

# Cherry Creek School District Profile of Student-Based Budgeting for Schools FY2011-12



CherryCreekSchools  
Dedicated to Excellence



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June 2011

For a comprehensive look at our Cherry Creek School District Financial Plan, go to the District website:  
<http://www.cherrycreekschools.org>.

Select District Offices and then select Budget.



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# FOREWORD

*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 generally comprised of parents, community members, taxpayers, students, teachers, and administrators, which is organized in compliance with Colorado Law.

In 1994, the Colorado State Legislature revised the School Finance Act, and among other actions, expanded the responsibilities of *local school Accountability Committees*. Colorado has a management strategy in place for school improvement called "*Public Education Accountability*" which involves a statewide method to establish clear goals for all public K-12 schools and puts responsibility for improvement plans in the hands of local school communities.

## ACCOUNTABILITY COMMITTEE RESPONSIBILITIES

In Colorado, the focus of accountability is at the school level. The local Accountability Committees' responsibilities are in an advisory capacity to:

- Set prioritization of expenditures of school money
- Work on a means for determining whether decisions affecting the educational process are advancing or impeding student achievement
- Report educational performance, school budget, and staffing information to the public
- Review safety issues
- Meet on a quarterly basis, at minimum
- Adopt high, but achievable goals and objectives for improvement of education in the school and adopt a plan to improve educational achievement in the school, to implement methods of maximizing graduation rates in secondary schools of the District and to maintain or increase the rating for the school's accreditation category.

*All final decisions associated with the above responsibilities must be coordinated with and approved by the School Principals and/or Executive Directors.*

There may be several solutions to address any issue. Each school accountability committee may want to consider the following when offering recommendations and information associated with budget prioritizing responsibilities:

### **The Accountability Committee members may want to:**

- Consider how the school's accountability goals will be met by the staffing and budget designs.
- Recommend allocation of resources to ensure that action plans can be implemented.
- Advise the school on expenditure priorities; if needed, offer suggestions regarding the decision-making process.
- Report to your public and the District about the school's expenditures and staffing.

This booklet has been prepared to explain the process used by the schools and some of the issues surrounding budgeting. Information and sample budgets for an elementary school, middle school, and high school are presented.

## **Senate Bill 09-163**

Provisions of the Education Accountability Act of 2009 (SB09-163), adopted by the Legislature in spring 2009, indicated responsibilities for the **District Accountability Committee**:

- To recommend to the Board of Education priorities for budget expenditures, in consultation with local school accountability committees.
- To advise the Board of Education on the District Performance Plan and recommend action plans based on school improvement goals.
- To focus the attention of educators, parents, students, and other members of the community on maximizing every student's progress toward Postsecondary and Workforce Readiness and post-graduation success.



# INTRODUCTION

The General Fund Budget of the Cherry Creek School District is over \$400 million dollars for FY2011-12 as we educate over 51,000 students in 57 schools. This profile is designed to help you understand how individual schools build operating budgets within the framework of the District's budget.

A budget is a plan for expenditures within available resources. Schools develop staffing plans and non-staffing budgets that consider their resources based on enrollment and funding that is available under the School Finance Act. The Cherry Creek School District (CCSD) annual budget provides funding to teach students, transport them to and from school, feed them breakfast and lunch, and maintain school buildings and grounds. It funds special education and other programs such as English Language Acquisition. Teachers and other staff are paid and provided with health and retirement benefits as well as additional professional development training. Bond funds, which voters approve in local elections, pay for building new schools, renovating and modernizing existing facilities and upgrading the schools' technology infrastructure.

At the center of this educational mission are our students. The District is dedicated to ensuring excellence and equity in education for all students and preparing them for success in postsecondary education and their careers. This booklet has been prepared to explain the process used by the schools and some of the issues surrounding budgeting. Information and sample budgets for an elementary school, middle school, and high school are presented. The information in this booklet should answer the following questions:

- ⇒ How does CCSD distribute funds to meet our District goals?
- ⇒ Who makes school budget decisions?
- ⇒ How are those individuals held accountable?

## THE ANNUAL BUDGET

The Cherry Creek School District must adopt an annual budget by June 30 of each fiscal year. The administrative staff of the District works together to develop and recommend a budget to the Board of Education based on the values and mission of the District. The Board members are fiscal stewards for the community who manage our educational resources in an effective and prudent manner in accordance with the Strategic Plan of the District and board policy.



# THE BUDGET PROCESS

Due to the adverse economic conditions and declining state revenue, K-12 education statewide funding reductions were adopted by the Colorado legislature for FY2011-12. The Cherry Creek School District developed a Cost and Resource Management Plan 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

Each year the Superintendent and District staff members build a budget based on the School Finance Act funding in accordance with policy guidelines established by the Board of Education. It is submitted to the Board of Education for consideration and adoption. In compiling the components that make up the budget, some elements considered are:

- Expected enrollment for the coming year
- Level of State funding that the General Assembly authorizes under the School Finance Act
- Cost and Resource Management Plan based on current funding and cost assumptions
- Compensation agreements with instructional and support staff groups
- Capital outlay expenditures for schools and support facilities
- Additional operations and maintenance costs for new schools/facilities
- Projected federal grants for programs including No Child Left Behind (NCLB), Individuals with Disabilities Education Act (IDEA), and American Recovery and Reinvestment Act (ARRA).

At the school level, principals meet with their staff members with the advice of the School Accountability Committee to determine how the schools will be staffed and how program support resources will be used. Decisions are made based on the District's commitment to excellence for all students. The final school budget is built around this responsibility to our community and students to prepare them for success in their postsecondary education and the workforce.

The following pages discuss the primary components required for developing the budget, budget expenditure allocations by "Activity", which show that the majority of funds are allocated to "Direct Instruction", and sample school budgets that provide more details on how budgeted funds are spent at the school level.





# FY2011-12 GENERAL FUND BUDGET COMPONENTS

## **Total Program Funding**

Each year, during the legislative session, the General Assembly calculates what per pupil revenue (PPR) will be funded to the state's school districts using the School Finance Act Formula. The formula begins with a statewide base per pupil funding. For FY2011-12, the base is \$5,634.77, which is a 1.9% increase from FY2010-11, due to inflation in the Consumer Price Index (CPI) in 2010 of 1.9%.

This base amount is modified for each district to account for differences among the state's school districts. The following factors are considered in the Total Program Funding calculation:

- ▶ **Cost of living factor** reflects differences in the costs of housing, goods, and services within each of the state's 178 school districts. This factor is not applied to the entire per pupil base, but only to the portion that relates to personnel expenditures.
- ▶ **Size adjustment** compensates for the economies of scale created by differences in district enrollments. Districts with the smallest enrollments receive the largest size adjustments.
- ▶ **Personnel costs factor** is formula driven and differs by district based on enrollment size. Districts with the largest enrollments receive the largest adjustments.
- ▶ **Non-personnel costs factor** is the difference between 100 percent and the districts' personnel cost factor.
- ▶ **The "at-risk" adjustment** defines at-risk students as those pupils who qualify for the federal free lunch program, as well as those students who are considered under the category of "English Language Learners" (ELL) and who are not also eligible for free lunch. Districts receive 12% more in per-pupil funding for each qualifying student.

## **State Funding Reductions**

For FY2011-12 there are funding reductions due to state budget shortfalls and revisions to the School Finance funding formula. Per pupil revenue under the formula is expected to be \$6,400, which is about 12.97% below the statutory levels prescribed in Amendment 23. Funding was reduced through a "negative factor" of -12.97% resulting in \$227.5 million in statewide K-12 funding reductions.



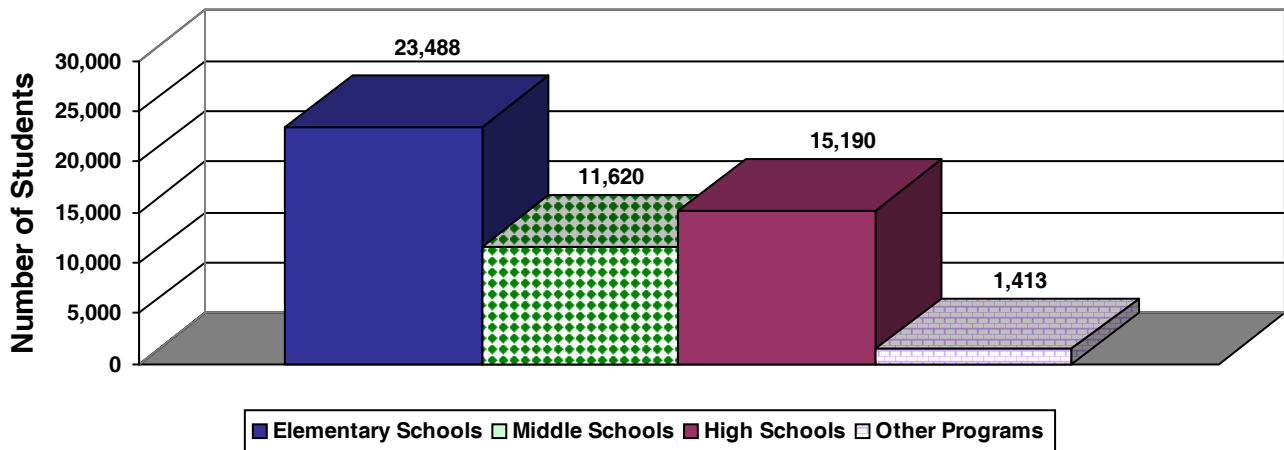


# FY2011-12 GENERAL FUND BUDGET COMPONENTS

## Enrollment

The District is projecting 323 additional students, a 0.65% increase for the 2011-12 school year. The graph below shows the expected number of students at the elementary, middle, high school, and other program levels.

## 2011-12 Projected Enrollment (51,711 Students)



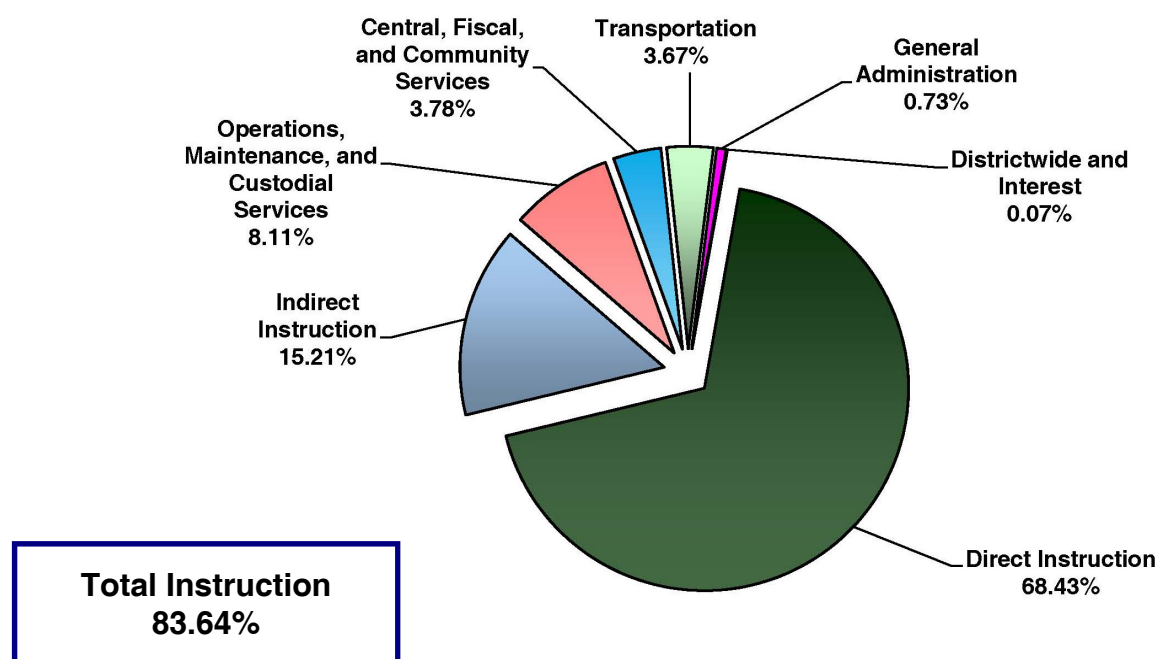
## State, Local, and Federal Revenue Breakdown

LOCAL REVENUE SOURCES	FY2010-11	FY2011-12
- Property Taxes	\$182,122,024	\$179,721,813
- Specific Ownership Taxes	14,900,000	14,529,100
- Other Local Revenue	5,115,743	5,188,923
<b>TOTAL LOCAL REVENUE</b>	<b>\$202,137,767</b>	<b>\$199,439,836</b>
STATE REVENUE SOURCES		
- State Equalization/Federal	\$202,806,286	\$189,807,289
- Special Education Funding	8,173,300	8,427,000
- Transportation Funding	3,823,700	3,935,800
- Vocational Education Funding	1,447,470	1,715,900
- Other State Funding	935,393	959,150
<b>TOTAL STATE REVENUE</b>	<b>\$217,186,149</b>	<b>\$204,845,139</b>
FEDERAL REVENUE SOURCE		
<b>TOTAL FEDERAL REVENUE</b>	<b>\$1,572,500</b>	<b>\$1,572,500</b>
<b>TOTAL GENERAL FUND REVENUE</b>	<b>\$420,896,416</b>	<b>\$405,857,475</b>
<b>DECLINE IN GENERAL FUND REVENUE FROM FY2010-11 TO FY2011-12</b>		<b>(\$15,038,941)</b>

# BUDGET BY ACTIVITY

The pie chart below shows the District's operating budget allocation from an activity perspective.

## General Fund Expenditures by Activity



The following explanations define what is included in costs associated with the “Activity” levels.

**Direct Instruction:** Delivery of instructional services to students including teachers, supplies, and equipment for regular and special education programs

**Indirect Instruction:** Pupil support services, instructional staff services, curriculum, staff development, and school-level administration

**Operations and Maintenance:** Facility maintenance, operations, utilities, and custodial services

**Central, Fiscal, and Community Services:** Fiscal services, county treasurer’s fees, purchasing, information systems, community services, interest, and transfers

**Transportation:** Bus transportation for pupils and vehicle maintenance

**General Administration:** Board of Education, executive administration, and instructional administration

The following pages include samples of how the individual school budgets provide the resources for educating students at the elementary, middle, and high school levels.

**SAMPLES OF  
ELEMENTARY, MIDDLE, & HIGH SCHOOL  
BUDGET & STAFFING INFORMATION**

# ELEMENTARY SCHOOL BUDGET

Both the staffing and non-staffing budgets for schools are based on the number of students enrolled. Below is a sample staffing design and budget for an elementary school expecting an enrollment of 615 students with 104 of those students in half-day kindergarten classes. The other grade level sizes are: 1st grade: 102 students; 2nd grade: 104 students; 3rd grade: 106 students; 4th grade: 101 students; and 5th grade: 98 students.

## Staffing

A principal fills out a staffing design for the upcoming school year in the spring. Staffing is built on a ratio of 18.5 full time equivalent (FTE) students to 1 teacher. Since this school has 104 half-day kindergarten students, the FTE enrollment is 563. (See formula below). The staffing based on enrollment is 30.43 FTE.

Head Count 615	Minus -	Kindergarten students 104	Equals =	Grades 1-5 students 511	Plus +	Kindergarten FTE 104/2 or 52	Kindergarten FTE plus Grades 1-5 FTE 52 + 511	Equals FTE Enrollment = 563
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Several other staffing amounts are given to the elementary schools. Class size in grades K - 3 is maintained at a slightly lower student to teacher ratio to enable the teacher to have more one-on-one or small group time with all students. Additional FTE staffing is given for this purpose. Schools also receive a supplemental amount of funds for grades 4 and 5. Schools that have Title I, At Risk reading programs, ELA, or special education classrooms are given more FTE staffing. Our sample elementary school has been given an additional 5.01 FTE for the areas listed above for a total staffing allotment of 35.44 FTE.

Out of the total staffing, the principal budgets for both teacher and para-educator positions. Factors that affect how the allotted positions are apportioned include:

- **Number** of students in each grade level  
Classroom size should be considered carefully based on grade level and classroom numbers. For example if there are 100 fifth graders; the principal would budget for four classroom teachers—each having 25 students. If there were 100 second graders, five classrooms of 20 students each would be budgeted.
- **How** many and what specialist teachers will be needed  
Elementary schools provide classroom time for students to go to art and music classes and have physical education in gym. Students may be given time with the media specialist in the school media center and/or computer classroom. These teaching specialty positions must come out of the staffed positions that the school is given. All elementary schools also staff a minimum of 0.5 FTE for a Gifted and Talented teacher to provide challenging opportunities to students.
- **What** level of para-educator support will be needed  
Most elementary schools incorporate para-educator positions in their staffing design. Para-educators provide support to classroom teachers by working with small groups of students, seeing that materials needed in classrooms are prepared, and supervising students on the playground or in the lunchroom. The amount of FTE given to para-educator positions varies. The formula to figure para-educator FTE is the number of working hours per day multiplied by the number of days worked per school year divided by 4000. Most para-educator positions equal between .17 to .35 FTE.





# ELEMENTARY SCHOOL STAFFING BUDGET

Children's Elementary School's 2011-12 Staffing Plan		
Grade Level/Subject	# of FTE Students	# of Teachers
Kindergarten	52	2.50
1st Grade	102	5.00
2nd Grade	104	5.00
3rd Grade	106	5.00
4th Grade	101	4.00
5th Grade	98	4.00
Art	n/a	1.00
Music	n/a	1.00
Physical Education	n/a	1.00
Media/Technology	n/a	1.76
Gifted/Talented	n/a	0.50
Reading Specialist	n/a	3.00
ELA Specialist	n/a	0.20
Math Specialist	n/a	0.50
Para Educators	n/a	0.98
<b>Total</b>	<b>563</b>	<b>35.44</b>



The principal still has 1.74 FTE positions available for staffing positions. A decision could be made to have several para-educator positions. Based on the formula from the previous page, one para-educator working 4 hours for 174 days would take .17 FTE. A para-educator working 6 hours for 178 days would equal .27 FTE.

The principal decided to have six para-educators and two media technology technicians. The total staffing is 1.74 FTE.

Some positions are funded separately through Federal programs, based on annual authorized funding.

Other Staffing	
Position	Position FTE
Administrator	1.00
Educational Office Professionals	3.00
Psychologist	0.60
Social Worker	0.50
Nurse	1.00
Custodian	1.00
<b>Total—Other Positions</b>	<b>7.10</b>



The table above shows the other positions that are typically staffed at the school from District allocations. These positions are in addition to the teacher/para-educator staffing. Bus drivers, bus aides, and kitchen workers are centrally budgeted and are not included in the school's staffing allocation.

# ELEMENTARY SCHOOL PROGRAM SUPPORT BUDGET

## **Non Staffing Budget**

Each elementary school is provided funding based on the number of students. For FY2011-12 the funding rate is \$114.59 per student. With a projected FTE enrollment of 563 students, Children's Elementary School is allocated funding of \$64,514. It may be used to purchase text books or supplies for the classrooms, library books, to reimburse teachers for supplies or pay for substitute teachers when regular teachers are at a conference or working on curriculum.

Children's Elementary set up its budget as follows:

Salaries	\$10,212	Most of the money is budgeted to pay teachers working outside the classroom on curriculum and to pay for substitute teachers filling in for teachers working on professional development.
Benefits	\$1,700	PERA and Medicare is paid on any employee salary.
Purchased Services	\$1,585	Some of the services include conference registration fees, postage, maintenance contracts and rentals.
Supplies	\$45,367	The biggest supply budgeted is consumable workbooks for math and language arts. Other items that will be purchased include: text books, library books, printer and computer supplies, as well as general classroom and office supplies.
Capital Outlay	\$2,500	Money is appropriated for computer and audio-visual equipment that will be used in the media center and the school computer lab.
Other	\$3,150	Money is appropriated for field trips, district printing services, and dues and fees.
<b>Total</b>	<b>\$64,514</b>	

## **Other Expenditures**

There are other expenditures necessary for Children's Elementary to operate. Utilities, copier costs, and custodial costs are budgeted and monitored at the district level. The amounts allocated for these expenses for FY2011-12 are:

- |                            |  |
|----------------------------|--|
| ➤ Water - \$23,443         | ➤ Sewer - \$2,751                            |
| ➤ Gas - \$20,753           | ➤ Electricity - \$63,557                     |
| ➤ Trash - \$4,304          | ➤ Telephone - \$1,764                        |
| ➤ Copier Rental - \$20,000 | ➤ Custodial Services and Supplies - \$58,208 |

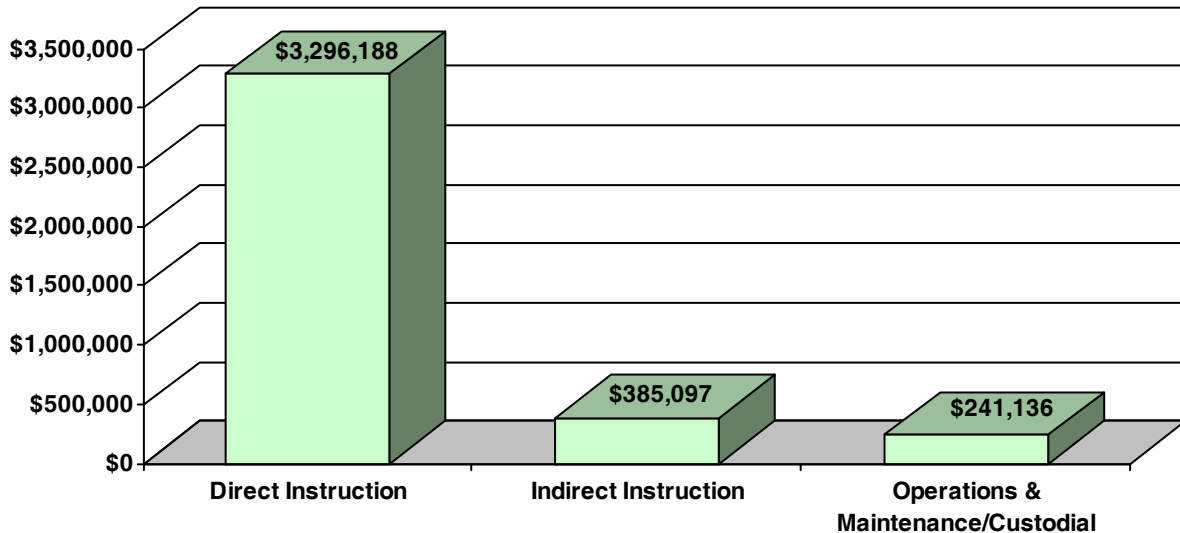
In addition, periodic expenses arise that cannot be handled within the school's non staffing budget. These larger capital expenses (i.e. carpet replacement, new P.A. or fire alarm systems) may be paid for under the District's Capital Reserve Fund if funding is authorized.

The Facility Planning and Construction Office is responsible for the general upkeep of District buildings. Certain items like roofs and HVAC systems are put on a schedule for replacement. These projects are funded through the District's Building Fund. Periodically the District has asked for voter approval in a bond election to pay for new construction as well as renovations to existing buildings. If authorized, the District sells these bonds to finance the projects in the Building Fund.

## ELEMENTARY SCHOOL BUDGET BY ACTIVITY

Children's Elementary School's final budget by activity for FY2011-12 is shown in the chart below. You can see a similarity to the districtwide budget on page 6: student direct instruction makes up the biggest percentage of the budget. You also see that this school does not have expenditures for transportation, general administration nor several other categories that are on the districtwide expenditure graph.

**Children's Elementary School's FY2011-12 Budget by Activity**



**Direct Instruction:** At Children's Elementary, direct instruction expenses include: all teacher and para-educator salaries and benefits, purchased services, classroom supplies, field trips, and professional development expenditures for teachers.

**Indirect Instruction:** For this elementary school, salaries and benefits for the principal, office staff, psychologist, and nurse are budgeted here. Any decentralized spending for the office of the principal is also allocated here.

**Operations & Maintenance/Custodial:** The building engineer's salary and benefits, custodial services and supplies, utilities, and copier rental costs are accounted for in this activity.



## MIDDLE SCHOOL STAFFING BUDGET

The budget staffing design and development at a middle school follows the same guidelines as the elementary school with a few exceptions. Along with additional staffing for middle grade funding, middle schools are given 1.0 FTE for a program assistant and .5 FTE for a Student Achievement Specialist to help with Technology. Middle schools have dean and counselor positions that need to be funded out of school's allocation for staffing. Students are allowed more choices in the classes they can take so there are specialized teachers in foreign languages and instrumental music that also need to be budgeted from the staffing based on enrollment.

Some middle school teachers take on additional responsibilities (i.e. acting as department head for math or language arts). These teachers are given responsibility pay that also is deducted from the enrollment-based staffing FTE. Some middle schools hire nurse aides (equal to a para-educator position) to assist a full-time nurse. In addition to the other regularly staffed positions, middle schools have security specialists. More secretarial positions are staffed in the dean and counseling offices. There may be one or more assistant principals, depending on the total enrollment.

Below are a sample staffing design and school budget by activity for a middle school.

Community Middle School is projected to have an enrollment of 1,098 students. Since 18 students are projected to be enrolled in the Endeavor Academy program, the FTE enrollment is 1,080. Based on this figure, the 18.5:1 teacher FTE is 58.38. Additionally Community Middle School will be given 1.00 FTE for a Program Assistant/COSA, and 1.04 FTE for middle grade funding, for a total of 60.42 FTE.

Some positions are funded separately through Federal programs, based on annual authorized funding.

Community Middle School's FY2011-12 Staffing Plan		
Grade Level/Subject	# of Students	# of Teacher FTE
6th Grade	370	12.94
7th Grade	355	14.00
8th Grade	355	12.80
Gifted/Talented		0.50
COSA		1.00
World Language		2.00
Music		2.75
Art		2.00
Physical Education		2.67
AVID		1.00
Technology		1.53
Deans		1.00
Counselors		2.00
Nurse Aide		0.11
Media Center		1.00
Responsibility Factor		0.42
Para-educators		1.26
MS Staffing Reserve		1.44
<b>Total</b>	<b>1,080</b>	<b>60.42</b>

Other Staffing	
Position	FTE
Administrator	3.00
Educational Office Professionals	6.00
Staff Support (Bookkeeper)	1.00
Security Specialists	4.00
Psychologist	0.80
Social Worker	0.20
Nurse	1.00
Custodian	2.00
<b>Total—Other Positions</b>	<b>18.00</b>





# MIDDLE SCHOOL PROGRAM SUPPORT BUDGET

## **Non Staffing Budget**

Each middle school is provided funding based on the number of students. For FY2011-12 the funding rate is \$148.70 per student. With a projected FTE enrollment of 1,080 students, Community Middle School is allocated funding of \$160,596. It may be used to purchase text books or supplies for the classrooms, library books, to reimburse teachers for supplies or pay for substitute teachers when regular teachers are at a conference or working on curriculum.

Community Middle School set up its non staffing budget as follows:

Salaries	\$29,100	Most of the money is budgeted to pay teachers working outside the classroom on curriculum and to pay for substitute teachers filling in for teachers working on professional development.
Benefits	\$4,845	PERA and Medicare is paid on any employee salary.
Purchased Services	\$40,315	Some of the services include conference registration fees, postage, maintenance contracts and rentals.
Supplies	76,836	The biggest supply budgeted is consumable workbooks for math and language arts. Other items that will be purchased include: text books, library books, printer and computer supplies, as well as general classroom and office supplies.
Capital Outlay	\$4,000	Money is appropriated for computer and audio-visual equipment that will be used in the media center and the school computer lab.
Other	\$5,500	Money is appropriated for field trips, district printing services, and dues and fees.
<b>Total</b>	<b>\$160,596</b>	

## **Other Expenditures**

There are other expenditures necessary for Community Middle School to operate. Utilities, copier costs, and custodial costs are budgeted and monitored at the district level. The amounts allocated for these expenses for FY2011-12 are:

- |                            |   |
|----------------------------|---|
| ➤ Water - \$55,270         | ➤ Sewer - \$4,785                         |
| ➤ Gas - \$38,185           | ➤ Electricity - \$150,840                 |
| ➤ Trash - \$7,970          | ➤ Telephone - \$5,040                     |
| ➤ Copier Rental - \$25,000 | ➤ Custodial Services/Supplies - \$122,500 |

In addition, periodic expenses arise that cannot be handled within the school's non staffing budget. These larger capital expenses (i.e. carpet replacement, new P.A. or fire alarm systems) may be paid for under the District's Capital Reserve Fund if funding is authorized.

The Facility Planning and Construction Office is responsible for the general upkeep of District buildings. Certain items like roofs and HVAC systems are put on a schedule for replacement. These projects are funded through the District's Building Fund. Periodically the District has asked for voter approval in a bond election to pay for new construction as well as renovations to existing buildings. If authorized, the District sells these bonds to finance the projects in the Building Fund.

# MIDDLE SCHOOL BUDGET BY ACTIVITY

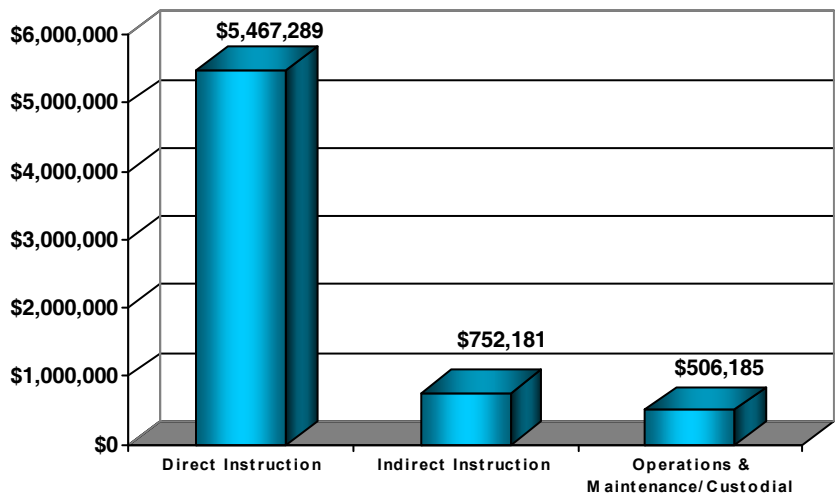
**Direct Instruction:** At Community Middle School, direct instruction expenses include teachers, para-educators, purchased services, supplies, and other educational support expenses for classroom teaching. Middle school students participate in intramural sports and other afterschool activities. Coach/advisor salaries and benefits and other expenses associated with these activities are allocated here.

**Indirect Instruction:** For this middle school, salaries and benefits for the principal, office staff, psychologist, social worker, deans, counselors, and nurse are budgeted here. Community Middle School has two assistant principals in addition to the principal, one dean, and two counselors. Budgets for these positions are charged to Indirect Instruction.

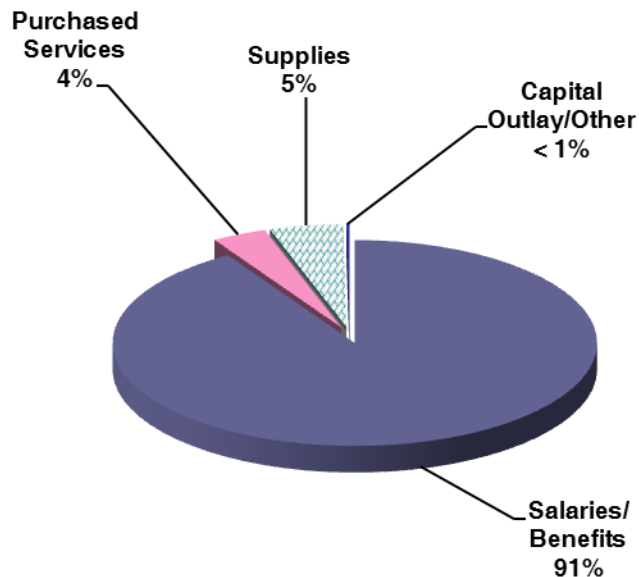
**Operations & Maintenance/Custodial:** Community Middle School is staffed with two daytime custodians and four security specialists. Salaries and benefits as well as custodial services and supplies, utilities, and copier rental costs are accounted for in this activity.

Community Middle School's FY2011-12 Budget	
<b>Direct Instruction</b>	
Salaries/Benefits	\$5,336,449
Purchased Services	1,550
Supplies	119,490
Capital Outlay	2,500
Other	7,300
<b>Indirect Instruction</b>	
Salaries/Benefits	725,306
Purchased Services	6,325
Supplies	16,350
Capital Outlay	2,500
Other	1,700
<b>Operations &amp; Maintenance/Custodial</b>	
Salaries/Benefits	73,192
Purchased Services	237,966
Supplies	195,027
Capital Outlay	0
Other	0
<b>Total Budget</b>	<b>\$6,725,655</b>

**Community Middle School's  
FY2011-12 Budget by Activity**



**Community Middle School's  
Budget by Object Group**



# HIGH SCHOOL STAFFING BUDGET

High schools set up budgets much like middle schools, but on a larger scale. Athletics and activities each have a director to oversee these budgets. With a larger student enrollment, there will be additional security specialists, deans, counselors, assistant principals, and custodians. If needed, additional staffing will be given for at-risk students. Responsibility pay must also be taken from the enrollment-based staffing.

Some high school teachers take on additional responsibilities (i.e. Acting as department head for math or language arts). These teachers are given responsibility pay that also is deducted from the enrollment-based staffing FTE. Some schools hire nurse aides (equal to a para-educator position) to assist a full-time nurse. More secretarial positions are staffed in the dean and counseling offices. There may be one or more assistant principals, depending on the total enrollment.

A sample staffing design and school budget by activity and object group for a high school is presented below.

Our Town High School is projected to have an enrollment of 2,246 students. Since 55 students are projected to be enrolled in the Endeavor Academy program, the FTE enrollment is 2,191. Based on this figure, the 18.5:1 teacher FTE is 118.43. Additionally, Our Town High School will be given 4.09 FTE for Career/Tech Education, 1.44 FTE for high school achievement, and .60 FTE for at-risk reading for a total of 124.56 FTE.

Some positions are funded separately through Federal programs based on annual authorized funding.

Our Town High School's 2011-12 Staffing Plan	
Subject	# of Teacher FTE
Regular Classrooms - 2,191 students	95.66
Counselors	6.60
Deans	4.00
Media/Library	2.00
Activities Director	0.80
Athletics Director	1.00
Release Time (Coordinators)	1.40
AVID	1.00
Responsibility Factor	1.75
Extended Contract	0.50
Technology	1.76
At Risk Reading	1.00
At Risk Math	0.80
Vocational Ed	4.09
SAS	1.00
HS Staffing Reserve	1.20
<b>Total</b>	<b>124.56</b>

Other Staffing	
Position	FTE
Administrator	4.00
Educational Office Professionals	19.00
Staff Support	4.00
Security Specialists	7.00
Psychologist	1.40
Social Worker	0.60
Nurse	1.00
Custodian	2.00
<b>Total—Other Positions</b>	<b>39.00</b>



# HIGH SCHOOL PROGRAM SUPPORT BUDGET

## **Non Staffing Budget**

Each high school is provided funding based on the number of students. For FY2011-12 the funding rate is \$190.62 per student. With a projected FTE enrollment of 2,191 students, Our Town High School is allocated funding of \$417,648. It may be used to purchase text books or supplies for the classrooms, library books, to reimburse teachers for supplies or pay for substitute teachers when regular teachers are at a conference or working on curriculum.

Our Town High School set up its budget as follows:

Salaries	\$24,440	Most of the money is budgeted to pay teachers working outside the classroom on curriculum and to pay for substitute teachers filling in for teachers working on professional development.
Benefits	\$4,069	PERA and Medicare is paid on any employee salary.
Purchased Services	\$125,500	Some of the services include conference registration fees, postage, maintenance contracts and rentals.
Supplies	\$204,344	The biggest supply budgeted is consumable workbooks for math and language arts. Other items that will be purchased include: text books, library books, printer and computer supplies, as well as general classroom and office supplies.
Capital Outlay	\$33,170	Money is appropriated for computer and audio-visual equipment that will be used in the media center and the school computer lab.
Other	\$26,125	Money is appropriated for field trips, district printing services, and dues and fees.
<b>Total</b>	<b>\$417,648</b>	

## **Other Expenditures**

There are other expenditures necessary for Our Town High School to operate. Utilities, copier costs, and custodial costs are budgeted and monitored at the district level. The amounts allocated for these expenses for FY2011-12 are:

- |                            |   |
|----------------------------|---|
| ➤ Water - \$50,000         | ➤ Sewer - \$10,084                        |
| ➤ Gas - \$62,237           | ➤ Electricity - \$300,535                 |
| ➤ Trash - \$8,938          | ➤ Telephone - \$43,659                    |
| ➤ Copier Rental - \$77,000 | ➤ Custodial Services/Supplies - \$327,432 |

In addition, periodic expenses arise that cannot be handled within the school's non staffing budget. These larger capital expenses (i.e. carpet replacement, new P.A. or fire alarm systems) may be paid for under the District's Capital Reserve Fund if funding is authorized.

The Facility Planning and Construction Office is responsible for the general upkeep of District buildings. Certain items like roofs and HVAC systems are put on a schedule for replacement. These projects are funded through the District's Building Fund. Periodically the District has asked for voter approval in a bond election to pay for new construction as well as renovations to existing buildings. If authorized, the District sells these bonds to finance the projects in the Building Fund.



# HIGH SCHOOL BUDGET BY ACTIVITY

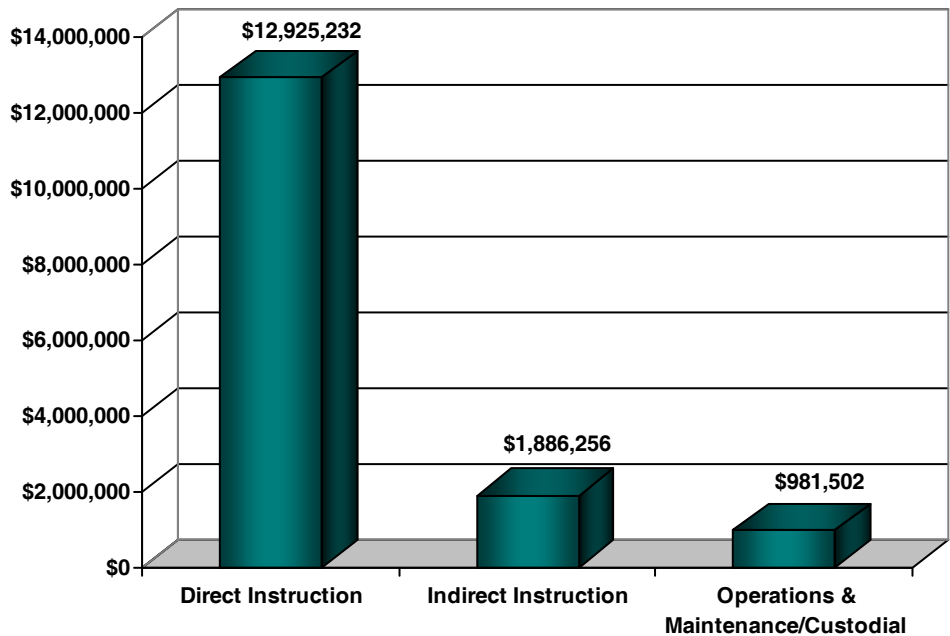
**Direct Instruction:** At Our Town High School, direct instruction expenses include teachers, para-educators, purchased services, supplies, and other educational support expenses for classroom teaching. High school students participate in sports, clubs, student government, music, theater, and other activities. Coach/advisor salaries and benefits and other expenses associated with these activities are allocated here.

**Indirect Instruction:** For this high school, salaries and benefits for the principal, office staff, psychologist, social worker, deans, counselors, and nurse are budgeted here. Our Town High has three assistant principals in addition to the principal, four deans, and 6.6 counselors. Budgets for these positions are charged to Indirect Instruction.

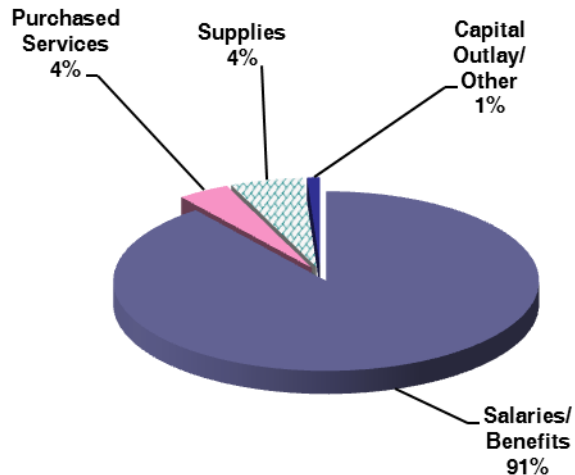
**Operations & Maintenance/Custodial:** Our Town High is staffed with two daytime custodians and seven security specialists. Salaries and benefits as well as custodial services and supplies, utilities, and copier rental costs are accounted for in this activity.

Our Town High School's FY2011-12 Budget	
<b><u>Direct Instruction</u></b>	
Salaries/Benefits	\$12,458,535
Purchased Services	48,126
Supplies	299,681
Capital Outlay	42,709
Other	76,181
<b><u>Indirect Instruction</u></b>	
Salaries/Benefits	1,785,721
Purchased Services	56,562
Supplies	25,371
Capital Outlay	4,500
Other	14,102
<b><u>Operations &amp; Maintenance/Custodial</u></b>	
Salaries/Benefits	84,344
Purchased Services	524,135
Supplies	373,023
Capital Outlay	0
Other	0
<b>Total Budget</b>	<b>\$15,792,990</b>

**Our Town High School's FY2011-12  
Budget by Activity**



**Our Town High School's  
Budget by Object Group**



## OTHER ACCOUNTABILITY RESOURCES

### **District Accountability Information**

Information concerning the District's Accountability Committee can be found on the District's web site, <http://www.cherrycreekschools.org/AssessmentEvaluation/Pages/DAC.aspx>. The DAC Annual Report, which includes previous year information from DAC subcommittees, and the Accountability Handbook are available, along with meeting schedules. Additional information is available through the Office of Assessment and Evaluation, 720-554-5001.

### **State Accountability Information**

The Colorado Department of Education provides accountability information for all of the state's districts and schools on its web site at <http://www.cde.state.co.us>

In addition, other information available on the web site includes:

- State Accountability Plan
- Accreditation information
- No Child Left Behind (NCLB) programs and statewide report card
- Adequate Yearly Progress (AYP) data by district
- General statewide and individual school district data
- Schoolview.org for Colorado Growth Model information



# **APPENDIX**

## **Staffing Design Templates**



## STAFFING /REVENUE - ELEMENTARY SCHOOL

School Year 2011-2012

School:

Enrollment Projections: K

1-5

Total:

(In total, count kindergarteners as 1/2)

FTE Total:

Description	FTE	Dollar Allocation	Dollars Remaining
<b>FTE Allocation (18.5:1)</b>			
Primary Class size			
Full Day Kindergarten			
Differentiated/At-Risk			
Reading Recovery			
Four Track			
Instructional Coach/Title I			
Middle Grade Funding			
North Area			
From PTCO (can be used for Para-educator and Techs only) Actual amount will be deducted from your established grant account.			
From KEP (staffing outside regular KE staffing for KE students, i.e. for TA for supervision) up to .1 FTE.			
From Decentralized (Including 12% ECS Building Fund) to be deducted from 12% facilities use fund prior to transferring ECS Funds. Calculations will be determined utilizing formula for certificated teachers @ \$52,000.			
Total of all Sources			
FTE Allocated to Elem. Staffing Pool			
Total FTE			
Additional Reserve			
<b>Final FTE</b>			

Conversion Formulas for Para Educators and Technicians	Conversion Formula for Teachers
<b>Para -educator</b> # of days x hours/day equals ____ FTE 4000*	<b>Convert dollars to equivalent FTE:</b> \$52,000 = 1 FTE*
<b>Technician</b> # of days x hours/day equals ____ FTE 3000*	* Subject to change

Requesting Administrator: \_\_\_\_\_

Approved \_\_\_\_\_ Date \_\_\_\_\_



ELEMENTARY STAFFING USE - REGULAR EDUCATION  
SCHOOL YEAR 2011-2012

School:

TEAM/Grade	Projected # of Students	Teachers	Average Class Size	Para Educators	Techs	Staffing Total in FTE
Kindergarten						
First Grade						
Second Grade						
Third Grade						
Fourth Grade						
Fifth Grade						
Art						
Media						
Music (general)						
Physical Education						
Technology						
Reading Recovery						
Special Reading/Writing Math Describe:						
Special Reading/Writing Math Describe:						
Special Reading/Writing Math Describe:						
Program Assistant						
Instructional Coach						
Other - <i>specify:</i>						
Other - <i>specify:</i>						
Total						

<b>Total FTE</b>
------------------

STAFFING/REVENUE SOURCES – MIDDLE SCHOOL (Regular Education)	
SCHOOL YEAR 2011-12	

SCHOOL \_\_\_\_\_

**ENROLLMENT PROJECTIONS:** 6<sup>th</sup> \_\_\_\_\_ 7<sup>th</sup> \_\_\_\_\_ 8<sup>th</sup> \_\_\_\_\_ **TOTAL** \_\_\_\_\_

STAFFING/REVENUE SOURCES			
Description	FTE	Dollar Allocation	Dollars Remaining
FTE Allocation (18.5:1)			
SAS	.50		
Differentiated/At-Risk			
Secondary Reading Staffing			
COSA	1.00		
Middle Grades Funding			\$
North Area			\$
From PTCO (can be used for Paraeducators or Technicians only) Actual amount will be deducted from Decentralized Budgets			
From Decentralized			
<b>Total of all Sources (A)</b>  <b>Total FTE Spent (B)</b>  <b>A – B = Reserve</b>	<i>A</i>		
	<i>B</i>		

Conversion Formulas for Paraeducators and Technicians (for page 2)	
<i>Para-educator:</i>	
<u># of days x hours/day</u>	= _____ FTE
4000*	
<i>Technician:</i>	
<u># of days x hours/day</u>	= _____ FTE
3000*	

<p><b>Conversion Formulas for Teachers</b></p> <p><i>Convert dollars to equivalent FTE</i></p> <p><b>\$52,000= 1 FTE *</b></p>
--

<b>Reserve Plan</b>	(must total at least 1.5 FTE)
FTE assigned to MS Staffing Pool/Executive Director:	<u>.75</u>
FTE held in building reserve/Principal (.75 recommended):	<u>          </u>
<b>Total Reserve Available:</b>	<u>          </u>
<b>Approved changes to plan: to be completed by Executive Director</b>	
Date	<u>                                </u>
Date	<u>                                </u>

<p><b>Reduction of certified staff anticipated in 2011-12 due to enrollment decline:</b></p> <p>_____</p> <p><b>FTE</b></p>
---

\*Subject to change

**Requesting Administrator**\_\_\_\_\_

**Approved** \_\_\_\_\_ **Date** \_\_\_\_\_

**MIDDLE SCHOOL STAFFING USE (Regular Education)**  
**SCHOOL YEAR 2011-12**

SCHOOL \_\_\_\_\_

Description	Number of Regular Teachers Projected 2011-12	Current Staffing FTE 2010-11	Projected Staffing FTE 2011-12
6th Grade			
7th Grade			
8th Grade			
ENDEAVOR. (1.1)			
GT - required (.5)			
COSA – required (1.0)			
Foreign Language			
Music			
Art			
Physical Education			
AVID			
Industrial Technology			
Technology/SAS			
Deans			
Nurse Aide (match district .11)			
Counselors			
Media Center/Library			
Technicians			
Paraeducators			
Staffing Conversion for Curr. Days			
Responsibility Factor (RF)			
Middle Grade Positions			
Other – <i>specify</i>			
Other – <i>specify</i>			
<b>TOTALS</b>			

**TOTAL FTE SPENT (B)** \_\_\_\_\_

**STAFFING/REVENUE SOURCES – HIGH SCHOOL (Regular Education)**  
**SCHOOL YEAR 2011-12**

**SCHOOL** \_\_\_\_\_ **PROJECTION** \_\_\_\_\_

**I-TEAM ENROLLMENT (–)** \_\_\_\_\_

**ENDEAVOR ENROLLMENT (–)** \_\_\_\_\_

**SCHOOL ENROLLMENT FOR STAFFING**

**FTE (RATIO) AVAILABLE** 18.5:1

STAFFING / REVENUE SOURCES		
Description	FTE	Dollar Allocation
FTE Allocation		
SAS		
Differentiated/At-Risk		
Reading		
Career –Tech Ed		
GT		\$
Funding High School Achievement (See Formula)		
Other (i.e. North Area)		
Assistant to the Principal		
<b>Total of all Sources (A)</b>	<b>A</b>	
<b>Total FTE Spent (B)</b>	<b>B</b>	
<b>A – B = Reserve</b>		

**Conversion Formulas for Paraeducators and Technicians (for page 2)**

**Para-educator:**

$\frac{\# \text{ of days } \times \text{ hours/day}}{4000} = \text{FTE}$

**Technician:**

$\frac{\# \text{ of days } \times \text{ hours/day}}{3000} = \text{FTE}$

**Reserve Plan** (must total at least 2.0 FTE)

FTE assigned to HS Staffing Pool/Executive Director: \_\_\_\_\_

FTE held in reserve A – B: \_\_\_\_\_

Plan for additional reductions:

(i.e. Reduce TA time by .21; or Purchase .25 FTE)

Total Reserve Available: \_\_\_\_\_

Approved changes to plan: to be completed by Executive Director

Date \_\_\_\_\_

Date \_\_\_\_\_

**Conversion Formulas for Teachers**

*Convert dollars to equivalent FTE*

**\$52,000 = 1 FTE \***

**Reduction of certified staff anticipated in 2011-12 due to enrollment decline:** \_\_\_\_\_

FTE

\* Subject to Change

**Requesting Administrator** \_\_\_\_\_

**Approved** \_\_\_\_\_ **Date** \_\_\_\_\_

**HIGH SCHOOL STAFFING USE (Regular Education)  
SCHOOL YEAR 2011-12**

**SCHOOL** \_\_\_\_\_

<b>Description</b>	<b>Number of Regular Teachers</b>	<b>Current Staffing FTE</b>	<b>Projected Staffing FTE</b>
Regular Classroom			
Counselors			
Deans			
Media / Library			
Activities Director			
Athletic Director			
Release Time (Coordinators, etc...)			
AVID			
RFs			
Extended Contract			
Paraeducators / TA			
Technicians			
Staff Development (Curriculum Pay, etc.)			
At Risk			
Technology			
Reading			
Vocational Education			
SAS			
GT			
Assistant to the Principal			
Power School			

**TOTAL FTE SPENT** \_\_\_\_\_







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