,738		54,963,137
	\$84,051,951		\$12,811,190		\$274,414,431

**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	359.48	\$27,462,967	104.26	\$2,949,016
Program Assistants		-		-
Coach/Advisors		-		5,000
Para-Educators	94.69	5,066,167	0.41	4,008
Substitute Teachers		501,939		347,173
Subtotal-Instructional Staff	454.17	33,031,073	104.67	3,305,197
Administrators	5.00	537,060	14.00	1,860,199
Bus Aides		-		-
Bus Drivers		-		-
Custodians		-	0.34	11,567
Hourly		1,594,715		179,390
Maintenance		-		-
Mechanics		-		-
Mental Health	22.01	1,609,353	0.50	33,600
Nurses	1.75	87,634		-
Secretarial	10.50	285,221	23.50	730,471
Security Specialists	2.00	52,826	1.00	29,464
Staff Support	16.62	615,840	20.44	1,076,391
Substitute Non-Teachers		8,800		3,700
Change in Hourly Support*				
Total Staff	512.05	37,822,522	164.45	7,229,979
Curriculum Pay		9,650		62,168
Early Retirement		-		-
Miscellaneous Pay		15,975		53,629
Overtime		500		3,704
Sick Leave		-		-
Student Achievement Incentive		-		-
Other Salaries		-		13,400
Total Salaries	512.05	37,848,647	164.45	7,362,880
<u>Benefits</u>				
PERA		5,308,681		1,090,064
Medicare		518,921		94,509
Flexible Benefits		2,936,155		595,133
Disability Insurance		55,574		10,757
Life Insurance		53,406		13,701
Other Benefits		13,885		67,356
Total Benefits		8,886,622		1,871,520
Total		\$46,735,269		\$9,234,400

*As part of the Cost and Resource Management Plan, adjustments were made to some extended contracts, responsibility factors, and other hourly pay, resulting in a net reduction of 17.5 FTE. Costs will be allocated based on pay categories during FY2010-11.

Support Departments		Total General Fund		Percent of Total
FTE	Budget	FTE	Budget	Salaries
9.42	\$663,700	3,284.67	\$208,459,199	70.78%
	-	11.75	755,415	0.26%
	-		3,076,569	1.04%
	-	179.70	8,451,579	2.87%
	29,577		4,476,723	1.52%
9.42	693,277	3,476.12	225,219,485	76.47%
16.00	1,999,018	141.00	13,763,808	4.67%
87.75	1,361,857	87.75	1,361,857	0.46%
222.00	5,375,172	222.00	5,375,172	1.82%
15.00	210,179	89.67	2,453,316	0.83%
	388,398		2,240,583	0.76%
70.00	2,924,054	70.00	2,924,054	0.99%
22.00	1,039,097	22.00	1,039,097	0.35%
	-	95.87	6,462,057	2.19%
	-	58.75	2,474,619	0.84%
12.75	485,677	380.25	10,003,007	3.40%
3.00	102,373	90.00	2,179,005	0.74%
182.65	9,085,252	260.85	12,090,253	4.10%
	5,500		135,592	0.05%
(17.50)		(17.50)		
623.07	23,669,854	4,976.76	287,721,905	97.67%
	-		242,892	0.08%
	2,550,000		2,550,000	0.87%
	67,006		253,154	0.09%
	382,988		545,818	0.19%
	1,250,000		1,250,000	0.42%
	1,973,400		1,973,400	0.67%
	-		18,900	0.01%
623.07	29,893,248	4,976.76	294,556,069	100.00%
	3,674,198		40,786,735	
	352,741		3,981,958	
	2,493,650		26,559,849	
	233,395		628,512	
	54,142		449,493	
	285,634		408,492	
	7,093,760		72,815,039	
	\$36,987,008		\$367,371,108	

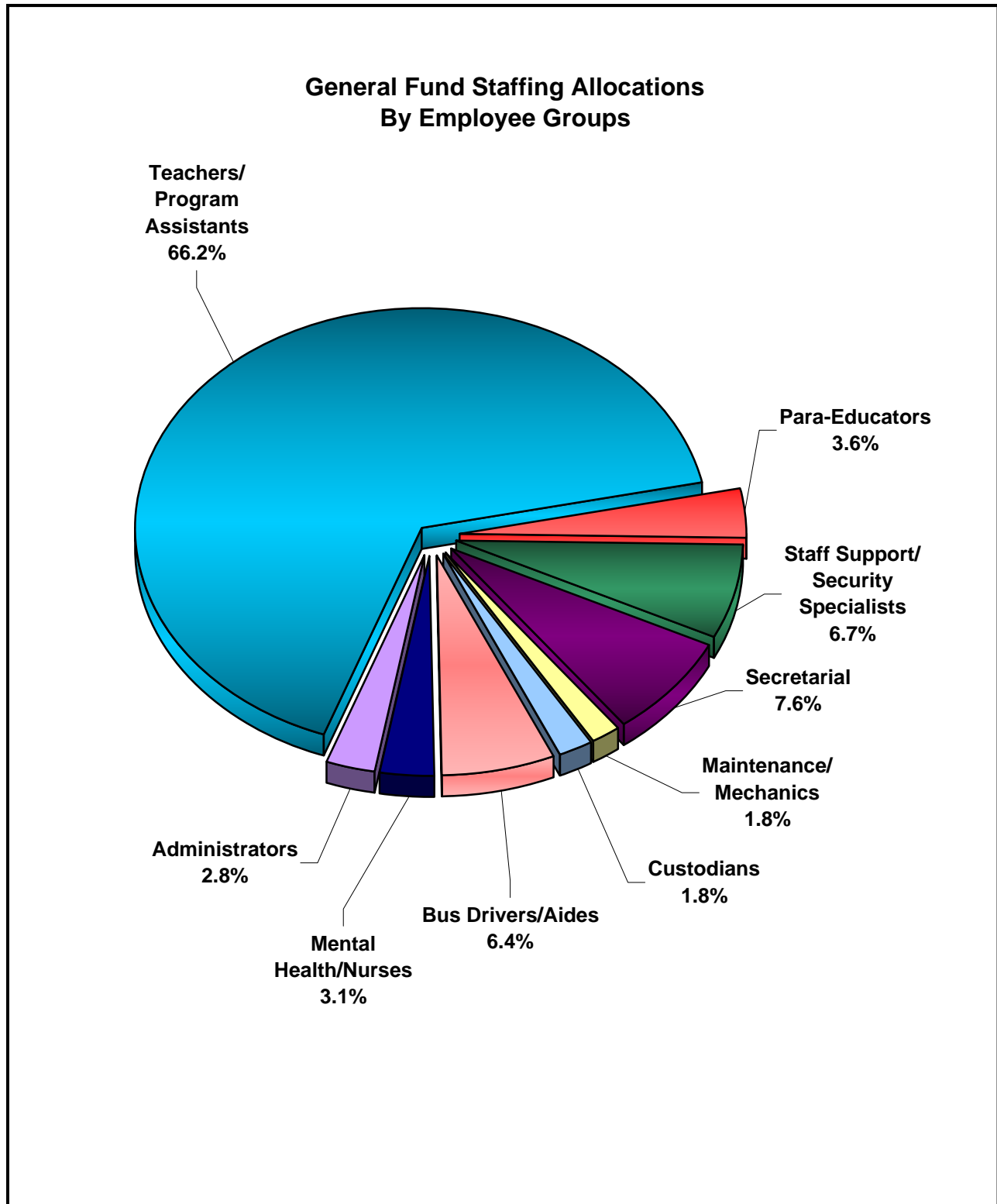
**CHERRY CREEK SCHOOL DISTRICT
GENERAL FUND STAFFING BUDGET SUMMARY**

FULL TIME EQUIVALENT (FTE) STAFFING								
	Elementary Schools	Middle Schools	High Schools	Other Schools	Student Achievement Services	Departments	Total Staff	Percent of Total
Teachers	1,219.70	632.26	822.45	137.10	359.48	113.68	3,284.67	66.0%
Program Assistants	0.00	10.00	0.00	1.75			11.75	0.2%
Para- Educators(1)	61.60	5.49	14.59	2.92	94.69	0.41	179.70	3.6%
Administrators	47.00	29.00	26.00	4.00	5.00	30.00	141.00	2.8%
Bus Aides						87.75	87.75	1.8%
Bus Drivers						222.00	222.00	4.6%
Custodians	40.00	20.00	12.00	2.33		15.34	89.67	1.8%
Maintenance						70.00	70.00	1.4%
Mechanics						22.00	22.00	0.4%
Mental Health	39.96	15.30	14.90	3.20	22.01	0.50	95.87	1.9%
Nurses	37.00	10.00	7.00	3.00	1.75		58.75	1.2%
Secretarial	97.00	74.50	150.50	11.50	10.50	36.25	380.25	7.6%
Security Specialists		35.50	46.50	2.00	2.00	4.00	90.00	1.8%
Staff Support		12.00	25.00	4.14	16.62	203.09	260.85	5.2%
Change in Hourly Support						(17.50)	(17.50)	(0.3%)
Total - FTE	1,542.26	844.05	1,118.94	171.94	512.05	787.52	4,976.76	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	2010-11 FTE Staffing	2010-11 FTE Change	2010-11 Percent Change
<u>Instructional Staff</u>						
Teachers/Program Assistants	3,228.55	3,254.03	3,279.42	3,296.42	17.00	0.52%
Para-Educators	178.55	183.01	171.98	179.70	7.72	4.49%
Subtotal-Instructional Staff	3,407.10	3,437.04	3,451.40	3,476.12	24.72	0.72%
<u>Support Staff</u>						
Administrators	140.00	140.00	139.00	141.00	2.00	1.44%
Bus Aides	81.00	107.75	100.75	87.75	(13.00)	(12.90%)
Bus Drivers	252.00	266.00	259.00	222.00	(37.00)	(14.29%)
Custodians	89.67	93.67	93.67	89.67	(4.00)	(4.27%)
Maintenance	71.00	69.00	70.00	70.00	0.00	0.00%
Mechanics	21.00	22.00	22.00	22.00	0.00	0.00%
Mental Health	94.57	95.87	95.87	95.87	0.00	0.00%
Nurses	58.75	59.75	59.75	58.75	(1.00)	(1.67%)
Secretarial	382.75	385.25	379.25	380.25	1.00	0.26%
Security Specialists	109.50	110.50	104.50	90.00	(14.50)	(13.88%)
Staff Support	280.97	287.71	283.59	260.85	(22.74)	(8.02%)
Change in Hourly Support				(17.50)	(17.50)	
Subtotal-Support Staff	1,581.21	1,637.50	1,607.38	1,500.64	(106.74)	(6.64%)
Total Staff	4,988.31	5,074.54	5,058.78	4,976.76	(82.02)	(1.62%)



Dedicated to Excellence

**SIGNIFICANT TRENDS IN
ECONOMY, DEMOGRAPHICS,
AND ELECTIONS**

CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

COLORADO ECONOMIC OUTLOOK

Colorado's economy is showing signs of recovery from the 2008-2009 recession. Retailers have seen increased spending due to lower prices and pent-up demand for products. Job losses seem to have leveled off with some sectors beginning to add jobs.

Even with these positive factors, the state expects full recovery to take several years to undue the damage from the recession. The unemployment rate is expected to average 8.6% in 2010 and 9.2% in 2011, as slow job growth couples with an influx of workers re-entering the labor force in response to the improving job market. The high number of unemployed will impede recovery as there will be fewer workers earning income.

One hopeful indicator was the growth of personal income in the 3rd quarter of 2009 by 0.5 percent. This represented the 10th best performance among states and was driven mostly by a rebound in wage and salary levels for some of the state's larger industries. The total amount of wages paid to Colorado workers rose 0.3 percent or by \$366.0 million. The turnaround in the second half of 2009 will not prevent the state from recording an expected 2009 annual decline for personal income of 1.9%. This is the first registered downturn in personal income since 1938.

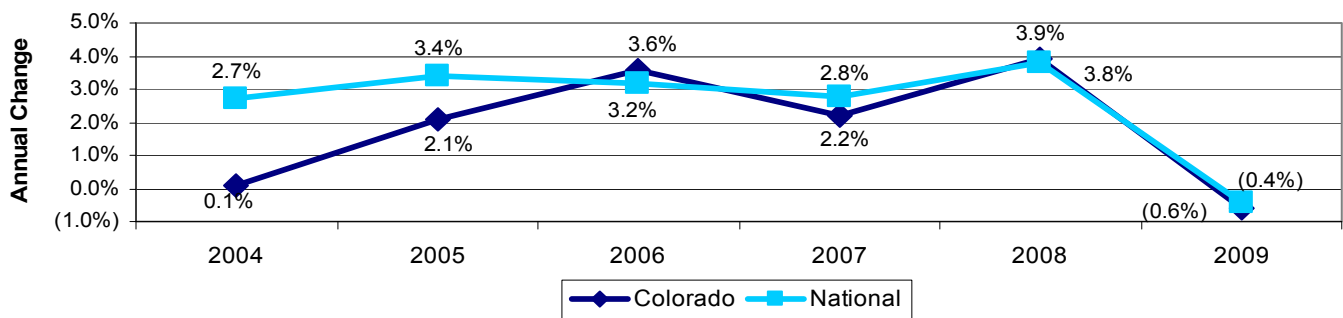
Colorado is well-positioned to make modest steps toward recovery in 2010 and 2011. The state is economically diverse with an entrepreneurial culture. However, the return to a positive economic outlook will be a protracted process as the economy finds new sources of growth in employment and retail sales.

Inflation

Colorado's 2009 deflation rate (CPI-U for Denver, Boulder, and Greeley) was (0.6%), down from the 3.9% inflation rate in 2008, and below the 2009 national deflation rate of (0.4%). The downturn is a reflection of the recession, which the United States experienced in 2008 and 2009.

Falling prices for commodities, notably food and energy, were the main reason for the deflation. The Colorado Legislative Council is projecting the 2010 inflation rate to be up slightly to 1.8%. Consumer prices will continue to be sluggish with weak housing and retail markets.

Colorado and National Inflation Comparison



Economic Profile



In 2009, there were 46,394 foreclosure filings statewide, 18% higher than in 2008.



Single family construction permits were down 31.4% in the Denver-Aurora area in 2009. Single-family permits will be essentially flat in 2010 and are projected to show a slight growth in 2011.



Job growth will be sluggish in 2010. The number of jobs in Colorado is expected to be 1.7% lower than the 2009 average.

CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

EMPLOYMENT AND INCOME

Employment

The table below shows the impact of the nationwide recession on employment. Although the 2009 annual figures were not available at time of publication, the unemployment figures for February 2010 reflect the number of job losses experienced over the preceding 14 months. The Colorado Legislative Council estimated the number of job losses in 2009 at 156,000, or 1 out of every 15 jobs in the state.

Job losses were felt in most industries in Colorado. Some of these jobs will take years to return as the state's economy restructures from construction, real estate, and consumption to other industries. Although the employment data from the last few months was up from the lows of the first and second quarters of 2009, the forecast for Colorado's average unemployment for 2010 is 8.6 percent to be followed by 9.2 percent in 2011.

In the Denver Metro area, which includes the Cherry Creek school District, job losses occurred in manufacturing, wholesale and retail trade, construction, and professional and business services sectors. Three sectors gained jobs: education, health services, and the state and local government sectors.

Colorado expects its unemployment picture to improve slowly over the next three to four years. The state has positioned itself to be more economically diverse as a high tech center and by maintaining a solid foothold in industries likely to be among the strongest growing in the future. One source of job growth for the state is conventional and renewable energy. The clean technology industry is predicted to receive an increase in venture capital investment in 2010 according to the National Venture Capital Association.



Corporations in the
Denver Tech Center



Metro Area Light Rail System



Wind Turbine Technology

Labor Force and Employment (1)

Year	Arapahoe County		Colorado		United States
	Labor Force	% Unemployed	Labor Force	% Unemployed	% Unemployed
2004	296,243	5.7%	2,535,421	5.6%	5.5%
2005	300,709	5.2	2,580,752	5.1	5.1
2006	305,088	4.4	2,642,744	4.4	4.6
2007	307,408	3.9	2,686,427	3.9	4.6
2008	314,119	5.0	2,730,447	4.9	5.8
February 2010(2)	301,346	8.0	2,647,700	7.7	9.7

Source: State of Colorado, Department of Labor and Employment, Labor Market Information, Labor Force Data and U.S. Bureau of Labor, Bureau of Labor Statistics

(1) Figures for Arapahoe County and the State are not seasonally adjusted; U.S. numbers are seasonally adjusted.

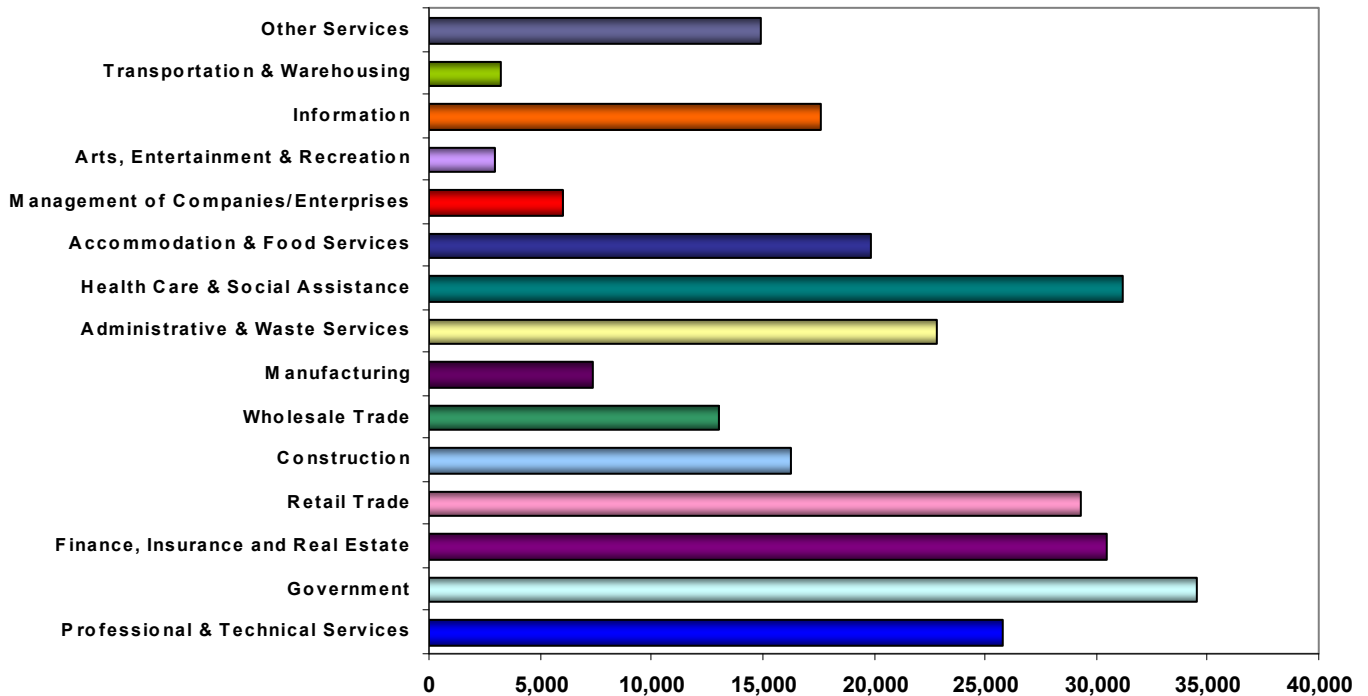
(2) Most current revised data available at publication.

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 2009



Source: State of Colorado, Department of Labor and Employment, Labor Market Information Section, [Colorado Employment and Wages](#)

Major Private Sector Employers in Arapahoe County

<u>Name of Employer</u>	<u>Product or Service</u>	<u>Estimated Number of Employees (1)</u>
Qwest Communications	Telecommunications	4,170
Comcast Corporation	Telecommunications	3,400
Raytheon Company	Aerospace Systems & Software	2,400
Great-West Life & Annuity Insurance	Insurance	2,170
Kaiser Permanente	Healthcare	2,000
HealthOne: Swedish Medical Center	Healthcare	1,890
Oppenheimer Funds	Financial Services	1,600
Boeing	Aerospace	1,580
First Data Corp.	Financial Services	1,550
ADT Security Systems	Security Services	1,500

Source: Southeast Business Partnership

(1) Economic profile for 2009-10

CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

EMPLOYMENT AND INCOME

Wages and Income

One indication of the recession's impact on Colorado is the 2009 third quarter report on personal income, which was \$2.3 billion lower than the same time in 2008. The loss was the fourth worst decline among states. Wages and salaries, which make up 60 percent of personal income began to show signs of rebounding in the second half of 2009. The total amount of wages paid to Colorado's workers rose 0.3 percent in the third quarter. Higher wages and salaries provide money for spending, investing, and paying down debt.

Consumer Spending

Data from the Colorado Department of Revenue shows that consumers have begun to recover confidence that the recovery has begun. Retail sales were down for most of 2009, especially for big ticket items like cars, furniture, appliances, and building materials.

Since consumer spending represents about 70 percent of the economy, it is an important factor when gauging the strength of the recovery. Retail trade sales are projected to grow a modest 2.5 percent in 2010. Consumers are still affected by unemployment and the desire to increase savings or pay down debt before increasing personal spending. Spending growth should improve slightly in 2011, but no return to the consumer spending boom of the past years is seen in the immediate future.

Information regarding the economy is taken from *Focus Colorado: Economic and Revenue Forecast, March 19, 2010*, Colorado Legislative Council.

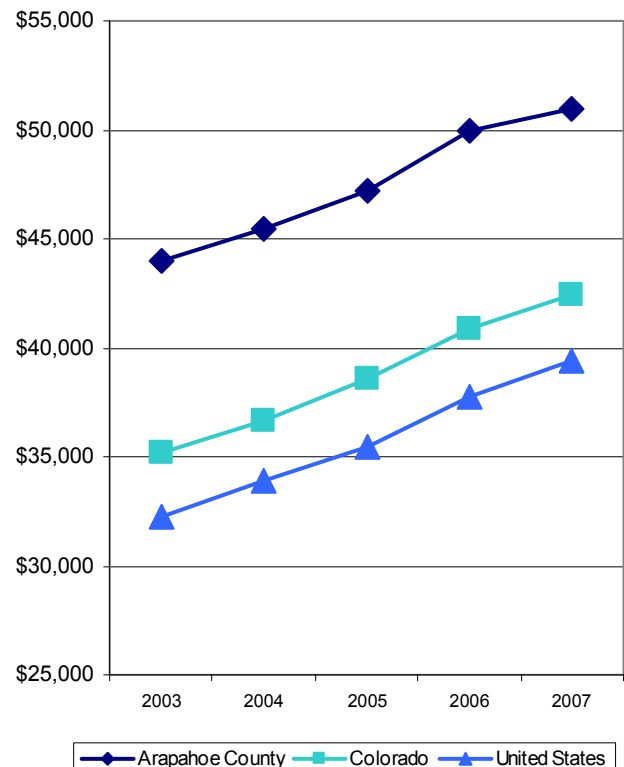
Per Capita Personal Income

The table below shows that Per Capita Personal Income for Arapahoe County is consistently higher than the state and national averages.

Per Capita Personal Income			
Year	Arapahoe County	Colorado	United States
2003	\$43,997	\$35,160	\$32,284
2004	45,486	36,649	33,899
2005	47,195	38,539	35,447
2006	49,989	40,912	37,728
2007	50,947	42,444	39,430

Source: United States Department of Commerce, Bureau of Economic Analysis

**Per Capita Personal Income
2003 to 2007**



CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

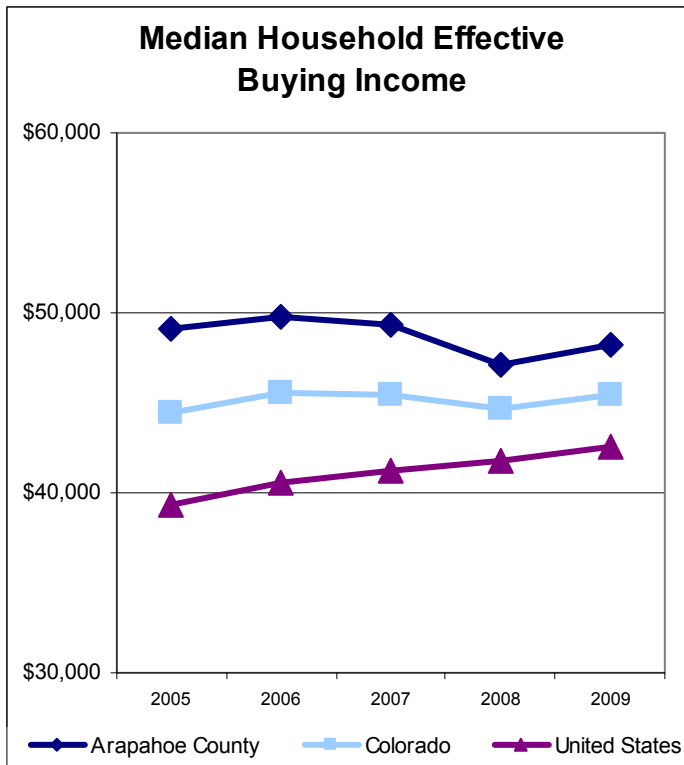
EMPLOYMENT AND INCOME

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
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
2009	48,214	45,490	42,513

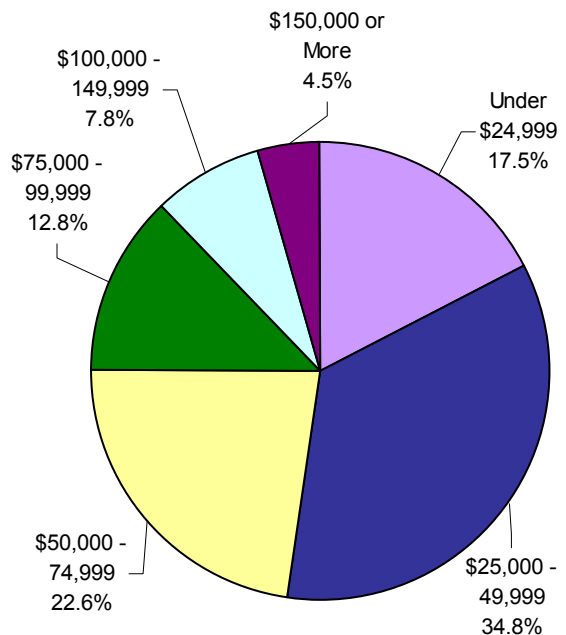


Sources: © CLARITAS INC. (Years prior to 2009 provided by Claritas publications: Sales & Marketing Management “2005 Survey of Buying Power” and Trade Dimensions International, Inc. “Demographics USA,” County Edition 2006 - 2008.)

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 2009. Arapahoe County has a higher percentage of people who fall in the three highest EBI groups.

Percent of Households by EBI Group—2009			
EBI Group	Arapahoe County	Colorado	United States
Under \$24,999	17.5%	21.6%	26.6%
\$25,000–49,999	34.8%	33.8%	32.8%
\$50,000–74,999	22.6%	21.5%	19.9%
\$75,000–99,999	12.8%	12.1%	10.9%
\$100,000–149,999	7.8%	7.4%	6.4%
\$150,000 or More	4.5%	3.6%	3.4%

Percent of Households by EBI Group - Arapahoe County



Source: © CLARITAS INC.

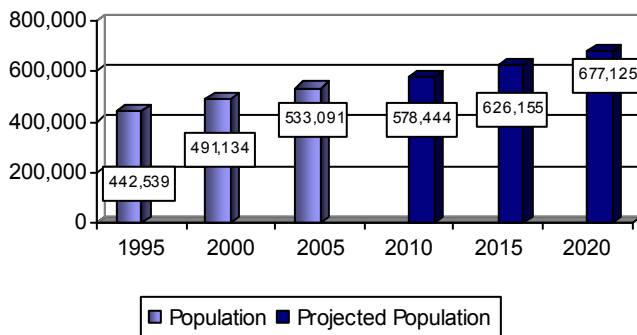
CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

ARAPAHOE COUNTY DEMOGRAPHIC PROFILE

Population

In 2008, Arapahoe County was the third most populous county in Colorado with an estimated population of 562,009. The Colorado Division of Local Government estimates that the county will experience a 20% increase in population between 2008 and 2020. The graph below depicts the growth in Arapahoe County from 1995 and the projected growth to 2020.

**Arapahoe County Population
with Projections to 2020**



Source: Population figures are provided by the Colorado Department of Local Affairs, Division of Local Government, State Demography Office

Age Distribution

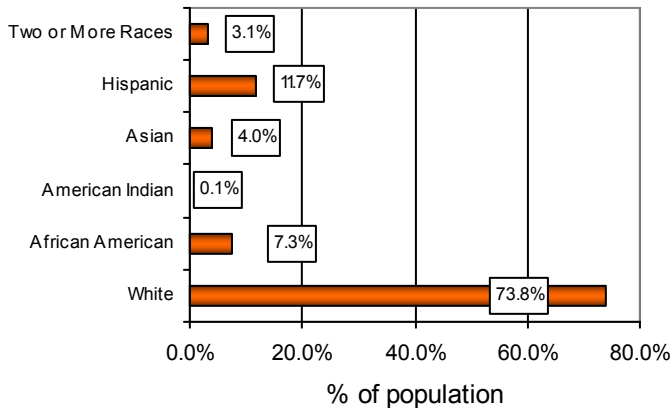
The table and graph below show the comparative age distribution for Arapahoe County, the state of Colorado and the United States. The data shows that Arapahoe County has a relatively young population with 25.5% of residents under the age of eighteen. This translates into a need for K-12 schools.

Since 2003, the District has added five new elementary schools and two new middle schools.

Age Distribution—Percent of Population

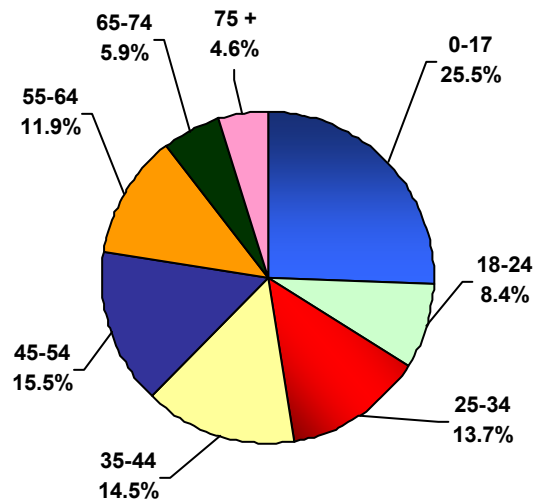
Age	Arapahoe County	Colorado	United States
0-17	25.5%	24.3%	24.3%
18-24	8.4%	9.3%	9.8%
25-34	13.7%	14.9%	13.3%
35-44	14.5%	14.5%	13.9%
45-54	15.5%	15.0%	14.5%
55-64	11.9%	11.3%	11.3%
65-74	5.9%	5.9%	6.7%
75 +	4.6%	4.8%	6.2%

**Arapahoe County Population -
Ethnic Background**



Source: Colorado State Demography Office

Arapahoe County Age Distribution



CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

CHERRY CREEK SCHOOL DISTRICT ENROLLMENT STATISTICS



Enrollment

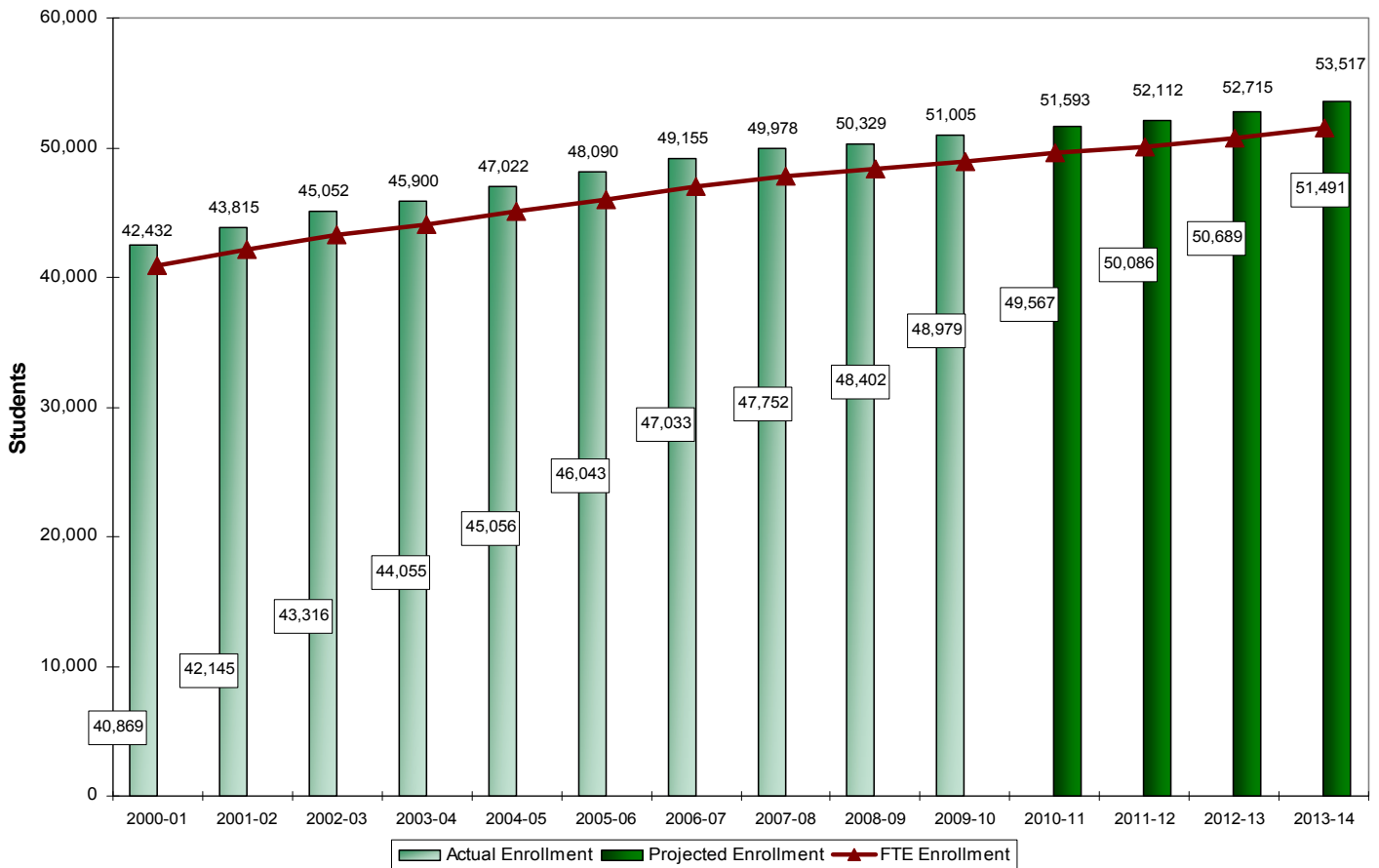
Enrollment is an important component of the budget process. State funding is based on the District's full-time equivalent (FTE) student enrollment. The Cherry Creek School District has shown steady growth of 22 percent over the last 10 years. Enrollment is expected to grow at a slower rate for the next 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 2010-11

school year, the current funding formula estimate provides for \$6,740 per full time student, a decline from \$7,004 per full-time student in the 2009-10 school year.

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 22% Growth over 10 Years

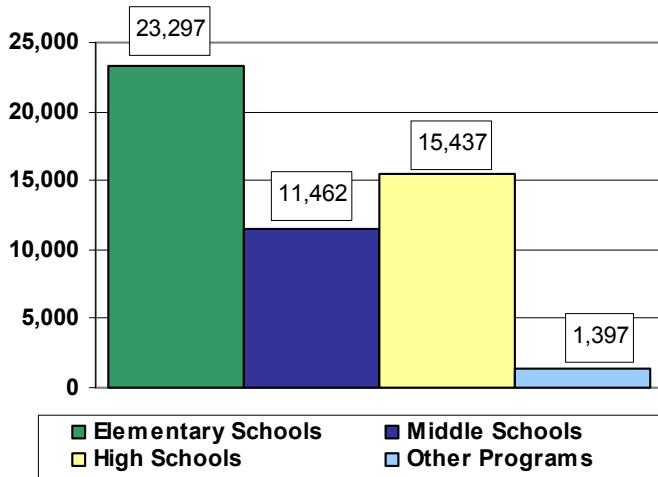


CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

Enrollment Forecasting Considerations

The student enrollment projection for the 2010-11 school year is 51,593. For budget planning purposes, this is converted to 49,567 on a full time equivalent (FTE) basis. The total projected FTE enrollment represents an increase of 588 students or 1.2% more than the 48,979 enrolled as of October 2009 in the 2009-10 school year.

2010-11 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

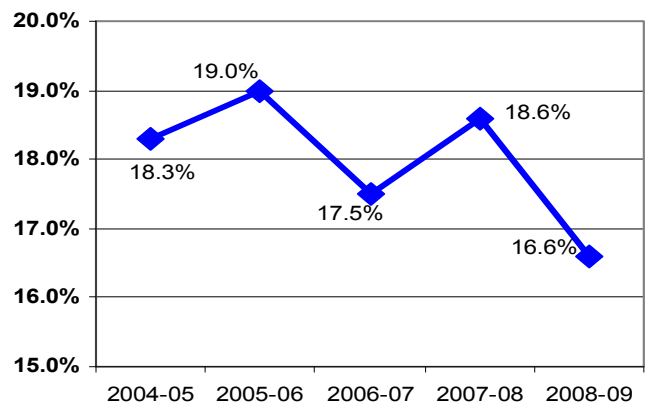
Family residential mobility makes it difficult to accurately project individual school enrollments within the District. Economic factors are also important. For example, the size and growth rates of the student population are affected by construction of new home developments and by the relocation of offices into and out of the District's

area by major companies operating here.

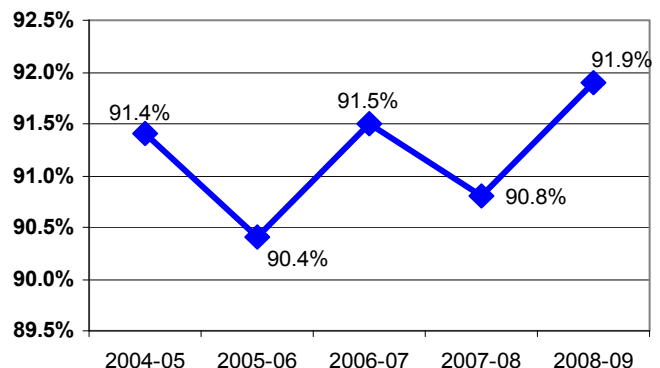
The District maintains stability and mobility reports on student enrollment. The stability percentage rate for the 2008-09 school year was 91.9 percent. This percentage is derived by taking the enrollment as of August 28, 2008, subtracting the number of students who left District schools since the beginning of the school year and dividing the resulting number by the number of students enrolled on May 28, 2009. 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 2008-09 school year was 16.6 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 28, 2009. 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

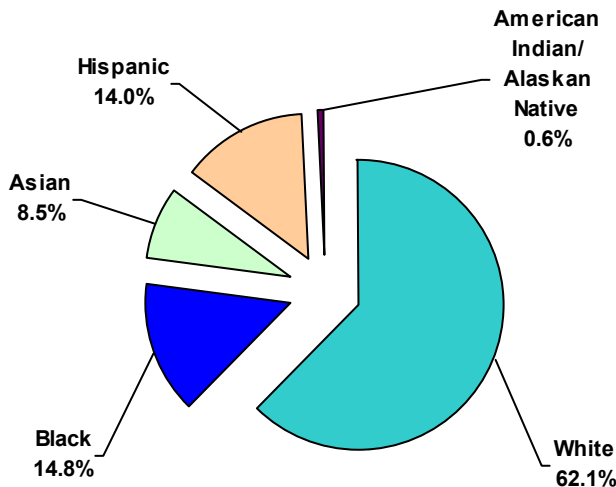
Enrollment Diversity

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, 37.9 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.

From October 2007 to October 2009, the number of students enrolled in English Language Acquisition (ELA) programs has increased by 11.5%. During the 2009-10 school year approximately 3,700 students received direct instruction in the ELA centers that operate in every District school.

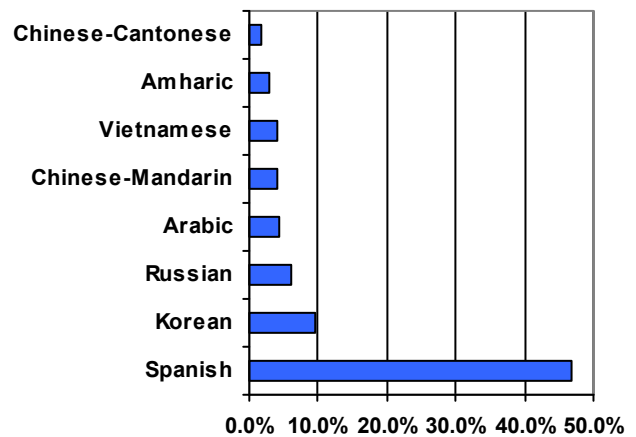
Ethnic Distribution of Students*



*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."

Within the District, Primary Home Language Other Than English (PHLOTE) groups represented in the District are: Spanish (46.7%), Korean (9.6%), Russian (6.2%), Arabic (4.4%), Chinese - Mandarin (4.1%), Vietnamese (4.0%), Amharic (3.0%), and Chinese - Cantonese (1.8%).

Largest Language Groups Other Than English

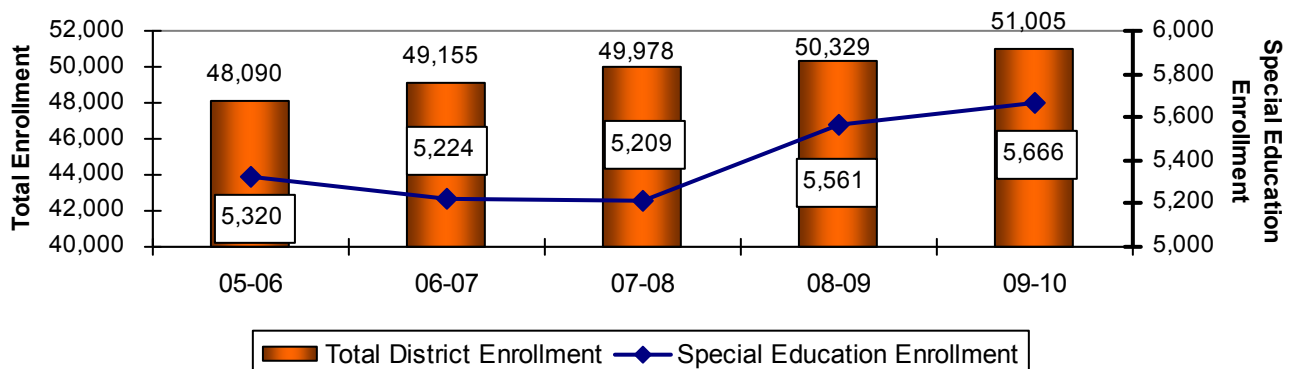


Enrollment in Special Education Programs

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.

The number of students receiving special education services is 11 percent of the District's total enrollment.

Special Education Enrollment to Total Student Enrollment



CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

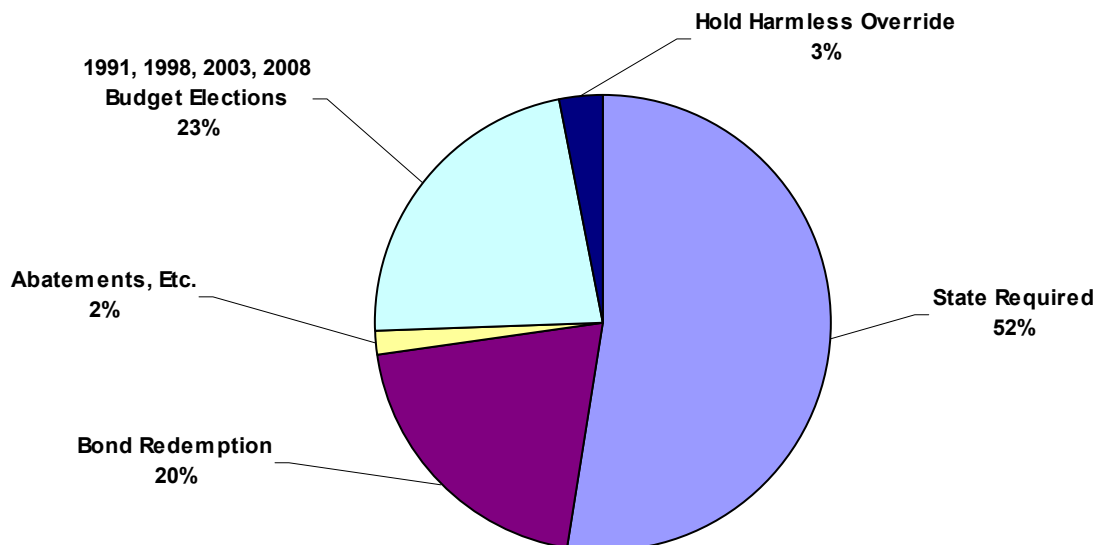
COMPARATIVE MILL RATES

	Mill Rates 2009 for 2010	Mill Rates 2010 for 2011 (1)	Difference	Levy Amount Difference (Thousands)
Standard Requirement— Total Program	25.712	25.712	0.000	\$-
Hold Harmless Overrides— Pre-1988	1.445	1.445	0.000	-
Special Overrides—1991, 1998, 2003, 2008 Budget Elections	11.141	11.141	0.000	-
Abatements, Refunds, and Tax Credits	0.626	0.817	0.191	905
Subtotal General Fund	<u>38.924</u>	<u>39.115</u>	<u>0.191</u>	<u>905</u>
Bond Redemption Fund	9.901	9.901	0.000	-
Total	<u>48.825</u>	<u>49.016</u>	<u>0.191</u>	<u>\$905</u>

	Calendar Year 2010	Calendar Year 2011 (1)	Difference	Percent Change
Assessed Valuation	\$4,735,775,850	\$4,735,775,850	\$-	0.00%
Total Property Tax Levy	\$231,224,256	\$232,128,790	\$904,534	0.39%

(1) Mill rates and assessed valuation for 2011 will be revised in December 2010 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.

2010-11 Estimated Allocation of Mill Levy

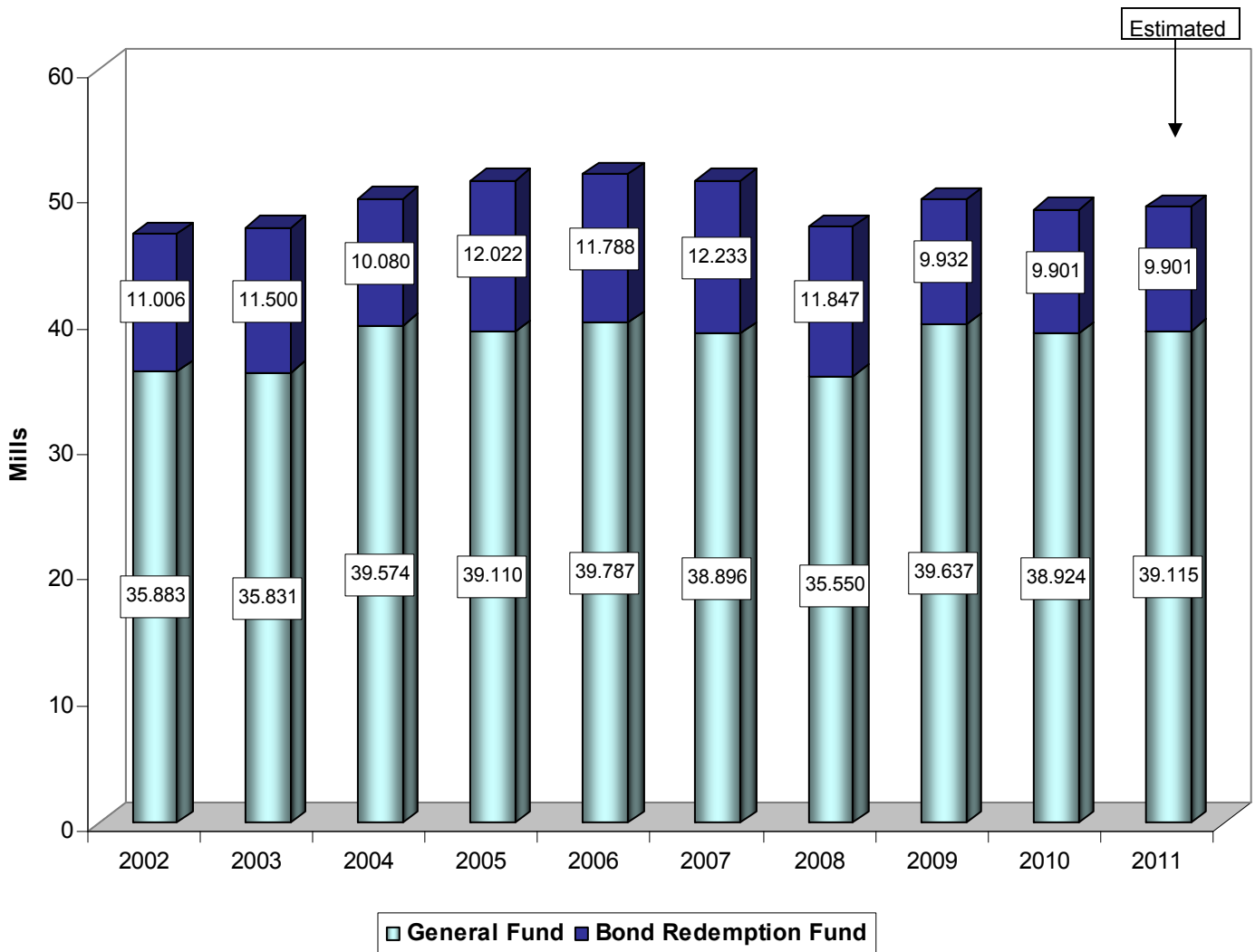


CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

MILL LEVY HISTORY 2002 to 2011

The graph on this page shows ten years of mill levy history for the Cherry Creek School District. 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 and \$167.5 million in construction bonds, 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 and authorized \$203.55 million in construction bonds, which affected the 2009 levy.

General Fund and Bond Redemption Fund Mill Levy History 2002 - 2011



CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

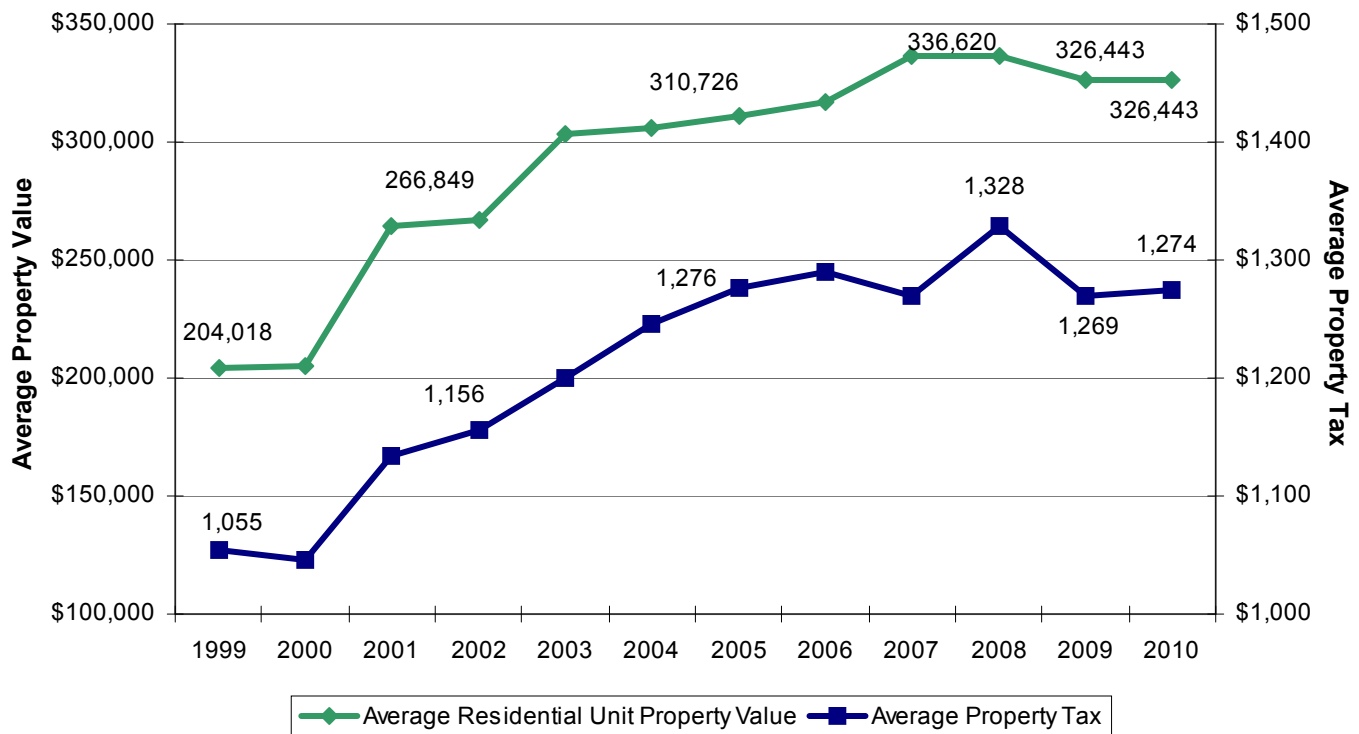
RESIDENTIAL PROPERTY TAXES

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)							
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
2009	28,537.98	87,421	326,443	7.96%	48.825	1,269	(59)
Estimated 2010	28,857.63	87,906	326,443	7.96%	49.016	1,274	5

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
\$326,443		7.96%		49.016 for 2010		\$1,274

Residential Property Value and Tax History



CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

COMPOSITION OF PROPERTY TYPE FOR DISTRICT'S ASSESSED VALUATION 1999 TO 2010

Year	Residential	Percent Change	Commercial	Percent Change	All Other	Percent Change	Total	Percent Change
	(Millions)		(Millions)		(Millions)		(Millions)	
1999	1,261.12	16.29%	1,550.28	39.18%	246.90	47.12%	3,058.30	29.25%
2000	1,327.45	5.26%	1,664.46	7.37%	248.23	0.54%	3,240.14	5.95%
2001	1,693.52	27.58%	1,862.79	11.92%	314.52	26.71%	3,870.83	19.46%
2002	1,784.06	5.35%	1,789.33	(3.94%)	344.45	9.52%	3,917.84	1.21%
2003	1,833.95	2.80%	1,642.27	(8.22%)	313.98	(8.85%)	3,790.20	(3.26%)
2004	1,891.84	3.16%	1,636.08	(0.38%)	303.79	(3.25%)	3,831.71	1.10%
2005	1,983.01	4.82%	1,535.30	(6.16%)	321.23	5.74%	3,839.54	0.20%
2006	2,049.58	3.36%	1,561.76	1.72%	320.63	(0.19%)	3,931.97	2.41%
2007	2,297.68	12.11%	1,798.52	15.16%	358.69	11.87%	4,454.89	13.30%
2008	2,364.82	2.92%	1,819.53	1.17%	347.13	(3.22%)	4,531.48	1.72%
2009	2,270.78	(3.98%)	2,118.67	16.44%	346.33	(0.23%)	4,735.78	4.51%
Estimated 2010	2,297.16	1.16%	2,092.29	(1.25%)	346.33	0.00%	4,735.78	0.00%

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 2010, the residential rate is set at 7.96% and the commercial rate is 29%.



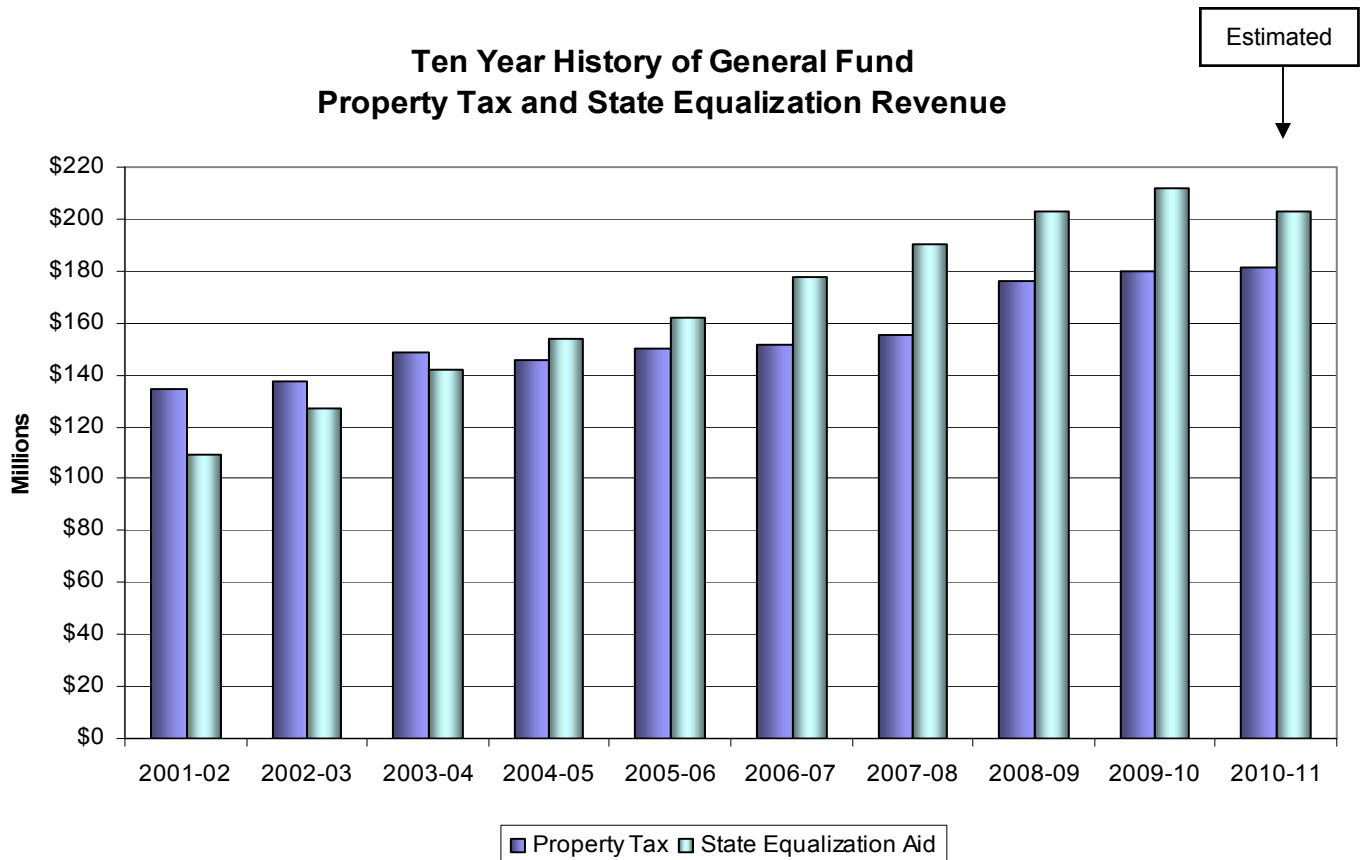
CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

HISTORY OF ASSESSED VALUATION 2001 to 2010

Assessment Year	Assessed Valuation	Market Valuation	Pupil Enrollment	Assessed Value Per Pupil	Market Value Per Pupil
	(Millions)	(Millions)			
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	4,735.78	37,037.73	51,005	92,849	726,159
2010 (1)	4,735.78	37,037.73	51,593	91,791	717,883

(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 FY2010-11. The decline in State Equalization revenue in 2010-11 is due to State funding reduction associated with the economic downturn.



CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

TAX LEVY AND COLLECTION HISTORY 1999 TO 2009

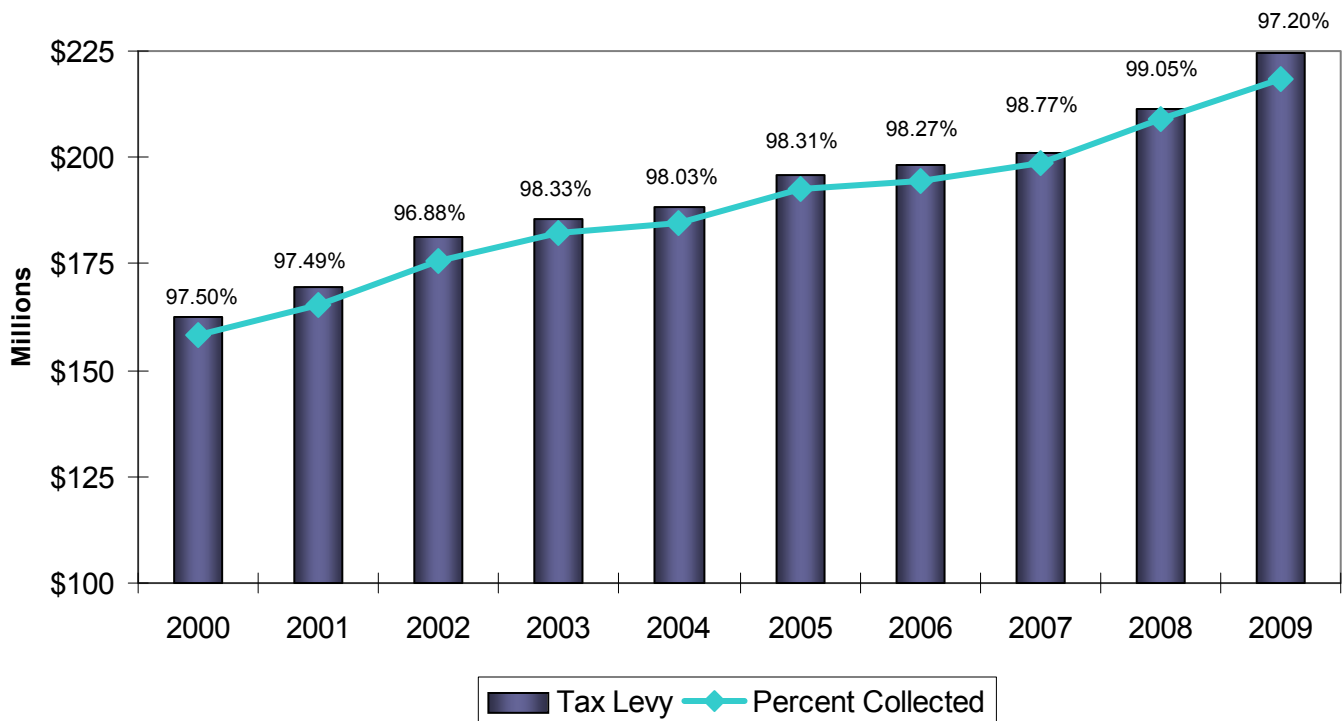
An important standard on which governmental agencies are evaluated by Standard and Poor's and other bond rating companies, is property tax collections. Collections should be greater than 92% of the anticipated collections. The chart below shows the Cherry Creek School District's ten-year history of collection compared to the tax levy. In every year the collections have been well over 92%.

Levy Year	Tax Levy (1)	Collection Year	Tax Collections (2)	Percent Collected
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	175,835,602	96.88%
2002	185,435,427	2003	182,330,360	98.33%
2003	188,198,530	2004	184,489,101	98.03%
2004	195,922,830	2005	192,610,771	98.31%
2005	198,024,067	2006	194,595,229	98.27%
2006	201,036,940	2007	198,561,244	98.77%
2007	211,148,521	2008	209,145,551	99.05%
2008	224,621,021	2009	218,325,366	97.20%

(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 2000 to 2008 taxes include tax collections through December 31 of each calendar year. Tax collections for 2009 are through June 30, 2009 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

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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

DAC
District Accountability Committee

D.A.R.E.
Drug Abuse Resistance Education

DECA
Distributive Education Clubs of America

D.E.L.T.
District Equity Leadership Team

DIBELS
Dynamic Indicator of Basic Literacy Skills

DRA2
Developmental Reading Assessment

DVD
Digital Video Disc

DPP
District Performance Plan

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

HAZMAT
Hazardous Material

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

CHERRY CREEK SCHOOL DISTRICT

ABBREVIATIONS AND ACRONYMS

ILC Integrated Learning Center	P.A.S.S. Partnership for Academically Successful Students
ITLC Instructional Technology Leadership Cohort	PBS Positive Behavior System
ISDB Individual School and Department Budgets	PCD Perceptual/Communicative Disability
I-Team Interdisciplinary Team	PERA Public Employees' Retirement Association
ITP Intensive Treatment Program	PHLOTE Primary Home Language Other Than English
JSD Joint School Districts	PI Performance Indicators
KEP Kindergarten Enrichment Program	PIN Parent Information Network
LAN Local Area Network	PLAN®¹ Pre-ACT Test
LD Learning Disabilities	P.R.E.P. Proficient, Responsive, Experiential, Personalized
LRFPC Long-Range Facilities Planning Committee	PTO Parent Teacher Organization
MAC Multicultural Advisory Council	PTCO Parent Teacher Community Organization
MAP Measures of Academic Progress	PWR Postsecondary and Workforce Readiness
MPG Median Growth Percentile	RAMP Recognized ASCA Model Program
NSLP National School Lunch Program	RDI Relationship Development Intervention
NCLB Act No Child Left Behind Act	RTI Response to Intervention
NFL National Forensic League	RTU Rooftop Unit
NIMS National Incident Management System	RR Reading Recovery® ²
NNAT Naglieri Nonverbal Ability Test	SAIP Student Achievement Incentive Plan
OMS Orientation and Mobility Specialist	
O/T Occupational Therapy	

¹ Registered Trademark of ACT, Inc.

² Registered Trademark of Reading Recovery Council of North America, Inc.

CHERRY CREEK SCHOOL DISTRICT ABBREVIATIONS AND ACRONYMS

SAR School Accountability Report	USDA United States Department of Agriculture
SAS Student Achievement Services or Student Achievement Specialist	VCR Video Cassette Recorder
SASID State Assigned Student Identifier	VSP Vision Service Providers
SAT Scholastic Assessment Test	WAN Wide Area Network
SEAC Special Education Advisory Committee	YAB Youth Advisory Board
SIED Significant Identifiable Emotional Disability	
SIP School Improvement Plan	
SIS Student Information System	
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	

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. 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.

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.

Inter-Fund Transfer

Money taken from one fund and added to another fund. Inter-fund transfers are not receipts or expenditures of the District.

CHERRY CREEK SCHOOL DISTRICT

GLOSSARY OF TERMS

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 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.

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.



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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 Standards | ✓ 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 standards: (a) Language Arts (b) Mathematics (c) Science (d) Social Studies
Tier III	Enhanced Core Programs	Student attainment of the core enhancement standards: (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	Standards 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 standards offset in part with fees and community support
Tier VII	Optional Programs and Activities	Programs and activities with no relationship to standards 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 Instructional Strategic Planning Team, 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

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**CHERRY CREEK SCHOOL DISTRICT
COLORADO STUDENT ASSESSMENT PROGRAM**

APPENDIX E

Reading Performance Level %						
	Spring 2007		Spring 2008		Spring 2009	
	Cherry Creek	State	Cherry Creek	State	Cherry Creek	State
Grade 3						
Unsatisfactory	6	10	9	11	6	9
Partially Proficient	15	19	15	18	15	18
Proficient	69	64	68	64	69	66
Advanced	9	7	8	6	8	7
Grade 4						
Unsatisfactory	9	13	7	10	9	13
Partially Proficient	18	22	18	24	18	22
Proficient	64	58	68	62	64	59
Advanced	8	6	6	4	9	6
Grade 5						
Unsatisfactory	8	13	7	11	9	12
Partially Proficient	15	18	14	18	15	19
Proficient	63	59	65	61	63	60
Advanced	13	9	13	9	13	9
Grade 6						
Unsatisfactory	7	10	6	9	6	9
Partially Proficient	14	19	15	19	14	19
Proficient	64	59	61	59	65	60
Advanced	15	12	17	12	14	12
Grade 7						
Unsatisfactory	9	13	8	12	9	12
Partially Proficient	18	21	19	22	17	20
Proficient	61	57	61	56	61	59
Advanced	12	9	12	9	12	9
Grade 8						
Unsatisfactory	9	12	8	11	9	11
Partially Proficient	19	24	18	21	19	24
Proficient	60	55	61	57	62	57
Advanced	11	8	13	10	10	7
Grade 9						
Unsatisfactory	4	8	6	9	5	7
Partially Proficient	17	24	18	23	20	24
Proficient	69	62	65	60	69	64
Advanced	7	4	9	6	5	3
Grade 10						
Unsatisfactory	6	8	7	10	5	7
Partially Proficient	17	19	16	21	17	21
Proficient	61	60	59	55	62	60
Advanced	13	9	16	11	12	10

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 2007		Spring 2008		Spring 2009	
	Cherry Creek	State	Cherry Creek	State	Cherry Creek	State
Grade 3						
Unsatisfactory	4	6	5	7	4	6
Partially Proficient	33	40	37	43	35	40
Proficient	51	46	43	40	49	44
Advanced	12	9	14	10	12	9
Grade 4						
Unsatisfactory	6	8	4	7	6	8
Partially Proficient	35	42	34	41	33	41
Proficient	47	41	46	43	47	42
Advanced	12	8	15	9	13	9
Grade 5						
Unsatisfactory	3	5	3	6	3	5
Partially Proficient	28	37	28	35	29	37
Proficient	53	47	53	47	51	48
Advanced	16	10	16	12	16	10
Grade 6						
Unsatisfactory	3	5	3	5	3	4
Partially Proficient	27	35	27	35	28	34
Proficient	54	49	54	49	54	50
Advanced	15	11	15	11	15	10
Grade 7						
Unsatisfactory	2	3	3	5	2	3
Partially Proficient	29	36	27	37	27	35
Proficient	46	46	52	46	48	47
Advanced	22	15	17	12	22	14
Grade 8						
Unsatisfactory	3	4	3	5	2	3
Partially Proficient	35	44	33	41	34	43
Proficient	47	42	46	42	48	44
Advanced	15	9	17	11	15	8
Grade 9						
Unsatisfactory	2	5	3	5	2	4
Partially Proficient	34	44	37	43	35	42
Proficient	48	42	47	42	48	44
Advanced	13	7	11	7	13	8
Grade 10						
Unsatisfactory	5	7	6	10	4	7
Partially Proficient	34	39	35	40	34	41
Proficient	43	43	44	39	46	41
Advanced	15	8	12	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 2007		Spring 2008		Spring 2009	
	Cherry Creek	State	Cherry Creek	State	Cherry Creek	State
Grade 3						
Unsatisfactory	4	7	6	8	5	7
Partially Proficient	19	24	17	22	18	23
Proficient	40	43	36	40	40	43
Advanced	36	25	41	30	36	26
Grade 4						
Unsatisfactory	5	9	6	9	6	9
Partially Proficient	16	21	17	23	14	21
Proficient	38	43	38	42	37	43
Advanced	40	27	39	26	43	28
Grade 5						
Unsatisfactory	8	11	5	8	8	11
Partially Proficient	17	24	19	26	19	25
Proficient	33	35	36	37	33	35
Advanced	42	30	40	28	40	28
Grade 6						
Unsatisfactory	8	13	9	13	8	12
Partially Proficient	19	26	20	26	20	25
Proficient	36	35	36	37	36	36
Advanced	36	25	34	24	35	27
Grade 7						
Unsatisfactory	11	14	14	18	10	13
Partially Proficient	28	35	29	35	26	32
Proficient	32	30	31	28	32	31
Advanced	29	21	25	18	31	24
Grade 8						
Unsatisfactory	18	22	17	23	15	19
Partially Proficient	28	31	27	30	26	31
Proficient	32	29	29	27	35	31
Advanced	22	17	27	20	24	19
Grade 9						
Unsatisfactory	24	33	23	30	26	35
Partially Proficient	27	30	29	30	29	29
Proficient	29	24	26	24	26	23
Advanced	17	11	20	12	17	12
Grade 10						
Unsatisfactory	26	33	25	32	25	32
Partially Proficient	31	34	33	35	34	35
Proficient	31	25	30	25	28	25
Advanced	9	5	10	5	9	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 2007		Spring 2008		Spring 2009	
	Cherry Creek	State	Cherry Creek	State	Cherry Creek	State
Grade 5						
Unsatisfactory	14	19	11	15	11	15
Partially Proficient	35	39	37	41	35	40
Proficient	32	28	37	33	36	32
Advanced	18	13	14	11	18	13
Grade 8						
Unsatisfactory	15	20	19	25	17	23
Partially Proficient	27	27	26	28	25	27
Proficient	49	44	44	39	45	41
Advanced	9	8	9	7	11	8
Grade 10						
Unsatisfactory	18	25	19	27	19	26
Partially Proficient	21	24	21	23	19	22
Proficient	51	44	49	41	51	43
Advanced	7	4	9	6	9	7

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

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

The Superintendent or designee is directed to develop, subject to annual approval by the Board, a three-year budget plan that assures the future financial viability of the District and achievement of the District's objectives and takes into account future revenue, including tax and non-tax revenue, and future increases in operating expenses.

Budget Process

Public school budgeting is regulated and controlled by statutes and by requirements of the State Board of Education that prescribe the form of District budgets in order to ensure uniformity throughout the state.

The budget shall be presented in a summary format that is understandable by any layperson. The budget format shall itemize expenditures of the District by fund. It shall describe the expenditure and show the amount budgeted for the current fiscal year and the amount budgeted for the ensuing fiscal year. When budgeting for any enterprise funds, the District shall use the full accrual basis of accounting. The budget shall summarize revenues by revenue source and expenditures by function, fund, and object.

The budget also shall disclose planned compliance with spending limitation outlined in Article X, Section 20, of the Colorado Constitution, including holding TABOR reserve funds in an unrestricted General Fund or in Cash Funds.

The Board assigns to the Superintendent overall responsibility for annual budget preparation, budget presentation, and budget administration. As part of the Superintendent's budget responsibility, the Superintendent shall cause to be prepared a budget presentation calendar that shall ensure that all deadlines established by law for budget presentation, hearings, and adoption for certification of amounts to be raised by school tax levies are met by the School District. The budget calendar shall take into consideration the possible need to submit a request to raise additional local revenue to a vote by the District's electorate. The Superintendent shall have authority to delegate portions of his or her budget responsibility to the Chief Financial Officer of the District.

The budget prepared and presented by the Superintendent shall be consistent with the budget priorities of the Board.

Budget Reserve Requirement

The budget shall ensure that the School District holds unrestricted General Fund or Cash Fund emergency reserves in the amount required under the provisions of Section 20 (5) of Article X of the State Constitution; except that, the Board of Education will provide for a District emergency reserve in the General Fund for the budget year, established at an amount equal to at least three percent of the amount budgeted to the General Fund. The Board may then:

- I. Designate real property owned by the District as all or a portion of the reserve required by Section 20 (5) of Article X of the State Constitution, so long as the Board has filed with the State Treasurer and the Department of Education a letter of intent that expresses the intent of the Board to increase the liquidity of such property upon the occurrence of a declared emergency within the meaning of Section 20 (5) of Article X of the State Constitution by entering into one or more lease-purchase agreements with respect to such property or by other means acceptable to the State Treasurer; or
- II. Secure a letter of credit from an investment-grade bank as all or a portion of the reserve required by Section 20 (5) of Article X of the State Constitution so long as the Board has filed with the State Treasurer and the Department of Education a letter of intent that expresses the intent of the Board to satisfy its obligation to reimburse the bank for moneys drawn on the letter of credit upon the occurrence of a declared emergency within the meaning of Section 20 (5) of Article X of the State Constitution that are not reimbursed to the bank within the same fiscal year by entering into lease-purchase agreements with respect to real property owned by the District.

**CHERRY CREEK SCHOOL DISTRICT
ANNUAL BUDGET**

**APPENDIX F
Policy: DB**

If at any time the Board of Education expends any moneys from the District emergency reserve, the Board shall restore the reserve to three percent of the amount budgeted to the General Fund as follows:

- I. If the Board of Education expends moneys from the District emergency reserve in a single fiscal year, the Board shall restore the reserve within thirty-six months of the first draw of the money from the reserve; and
- II. If the Board of Education expends moneys from the District emergency reserve in two consecutive fiscal years, the Board shall restore the reserve by the end of the fiscal year following the second fiscal year in which the Board expended moneys from the reserve.

The District emergency reserve is intended to serve as a fund that will be used only for an unexpected loss of revenue or an extraordinary expenditure.

Revised: April 12, 2010

LEGAL REFS.: C.R.S. 22-44-101 through 22-44-117
C.R.S. 22-44-105 (1) (c.5)

CROSS REFS.: DB sub codes (all relate to the budget)

NOTE 1: The Colorado Department of Education Financial Policies and Procedures Handbook must be used by all school districts in the development of the budget. C.R.S. 22-44-204 (3)

NOTE 2: The State Board of Education has implemented a statewide financial, student management, and human resource electronic data communications and reporting system that is based on a redesigned standard chart of accounts, a standard information system, and a standard personnel classification system. All school districts and Boards of Cooperative Services must use the system to report and obtain necessary financial information.
C.R.S. 22-44-105 (4)

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

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

COMPLIANCE
DOCUMENT IN
ACCORDANCE WITH
SECTION 7 OF
HOUSE BILL 10-1013

FY2010-11 SUMMARY BUDGET								
SCHOOL DISTRICT	DISTRICT CODE	10 General Fund	11 Charter School Fund	18 Insurance Reserve / Risk-Management	19 Colorado Preschool Program	21 Capital Reserve	22 Governmental Designated Grants Fund	23 Pupil Activity
Budgeted Pupil Count	49,567.3							
BEGINNING FUND BALANCE (Includes ALL Reserves)	Object/ Source	68,143,976.00	1,348,000.00			1,325,707.00		5,053,125.00
REVENUES								
Local Sources	1000 - 1999	201,466,391.00	111,400.00				2,330,000.00	12,355,000.00
Intermediate Sources	2000 - 2999							
State Sources	3000 - 3999	203,921,432.00	2,977,788.00	2,772,897.00	1,037,572.00	6,944,300.00	375,000.00	
Federal Sources	4000 - 4999	1,572,500.00					28,453,000.00	
TOTAL REVENUES		406,960,323.00	3,089,188.00	2,772,897.00	1,037,572.00	6,944,300.00	31,158,000.00	12,355,000.00
TOTAL BEGINNING FUND BALANCE & REVENUES		475,104,299.00	4,437,188.00	2,772,897.00	1,037,572.00	8,270,007.00	31,158,000.00	17,408,125.00
TOTAL ALLOCATIONS TO/FROM OTHER FUNDS	5600,5700, 5800							
TRANSFERS TO/FROM OTHER FUNDS	5200 - 5300	1,774,320.00				40,000.00		
Other Sources	5100,5400, 5500,5900, 5990, 5991							
AVAILABLE BEGINNING FUND BALANCE & REVENUES (Plus or Minus (if Revenue) Allocations and Transfers)		476,878,619.00	4,437,188.00	2,772,897.00	1,037,572.00	8,310,007.00	31,158,000.00	17,408,125.00
EXPENDITURES								
Instruction - Program 0010 to 2099								
Salaries	0100	217,501,086.00	1,202,625.00		777,044.00		16,970,800.00	311,000.00
Employee Benefits	0200	52,225,805.00	303,012.00		158,628.00		3,792,800.00	40,600.00
Purchased Services	0300,0400, 0500	3,632,846.00	161,156.00		500.00		197,350.00	4,828,000.00
Supplies and Materials	0600	6,603,443.00	175,682.00		2,400.00		2,709,450.00	6,305,000.00
Property	0700	361,018.00	56,000.00		5,000.00	1,350,000.00	294,950.00	225,000.00
Other	0800, 0900	718,421.00	23,000.00		94,000.00		55,550.00	570,400.00
Total Instruction		281,042,619.00	1,921,475.00	0.00	1,037,572.00	1,350,000.00	24,020,900.00	12,280,000.00
Supporting Services								
Students - Program 2100								
Salaries	0100	18,085,192.00					525,000.00	
Employee Benefits	0200	4,587,327.00					133,950.00	
Purchased Services	0300,0400, 0500	206,582.00				1,172,474.00	65,100.00	



FY2010-11 SUMMARY BUDGET								
SCHOOL DISTRICT	DISTRICT CODE	10 General Fund	11 Charter School Fund	18 Insurance Reserve / Risk-Management	19 Colorado Preschool Program	21 Capital Reserve	22 Governmental Designated Grants Fund	23 Pupil Activity
Supplies and Materials	0600	180,358.00					378,300.00	
Property	0700	7,328.00					39,200.00	
Other	0800, 0900	37,914.00					13,100.00	
Total Students		23,104,701.00	0.00	0.00	0.00	1,172,474.00	1,154,650.00	0.00
Instructional Staff - Program 2200								
Salaries	0100	9,675,129.00					1,677,700.00	
Employee Benefits	0200	2,406,359.00					382,500.00	
	0300,0400,							
Purchased Services	0500	1,080,204.00					964,350.00	
Supplies and Materials	0600	589,765.00					1,648,400.00	
Property	0700	163,446.00					86,500.00	
Other	0800, 0900	181,576.00					114,400.00	
Total Instructional Staff		14,096,479.00	0.00	0.00	0.00	0.00	4,873,850.00	0.00
General Administration - Program 2300								
Salaries	0100	1,889,278.00						
Employee Benefits	0200	606,782.00						
	0300,0400,							
Purchased Services	0500	322,047.00						
Supplies and Materials	0600	91,450.00						
Property	0700	1,000.00						
Other	0800, 0900	64,768.00						
Total School Administration		2,975,325.00	0.00	0.00	0.00	0.00	0.00	0.00
School Administration - Program 2400								
Salaries	0100	17,995,097.00	220,319.00				210,200.00	
Employee Benefits	0200	4,957,448.00	60,021.00				58,900.00	
	0300,0400,							
Purchased Services	0500	327,981.00	239,326.00				4,800.00	
Supplies and Materials	0600	389,030.00	8,500.00				106,800.00	
Property	0700	25,788.00					20,000.00	
Other	0800, 0900	55,127.00	6,500.00				49,000.00	
Total School Administration		23,750,471.00	534,666.00	0.00	0.00	0.00	449,700.00	0.00
Business Services - Program 2500								
Salaries	0100	2,377,194.00	21,491.00					
Employee Benefits	0200	650,922.00	4,525.00					
	0300,0400,							
Purchased Services	0500	815,559.00	26,000.00					
Supplies and Materials	0600	341,530.00						
Property	0700	6,000.00						
Other	0800, 0900	(482,824.00)						
Total Business Services		3,708,381.00	52,016.00	0.00	0.00	0.00	0.00	0.00
Operations and Maintenance - Program 2600								
Salaries	0100	9,096,468.00	48,390.00					
Employee Benefits	0200	2,712,245.00	11,041.00					
	0300,0400,							
Purchased Services	0500	12,594,862.00	130,600.00	653,000.00		2,364,122.00		
Supplies and Materials	0600	9,654,709.00	93,000.00					
Property	0700	1,002.00				199,000.00		
Other	0800, 0900	20,103.00						



FY2010-11 SUMMARY BUDGET								
SCHOOL DISTRICT	DISTRICT CODE	10 General Fund	11 Charter School Fund	18 Insurance Reserve / Risk-Management	19 Colorado Preschool Program	21 Capital Reserve	22 Governmental Designated Grants Fund	23 Pupil Activity
Total Operations and Maintenance		34,079,389.00	283,031.00	653,000.00	0.00	2,563,122.00	0.00	0.00
Student Transportation - Program 2700								
Salaries	0100	9,831,756.00						
Employee Benefits	0200	2,750,754.00						
	0300,0400,							
Purchased Services	0500	650,305.00	298,000.00	95,000.00				
Supplies and Materials	0600	2,384,884.00						
Property	0700					65,000.00		
Other	0800, 0900	(891,350.00)				991,416.00		
Total Student Transportation		14,726,349.00	298,000.00	95,000.00	0.00	1,056,416.00	0.00	0.00
Central Support - Program 2800								
Salaries	0100	5,305,368.00		128,343.00				
Employee Benefits	0200	1,275,884.00		19,479.00				
	0300,0400							
Purchased Services	0500	1,270,164.00		1,872,100.00		305,000.00	7,000.00	
Supplies and Materials	0600	326,349.00		3,075.00				
Property	0700	7,200.00						
Other	0800, 0900	249,007.00		1,900.00				
Total Central Support		8,433,972.00	0.00	2,024,897.00	0.00	305,000.00	7,000.00	0.00
Other Support - Program 2900								
Salaries	0100							
Employee Benefits	0200							
	0300,0400							
Purchased Services	0500							
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900							
Total Other Support		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Food Service Operations - Program 3100								
Salaries	0100							
Employee Benefits	0200							
	0300,0400							
Purchased Services	0500							
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900							
Total Other Support		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Enterprise Operations - Program 3200								
Salaries	0100							
Employee Benefits	0200							
	0300,0400							
Purchased Services	0500							
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900							
Total Enterprise Operations		0.00	0.00	0.00	0.00	0.00	0.00	0.00

FY2010-11 SUMMARY BUDGET								
SCHOOL DISTRICT	DISTRICT CODE	10 General Fund	11 Charter School Fund	18 Insurance Reserve / Risk-Management	19 Colorado Preschool Program	21 Capital Reserve	22 Governmental Designated Grants Fund	23 Pupil Activity
Community Services - Program 3300								
Salaries	0100	236,462.00					63,000.00	2,000.00
Employee Benefits	0200	42,703.00					20,800.00	260.00
	0300,0400							
Purchased Services	,0500	9,011.00					414,500.00	29,000.00
Supplies and Materials	0600	14,737.00					151,500.00	39,000.00
Property	0700	2,026.00						1,000.00
Other	0800, 0900	7,395.00					2,100.00	3,740.00
Total Community Services		312,334.00	0.00	0.00	0.00	0.00	651,900.00	75,000.00
Education for Adults - Program 3400								
Salaries	0100							
Employee Benefits	0200							
	0300,0400							
Purchased Services	,0500							
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900							
Total Education for Adults Services		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Supporting Services		125,187,401.00	1,167,713.00	2,772,897.00	0.00	5,097,012.00	7,137,100.00	75,000.00
Property - Program 4000								
Salaries	0100	164,827.00						
Employee Benefits	0200	42,104.00						
	0300,0400							
Purchased Services	,0500	205.00				372,288.00		
Supplies and Materials	0600	7,508.00						
Property	0700					125,000.00		
Other	0800, 0900	1,079.00						
Total Property		215,723.00	0.00	0.00	0.00	497,288.00	0.00	0.00
Other Uses - Program 5000s - including Transfers Out and/or Allocations Out as an expenditure								
Salaries	0100							
Employee Benefits	0200							
	0300,0400							
Purchased Services	,0500							
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900							
Total Other Uses		0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL EXPENDITURES		406,445,743.00	3,089,188.00	2,772,897.00	1,037,572.00	6,944,300.00	31,158,000.00	12,355,000.00
RESERVES								
Other Reserved Fund Balance - Program 9900	0840							
Reserve for Encumbrance: 9400	0840							
Reserved Fund Balance - Program 9100	0840							

FY2010-11 SUMMARY BUDGET								
SCHOOL DISTRICT	DISTRICT CODE	10 General Fund	11 Charter School Fund	18 Insurance Reserve / Risk-Management	19 Colorado Preschool Program	21 Capital Reserve	22 Governmental Designated Grants Fund	23 Pupil Activity
District Emergency Reserve - Program 9315	0840							
Reserve for TABOR 3% - Program 9310	0840	12,400,000.00				208,329.00		370,650.00
Res. for TABOR - Multi-Year Obligations Program 9320	0840	2,545,000.00						
TOTAL RESERVES		14,945,000.00	0.00	0.00	0.00	208,329.00	0.00	370,650.00
TOTAL EXPENDITURES & RESERVES		421,390,743.00	3,089,188.00	2,772,897.00	1,037,572.00	7,152,629.00	31,158,000.00	12,725,650.00
NON-APPROPRIATED RESERVE - Program 9200		55,487,876.00	1,348,000.00			1,157,378.00		4,682,475.00
TOTAL AVAILABLE BEGINNING FUND BALANCE & REVENUES LESS TOTAL EXPENDITURES & RESERVES LESS NON- APPROPRIATED RESERVES (Should Equal Zero (0))		0.00	0.00	0.00	0.00	0.00	0.00	0.00

FY2010-11 SUMMARY BUDGET							
SCHOOL DISTRICT	DISTRICT CODE	(26-29) Other Special Revenue	31 Bond Redemption	41 Building Fund	43 Capital Reserve Capital Projects	51 Food Service	TOTAL
Budgeted Pupil Count	49,567.3						
BEGINNING FUND BALANCE (Includes ALL Reserves)	Object/ Source	3,775,805.00	45,512,149.00	151,330,342.00	903,461.00	6,170,468.00	283,563,033.00
REVENUES							
Local Sources	1000 - 1999	17,164,400.00	47,003,916.00	200,000.00	40,000.00	9,738,750.00	290,409,857.00
Intermediate Sources	2000 - 2999						0.00
State Sources	3000 - 3999					243,200.00	218,272,189.00
Federal Sources	4000 - 4999					6,486,180.00	36,511,680.00
TOTAL REVENUES		17,164,400.00	47,003,916.00	200,000.00	40,000.00	16,468,130.00	545,193,726.00
TOTAL BEGINNING FUND BALANCE & REVENUES		20,940,205.00	92,516,065.00	151,530,342.00	943,461.00	22,638,598.00	828,756,759.00
TOTAL ALLOCATIONS TO/FROM OTHER FUNDS	5600,5700, 5800						0.00
TRANSFERS TO/FROM OTHER FUNDS	5200 - 5300	80,500.00	4,652,520.00			85,000.00	6,632,340.00
Other Sources	5100,5400, 5500,5900, 5990, 5991						0.00
AVAILABLE BEGINNING FUND BALANCE & REVENUES (Plus or Minus (if Revenue) Allocations and Transfers)		21,020,705.00	97,168,585.00	151,530,342.00	943,461.00	22,723,598.00	835,389,099.00
EXPENDITURES							
Instruction - Program 0010 to 2099							
Salaries	0100	8,790,010.00					245,552,565.00
Employee Benefits	0200	1,721,455.00					58,242,300.00
Purchased Services	0300,0400, 0500	792,146.00					9,611,998.00
Supplies and Materials	0600	1,566,112.00					17,362,087.00
Property	0700	130,630.00					2,422,598.00
Other	0800, 0900	2,217,139.00					3,678,510.00
Total Instruction		15,217,492.00	0.00	0.00	0.00	0.00	336,870,058.00
Supporting Services							
Students - Program 2100							
Salaries	0100	185,200.00					18,795,392.00
Employee Benefits	0200	29,170.00					4,750,447.00
Purchased Services	0300,0400, 0500	56,340.00					1,500,496.00



FY2010-11 SUMMARY BUDGET							
SCHOOL DISTRICT	DISTRICT CODE	(26-29) Other Special Revenue	31 Bond Redemption	41 Building Fund	43 Capital Reserve Capital Projects	51 Food Service	TOTAL
Supplies and Materials	0600	24,505.00					583,163.00
Property	0700	4,000.00					50,528.00
Other	0800, 0900	21,000.00					72,014.00
Total Students		320,215.00	0.00	0.00	0.00	0.00	25,752,040.00
Instructional Staff - Program 2200							
Salaries	0100						11,352,829.00
Employee Benefits	0200						2,788,859.00
	0300,0400,						
Purchased Services	0500						2,044,554.00
Supplies and Materials	0600						2,238,165.00
Property	0700						249,946.00
Other	0800, 0900						295,976.00
Total Instructional Staff		0.00	0.00	0.00	0.00	0.00	18,970,329.00
General Administration - Program 2300							
Salaries	0100						1,889,278.00
Employee Benefits	0200						606,782.00
	0300,0400,						
Purchased Services	0500						322,047.00
Supplies and Materials	0600						91,450.00
Property	0700						1,000.00
Other	0800, 0900						64,768.00
Total School Administration		0.00	0.00	0.00	0.00	0.00	2,975,325.00
School Administration - Program 2400							
Salaries	0100						18,425,616.00
Employee Benefits	0200						5,076,369.00
	0300,0400,						
Purchased Services	0500						572,107.00
Supplies and Materials	0600						504,330.00
Property	0700						45,788.00
Other	0800, 0900						110,627.00
Total School Administration		0.00	0.00	0.00	0.00	0.00	24,734,837.00
Business Services - Program 2500							
Salaries	0100	273,100.00					2,671,785.00
Employee Benefits	0200	67,550.00					722,997.00
	0300,0400,						
Purchased Services	0500	100.00					841,659.00
Supplies and Materials	0600	291,400.00					632,930.00
Property	0700	0.00					6,000.00
Other	0800, 0900	500,050.00					17,226.00
Total Business Services		1,132,200.00	0.00	0.00	0.00	0.00	4,892,597.00
Operations and Maintenance - Program 2600							
Salaries	0100						9,144,858.00
Employee Benefits	0200						2,723,286.00
	0300,0400,						
Purchased Services	0500						15,742,584.00
Supplies and Materials	0600						9,747,709.00
Property	0700						200,002.00
Other	0800, 0900						20,103.00



FY2010-11 SUMMARY BUDGET							
SCHOOL DISTRICT	DISTRICT CODE	(26-29) Other Special Revenue	31 Bond Redemption	41 Building Fund	43 Capital Reserve Capital Projects	51 Food Service	TOTAL
Total Operations and Maintenance		0.00	0.00	0.00	0.00	0.00	37,578,542.00
Student Transportation - Program 2700							
Salaries	0100						9,831,756.00
Employee Benefits	0200						2,750,754.00
	0300,0400,						
Purchased Services	0500				1,000.00		1,044,305.00
Supplies and Materials	0600						2,384,884.00
Property	0700						65,000.00
Other	0800, 0900				40,000.00		140,066.00
Total Student Transportation		0.00	0.00	0.00	41,000.00	0.00	16,216,765.00
Central Support - Program 2800							
Salaries	0100						5,433,711.00
Employee Benefits	0200						1,295,363.00
	0300,0400						
Purchased Services	,0500						3,454,264.00
Supplies and Materials	0600						329,424.00
Property	0700						7,200.00
Other	0800, 0900						250,907.00
Total Central Support		0.00	0.00	0.00	0.00	0.00	10,770,869.00
Other Support - Program 2900							
Salaries	0100						0.00
Employee Benefits	0200						0.00
	0300,0400						
Purchased Services	,0500						0.00
Supplies and Materials	0600						0.00
Property	0700						0.00
Other	0800, 0900						0.00
Total Other Support		0.00	0.00	0.00	0.00	0.00	0.00
Food Service Operations - Program 3100							
Salaries	0100					4,222,400.00	4,222,400.00
Employee Benefits	0200					1,157,580.00	1,157,580.00
	0300,0400						
Purchased Services	,0500					533,500.00	533,500.00
Supplies and Materials	0600					9,332,940.00	9,332,940.00
Property	0700					220,000.00	220,000.00
Other	0800, 0900					900,000.00	900,000.00
Total Other Support		0.00	0.00	0.00	0.00	16,366,420.00	16,366,420.00
Enterprise Operations - Program 3200							
Salaries	0100						0.00
Employee Benefits	0200						0.00
	0300,0400						
Purchased Services	,0500						0.00
Supplies and Materials	0600						0.00
Property	0700						0.00
Other	0800, 0900						0.00
Total Enterprise Operations		0.00	0.00	0.00	0.00	0.00	0.00



FY2010-11 SUMMARY BUDGET							
SCHOOL DISTRICT	DISTRICT CODE	(26-29) Other Special Revenue	31 Bond Redemption	41 Building Fund	43 Capital Reserve Capital Projects	51 Food Service	TOTAL
Community Services - Program 3300							
Salaries	0100	298,316.00					599,778.00
Employee Benefits	0200	64,307.00					128,070.00
	0300,0400						
Purchased Services	,0500	2,780.00					455,291.00
Supplies and Materials	0600	27,260.00					232,497.00
Property	0700	0.00					3,026.00
Other	0800, 0900	60,030.00					73,265.00
Total Community Services		452,693.00	0.00	0.00	0.00	0.00	1,491,927.00
Education for Adults - Program 3400							
Salaries	0100						0.00
Employee Benefits	0200						0.00
	0300,0400						
Purchased Services	,0500						0.00
Supplies and Materials	0600						0.00
Property	0700						0.00
Other	0800, 0900						0.00
Total Education for Adults Services		0.00	0.00	0.00	0.00	0.00	0.00
Total Supporting Services		1,905,108.00	0.00	0.00	41,000.00	16,366,420.00	159,749,651.00
Property - Program 4000							
Salaries	0100			2,200,000.00			2,364,827.00
Employee Benefits	0200			466,795.00			508,899.00
	0300,0400						
Purchased Services	,0500			19,515,965.00			19,888,458.00
Supplies and Materials	0600			34,513.00			42,021.00
Property	0700			101,782,727.00			101,907,727.00
Other	0800, 0900			85,000.00			86,079.00
Total Property		0.00	0.00	124,085,000.00	0.00	0.00	124,798,011.00
Other Uses - Program 5000s - including Transfers Out and/or Allocations Out as an expenditure							
Salaries	0100						0.00
Employee Benefits	0200						0.00
	0300,0400						
Purchased Services	,0500						0.00
Supplies and Materials	0600						0.00
Property	0700						0.00
Other	0800, 0900		52,033,933.00				52,033,933.00
Total Other Uses		0.00	52,033,933.00	0.00	0.00	0.00	52,033,933.00
TOTAL EXPENDITURES		17,122,600.00	52,033,933.00	124,085,000.00	41,000.00	16,366,420.00	673,451,653.00
RESERVES							
Other Reserved Fund Balance - Program 9900	0840						0.00
Reserve for Encumbrance: 9400	0840						0.00
Reserved Fund Balance - Program 9100	0840						0.00



FY2010-11 SUMMARY BUDGET							
SCHOOL DISTRICT	DISTRICT CODE	(26-29) Other Special Revenue	31 Bond Redemption	41 Building Fund	43 Capital Reserve Capital Projects	51 Food Service	TOTAL
District Emergency Reserve - Program 9315	0840						0.00
Reserve for TABOR 3% - Program 9310	0840	513,700.00				296,407.00	13,789,086.00
Res. for TABOR - Multi-Year Obligations Program 9320	0840						2,545,000.00
TOTAL RESERVES		513,700.00	0.00	0.00	0.00	296,407.00	16,334,086.00
TOTAL EXPENDITURES & RESERVES		17,636,300.00	52,033,933.00	124,085,000.00	41,000.00	16,662,827.00	689,785,739.00
NON-APPROPRIATED RESERVE - Program 9200		3,384,405.00	45,134,652.00	27,445,342.00	902,461.00	6,060,771.00	145,603,360.00
TOTAL AVAILABLE BEGINNING FUND BALANCE & REVENUES LESS TOTAL EXPENDITURES & RESERVES LESS NON- APPROPRIATED RESERVES (Should Equal Zero (0))		0.00	0.00	0.00	0.00	0.00	0.00

APPROPRIATION RESOLUTION

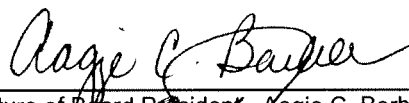
* Round to Nearest Dollar *

Be it resolved by the Board of Education of School District/BOCES
Cherry Creek School District No. 5 in Arapahoe County, Colorado
that the amounts shown in the following schedule be appropriated to each fund
as specified in the "Adopted Budget" for the ensuing fiscal year beginning
July 1, 2010 and ending June 30, 2011.
(Note if Adopted or Revised Budget)

FUND		APPROPRIATION AMOUNT	EXPENDITURES + APPROPRIATED RESERVES
1. General Fund		1 421,390,743	421,390,743
	1a. Charter Schools	1a. 3,089,188	3,089,188
	1b. Insurance Reserve Fund	1b. 2,772,897	2,772,897
	1c. Pre-School Fund	1c. 1,037,572	1,037,572
Special Revenue Funds:			
	2. Capital Reserve Special Revenue Fund	2 7,152,629	7,152,629
	3. Governmental Designated-Purpose Grants Fund	3 31,158,000	31,158,000
	4. Pupil Activity Special Revenue Fund	4 12,725,650	12,725,650
	5. Full Day Kindergarten Mill Levy Override Fund	5 0	0
	6. Transportation Fund	6 0	0
	7. Other Special Revenue Funds	7 17,636,300	17,636,300
	8. Bond Redemption Fund	8 52,033,933	52,033,933
Capital Projects Funds:			
	9. Building Fund	9 124,085,000	124,085,000
	10. Special Building and Technology Fund	10 0	0
	11. Capital Reserve Capital Projects Fund	11 41,000	41,000
Enterprise Funds:			
	12. Food Service Fund	12 16,662,827	16,662,827
	13. Other Enterprise Funds	13 0	0
Internal Service Funds:			
	14. Risk-Related Activity Fund	14 0	0
	15. Other Internal Service Funds	15 0	0
Trust/Agency Funds:			
	16. Fiduciary Fund	16 0	0
	17. Private Purpose Trust Funds	17 0	0
	18. Agency Fund	18 0	0
	19. Pupil Activity Agency Fund	19 0	0
	20. Foundations	20 0	0
	21. Component Units	21 0	0
TOTAL APPROPRIATION		22 689,785,739	689,785,739

The Adopted Appropriation Resolution was approved by Cherry Creek School District No. 5 Board of Education on June 14, 2010 at the regular monthly meeting.

June 14, 2010
Date of Adoption


Signature of Board President - Aggie C. Barber

June 14, 2010
Date of Adoption


Signature of Board Secretary - Claudine McDonald

CHERRY CREEK SCHOOL DISTRICT
2010-11 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>FY2009-10</u>	<u>FY2010-11</u>	
General Fund	\$420,736,012	\$413,859,980	96
Designated Purpose Grants Fund	33,922,929	31,158,000	117
Extended Child Services Fund	17,205,500	17,164,400	124
Pupil Activities Fund	12,635,000	12,355,000	126
Capital Reserve Fund	8,790,216	6,944,300	130
Food Services Fund	15,434,780	16,468,130	168
Building Fund	Not Applicable	Not Applicable	144
Bond Redemption Fund	48,021,137	51,656,436	160
Total Estimated Fiscal Year Spending	556,745,574	549,606,246	
<u>Deduct (Add) the Following Expenditures and Adjustments:</u>			
Indirect Costs - Internal Revenue Funds	1,450,000	1,450,000	98
Post 1991 Voter-Approved Referendum - General Fund	42,500,000	42,500,000	
Amendment No. 23, November 2000 Exclusions			
HB01-1232 Funding Formula	99,157,543	101,769,625	
State Categorical Funding	6,557,738	6,902,736	
Expenditures from Local Sources/Gifts/Foundations	2,529,500	2,330,000	117
Expenditures from Non-Tabor State Resources	345,200	375,000	117
Expenditures from Federal Designated Purpose Grants	31,048,229	28,453,000	117
Expenditures from Federal Food Services Sources	6,429,730	6,486,180	168
Repayment of Voter-Approved Debt	48,401,759	52,028,933	160
Total Deductions	238,419,699	242,295,474	
Fiscal Year Spending Subject to TABOR	\$318,325,875	\$307,310,772	
% Change in Denver/Boulder/Greeley Consumer Price Index for CY2009		(0.60%)	34
% Change in Estimated Student Enrollment FY2010-11		<u>1.20%</u>	35
Total % Change Permitted		<u>0.60%</u>	

Change in Spending Permitted	\$1,909,955
Maximum Spending Subject to TABOR Allowed for FY2010-11	320,235,830
FY2010-11 Estimated Spending Over/(Under) Allowable Amount	(\$12,925,058)

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).