

# *Financial Plan*

*Budget For Fiscal Year  
July 1, 2013 - June 30, 2014*



*Dedicated to Excellence*  
Cherry Creek Schools

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

[www.cherrycreekschools.org](http://www.cherrycreekschools.org)

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

**Financial Plan and Budget**  
**2013-14**

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**Fiscal Year**  
**July 1, 2013 - June 30, 2014**

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**Prepared by**  
**Fiscal Services Division**

Guy G. Bellville  
Chief Financial Officer

Dan Huenneke  
Director of Budget



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Cherry Creek Schools

# ACKNOWLEDGEMENTS

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**Our cover graphic design was created by**

**Anna Zhong**

*(student in the Cherry Creek Career and Technical Education Program)*

**This design is an example of the quality of work produced in our  
high school Career and Technical Education Program  
in the Cherry Creek School District.**

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**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.**



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Cherry Creek Schools

**CHERRY CREEK SCHOOL DISTRICT  
FINANCIAL PLAN  
FISCAL YEAR 2013-14**

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# CHERRY CREEK SCHOOL DISTRICT INTRODUCTORY SECTION

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# Cherry Creek School District No. 5

Arapahoe County, Colorado

## BOARD OF EDUCATION



**SEATED LEFT TO RIGHT:**

*Jennifer Churchfield-President, Claudine McDonald-Secretary*

**STANDING LEFT TO RIGHT:**

*Jim O'Brien-Treasurer, Randy Perlis-Vice President, David Willman-Assistant Secretary/Treasurer*

The District was formed in 1950 and is currently governed by a five-director Cherry Creek School 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 Colorado and federal laws and represents the unique needs of Cherry Creek School District citizens.



*Dedicated to Excellence*  
Cherry Creek Schools

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*"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*

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## Cherry Creek School District No. 5



**DR. HARRY C. BULL, JR.  
SUPERINTENDENT**

### DISTRICT LEADERSHIP TEAM

MEMBER	POSITION
Dr. Harry C. Bull, Jr.	Superintendent
Dr. Scott Siegfried	Associate Superintendent <i>Educational Operations</i>
Judy Skupa	Assistant Superintendent <i>Performance Improvement</i>
Sheila Graham	Assistant Superintendent <i>Educational Support Services</i>
Brooke Gregory	Assistant Superintendent <i>Human Resources</i>
Guy G. Bellville	Chief Financial Officer
Sonja McKenzie	General Counsel

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After four years of successful leadership as Superintendent of Cherry Creek Schools, Superintendent Mary F. Chesley will be retiring on June 30, 2013.

The Cherry Creek Board of Education formally appointed Dr. Harry C. Bull, Jr. as the new Superintendent effective on July 1, 2013.

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*Dedicated to Excellence*  
Cherry Creek Schools

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***“The quality of life in a community is positively linked to the quality of its schools.”***

*Mary F. Chesley*

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# A MESSAGE FROM THE SUPERINTENDENT



## The Cherry Creek Schools Experience



### Our Mission:

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

“The Cherry Creek School Experience” is also filled with outstanding arts, athletics, and activities; life-enriching opportunities for students to discover and develop their talents and passions. Up to 85% of our students participate in one or more extracurricular activity.

Fourteen teachers in the Cherry Creek School District earned National Board Certification in 2012. This places the District as third in the State of Colorado, with 103 National Board Certified teachers in the District.

NATIONAL BOARD  
for Professional Teaching Standards™



***“Earning National Board Certification is a challenging task and demonstrates the deep level of dedication and commitment these educators have to their profession and their students.***

***We are grateful that they are willing to take their teaching to an ever-higher level to ensure that each and every one of their students succeed.”***

Mary F. Chesley

**To our Students:** You are the reason our schools have been built. We will provide you with a caring and safe learning environment in which you can optimize your learning with an exemplary staff and become the next “Greatest Generation” for our country.

**To our Cherry Creek Community:** You built our schools. We pledge that your investment in an educated citizenry is realized by college and workforce-ready graduates, and that your monetary investment is reflected by high property values and a safe community.

## Introduction

The Cherry Creek School District’s Financial Plan is a financial overview of our District that enables the reader to become familiar with the District’s schools and departments, and understand how they support the quality and excellence of our educational program for students.

The award-winning Financial Plan and Budget documents are an example of our dedication and service to each of the 52,000 children in our schools. Our District values and goals help to inspire our students so that they may achieve their dreams and be well-educated in our great PreK-12 schools to be successful in post-secondary education and careers.

Cherry Creek’s Financial Plan is presented here as a comprehensive financial profile of District budgets for FY2013-14, as well as to display current and prior budget information for schools and departments. The budget is recommended for approval at the June 17, 2013 regular meeting of the Board of Education.

The Financial Plan for FY2013-14 is developed in the best interests of the strategic mission and values of Cherry Creek School District. Each Cherry Creek school complements our strategic mission by providing an ***“excellent first choice in every neighborhood.”***

### Cherry Creek Schools Experience

The “Cherry Creek Schools Experience” is a story filled with rich and rigorous curriculum—including Honors, Advanced Placement, and International Baccalaureate courses taught by exceptional educators, 99% of whom are Highly Qualified under “No Child Left Behind.” These dedicated professionals are committed to helping each and every student reach his or her academic potential.

### Cherry Creek's Goals for Student Success

Cherry Creek's goals support the academic success and excellence of our students and further the mission of the District *"to inspire every student to think, to learn, to achieve, to care."*

#### A CULTURE OF LEARNING IN CHERRY CREEK ENCOMPASSES THE FOLLOWING GOALS:

- ⇒ To increase achievement status and growth rates for each school and each student
- ⇒ To close all achievement gaps
- ⇒ To decrease the drop-out rate and increase the graduation rate

**The Cherry Creek graduation rate increased from 84.4% in 2011 to 87.1% in 2012, which is a significant achievement toward the goal of ensuring that our graduates have the knowledge and skills to be successful in post-secondary pursuits.**

### District Performance Plan

We invited parents, members of the community, and staff to community forums to participate in the development of a District Performance Plan as a means to help the District evaluate yearly student progress and set achievement goals. The District Performance Plan, which is included in Appendix A of this Financial Plan, established a framework that supports our action steps toward achieving our District goals.

#### THE DISTRICT PERFORMANCE PLAN FOCUSES ON THE FOLLOWING MAJOR AREAS:

- ⇒ High Quality Instructional Programs
- ⇒ Supportive Learning Environments

Based on input received from the Cherry Creek community in 2010, the District Performance Plan is grounded in the basic principles that define success in the classroom and will help further the achievement of our strategic mission.

We are proud to report that 93% of Cherry Creek Schools are in the highest category *"Accredited with Performance Plan"*, compared to 70.7% of schools statewide. Only 7% of Cherry Creek schools are in the second highest category, *"Accredited with Improvement Plan"*, compared to about 19.6% of schools statewide.

In Cherry Creek Schools, our District vision, mission, and student goals define our commitment to offering an education that gives students lifelong opportunities. Our goals are to ensure *"Excellence and Equity"* and *"College and Post-Secondary Preparedness and Success"* for every student.

### College and Post-Secondary Preparedness and Success

One of the key action steps from our District Performance Plan is to implement a rigorous and focused program of Science, Technology, Engineering, and Mathematics (STEM) in every school.

We successfully opened the Cherry Creek Institute of Science and Technology (IST) at the Overland/Prairie campus in August of 2011. This facility was the springboard for the reinforcement of our increased emphasis on preparing students for careers in STEM fields of interest. The IST provides a focal point around which middle and high school students can experience the latest developments in STEM programs so that opportunities can be explored and doors can be opened to their future.

In addition, elementary students have been introduced to science curriculum enhancements as part of an accelerated preparation for middle and high school programs. Students are exposed to new concepts and use of materials that spark their discovery of scientific knowledge. Science materials have been added in the area of Physical Sciences in FY2011-12 and Earth Sciences in FY2012-13, with Life Sciences planned for FY2013-14.

### 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 instructional leaders at the school level, 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 and Post-secondary Preparedness 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.

#### STRATEGIC 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

#### CURRENT YEAR HIGHLIGHTS

1. As a result of the passage of the November 2012 Election, began implementing a new five-year District School and Facility Improvement Plan
2. 2012 Cherry Creek graduating class continued to score above the Colorado and national averages on the ACT and SAT tests
3. Conducted a District Climate, Safety, and Wellness Survey for parent, staff, and students to understand factors that impact learning
4. Held the 4th "Passport to Health" Family Wellness Summit to encourage improved focus on health
5. Successfully sold \$125 million of District General Obligation Bonds with a low True Interest Cost of 2.60%
6. Fourteen teachers achieved National Board Certification in 2012. CCSD has 103 National Board Certified teachers on its staff

#### GOVERNANCE

The State Board of Education is charged by the Colorado Constitution with the general supervision of the public schools and is the governing board of the Colorado Department of Education (CDE). The CDE is the administrative arm responsible for implementing state and federal education laws, disbursing state and federal funds, holding schools and districts accountable for performance, licensing all educators, and providing public transparency of performance and financial data for the State's 178 local school districts. The CDE serves students, parents, and the general public by protecting the public trust through ensuring adherence to laws, strong stewardship of public funds, and accountability for student performance.<sup>1</sup>

Further details associated with legal autonomy can be found in the Organizational Section on page 52, and in Appendix E, Policy BBA on page 256.

<sup>1</sup> From the Colorado Department of Education (CDE) website; [www.cde.state.co.us](http://www.cde.state.co.us).



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Cherry Creek Schools

#### GOVERNANCE HIERARCHY

- ⇒ Colorado State Board of Education
- ⇒ Colorado Department of Education
- ⇒ Cherry Creek School District Board of Education

## EXECUTIVE SUMMARY

### Colorado Public School Finance Act

Cherry Creek Schools receives funding from the State of Colorado through the Public School Finance Act. This Act uses a formula to determine state and local funding amounts for school districts to provide PreK-12 public education. These amounts are based on revenues generated from state equalization revenue, local specific ownership taxes and local property taxes. This School Finance Program formula funding is budgeted in the General Fund.

#### FORMULA ILLUSTRATION

Total Program Funding received under the Public School Finance Act starts with an annual statewide October pupil count. Generally, pupils in grades 1 through 12 are counted either as full-time or part-time depending on the number of scheduled hours of coursework. Kindergarten, preschool special education, and a limited number of at-risk preschool pupils are counted as part-time. This *count* is referred to as a Full-time Equivalent (FTE) pupil count. Additional adjustment factors are included based on the cost of living study, personnel costs, the size of the District in comparison to other school districts in the State, and the “Negative Factor” introduced based on a legislative legal opinion in order to reduce statewide funding under the School Finance Act.

The table below shows the funding calculation for FY2013-14:

FY2013-14 SCHOOL FINANCE ACT FORMULA	
Statewide base per pupil funding	\$5,954
Multiplied by District personnel costs factor	X .905
Multiplied by District cost-of-living factor	X 1.261
<b>PLUS</b>	<b>+</b>
Statewide base per pupil funding	\$5,954
Multiplied by District non-personnel costs factor	X .095
<b>TOTAL</b>	<b>\$7,361</b>
Multiplied by District size factor	X 1.0297
<b>Funding per pupil <i>without</i> At-Risk Pupils</b>	<b>\$7,579</b>
<b>Statutory funding per pupil <i>with</i> At-Risk Pupils</b>	<b>\$7,780</b>
<b>Negative Factor—Formula Reduction of –15.49%</b>	<b>(\$1,206)</b>
<b>Net per pupil funding under SB13-260 (School Finance Act)</b>	<b>\$6,574</b>

Complete details of the Public School Finance Act can be found on the  
Colorado Department of Education website at:  
[www.cde.state.co.us](http://www.cde.state.co.us).

## EXECUTIVE SUMMARY

### The Budget Process

The Cherry Creek School District Financial Plan and Budget is developed to provide public education and support to Cherry Creek PreK-12 students and the resources needed to operate the District's schools and departments. The District considers the "*Net Total Program Funding*" amount provided by the State per the Colorado Public School Finance Act, combined with other local, state, and federal revenue amounts to compile a balanced budget for the Cherry Creek School District General Fund. Individual school and department expenditure allocations are then developed as described below.

#### GENERAL FUND

The majority of the budget is managed through the General Fund *staffing* budget, which provides funding specifically for educational instruction to students. The remaining components of the General Fund are managed through a *non-staffing* budget used for school support purposes, which includes instructional support, transportation, maintenance, custodial, and general administration services.

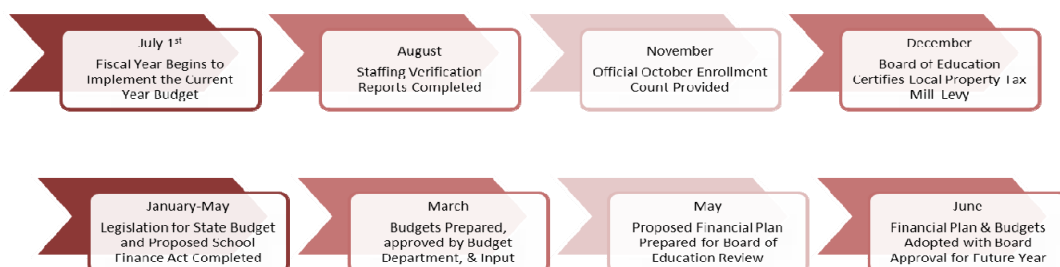
**First**, schools and departments develop a *staffing plan* that considers the resources needed based on enrollment and funding permitted under the Colorado Public School Finance Act. The staffing portion of the budget is developed using an 18.5:1 student-teacher ratio that provides classroom teachers 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.

**Secondly**, the District schools and departments develop non-staffing budgets for the remaining portion of the General Fund budget based on enrollment, funding permitted under the Colorado Public School Finance Act, and required adjustments, to align with District initiatives. Total funding allocations are provided to each school and department. Calculations are based on resources available and are in alignment with the District mission.

#### OTHER FUNDS

Additional funds include Designated Purpose Grants, Extended Child Services, Pupil Activities, Capital Reserve, Building, Bond Redemption, and Food Services, which are managed separately. These funds are funded in whole by distinct funding sources. The Grants Fund is supported by local, state, and federal grant funding. Extended Child Services is funded from self-supporting tuition and Pupil Activities is self-supported from athletic/ activity ticket receipts, fund-raising events and club fees. Capital Reserve is supported by a portion of state funding from the General Fund based on high priority capital needs required to ensure the safety, security, asset preservation, and basic operation of schools and facilities. Building Fund is primarily financed by school bond issue proceeds, and Bond Redemption revenue for retirement of principal on bonds and payment of interest is provided from property taxes. Food Services is supported by meal sales and state/federal assistance.

### Process Timeline



The Cherry Creek School District Financial Plan and Budget is adopted by the Board of Education in June of each year based on Colorado statutes and provisions within school budget law.

## EXECUTIVE SUMMARY

### Overview of State Funding Impacts

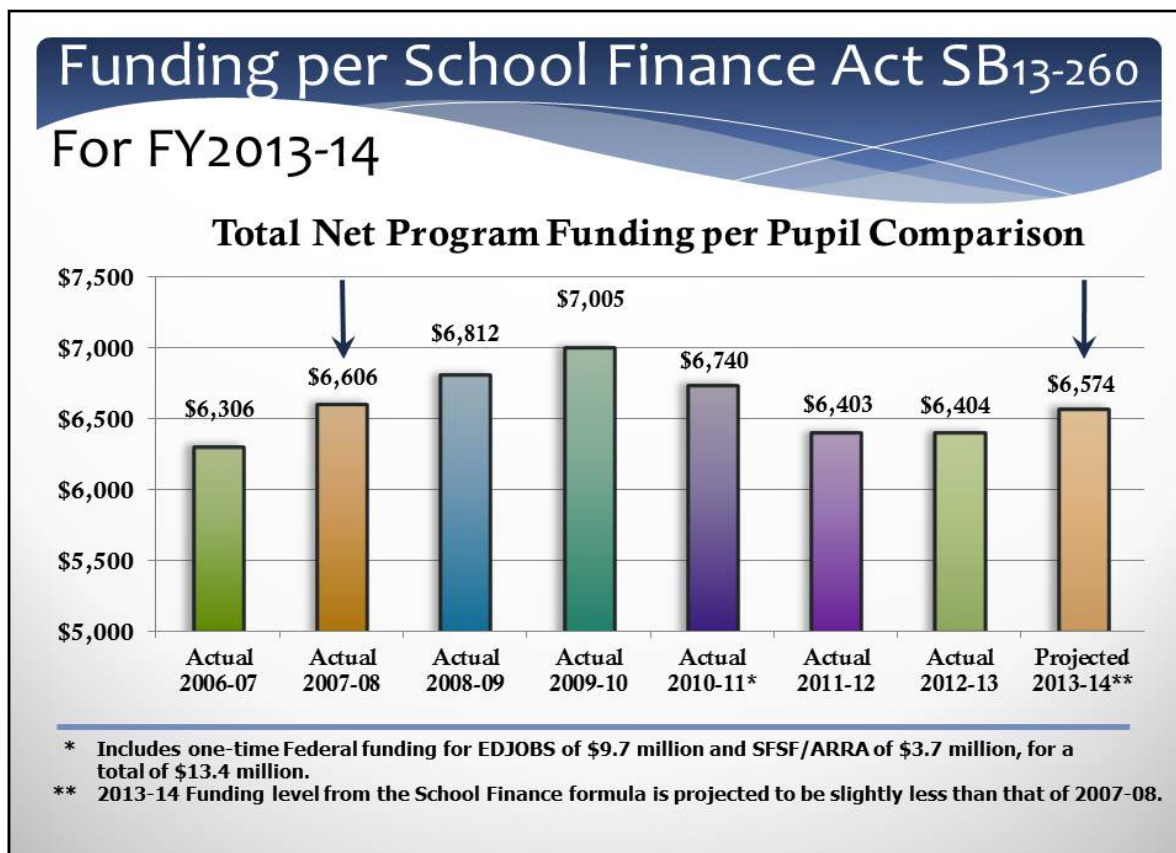
State Equalization funding represents over 47% of the Cherry Creek General Fund Revenue Budget. Over the last three years, State funding reductions adopted by the State Legislature have resulted in a decrease in funding from \$7,005 per pupil in FY2009-10 to \$6,404 in FY2012-13, a decline of 8.6%.

During FY2008-09 through FY2011-12, Cherry Creek General Fund budgets have been reduced by \$39.5 million, an average annual expenditure reduction of 2.9% for each of the last three years in that period. The Cost and Resource Management Plans developed in conversations with our community have been purposeful and carefully done so that classroom impacts were avoided as much as possible.

### Public School Finance Act

Cherry Creek Net Total Program Funding for FY2013-14 is projected to be \$334.74 million based on the anticipated funded pupil count in October 2013 of 50,915. This is an increase of \$11.75 million from the FY2012-13 funding of \$322.99 million. The Net Total Program Funding per pupil is estimated to increase by 2.7% or \$170 per pupil, from \$6,404 to \$6,574.

The State of Colorado General Fund Budget of \$8.1 billion under the Long Bill (SB13-230), has 38% of funds dedicated to K-12 education, approximately \$3.1 billion, for schools throughout the State. The School Finance Act (SB13-260), provides improved funding for FY2013-14. Per pupil funding would increase from \$6,404 to \$6,574, an increase of 2.7%. Funding per pupil in FY2013-14 is anticipated to be slightly less than FY2007-08 funding levels as shown in the chart below.

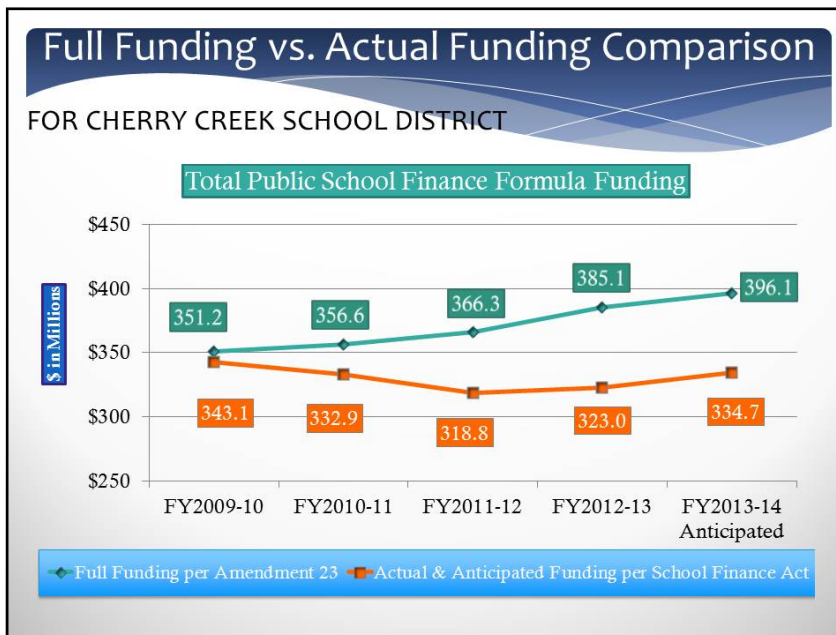


This trend caused by the decline in State funding has continued to jeopardize the capability of Cherry Creek to prepare our students for success in post-secondary education and careers, as State revenue sources have been depleted over the last five years through State funding reductions.

## EXECUTIVE SUMMARY

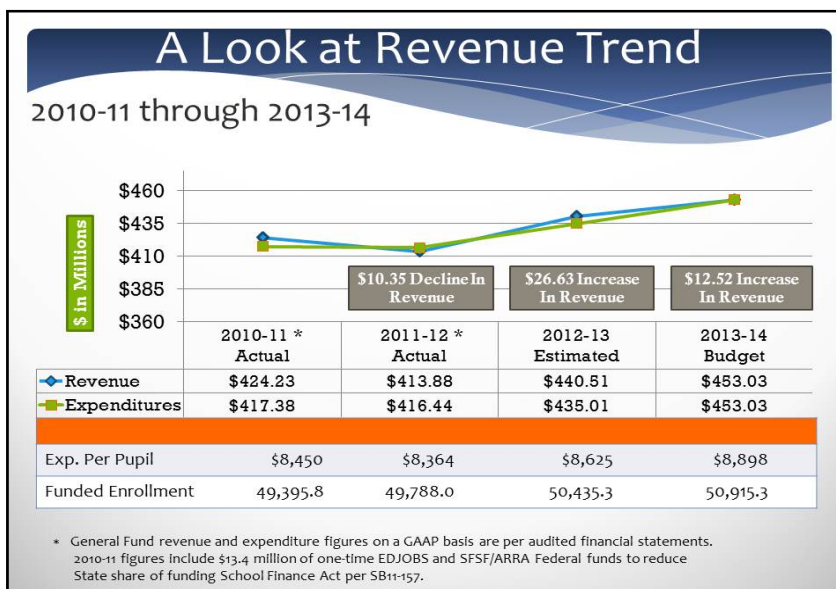
### Amendment 23

Funding under the Public School Finance Program formula for Amendment 23, adopted by the voters in the State of Colorado in 2000, has not been maintained by the State in accordance with the anticipated level of funding under that measure. A "Negative Factor" enacted through a legislative legal opinion, under the formula has reduced funding levels to 15.49% below Amendment 23. For Cherry Creek, under the School Finance Act (SB13-260), funding on an annual basis is now \$61.4 million below Amendment 23 requirements as presented in the graph below, at a level of \$334.7 million, as compared to Total Program Funding under Amendment 23 of \$396.1 million.



### Our Traditions and the New Funding Environment

Cherry Creek School District traditions of educational excellence and high academic achievement that are among the best in the State of Colorado have been strengthened by the support of our community through the years. The Cherry Creek General Fund Budget for FY2013-14 of \$453.03 million supports the mission with about 83% of the expenditure budget devoted to classroom instruction. As the budget has shrunk due to declines in State funding, the District protected the educational program for students by balancing revenue funding sources with expenditures and aligning resources with the strategic mission of Cherry Creek Schools.



### Budget Balancing Measures

A Cost and Resource Management Plan for FY2013-14 utilizes funds from the successful November 2012 override election to achieve a balanced budget that is consistent with the strategic mission and values of Cherry Creek Schools for FY2013-14. The General Fund budget includes \$453.0 million of revenue (including transfers) and \$453.0 million of expenditures (including transfers).

Expenditures and transfers are budgeted to increase by \$18.0 million, while revenue is anticipated to increase \$12.5 million. The combination of these, along with the utilization of \$5.5 million of operating margin from the FY2012-13 budget year achieves a balanced budget for FY2013-14.

Through the use of mill levy override funds from the November 2012 election, instructional programs are preserved from expenditure reductions for FY2013-14, although future year budgets may require adjustments without sufficient ongoing increases from sustainable State revenue sources.

The Cost and Resource Management Plan was developed with the intent of preserving instructional programs and limiting the effect of recent funding declines on the classroom. Staffing in the General Fund is budgeted to increase from 4,939 to 5,002 FTE.

### Student Enrollment

The October 2013 District enrollment is projected to be 23,586 in elementary schools, 12,090 in middle schools, 15,515 in high schools, and 2,045 in other programs. Total enrollment is expected to be 53,236 as compared to actual enrollment of 52,681 in October 2012. The October 2013 funded pupil count is projected to grow 1.0% from 50,435 in October 2012, to 50,915 in October 2013.

### General Fund Budget

The General Fund Budget has been impacted by revenue decline since FY2009-10. Resources have been depleted through State funding reductions and rescissions for each of the past five years. In FY2013-14, budgeted revenue and transfers increases by \$12.52 million over FY2012-13, from \$440.51 million in FY2012-13 to \$453.03 million in FY2013-14. Total Program Funding increases approved with the School Finance Act of \$11.7 million include \$3.1 million in funding for projected enrollment increase of 480 FTE. State categorical revenue increases of \$0.3 million are based on the 1.9% inflation increase. Cherry Creek's allocation from Special Education Tier B funding is estimated to increase \$1.5 million as approved in Senate Bill 13-260. This funding will offset existing General Fund expenditures for Special Education.

Increases of \$18.0 million in expenditures and transfers are concentrated on the resources to serve our student population and maintain class sizes in our schools. Included in the Expenditure budget are teacher and other staffing increases of \$3.2 million associated with projected school enrollment increases of 405 students in FY2013-14. Budgeted increases in Public Employees Retirement Association (PERA) contributions total \$3.4 million due to the statutory change in the PERA contribution rate from 16.55% to 17.45%.

Pending negotiations and subject to final adjustments, compensation and benefit increases for employee work groups are anticipated to increase \$13.3 million. Increased educational support for school programs was included for a combined total of \$1.1 million, and a total of \$2.0 million was included for instructional support to support student achievement initiatives. Other budget adjustments include \$1.9 million in estimated savings for employee retirements. One-time budget adjustments for curriculum purchases that were included in the FY2012-13 budget but not included in the FY2013-14 budget total \$1.7 million. A cost containment measure is included for a decrease in the transfer to the Capital Reserve Fund of \$1.4 million to achieve a balanced budget.

### Local Property Taxes

The Cherry Creek School District mill levy is set based on provisions within the School Finance Act and in accordance with provisions of TABOR and voter-approved tax measures. The mill levy is calculated based on assessed valuations, determined annually, by the Arapahoe County Assessor's office. The property tax levy increased by \$15.573 million in 2012, as compared to 2011. The 3A mill levy provided \$25 million in voter approved revenue, offset by a decline in tax abatements and refunds of \$3.133 million and a decrease in the debt service levy of \$6.214 million, primarily as a result of refinancing of bonds that yielded \$4 million in savings.

### Summary of Legislation

This Bill creates a new School Finance Act contingent on voter approval of a statewide ballot measure to increase State tax revenue for public education by a specific amount. The new act will commence in the second budget year following approval of the ballot measure. The earliest the new funding formula could start is FY2015-16.

This Bill provides a new funding formula for school districts, and it changes how pupils are counted for funding purposes.

## FUTURE SCHOOL FINANCE ACT

SENATE BILL 13-213

### Funded Pupil Count

Under the Bill, the number of pupils funded is based on Average Daily Membership (ADM) throughout the previous school year, rather than a single count date. In addition, full-day kindergarten is funded along with half-day preschool for all three, four, and five-year olds who are eligible for the Colorado Preschool Program (CPP) and enroll.

### Funding Formula

A school district's funding formula begins with the statewide base per pupil amount. Districts will receive additional funding for each at-risk student and English Language Learner (ELL), equal to at least 20% of the statewide base per pupil amount.

### Teaching and Leadership Investment (TLI)

The Bill provides new per pupil funding for school districts called the teaching and leadership investment (TLI). In FY2015-16, this amount is equal to \$441 per pupil. In subsequent years, this amount depends upon the level of revenue generated from the ballot measure providing new revenue for K-12 education.

### Local Mill Levy Overrides

The Bill changes the school district limit for mill levy overrides and allows school districts to be eligible for certain overrides. School districts are authorized to seek voter approval for overrides for early childhood education, technology and building maintenance, and cost of living expenses.

### State Revenues

The Bill is contingent on a statewide ballot measure increasing State revenue for K-12 education. The Bill specifies that the ballot measure must increase State tax revenue for K-12 education by at least the amount needed to pay for the State share of Total Program funding, Hold-harmless funding, floor funding, and the teaching and leadership investment. This amount is currently estimated at \$870 million.

### School Finance Act Expenditures

If a ballot measure is approved in November 2013, State expenditures for school finance will increase by an estimated \$899 million, starting in FY2015-16.

### Return on Investment and Cost Study

The fiscal note to the legislation also assumes that the Colorado Department of Education (CDE) will contract for a return on investment study and cost study. The Return on Investment (ROI) study is to measure the overall relationship between education spending and student outcomes, as measured by academic growth and achievement, attendance, graduation rates, and college remediation rates. This study is not due until January 31, 2020. The CDE is also required to prepare or contract for a cost study that estimates the amount of money that would be needed to successfully meet the educational requirements in current law. The study must use a number of different methods to determine this estimate and identify specific areas of deficit funding and the amount of money needed to correct these deficits. The cost study is to be completed by January 31, 2016, and every four years thereafter.

# RECENT GOVERNMENT ACTIONS

## EDUCATION DEVELOPMENTS

### Common Core State Standards

The Common Core State Standards (CCSS) was developed from an initiative of the National Governors Association Center for Best Practices (NGA Center) and the Council of Chief State School Officers (CCSSO) in partnership with Achieve, ACT, and the College Board. Governors and State Commissioners of education from across the country committed to joining a State-led process to develop a common core of state standards in English Language Arts (ELA) and mathematics for grades K-12.

*Colorado is one of 45 states to adopt the CCSS.*

One of the main goals was to develop a “common core of standards that are internationally benchmarked, aligned with work and post-secondary education expectations, and inclusive of the higher order skills that students need. The first draft of the College and Career Readiness Standards were released for public feedback in September 2009, revisions were made in March 2010, and Final Common Core State Standards for Mathematics and English Language Arts and Literacy in History/Social Studies, Science and Technical Subjects were unveiled on June 2, 2010.

States were then permitted to adopt the final CCSS as written, with the flexibility to add up to 15% more standards in each subject area to accommodate individual state preferences. The Colorado State Board of Education adopted CCSS in August 2010 and joined the Partnership for Assessment of Readiness for College and Careers (PARCC) consortium as a participating state.

### Colorado READ Act

The Colorado Reading To Ensure Academic Development Act (Colorado READ Act), was passed by the Colorado Legislature during the 2012 legislative session. The READ Act repeals the Colorado Basic Literacy Act (CBLA), keeping many of the elements of CBLA, such as a focus on K-3 literacy, assessment, and individual plans for students reading below grade level. The READ Act differs from CBLA by focusing on students identified as having a significant reading deficiency, delineating requirements for parent communication, and providing funding to support intervention. Other components of the Colorado READ Act include a competitive Early Literacy Grant and a resource bank of assessments, instructional programming, and professional development programs.

### No Child Left Behind

In February 2012, the U.S. Department of Education approved the Colorado Department of Education application for a waiver from some of the requirements of “*No Child Left Behind*.” The waiver now gives Colorado the authority to use the State’s accountability system in place of key federal accountability requirements. This system now provides a unified, comprehensive accountability system, which will better streamline schools’ improvement work, provide an easier method for parents and the public to fully understand, and ensure Colorado students are college- and career-ready.

Implementation planning is currently in progress, and any changes in accountability determinations will be in effect for the 2013-14 school year based on the results of the 2012-13 assessments and most recent post-secondary and workforce readiness measures.

#### THE STATE ACCOUNTABILITY SYSTEM OVERVIEW:

- ⇒ Rigorous standards are taught by effective educators and measured with high-quality assessments
- ⇒ Schools and districts are held accountable for performance and will differentiate Colorado school districts based on that performance
- ⇒ Consequences for low performance may be implemented

## 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. The residential assessment percentage is 7.96% and non-residential assessment percentage is 29%.

## LEGISLATIVE MATTERS

## CONSTITUTIONAL AMENDMENTS

## TABOR Amendment

The percentage increase in revenue and expenditures is limited by the TABOR Amendment, which was passed in 1992. The TABOR Amendment requires voter approval for tax increases.

## Amendment 23

The Amendment 23, approved in November 2000, provides for annual base funding per pupil increases of at least the Denver-Boulder-Greeley Consumer Price Index (CPI) rate. For FY2011-12 and later years, the increase is for the rate of inflation only.

Denver-Boulder-Greeley CPI Rate for 2012	Total FY2013-14
1.9%	1.9%

Due to State budget shortfalls for FY2010-11, FY2011-12, FY2012-13, and FY2013-14, the State Legislature adopted legislation reducing funding from Amendment 23 entitlement statewide for K-12 education by 6.35%, 12.94%, 16.09%, and 15.49% respectively, through a “*Negative Factor*” in the School Finance formula. These funding rescissions resulted in net funding less than Amendment 23 of \$23.7 million for FY2010-11, \$47.5 million for FY2011-12, \$62.1 million for FY2012-13, and \$61.4 million for FY2013-14.

## Referendum C

In November 2005, the voters of Colorado approved Referendum C. This allowed the State to spend the money it collected over the TABOR limitation through FY2009-10 and reset the TABOR revenue limitation effective in FY2010-11 to a higher level based on actual revenues during the five-year TABOR time-out. The excess monies that were retained were used for:

- ⇒ PreK 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 SB13-260. More complete information regarding the School Finance Act can be found in the General Fund Section.

# NOVEMBER 2012 BOND ELECTION

## SCHOOL & FACILITY PROJECTS

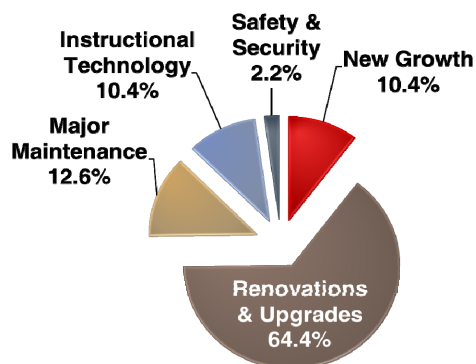
### The 2012 Election Projects

In November 2012, voters in the Cherry Creek School District approved ballot issues 3A and 3B authorizing the District critical funds needed to fund academic programs, maintain existing schools, and build additions to the Cherokee Trail and Grandview high schools to accommodate enrollment growth.

The passage of **ballot issue 3A** is the funding override for operating expenses. It provides for \$25 million to maintain class size, provide curriculum and instruction necessary for success in college and the workplace, continue the District's commitment to academic excellence, and ensure technology and instruction for student success in the 21st century.

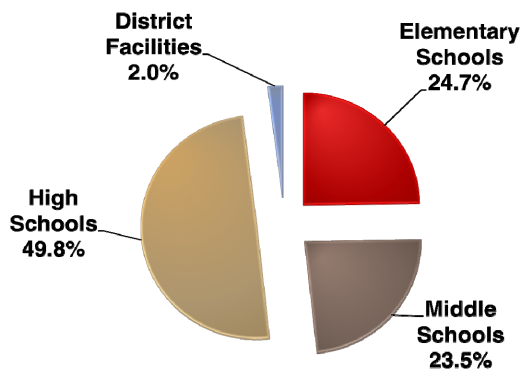
**Bond issue 3B** authorizes the District to sell \$125 million in bonds for capital costs of renovations and new school construction, which will include Science, Technology, Engineering, and Math (STEM) focused classrooms, renovations to schools throughout the District and additions to the Cherokee Trail and Grandview high schools to accommodate growth, essential technology to support the strategic instructional program needs of the District, including Smart Boards and updated computers, and upgraded safety and security systems for all schools. Allocations of planned bond funds are shown below.

#### 2012 RECOMMENDED BOND ALLOCATIONS



### How the Money will be Spent

#### 2012 RECOMMENDED BOND ALLOCATIONS



### Where the Money will be Spent

#### 2012 BOND FUNDS

New Growth	\$13,000,000
Renovations/Upgrades	80,455,003
Major Maintenance	15,845,257
Instructional Technology	13,000,000
Safety & Security	2,699,740
<b>TOTAL</b>	<b>\$125,000,000</b>

## Focus on STEM Education

Our nation is facing a crisis in Science, Technology, Engineering, and Math (STEM) related fields based on a recent report by the Presidential Advisory Council on Science and Technology, which suggests that the nation's students are performing at significantly lower levels than that of other industrialized nations in the fields of science and mathematics. This has been an issue for our nation since the first Trends in International Mathematics and Science Study (TIMSS) report was released in 1995 by the National Center for Education Statistics. Some gains have been made since that time but overall the issue persists. There is and will continue to be a significant shortage of trained professionals in STEM related fields.

## STEM EDUCATIONAL PROGRAMS

2012 BOND INITIATIVES

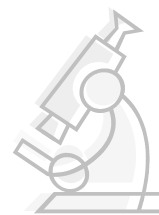
*The success of the United States in the 21st century – its wealth and welfare – will depend on the innovative ideas and skills of its population.*

*Cherry Creek Schools is committed to assisting in providing a solution to this national crisis and is incorporating STEM courses into all schools throughout the District.*

Cherry Creek Schools STEM programs were launched at the Cherry Creek School District's Institute of Science and Technology (IST) which was opened in August of 2011. It is located between the Prairie Middle School and Overland High School campus.



**SCIENCE, TECHNOLOGY, ENGINEERING, & MATH**



Cherry Creek Schools



## NEW EDUCATIONAL PROGRAMS

FOR OUR STUDENTS

### Full Option Science System (FOSS)

The FOSS program was launched as a pilot program at Polton and Ponderosa Elementary schools in the 2010-11 school year, which resulted in significant improvement in student achievement and positive changes in the way teachers approached science instruction. Based on the success of this pilot, Cherry Creek began phasing in the FOSS program for Physical Sciences to all kindergarten through 5th grade students in the 2011-12 school year. Earth Sciences is included in the 2012-13 school year and Life Sciences will be included in the 2013-14 school year.

The program engages students with hands-on instruction resulting in multi-sensory learning, reflective thinking, and how to work together as a team.

***"This program teaches our students to be good thinkers and levels the playing field for all kinds of learners"***

## Wellness and Nutrition Awareness

**Cherry Creek Schools adopted a School Wellness Policy in 2006**

**As part of that policy, the Board of Education adopted the three following goals to:**

- ⇒ Provide a learning environment conducive to developing and practicing lifelong wellness behaviors
- ⇒ Promote and support proper dietary habits contributing to every student's health status and academic performance
- ⇒ Provide opportunities for every student to engage in regular physical activity

The Healthy, Hunger-Free Kids Act of 2010 is federal legislation designed to fund child nutrition programs and increase access to healthy food for low-income children. It set new nutritional standards for all foods regularly sold in schools during the school day.

Cherry Creek implemented *"Let's Move"*, an initiative to raise a healthier generation of children. This initiative provides healthier school meals to promote higher student performance and achievement.

The Cherry Creek School District also launched a new:

1. *"Go, Slow, Whoa"*, pilot program at Laredo Middle School in April 2011, which is now implemented throughout the District and provides valuable information to students and parents about healthy food choices.
2. *"CCSD CAFÉ"* interactive website has been enhanced to provide access to nutrition education information, school and catering menus, an on-line application, and bill pay services.

The Cherry Creek Food and Nutrition Services Department offers a comprehensive nutrition education program for classrooms. Dietitians from the Student Nutrition Center visit each classroom to educate students about the benefits of overall healthy eating.



## EXECUTIVE SUMMARY

### Other Programs

*Full-day kindergarten* continues to be offered at 6 elementary schools to serve over 700 children as part of a focus on early childhood educational development.

**Endeavor Academy** provides programs for students who may be alternative learners and/or who may have “at-risk” behaviors and are offered in 7th-12th grades. This alternative model will help students identify and pursue interests and talents through on-campus programming and community partnerships and internships.

## EDUCATIONAL PLANNED RESOURCES

### STAFFING INITIATIVES

### 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 is directed to student achievement.

Teaching Resources	Budgeted Amount (Thousands)	FTE
♦ K-3 and Middle Grades	\$4,491	67.7
♦ Reading Literacy and At-Risk Programs	1,222	19.4
♦ Instructional Program Support	1,722	23.3
♦ Technology Instruction	760	11.5
♦ North Area Achievement	828	9.3
♦ High School Achievement and AVID	489	2.8
<b>Targeted Achievement Resources</b>	<b>\$9,512</b>	<b>134.0</b>

### 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	\$307,923,739	68.7%
♦ Indirect Instruction	63,286,191	14.1%
♦ Operations and Maintenance Services	35,235,025	7.9%
♦ Central, Fiscal, and Community Services	19,049,766	4.2%
♦ Transportation	18,872,341	4.2%
♦ General Administration	3,616,738	0.8%
♦ Districtwide	295,600	0.1%
<b>General Fund Expenditures</b>	<b>\$448,279,400</b>	<b>100.0%</b>

## EXECUTIVE SUMMARY

# ANNUAL BUDGET APPROPRIATION

## YEAR TO YEAR EXPENDITURES COMPARISON BY FUND

### FY2012-13 to FY2013-14

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, Special Revenue, Capital Improvement and Project, Debt Service, and Enterprise funds.

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

The Building Fund is approved for 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.

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

Fund	FY2012-13		FY2013-14	
	Budgeted Expenditures & Transfers	Budgeted Expenditures Per Student	Budgeted Expenditures & Transfers	Budgeted Expenditures Per Student
	(Millions)		(Millions)	
General Fund	\$436.30	\$8,651	\$453.03	\$8,898
Designated Purpose Grants Fund	23.79	471	22.67	445
Extended Child Services Fund	17.25	342	15.31	301
Pupil Activities Fund	11.79	234	11.59	227
<b>Sub-Total</b>	<b>489.13</b>	<b>9,698</b>	<b>502.60</b>	<b>9,871</b>
Building Fund	25.58	507	51.01	1,002
Bond Redemption Fund	48.85	969	50.65	995
Capital Reserve Fund	6.95	138	4.68	92
Capital Finance Corporation	0.93	18	-	-
Food Services Fund	17.96	356	17.79	349
<b>Total Budgeted Expenditures</b>	<b>589.40</b>	<b>11,686</b>	<b>626.73</b>	<b>12,309</b>
Appropriated Reserves	17.08	339	17.03	335
<b>Total Budget</b>	<b>\$606.48</b>	<b>\$12,025</b>	<b>\$643.76</b>	<b>\$12,644</b>

	Enrollment		Enrollment	
	Actual		Projected	
Full Student Count	Actual	52,681	Projected	53,236
Full-Time Equivalent (FTE) *	Actual	50,435	Projected	50,915
<b>* Funded Students</b>				

## EXECUTIVE SUMMARY

### Approval of 2013-14 Fiscal Year Budget

RESOLVED, That the 2013-14 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, 2013 and ending June 30, 2014 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:

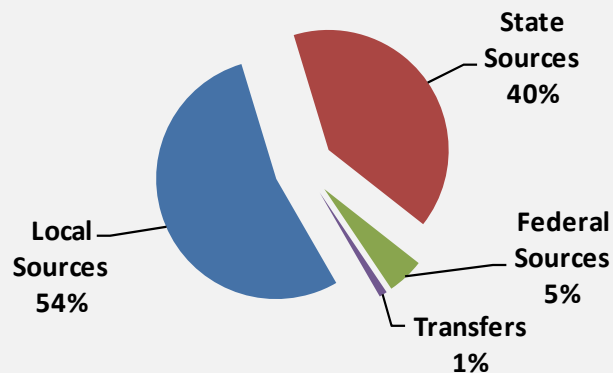
<b>DISTRICT FUNDS</b>	<b>BUDGET</b>
<b>Operating Fund</b>	
<b>General Fund</b>	\$468,817,900
<b>Special Revenue Funds</b>	
<b>Designated Purpose Grants Fund</b>	22,674,600
<b>Extended Child Services Fund</b>	15,768,700
<b>Pupil Activities Fund</b>	11,937,906
<b>Building, Debt Service, &amp; Capital Project Funds</b>	
<b>Building Fund</b>	51,008,050
<b>Bond Redemption Fund</b>	50,648,535
<b>Capital Reserve Fund</b>	4,815,250
<b>Capital Finance Corporation</b>	-
<b>Enterprise Fund</b>	
<b>Food Services Fund</b>	<u>18,087,123</u>
<b>TOTAL APPROPRIATION</b>	<b><u>\$643,758,064</u></b>

The 2013-14 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 17th, 2013 at Fox Ridge Middle School, 26301 E. Arapahoe Road, Aurora, Colorado.

The total annual Adopted Budget is proposed to be \$643,758,064. This amount includes planned expenditures and transfers of \$626,727,585 plus appropriated reserves of \$17,030,479.

## EXECUTIVE SUMMARY

### REVENUE



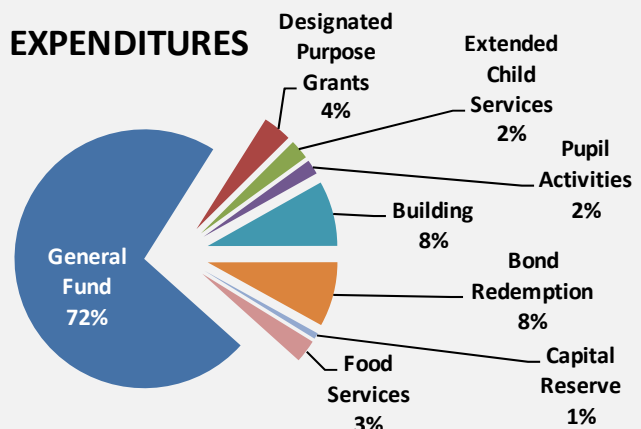
### Revenue Sources (in Millions)

<b>Beginning Fund Balance</b>	<b>\$237.81</b>
Property Taxes	247.74
State Equalization	214.40
Specific Ownership Taxes	16.09
Other Local Revenue	45.90
Other State Revenue	18.10
Federal Revenue	28.85
Transfers In	6.28
<b>Total Revenue &amp; Transfers</b>	<b>\$577.36</b>
<b>Funds Available</b>	<b>\$815.17</b>

### Budgeted Expenditures & Transfers (in Millions)

General Fund	\$453.03
Designated Purpose Grants Fund	22.67
Extended Child Services Fund	15.31
Pupil Activities Fund	11.59
Building Fund	51.01
Bond Redemption Fund	50.65
Capital Reserve Fund	4.68
Capital Finance Corporation	-
Food Services Fund	17.79
<b>Total Expenditures &amp; Transfers</b>	<b>\$626.73</b>
<b>Appropriated Reserves</b>	<b>\$17.03</b>
<b>Total Appropriation</b>	<b>\$643.76</b>

### EXPENDITURES



### BUDGET OVERVIEW

The General Fund includes the annual operating budgets for all District schools and the majority of the supporting departments. The planned annual operating expenditures and transfers to serve our student population and maintain class sizes in our schools, increased by 4.1% compared to the prior year's budget.

Planned spending in the Building Fund is for the school facility construction projects, which are funded primarily by \$125 million of school general obligation bonds approved by District voters in November 2012.

**The FY2013-14 budget revenue and available reserves equal or exceed planned expenditures in accordance with District policy.**

## EXECUTIVE SUMMARY

### 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.

#### **LOCAL FUNDING:**

**Property Taxes** – Property Taxes are collected from local residential and commercial property owners for Cherry Creek School District by the Arapahoe County Treasurer's office annually based on assessed values determined by the Arapahoe County Assessor's Office. The treasurer distributes the collections to the school district. The *Colorado Division of Property Taxation* reevaluates the residential assessment rate every two years, subject to TABOR limitations.

**Specific Ownership Taxes** – These are the taxes collected based on the sales of motor vehicles in the county which 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, and fees for athletics, activities, parking, and rental of District facilities.

#### **STATE FUNDING:**

**State Equalization Aid** – This is the State share funding for public school districts that is allocated from the State of Colorado to fund educational programs authorized by the Public School Finance Act of 1994, as revised.

**Categorical (State) Funding** – Categorical programs include Special Education, Transportation, Vocational Education, English Language Acquisition and Gifted and Talented education programs. Amendment 23 specifies that funding for these programs provided by the State increases each year at the rate of inflation.

#### **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 partially 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.

### Description of Expenditures

Expenditures cover salaries, benefits, and daily operational costs in support of the Educational mission of the District as follows:

#### **Direct Instruction**

Cherry Creek School District General Fund operating expenditures on direct instruction are associated with delivery of instructional services to students. Costs included are for 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. Mental health, social worker services, and school administration (management and clerical support) are also included.

#### **Operations, Maintenance and Custodial Services**

These are costs for operations and maintenance of District facilities, which include equipment, utilities, and repair and maintenance of buildings and grounds in order to provide a safe and positive learning environment.

#### **Central, Fiscal and Community Services**

Central Services include Districtwide departments such as Planning, Communication, Human Resources, Information Systems, and Fiscal Services, which is comprised of risk management, accounting, payroll, bookkeeping, budgeting, printing, purchasing and warehousing services.

#### **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, including costs for the Superintendent and Executive Administration.

### 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 \$563.91 million as of June 30, 2013. The Bond Redemption Fund has projected revenue of \$50.54 million, a beginning balance of \$47.34 million and budgeted expenditures of \$50.65 million. The scheduled principal and interest payments total \$50.65 million, an increase of \$1.80 million for FY2013-14.

The property tax levy for principal and interest on bonds is estimated to be 11.547 mills for FY2013-14, which is approximately 19.9% of the total estimated tax levy of 58.022 mills. The annual principal and interest payments on the currently outstanding bonds are expected to remain steady from FY2013-14 through FY2016-17. The fiscal year-end balance of \$47.34 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 2013 payment of principal and interest will be much higher than the June 2014 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 \$51.01 million for FY2013-14. Financial resources include a beginning fund balance of approximately \$126.26 million. The source of the construction funds is primarily from the issuance of \$125 million of bonds approved by the voters in November 2012.

#### 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 completed final payment on the capital lease for school buses which were purchased using the proceeds of the certificates issued by the Capital Finance Corporation. Final payment for COPS issued in 2002 was paid 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 \$0.27 million and revenue sources of \$4.68 million. The primary annual revenue source is the transfer of \$4.68 million from the General Fund. It excludes insurance and risk related expenditures.

This fund has projected expenditures of \$4.68 million in FY2013-14. These expenditures include \$1.01 million for network infrastructure, \$0.89 million for student software & system support, \$2.39 for major maintenance and facility costs, and \$0.39 million for school buses and a delivery vehicle.

### FUND OVERVIEW

#### Designated Purpose Grants Fund

The Designated Purpose Grants Fund is balanced with revenue and expenditures of \$22.67 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 \$19.63 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. The FY2013-14 budget for Title and IDEA Grants estimated revenue and expenditures has been reduced by 4.8%, or approximately \$1.0 million, for anticipated effect of federal sequestration.

#### 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, academic and non-academic Summer School recreational, and Instrumental Music programs.

Anticipated revenue and transfers totals \$16.52 million, and the expenditures total \$15.31 million. An operating transfer to the General Fund of \$1.20 million is included. Ending fund balance for FY2013-14 is projected to be approximately \$4.27 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 \$5.87 million. With meal sales and federal cost reimbursement revenue and transfers totaling \$17.88 million and expenditures of \$17.79 million, ending retained earnings for FY2013-14 are projected to be \$5.96 million.

#### General Fund

The General Fund is the largest of the funds, which represents approximately 72% of the total District budget expenditures and transfers. 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, including transfers, is \$453.03 million for school and departmental operations. An amount of \$4.68 million is budgeted for the transfer to the Capital Reserve Fund. An operating transfer of \$1.20 million is budgeted to 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 FY2013-14 include a beginning fund balance of \$5.18 million and estimated revenue and expenditures of \$11.59 million. The ending fund balance is projected to remain at \$5.18 million.

## Demographic Overview







The Cherry Creek School District is projected to educate over 53,000 children in FY2013-14 and serves over 301,000 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 also served.

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 537 students per year.

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](http://www.cherrycreekschools.org)

## SCHOOLS AND FACILITIES

-  40 Elementary Schools (5 Yr.-Round)
-  2 K-8 Schools
-  10 Middle Schools
-  6 High Schools—2 Stadiums
-  10 Other School Programs
-  11 Student Support Facilities

## 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 40 elementary schools in the District, 5 of which operate on a 4-track, year-round schedule, serving 23,586 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, and Extended-day Kindergarten Enrichment Program at the schools where full-day kindergarten is not offered. Preschool services are also offered at 27 elementary & middle 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 12,090 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 15,515 students. The Executive Director of High School Education consults with and assists the principals in the development of educational programs to ensure *“College and Post-secondary Preparedness and Success”* for all graduating students. Beginning in 2009, graduates were required to successfully complete 22 units of coursework in preparation for post-secondary 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)





*Dedicated to Excellence*  
Cherry Creek Schools

## EXECUTIVE SUMMARY




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

 **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.

 **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.





### SPECIAL EDUCATION PROGRAMS


-  **Specialized Services for Physical and Emotional Impairment**
-  **Early Childhood**
-  **Child Find**


**Other Educational Programs** are offered to strengthen students' communication, academic, and social development skills for maximizing student achievement and to help each child grow into a productive and responsible adult.


 **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.

### OTHER EDUCATIONAL PROGRAMS

-  **English Language Acquisition**
-  **Gifted and Talented**
-  **Comprehensive Wellness**
-  **Options**

 **The Gifted and Talented (G/T)** program provides opportunities for optimal learning to ensure that gifted and talented students will perform at levels commensurate with their abilities through a dynamic, challenging educational experience. The Gifted and Talented program responds to unique academic and affective needs by recognizing G/T students' multiple talents, challenges, and cultural diversity in the District population.

 **The Cherry Creek Comprehensive Wellness** strategy is a collaborative effort to develop the whole child through a focus on programs and practices that support the physical, psychological, and environmental well-being of students, staff, parents, and the community. Our vision is to be the healthiest community in the nation and our goals are to increase awareness, improve alignment, support the acquisition of skills, create action to realize our vision, and integrate accountability throughout the process. For further information, contact the Wellness office at 720-554-4247.

 **The Options Program** offers instructional services to homeschooled students generally one day a week at designated sites. For further information, contact the Options office at 720-886-7380.

### 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 social and leadership skills needed to succeed academically and become a responsible member of the community.

## EXECUTIVE SUMMARY

### Demographic Changes

Arapahoe County has the third largest population of the counties in Colorado. The Colorado Division of Local Government estimates that Arapahoe County will increase in population by 46.7% between 2010 and 2040. In 2010, 25.5% of residents were under the age of eighteen.

### Enrollment Diversity

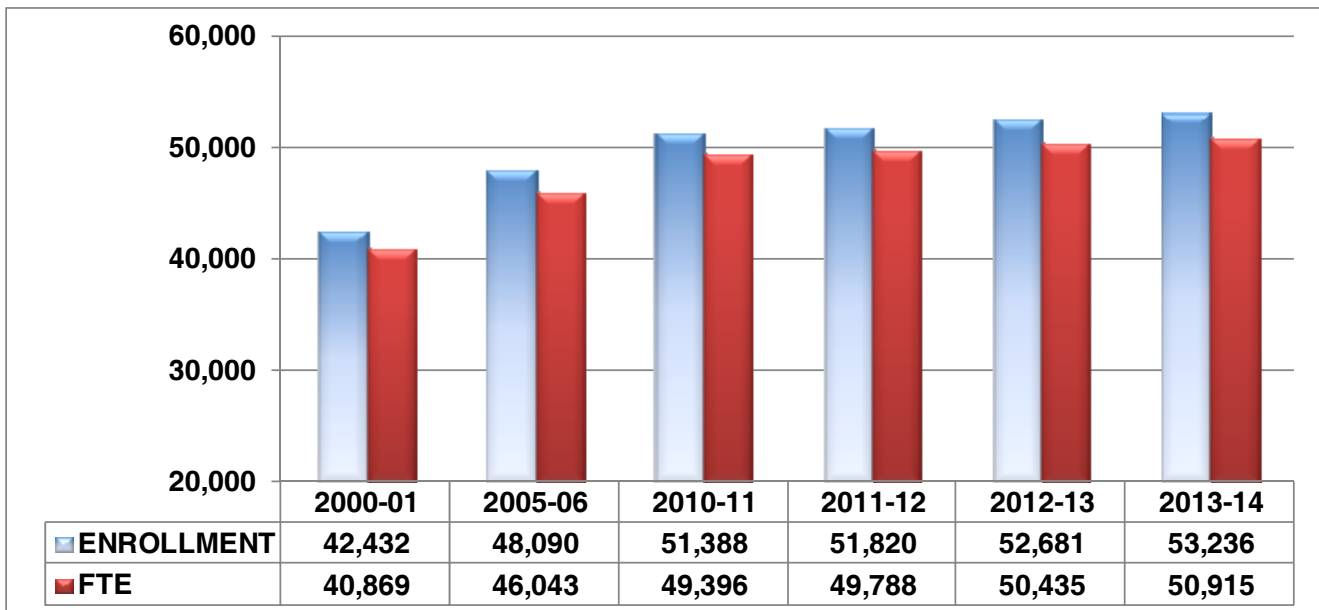
The Cherry Creek School District has felt the impact of a changing student population that has grown in diversity and need in recent years. Today, 44.0 percent of the students are minorities, up from 17 percent a little over a decade ago.



### Enrollment Trends

Enrollment in the Cherry Creek School District is expected to grow at a steady rate over the next three years. The total funded enrollment is projected to increase by 1.0% for the October 2013 student count. Since 2000, the District funded enrollment has increased by an average of 797 students each year. This represents a growth rate of 24.4% from 2000 to 2013. An historical summary is reflected in the graph below.

**CHERRY CREEK SCHOOL DISTRICT #5  
ENROLLMENT & FULL-TIME EQUIVALENT (FTE) PUPIL GROWTH TREND SINCE 2000**



## EXECUTIVE SUMMARY

### Property Taxes and Mill Rates

Property taxes are calculated for the General Fund and Bond Redemption Fund. The taxable valuations of real estate properties in the District are to be reassessed in 2013 by the Arapahoe County Assessor. School taxes on a residence valued at \$305,901 in 2013 are estimated to be \$1,413.

#### Residential Property Value & Tax History



\* 2013 Property Value and Taxes are estimated.

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
\$305,901		7.96%		58.022 for 2013		\$1,413

The amount of property taxes is calculated by taking the mill rate and multiplying it by the taxable value of the property, as assessed annually by the Arapahoe County Assessors office. Local tax rates for property are always computed in mills. Mill levy is the rate of taxation based on dollars per thousand of taxable assessed value. One mill produces \$1 in tax revenue for every \$1,000 of taxable value. The taxable assessed value is 7.96% of the residential property value for 2013.

Mill Rates					
	2009	2010	2011	2012	*2013
State Required	25.712	25.712	25.712	25.712	25.712
Hold Harmless Override	1.445	1.449	1.594	1.595	1.564
1991, 1998, 2003, 2008, & 2012 Budget Elections	11.141	11.177	12.295	18.133	17.777
Abatements, etc.	0.626	1.440	2.066	1.337	1.422
Bond Redemption	<u>9.901</u>	<u>10.719</u>	<u>12.700</u>	<u>11.260</u>	<u>11.547</u>
<b>Total</b>	<b>48.825</b>	<b>50.497</b>	<b>54.367</b>	<b>58.037</b>	<b>58.022</b>

\* 2013 Mill Rates are Estimated

## 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 closing 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.

POSITIONS FOR ALL DISTRICT FUNDS	2012-13 STAFF	2013-14 STAFF
Teachers and Para-Educators	4,317	4,373
Administrators	147	149
Bus Drivers	255	243
Custodians, Maintenance, and Mechanics	181	185
Mental Health Staff	108	114
Nurses	74	75
Secretaries	339	341
Security Specialists	85	86
Staff Support	380	385
Food Service Staff	225	227
Hourly Staff	865	867
Substitutes	731	731
<b>TOTAL DISTRICT STAFF</b>	<b>7,707</b>	<b>7,776</b>

Staffing increases are for anticipated increases in FY2013-14 student enrollment and related student support services.

#### INSTRUCTIONAL



#### 7,776 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

#### SUPPORT



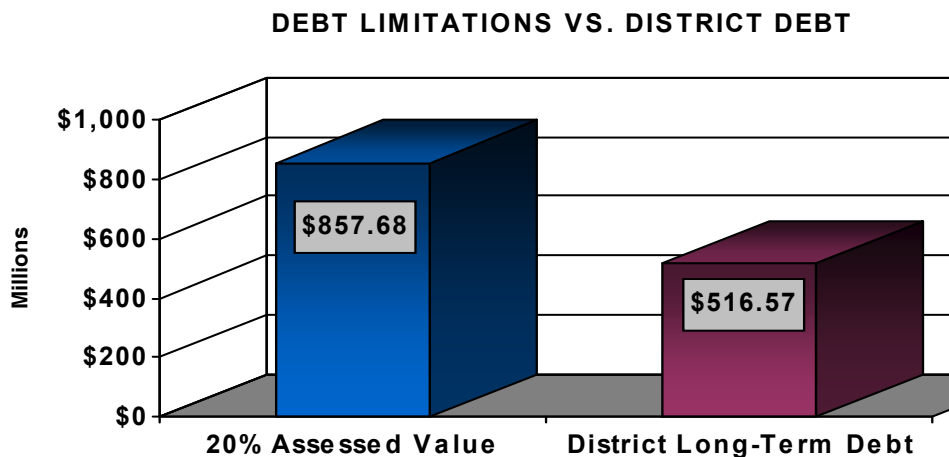
## EXECUTIVE SUMMARY

### 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 includes a limitation on school district bonded debt of:**  
 ♦ 20% of assessed value

- ♦ The District refers to the 20% of assessed value limit for purposes of debt issuance limits.
- ♦ Under the 20% of assessed value limit, the District debt is approximately 60.2% of the legal debt limit.
- ♦ The following graph represents the legal debt limitations versus the current long-term debt of the District.



The Bond Redemption Fund accounts for property taxes levied which provide for payment of general long-term debt principal retirement and semi-annual interest payments. The District's long-term debt is in the form of general obligation bonds. Bond issue and outstanding bond payable principal amounts are presented below:

GENERAL OBLIGATION BONDS PAYABLE			
Series	Original Amount Issued	Outstanding Principal As of June 30, 2012	Outstanding Principal As of June 30, 2013
Series 2004	\$179,750,000	\$66,295,000	\$58,195,000
Series 2005	67,500,000	53,415,000	50,240,000
Series 2005B	132,215,000	96,415,000	83,875,000
Series 2009	101,775,000	99,275,000	96,010,000
Series 2010 A & B	101,775,000	101,775,000	101,730,000
Series 2012 Refunding	48,855,000	48,855,000	48,855,000
Series 2012 B	125,000,000	-	125,000,000
<b>Total Bonds Payable</b>	<b>\$756,870,000</b>	<b>\$466,030,000</b>	<b>\$563,905,000</b>

## EXECUTIVE SUMMARY

### 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 students.

### 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 submit 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

## *Continuing our Legacy of Greatness*



## Citizen Testimonial

**"The strength of any community is deeply intertwined with the success of its businesses. Strong, vibrant schools, good home values, and high quality of life are instrumental in attracting and retaining quality businesses. We are all better off because of the Cherry Creek School District's dedication to excellence."**

*John Brackney, President and CEO of  
South Metro Denver Chamber of Commerce*

# Association of School Business Officials International



*This Meritorious Budget Award is presented to*

## **CHERRY CREEK SCHOOL DISTRICT #5**

*For excellence in the preparation and issuance of its school entity's budget  
for the Fiscal Year 2012-2013.*

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



A handwritten signature in black ink, reading "Brian L. Mee".

Brian L. Mee, SFO, RSBA  
President

A handwritten signature in black ink, reading "John D. Musso".

John D. Musso, CAE, RSBA  
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, 2012**

*Christopher P. Morrell*

President

*Jeffrey R. Egan*

Executive Director

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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, 2012**. 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.

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## GUIDE TO USING THE BUDGET DOCUMENT

The FY2013-14 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
  - An explanation of the School Finance Act, Budget Process, Revenue Sources and Expenditures
  - The 2013-14 Budget Resolution proposed for approval by the Board of Education 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 are also included
  - 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 are 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 accrual basis of accounting and budgeting
  - 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 are 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
- Extended Child Services Fund
- Pupil Activities Fund
- Capital Reserve Fund with Capital Finance Corporation
- Building Fund
- Bond Redemption Fund
- Food Services Fund

## ❖ **Informational Section**

### ➤ Student Achievement

- Discusses the District and School Accreditation and District Key Performance Indicators
- Presents the “*Colorado Growth Model*” information
- Defines “*Postsecondary and Workforce Readiness*” portion of the Colorado Achievement Plan for Kids
- 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 and non-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. A sub-section of appendices 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.



# CHERRY CREEK SCHOOL DISTRICT ORGANIZATIONAL SECTION

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# **District Profile and Highlights**

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*Dedicated to Excellence*  
Cherry Creek Schools

# CHERRY CREEK SCHOOL DISTRICT VISION, MISSION, AND VALUES

## THE CHERRY CREEK VISION AND MISSION

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

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



*Dedicated to Excellence*  
Cherry Creek Schools

## CHERRY CREEK’S VALUES

As a district, we are committed to:

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

# CHERRY CREEK SCHOOL DISTRICT ORGANIZATIONAL CHART



*Dedicated to Excellence*  
CherryCreekSchools

**Cherry Creek Community**  
Parent, Community,  
and Student Advisory Groups

**Board of Education**

**Director-Communications**  
Tustin Amole

**Legal Counsel**  
**General Counsel**  
Sonja McKenzie  
**Internal Legal Counsel**  
John Stanek  
**Employee Relations**  
Steve Colella

**Superintendent of Schools**  
**Dr. Harry C. Bull, Jr.**

**Associate Superintendent**  
**Educational Operations**  
**Dr. Scott Siegfried**

**Assistant Superintendent**  
**Performance Improvement**  
**Dr. Judy Skupa**

**Executive Directors-Elementary**

Tera Helmon  
Jennifer Perry  
Christopher Smith

**Executive Director-Middle School**

John Kennedy

**Executive Director-High School**

Ron Peterson

**Director-Athletics & Activities**

Larry Bull

**Executive Director-Student**

**Achievement Services**

Tony Poole

**Directors-Special Education**

David Gudridge-Elementary  
Susan Snowden-Elementary  
Frances Woolery-Jones-Secondary

**Director-Mental Health**

Ronald Lee

**Chief Information Officer**

Ben Startzer

**Director-Information Systems**

Jason Koenig

**Director-Safety & Security**

Randy Councell

**Assistant Superintendent**  
**Educational Support Services**  
**Sheila Graham**

**Chief Financial Officer**  
**Guy Bellville**

**Assistant Superintendent**  
**Human Resources**  
**Brooke Gregory**

**Executive Director-Educational Support Services**

Randy Hawbaker

**Director-Health, Wellness, & Facility Support Services**

Lisa Reddel

**Director-Food & Nutrition Services**

Beth Wallace

**Director-Planning & Interagency Relationships**

Angela McCain

**Director-Transportation**

Mike Hush

**Director-Accounting**

Brad Arnold

**Director-Budget**

Dan Huenneke

**Risk Manager**

Karyn Fast

**Director-Human Resources**

Todd Fukai

**Director-Human Resources**

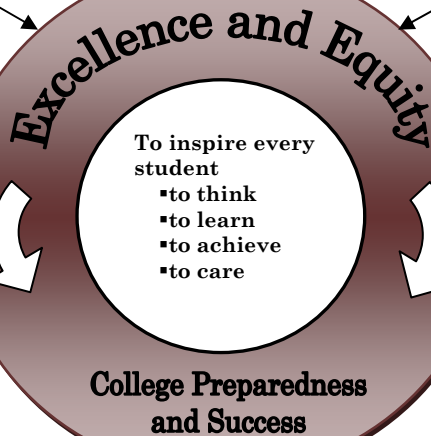
Tracey Grant

**Director-Human Resources**

Amanda Waleski

**Director-Classified Employees**

Jennifer Squire



**Executive Director-Curriculum & Instruction**

Floyd Cobb

**Director-Professional Learning**

Jana Frierler

**Executive Director-Excellence and Equity**

Robyn Duran

**Director-ELL**

Holly Porter

**Director- Science, Technology, Engineering & Math**

Richard Charles

**Director-Assessment & Evaluation**

Norm Alerta

**Director-Educator Effectiveness**

Lyndal Brookhart

# CHERRY CREEK SCHOOL DISTRICT ADMINISTRATIVE FUNCTIONS

## Associate Superintendent Educational Operations Dr. Scott Siegfried

Supervision of Schools

### **Elementary**

Elementary School Principals  
Challenge School  
Cherry Creek Academy  
Extended Child Services

### **Middle School**

Middle School Principals  
Endeavor Academy

### **High School**

High School Principals  
North Area Achievement Support  
Endeavor Academy

### **Athletics & Activities**

### **Career & Technical Education**

### **Student Achievement Services**

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

### **Information Systems**

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

### **Security**

Security Teams  
Crisis Response

## Assistant Superintendent Performance Improvement Dr. Judy Skupa

Supervision of Departments  
Federal/State Grants

### **Curriculum & Instruction**

Content Coordinators  
Reading Recovery®  
New Teacher Orientation  
Institute of Science & Technology

### **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

### **Educator Effectiveness**

## 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 Sheila Graham

Supervision of Educational  
Support Services

### **Facilities Maintenance**

Construction/Renovation  
Custodial Maintenance  
Facility Planning  
Grounds/Carpentry

### **Facilities Support**

Utilities/Energy Conservation

### **Food and Nutrition Services**

Catering  
Food Services Operations

### **Health Services**

School Nurses  
Pandemic Planning

### **Wellness**

Comprehensive Wellness Strategy  
Physical Wellness  
Psychological Wellness  
Environment Wellness

### **Prevention/Bully-Prevention**

Positive Behavior Support

### **Transportation**

### **Planning & Interagency Relationships**

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

### **Safety**

School Safety Planning  
Safe Schools Design Team

## Assistant Superintendent Human Resources Brooke Gregory

Administrative Leadership Academy  
Background Checks  
Benefits-Health Insurance  
Employee Negotiations & 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 LONG RANGE STRATEGIC GOALS

Cherry Creek’s mission is “to inspire every student to think, to learn, to achieve, to care.” We are committed to meeting the individual needs of each and every one of our 52,000 students. We have embraced an organizational model that centers on three main elements: *Excellence, Equity, and Post-secondary Preparedness*. The premise of this model assumes that our mission will be accomplished through devotion to these elements throughout our schools. This alignment empowers schools to elevate the achievement of all students, close the achievement gap, and prepare all students for college success.

<p>◆ <b>Strengthen the Organization</b></p> <ul style="list-style-type: none"> <li>– Define and communicate District direction within a strategic framework of vision, mission, goals, objectives, and actions; use the framework to drive organizational improvement</li> <li>– Put into action a rigorous and aligned organizational model that increases accountability and support for schools, principals, and staff in order to meet District goals</li> <li>– Enhance development of current and aspiring leaders</li> <li>– Develop and implement a comprehensive and futuristic technology plan that significantly expands the use of technology to improve achievement and increase productivity</li> </ul>
<p>◆ <b>Elevate Student Achievement, Close the Achievement Gap, and Prepare all Students for College Access and Success</b></p> <ul style="list-style-type: none"> <li>– Reduce the achievement gap by 5% on each CSAP and ACT test annually while improving the District average score on each assessment</li> <li>– Improve the K-12 programming for students and the staff development of teachers and administrators to ensure that graduation from a Cherry Creek school results in success in higher education</li> </ul>
<p>◆ <b>Bolster School Safety and Security</b></p> <ul style="list-style-type: none"> <li>– Implement and monitor prevention, preparedness, response, and recovery plans at the District and school levels to insure the physical and psychological safety of all students and staff</li> <li>– Reduce risk-taking behaviors by increasing prevention and intervention programs, while holding students accountable for their actions</li> </ul>
<p>◆ <b>Develop Citizenship, Civility, and Character</b></p> <ul style="list-style-type: none"> <li>– Increase the percentage of high school seniors who indicate they are prepared for participation in a democratic society and intend to engage in various civic activities</li> <li>– Increase the percentage of students who indicate that their school environment is characterized by civility and that they have displayed character traits such as honesty, respect for others, and appreciation for different cultures and racial groups</li> </ul>
<p>◆ <b>Fuel our Vision of Excellence</b></p> <ul style="list-style-type: none"> <li>– Prepare annual financial plans that are aligned with the achievement focus of the District</li> <li>– Plan for facility needs and procure resources to meet those needs</li> </ul>
<p>◆ <b>Recruit, Retain, and Develop the Finest Licensed Personnel and Support Staff</b></p> <ul style="list-style-type: none"> <li>– Ensure that salaries and benefits are competitive and working conditions reflect a climate of excellence in order to attract and retain the finest teachers and support staff</li> <li>– Align compensation and professional development with the District vision and goals</li> </ul>

# CHERRY CREEK SCHOOL DISTRICT ACADEMIC GOALS & OBJECTIVES

## FOR STUDENT ACHIEVEMENT & SUCCESS

As a result of the Community Forums held in the 2009-10 school year, two fundamental areas were identified as essential to achieve the District's overarching goals of Excellence, Equity, and Post-secondary Preparedness; "High Quality Instructional Programs" and "Supportive Learning Environments." Cherry Creek Schools will also monitor academic performance at the school level to have current information about each child's school experience. Additional school performance data is presented in the Elementary and Secondary Education sections of the "Individual Schools and Departments" budget document.

Cherry Creek District overarching goals are defined below:

<b>EXCELLENCE GOAL</b>  – <b>OBJECTIVE</b>	♦ High academic performance and growth for every student.  – Every school will meet or exceed District and State targets for academic performance and growth by 2013-14.  <i>(Schools can meet these targets by increasing the percent of students who demonstrate sufficient growth to achieve or maintain Proficient or Advanced levels of performance on State assessments)</i>
<b>EQUITY GOAL</b>  – <b>OBJECTIVE</b>	♦ Eliminate differences in academic performance and growth by race.  – Every school will meet or exceed District and State targets for academic performance and growth for students of color by 2013-14.  <i>(Schools can meet these targets by increasing the percent of students of color who demonstrate sufficient growth to achieve or maintain Proficient or Advanced levels of performance on State assessments)</i>
<b>COLLEGE &amp; POST-SECONDARY PREPAREDNESS &amp; SUCCESS</b>  – <b>OBJECTIVE</b>	♦ Every student leaves high school ready for success in college and other post-secondary training.  – Every school will meet District and State college readiness targets by 2013-14.  <i>(Schools can meet these targets by increasing the percent of students who meet specified benchmarks on TCAP Reading at grade 3 and on Explore and Colorado ACT tests at grades 8 and 11)</i>  – Every high school will meet or exceed District and State graduation rate targets by 2013-14.  <i>(Schools can meet these targets by increasing the graduation rates for all racial groups)</i>

# CHERRY CREEK SCHOOL DISTRICT PERFORMANCE HIGHLIGHTS

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 in conjunction with District strategic goals.

Strategic Goals	Current Year Highlights
<b>Strengthen the Organization</b>	<ul style="list-style-type: none"> <li>◆ As a result of the passage of the November 2012 Election, began implementing a new five-year District School and Facility Improvement Plan to upgrade/renovate existing schools and prepare for completion of the new Elementary School #43</li> <li>◆ Launched a new online Parent Forms system for school year 2012-13 to make the process of enrolling and updating student records more efficient and user-friendly for the parent community; this effort aligns with the District initiative of managing operational costs and moving to a more paperless environment</li> </ul>
<b>Elevate student achievement, close the achievement gap, and prepare all students for college access and success</b>	<ul style="list-style-type: none"> <li>◆ 100% of Cherry Creek schools are in the top two categories (93% in the highest category of Accredited with Performance Plan &amp; 7% in second highest category of Accredited with Improvement Plan) based on the School Performance Framework (SPF), as compared to the statewide figures of 70.7% and 19.6% respectively; no schools were in the bottom two categories</li> <li>◆ The 2012 Cherry Creek graduating class continued to score above the Colorado and national averages on the ACT and SAT tests; the ACT composite score was 22.1 compared to Colorado score of 20.6 and national score of 21.1; the SAT composite score was 1791 compared to a Colorado score of 1718 and a national score of 1498</li> <li>◆ The District graduation rate for the Class of 2012 was 87.1%, which increased from 84.4% in 2011 by 2.7%</li> <li>◆ The Hispanic graduation rate improved by more than 5.0% to 79.0% in 2012; Black students gained one point to reach an 84% graduation rate; White students improved nearly 3% to reach a graduation rate of more than 89%; Asian students' graduation rate rose slightly to reach 90%</li> </ul>



***“These numbers show us that we are moving in the right direction and serving the needs of all our students, regardless of race, poverty, language and mobility. Still, we must use this momentum to continue our work until every student can receive a high school diploma that shows they are college and work ready.”***

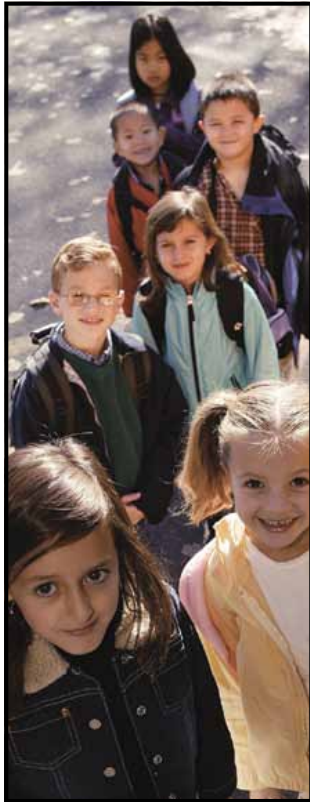
*Mary F. Chesley*

# CHERRY CREEK SCHOOL DISTRICT PERFORMANCE HIGHLIGHTS

## Strategic Goals

## Current Year Highlights

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



- ◆ A total of 1,444 seniors, or 35% of the Class of 2012, took one or more Advanced Placement classes
- ◆ In conjunction with the opening of the Institute of Science and Technology, the District continues to implement the new Full Option Science System (FOSS) program in every elementary school; this program aligns with the new State science content standards
- ◆ Held the 19th Annual Cherry Creek Schools Foundation Luncheon, which raised \$125,000 to support students and teachers in the District; over the past 18 years, the Foundation has raised and distributed more than \$7 million to support programs that impact student achievement and benefit students and teachers throughout the District
- ◆ The 3,788 members of the Class of 2013 earned more than \$44 million in scholarships and will attend colleges and universities, military academies, as well as vocational and technical schools across the country; the Class of 2013 includes 27 National Merit Finalists, four National Merit Hispanic Scholars, 14 Daniels Fund Scholars, three Boettcher Scholars, and six Military Academy appointees



CherryCreek Schools  
Dedicated to Excellence

**Bolster school safety and security**

- ◆ Conducted a District Climate, Safety, and Wellness Survey for parent, staff, and students to understand factors that impact learning
  - ⇒ Provided District wide reports for parent, staff, and student data by level; a student report was created for each school
  - ⇒ Utilized data at District level to monitor and give direction to safety and wellness efforts
  - ⇒ Held meetings with each school to help focus programming decisions tailored to meet their students' needs
- ◆ Completed recommendations to monitor building access, student tracking, surveillance systems, and notifications to parents, staff, and personnel

# CHERRY CREEK SCHOOL DISTRICT PERFORMANCE HIGHLIGHTS

## Strategic Goals

## Current Year Highlights

### Develop citizenship, civility, and character

- ◆ Held the 12th Annual First American State Bank Fitness Festival to benefit the Cherry Creek School District Community Asset Project raising a record of \$107,000; over \$750,000 has been raised from this event over the past 11 years
- ◆ Held the 6th Annual “Walk for Sudan”, which was founded and organized by Eaglecrest High School; funds raised were used for the Nuba Water Project, providing water, medicine, soap, and salt to refugees in the Nuba Mountains of Sudan
- ◆ Students and staff at every school in the Cherry Creek School District honored our nation’s veterans and active duty servicemen and women at the 2nd Annual Veterans Week celebration; English, history, social studies and civics incorporated lessons about Veterans Day promoting an understanding of why the freedoms we all enjoy today were made possible by the men and women who have served and sacrificed on our behalf
- ◆ Held the 4th Annual 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; included was a 9Health Fair event offering free health screenings for ages 18 and older

## Annual Events



**Annual Veteran’s Week  
In Honor of our Veterans**



**6th Annual Walk for Sudan**



**4th Annual  
Family Wellness Summit**

# CHERRY CREEK SCHOOL DISTRICT PERFORMANCE HIGHLIGHTS

## Strategic Goals

## Current Year Highlights

### Fuel our vision of excellence

- ◆ Successfully sold \$125 million of District General Obligation Bonds with a True Interest Cost of 2.60%; this low interest cost of the bonds is less than half of the interest cap authorized by the voters in the November 2012 election with taxpayers paying significantly less interest on this debt
- ◆ Prepared and presented a comprehensive Financial Plan to the Board of Education and published on the District website:

<http://www.cherrycreekschools.org/FiscalServices/Budget/>

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

- ◆ Fourteen teachers achieved National Board Certification in 2012 for a total of 103 District licensed teachers certified, placing the District 3rd in the State for the number of nationally certified educators
- ◆ Hired 310 new teachers for the 2012-13 school year
- ◆ Mentored 104 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 of core academic subjects demonstrate competency by having 24 or more college credits in the subject area they teach or have passed the State Content Exam
- ◆ 75% of Cherry Creek teachers have advanced degrees and 83% have more than 7 years of experience in the Cherry Creek School District



**TEACHING TO HIGHER STANDARDS**



## 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 720-554-5001.

#### **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 720-554-5067.



#### **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 720-554-5033.

# 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 obtained by contacting the Cherry Creek School Foundation Office at 720-554-4429. You can also visit the Foundation's website at: [www.ccsdfoundation.org](http://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 other numerous 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 for grades K-12. This council meets three times during the traditional school year. For further details, contact the Gifted and Talented office at 720-554-5052.

### **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](mailto: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 Wellness 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 Wellness 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 to provide general supervision to public schools and 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.<sup>1</sup>

More information regarding the Colorado Department of Education may be accessed at their website:  
[www.cde.state.co.us](http://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 2013-14 fiscal year, subject to change, is shown in the chart on the right.



*Dedicated to Excellence*  
CherryCreekSchools

## Board of Education Meeting Schedule

### 2013

August 12th	Eaglecrest High School
September 9th	Willow Creek Elementary
October 14th	Elementary School #43
November 18th	Prairie Middle School
December 9th	Holly Hills Elementary

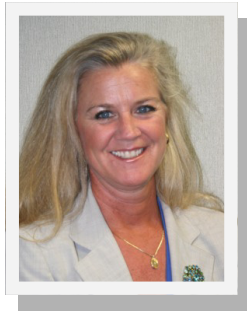
### 2014

January 13th	Dry Creek Elementary
February 10th	Falcon Creek Middle School
March 10th	Grandview High School
April 7th	Bellevue Elementary
May 12th	Highline Community Elementary
June 16th	Peakview Elementary School

This schedule is also available on the CCSD website:  
[www.cherrycreekschools.org/BOE](http://www.cherrycreekschools.org/BOE)

<sup>1</sup> 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



*Jennifer Churchfield*  
President



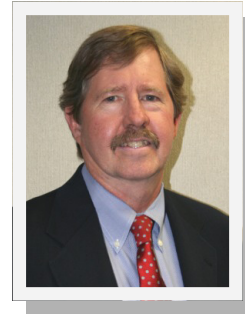
*Randy Perlis*  
Vice-President



*Claudine McDonald*  
Secretary



*David Willman*  
Asst. Secretary/Treasurer



*Jim O'Brien*  
Treasurer

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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

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### **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

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- ◆ **Thirteen Cherry Creek School District** schools received the “*Governor’s Distinguished Improvement Award*”, out of 145 schools statewide, which recognizes public schools that exceed expectations related to longitudinal academic growth over three years, as measured by the Colorado Growth Model
  - ◆ **Fourteen Cherry Creek School District** schools received the “*John Irwin Schools of Excellence Award*”, out of 166 schools statewide, which recognizes public schools that “exceed” expectations related to longitudinal academic growth and “meets or exceeds” expectations related to academic growth gaps as required on statewide assessments
  - ◆ Two **Cherry Creek School District** students scored a perfect score of 36 on the American College Test (ACT) during the 2011-12 school year
  - ◆ **Cherry Creek High School** earned a Gold Medal Award in the U. S. News’s rankings for Best High Schools in America, ranking #11 in the State of Colorado and #345 in the nation
  - ◆ The Colorado Department of Education recognized **Eaglecrest High School** for earning the “*Highly Effective School Library Program*” status for 2013. Eaglecrest High School was one of fourteen high schools statewide to receive this honor.
- 

◆ ◆ ◆ ◆ ◆ ◆ ◆ ◆ ◆

- ◆ 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.



## CHERRY CREEK SCHOOL DISTRICT NATIONAL AND STATE AWARDS AND RECOGNITION

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### TEACHING & LEADERSHIP EXCELLENCE



**Assistant Superintendent**, Dr. Scott Siegfried, was presented with the “*Spirit of Patriotism*” Award from the American Legion, Department of Colorado for his work on the 2011-12 Cherry Creek School District Veterans Week events.

**Grandview High School** principal, Kurt Wollenweber, received the Lifetime State “People First” Award from the Colorado Special Education Advisory Committee (CSEAC) for going above and beyond to make a difference in another person’s life, recognizing a person as an individual first before seeing a disability.

**Cherokee Trail High School** Orchestra Director, Kyle Rupley, was named to the Colorado All State Orchestra Board of Governors in 2012.

**Eaglecrest High School** teacher, Lisa Lee Adams, was chosen to receive the “2012 Colorado High School Art Educator of the Year Award” from the Colorado Art Education Association.

**Cherry Creek High School** English teacher and coach of the school’s Speech and Debate Team, Martha Benham, earned the National Forensic League (NFL) Distinguished Service Plaque-Second Honors. Since the league was founded in 1925, only 42 out of tens of thousands of coaches have earned this remarkable honor. She also earned her Fourth Diamond Award, which recognized coaches for excellence and longevity.

**Campus Middle School** Science, Technology, Engineering, and Math (STEM) teacher and robotics coach, Brenton Burnett, received the top award for Coaching Excellence at the FIRST LEGO League State Championship event. The **Campus Middle School** robotics team took three 1st place and one 2nd place award.

**Eaglecrest High School** media teacher, Kristen McKeown, was honored with the “*School Library Program Exemplary Performance Award*” from the Colorado Department of Education in 2013 for her outstanding leadership.

### ACADEMICS & MUSIC

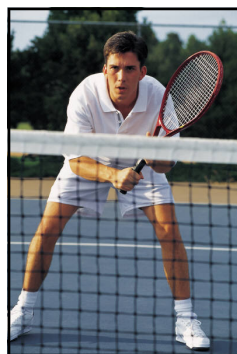


**Overland High School** student, Julian Cannon, and **Cherry Creek High School** student Tori Chen, earned a perfect score of 36 on the ACT during the 2011-12 school year.

**Grandview High School** 2012 graduates, Emily Baade and Kevin Huang, earned a State Advanced Placement (AP) Scholar Award for achieving a mean score of 4.94 and 4.71 respectively, after taking 17 AP exams. These students are among only 108 students nationwide to receive this honor.

**The Cherry Creek High School** Symphonic Orchestra, Wind Ensemble, and Meistersingers, the **Smoky Hill High School’s** Symphonic Choir, **The Fox Ridge Middle School** Honor Choir and Jazz Pack, and the **Fox Hollow Elementary** School Choir earned the prestigious honor to perform at the Colorado Music Educators Association (CMEA) Conference. Additionally, 20 year veteran teacher of vocal music and Fine Arts at **Cherry Creek High School**, William Erickson, was chosen to be inducted into the Colorado Music Educators Association Hall of Fame.

### SPORTS



**Cherry Creek High School** won the Boy’s State Tennis Title, making it the school’s 200th State Title; **Cherokee Trail High School** took 2nd place in the 5A State Football Championship; **Smoky Hill High School** placed 2nd in the Boy’s State Soccer Tournament, **Grandview High School** came in 2nd place in the State Volleyball Championships, and **Overland and Cherry Creek High Schools** took 3rd and 4th place, respectively, in the Girls State Gymnastics Championships.

## CHERRY CREEK SCHOOL DISTRICT NATIONAL AND STATE AWARDS AND RECOGNITION

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### OTHER CLUBS



Ten teams from the Cherry School District competed with 1,276 teams from 45 states, seven Canadian provinces, and 13 countries during the Destination ImagiNation Global Finals, held May 23-26, 2012. The **Cherry Creek High School JeDI team** competed at the university level and took 1st place, beating teams from University of Toronto in Canada and James Madison University in Harrisonburg, Virginia.

Seven teams from the Cherry Creek School District competed at the FIRST LEGO League State Championship. The **Campus Middle School Robotics Team**, earned three 1st place awards for Research Project, Innovative Solutions, and Gracious Professionalism, along with one 2nd place award for Inspiration. The **Timberline Elementary Senior Samurai Team** won 2nd place for Creative Presentation. Students on 20,000 teams from more than 70 countries around the world participate in this competition.

Members of the **Eaglecrest High School DECA team** brought home a national championship and placed five other students in the top 16 out of 16,000 students participating at the 2013 International Career Development Conference held in Anaheim, California.

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### *COLORADO MUSIC EDUCATORS ASSOCIATION CONFERENCE PERFORMANCE JANUARY 2013*



**FOX RIDGE MIDDLE SCHOOL  
HONOR CHOIR**



**FOX RIDGE MIDDLE SCHOOL  
JAZZ PACK**

## CHERRY CREEK SCHOOL DISTRICT OUR HERITAGE

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 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 2<sup>nd</sup> 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



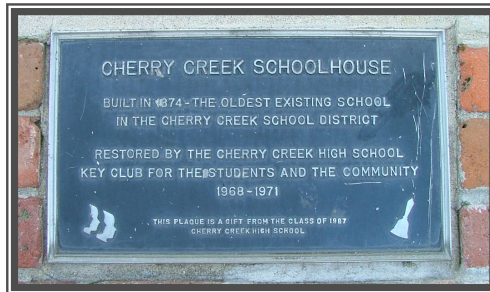
***The Cherry Creek School  
Established in 1874***



## CHERRY CREEK SCHOOL DISTRICT

### HISTORICAL HIGHLIGHTS

- \* 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 SY2013-14, enrollment is projected to be over 53,000.
- \* The District's assessed valuation increased from \$7 million in 1951 to \$4.29 billion in 2012.
- \* 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.



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### MILESTONE SCHOOL CELEBRATIONS

#### 2013 Congratulations to:

Cherokee Trail High School on 10 years – 2003-2013  
Endeavor Academy on 20 years – 1993-2013  
Mission Viejo Elementary School on 40 years – 1973-2013




#### 2014 Congratulations to:

Sunrise Elementary School on 30 years – 1984-2014  
Smoky Hill High School on 40 years – 1974-2014  
Bellevue Elementary School on 60 years – 1954-2014

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# CHERRY CREEK SCHOOL DISTRICT

**52,681 STUDENTS IN 60 SCHOOLS—SY2012-13**

ELEMENTARY SCHOOLS — YEAR OPENED (Grades PreK-5)		
Antelope Ridge - 1999	Arrowhead - 1977	Aspen Crossing - 2005
Bellevue - 1954	Black Forest Hills - 2012	Buffalo Trail - 2007
Canyon Creek - 2002	Cherry Hills Village - 1983	Cimarron - 1979
Cottonwood - 1976	Coyote Hills - 2006	Creekside - 1986
Dakota Valley - 1999	Dry Creek - 1972	Eastridge - 1963
Fox Hollow - 2001	Greenwood - 1958	Heritage - 1976
Highline - 1991	High Plains - 1978	The Hollys - 1958/1961
Homestead - 1977	Independence - 1976	Indian Ridge - 1985
Meadow Point - 1982	Mission Viejo - 1973	Peakview - 1991
Pine Ridge - 2010	Polton - 1972	Ponderosa - 1977
Red Hawk Ridge - 2005	Rolling Hills - 1996	Sagebrush - 1977
Summit - 1988	Sunrise - 1984	Timberline - 1986
Trails West - 1980	Village East - 1971	Walnut Hills - 1969
Willow Creek - 1977		
MIDDLE SCHOOLS — YEAR OPENED (Grades 6-8)		
Campus - 1971	Falcon Creek - 1999	Fox Ridge - 2008
Horizon - 1982	Laredo - 1975	Liberty - 2002
Prairie - 1977	Sky Vista - 2005	Thunder Ridge - 1992
West - 1966		
HIGH SCHOOLS — YEAR OPENED (Grades 9-12)		
Cherokee Trail - 2003	Cherry Creek - 1955	Eaglecrest - 1990
Grandview - 1998	Overland - 1978	Smoky Hill - 1975
OTHER SCHOOLS — YEAR OPENED		
Challenge - 1996 (Grades K-8)	Cherry Creek Academy -1995 (Grades K-8)	Endeavor Academy - 1993 (Grades 7-12)
Institute of Science & Technology - 2011 (Grades 7-12)		
 Dedicated to Excellence Cherry Creek Schools	 Dedicated to Excellence Cherry Creek Schools	 Dedicated to Excellence Cherry Creek Schools

# CHERRY CREEK SCHOOL DISTRICT GENERAL DESCRIPTION

## PHYSICAL ATTRIBUTES

In 2013-14 the District will operate with two central administration facilities, forty elementary schools, two K-8 schools, ten middle schools, six high schools, ten other school programs, two stadiums, and eleven 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	2.5 million

- ❖ Seventeen elementary schools have rock-traversing walls.
- ❖ Eight 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.

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### Stadiums

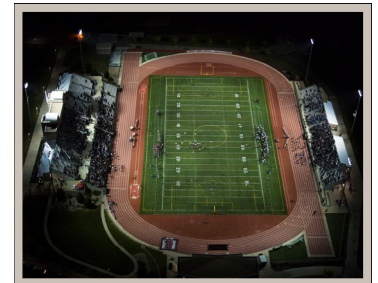
The two stadiums, Stutler Bowl and Legacy Stadium, are located adjacent to Cherry Creek High School and Cherokee Trail High School respectively. These athletic facilities have team rooms, concession areas, and press boxes.



**Stutler Bowl**

*Stutler Bowl* has an 8-lane all-weather track and an 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**

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

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### Other Facilities

Educational support and auxiliary services facilities have over 462,053 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. Cities in the District are shown below::

CITIES WITHIN THE CHERRY CREEK SCHOOL DISTRICT	
♦ Portions of Cherry Hills Village	♦ Portions of Aurora
♦ Glendale	♦ Portions of Centennial
♦ Foxfield	♦ Greenwood Village
♦ Portions of Englewood	♦ 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 C/E-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 64.

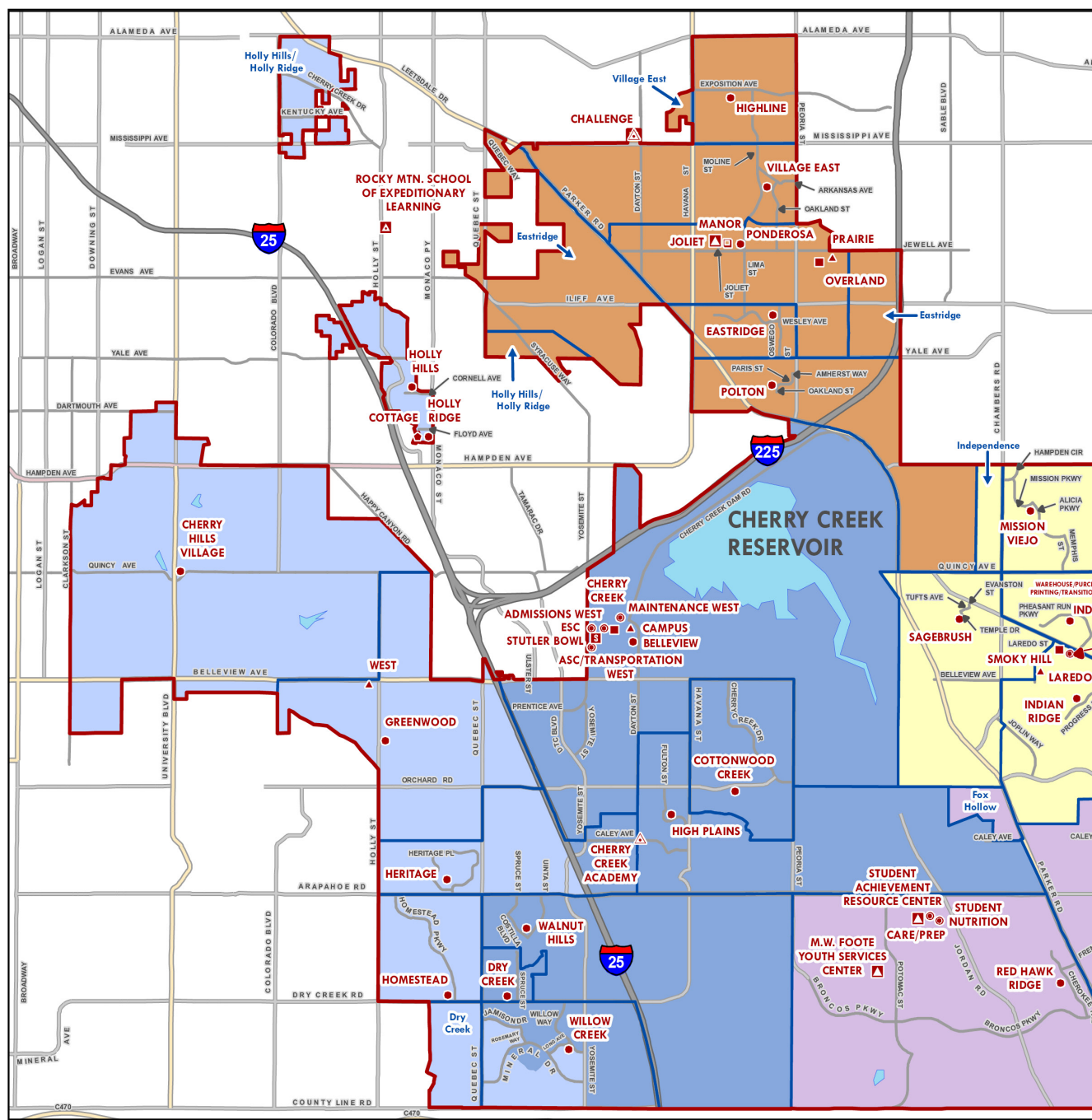
Arapahoe County has the third largest population of the counties in Colorado, with Denver and El Paso counties being the first two largest, respectively. The population within the Cherry Creek School District boundaries is over 301,000.







ARAPAHOE COUNTY 2011 CENSUS ESTIMATE	
Population	584,703
Number of Households	239,870

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 preschool students not normally included in the official Cherry Creek School District's October 2012 student count, was obtained from the Colorado Department of Education. It lists the ten largest school districts in the State of Colorado.

SCHOOL DISTRICT	2012 PUPIL MEMBERSHIP
Jefferson County R-1	85,508
Denver County 1	83,377
Douglas County RE 1	64,657
Cherry Creek 5	53,368
Adams 12 Five Star Schools	43,268
Adams-Arapahoe 28J	39,835
Boulder Valley RE 2	30,041
St. Vrain Valley RE 1J	29,382
Colorado Springs 11	28,993
Poudre R-1	27,909

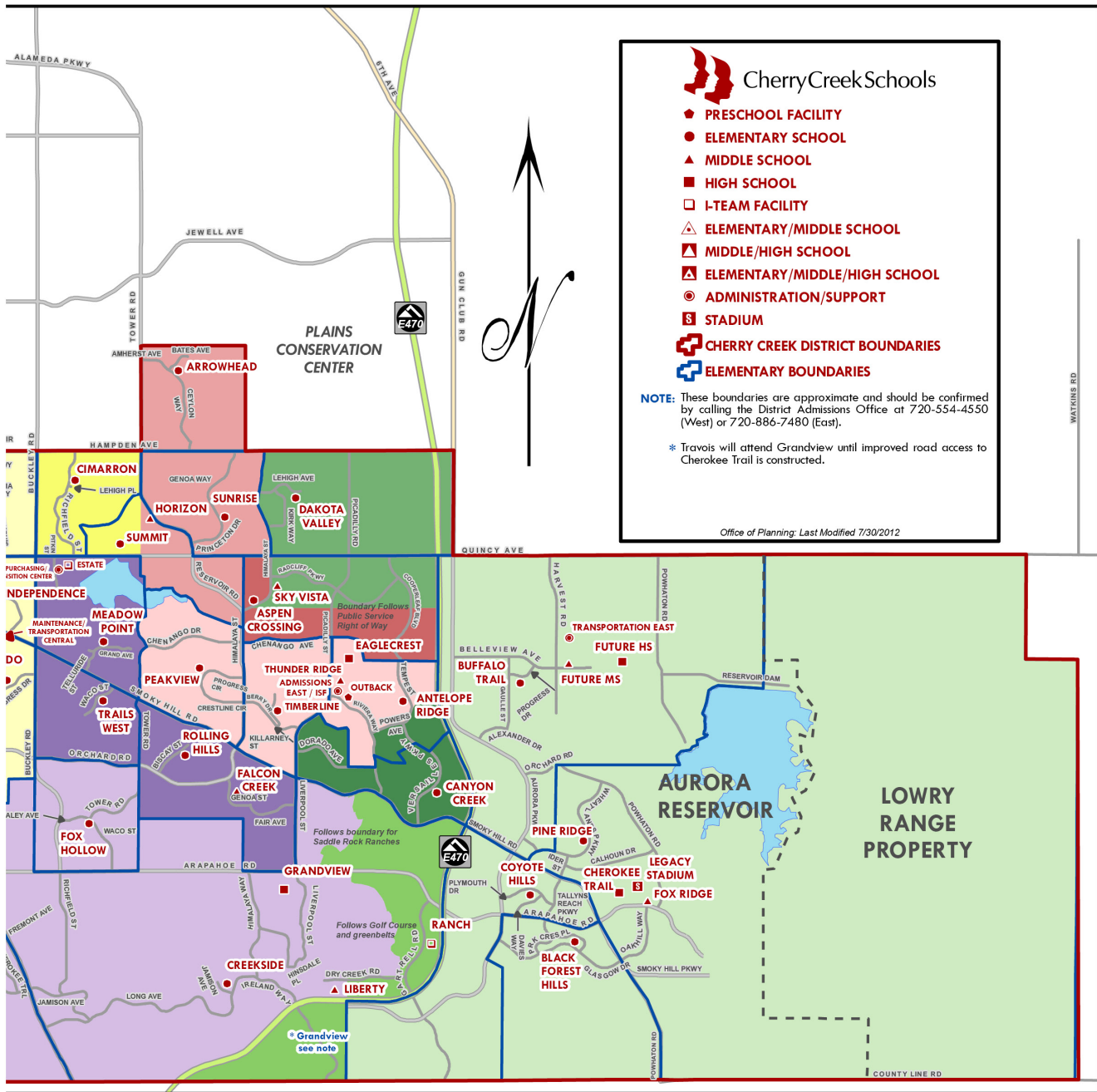
## 2012-2013 School Year



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

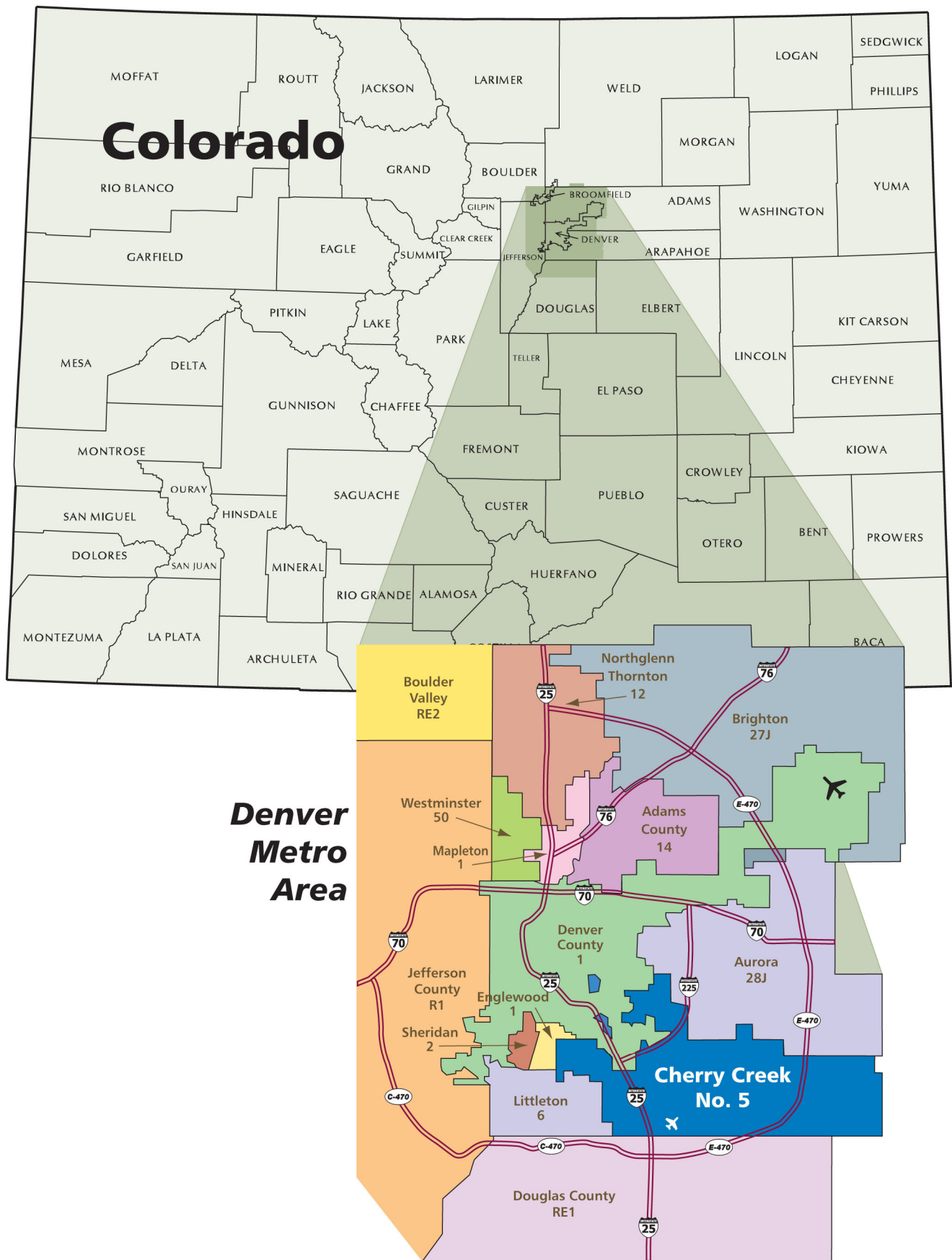
# CHERRY CREEK SCHOOL DISTRICT

## 2012-2013 School Year



	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**



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# **Policies and Financial Plan Development**

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*Dedicated to Excellence*  
Cherry Creek Schools

# CHERRY CREEK SCHOOL DISTRICT SUMMARY OF BOARD POLICIES

## POLICIES

*Guiding District Operations to  
“Strengthen the Organization”  
and Provide Guidelines*

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 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.

The policies referenced throughout this document may be found on the District website at:  
[www.cherrycreekschools.org](http://www.cherrycreekschools.org)

### **Board Policies— School Operations**

#### ⌘ **Section A: Foundations/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/ 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.

# CHERRY CREEK SCHOOL DISTRICT SUMMARY OF BOARD POLICIES

⌘ **Section H: (Cherry Creek School District has chosen to separate the Collective bargaining agreements and specific personnel policies 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/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.

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## Board Policies—Personnel

Policies for each employee group are included in a separate employee section of the Personnel Policies, located on the following Cherry Creek School District website:

[www.cherrycreekschools.org/HumanResources/Employees/Pages/Personnel-Policies](http://www.cherrycreekschools.org/HumanResources/Employees/Pages/Personnel-Policies)

Included are collective bargaining agreements and policies specifically pertaining to individual employee groups.

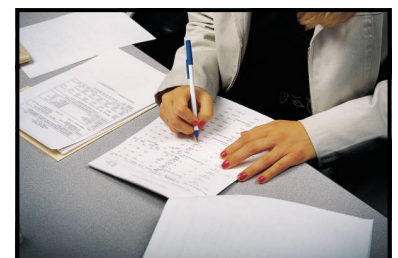
General personnel policies address such issues as:	Policies for each employee group include the following various items:
<ul style="list-style-type: none"> <li>– Equal Employment Opportunity and Affirmative Action</li> <li>– Employee – Board of Education Relationships</li> <li>– Publication of Articles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



Professional Training



Employee Benefits



Recruiting & Employment

## 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 E.

### ⌘ **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 purchase 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.



## CHERRY CREEK SCHOOL DISTRICT BUDGET PROCESS TIMELINE

### *July 2012*

Sun	Mon	Tue	Wed	Thu	Fri	Sat
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 2012

- ▶ **July 1** – Fiscal year 2012-13 begins.
- ▶ **July 1** – FY2012-13 Financial Plan documents are finalized and published on the District web site, [www.cherrycreekschools.org](http://www.cherrycreekschools.org)
- ▶ **July 1** – FY2012-13 Budget Summary Report required by Colorado Department of Education per HB10-1013 is posted on District web site.

### *August 2012*

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			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 2012

- ▶ School and department Staffing Verification Reports completed for FY2012-13.

### *September 2012*

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						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 2012

- ▶ Preliminary work begins for the development of the FY2013-14 Financial Plan.

### *October 2012*

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	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 2012

- ▶ FY2012-13 “Profile of Student-Based Budgeting for Schools” and “Guide to Understanding the Budget” posted to District website.

### *November 2012*

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				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	

### December 2012

- ▶ **December 10** – Board of Education certifies the local property tax mill levy for FY2012-13.
- ▶ **December 13** – Board of Education study session held for review of financial planning and budget development parameters. Three-year Financial Planning Projections FY2013-14 through FY2015-16 reviewed.

### *December 2012*

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						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					

# CHERRY CREEK SCHOOL DISTRICT BUDGET PROCESS TIMELINE

## January 2013

- ▶ **January 9** – State Legislature convenes and begins consideration of the Governor's FY2013-14 Budget Request, related legislation, and the proposed School Finance Act for FY2013-14.

## February 2013

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

## March 2013

- ▶ CSAP/TCAP and Unified Improvement Plan (UIP) data updated.
- ▶ **March 29** – School and department budgets input into Lawson Budgeting & Planning system (LBP) for review and verification by the Budget Department.

## April 2013

- ▶ **April 8** – School staffing designs submitted to the Instructional Division.
- ▶ All funds information prepared and included in the financial plan.

## May 2013

- ▶ **May 6** – District Leadership Team review of an update on the proposed School Finance Act and its impact on the Cherry Creek School District for FY2013-14.
- ▶ **May 8** – State Legislative session adjourns.
- ▶ **May 8** – District Accountability Committee review of Budget Development and Financial Planning Presentation for FY2013-14.
- ▶ **May 31** – Proposed FY2013-14 Financial Plan made available for public review.

## June 2013

- ▶ **June 6** – Board of Education study session to review proposed FY2013-14 Financial Plan.
- ▶ **June 17** – FY2013-14 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 FY2013-14 Financial Plan is adopted.

January 2013						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
		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 2013						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28		

March 2013						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
					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 2013						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

May 2013						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
			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 2013						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
						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 references District values as important 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.

---

A review of the School Finance Act and its impact on Cherry Creek School District FY2013-14 budget planning was presented to the Board of Education, District Leadership Team, and District Accountability Committee.

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Staffing budgets are compiled based on approved 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. 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.



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## **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 1<sup>st</sup>, which is the beginning of the next fiscal year. Refer to Appendix E, 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 30<sup>th</sup>.

# 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 E, Policy DBG, Budget Adoption, and Policy DBI, Budget Implementation, for further details.

**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 31<sup>st</sup>* of the fiscal year for which the budget was adopted. After *January 31<sup>st</sup>*, 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.

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## 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](http://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 funding as authorized in the School Finance Act.
- ⌘ State funding reductions adopted by the legislature are applied through a "**Negative Factor**", which is a 15.49% reduction from Amendment 23 statutory funding.
- ⌘ Projections and budgeted expenditures will include 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 budget expenditures.

***PLANNING AHEAD & INVESTING IN  
CHERRY CREEK STUDENTS***



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# CHERRY CREEK SCHOOL DISTRICT ACCOUNTING BASIS

Accounting for revenue and expenditures is based on either of two methods: 1) *modified accrual* or 2) *accrual*.

## **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 unassigned fund balances as a measure of resources that are not designated for other purposes. 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 similarly for budgeting and accounting purposes and are documented by purchase orders or contracts. 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. All funds, except the Food Services Fund, are budgeted on a modified accrual basis.

## **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 accounting and budgeting purposes for each fund of the District.



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<b>Governmental Funds</b>	<b>Accounting Basis</b>
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
<b><u>Proprietary Fund</u></b>	<b><u>Accounting Basis</u></b>
Food Services Fund	Accrual

# CHERRY CREEK SCHOOL DISTRICT

## ACCOUNTING PRACTICES AND BUDGET CONTROLS

### **Conversion for Budgetary Purposes from Budgetary Basis to Modified Accrual Basis**

A procedural change is being made to transition to the preferred methodology of a modified accrual basis for budget purposes. The Colorado Department of Education budget guidelines indicate that for better comparability of budget to actual figures in financial statements, and for less complexity, it is preferable to use the modified accrual basis for budgetary purposes. By making this change, the projected current financial position of the District will now coincide with budgetary fund balance reporting, which provides clarity of financial disclosure for investors and constituents.

This conversion restates the prior period budgetary fund balance as of June 30, 2012, so that moving forward, reporting of budgetary figures in FY2012-13 and future years will be consistent with the modified accrual basis of accounting and will simplify reporting in the Comprehensive Annual Financial Report (CAFR) and the District's Financial Plan and Budget.

For budgetary purposes, salaries and benefits will now reflect the contractual obligations of the District with respect to each fiscal year, and timing differences between the budgetary basis and modified accrual basis will be eliminated. The budget would be consistent with generally accepted accounting principles (GAAP) with this change.

### **Salaries and Benefits Earned but Unpaid**

Budgetary fund balance figures are restated as of June 30, 2012 so that salaries and benefits earned but unpaid in the amount of \$37.7 million are no longer included in the budgetary fund balance in the General Fund Budget.

### **Budget Controls**

- ⌘ The District is committed to balancing the expenditures with available revenue sources.
- ⌘ In FY2008-09, FY2009-10, FY2010-11, and FY2011-12 the District implemented several cost containment measures and experienced reductions in the staffing and non-staffing budget due to State funding reductions caused by the economic downturn.
- ⌘ A Financial Plan was developed and is the basis for a balanced budget for FY2013-14.
- ⌘ 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***

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# **Consolidated Budget Summary**

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Cherry Creek Schools

# 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  
Extended Child Services  
Pupil Activities

**Capital Improvements and Projects** - Building Fund  
Capital Reserve

**Debt Service** - Bond Redemption  
Capital Finance Corporation

### Proprietary Fund

**Enterprise Fund** - Food Services

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.

**FY2013-14 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

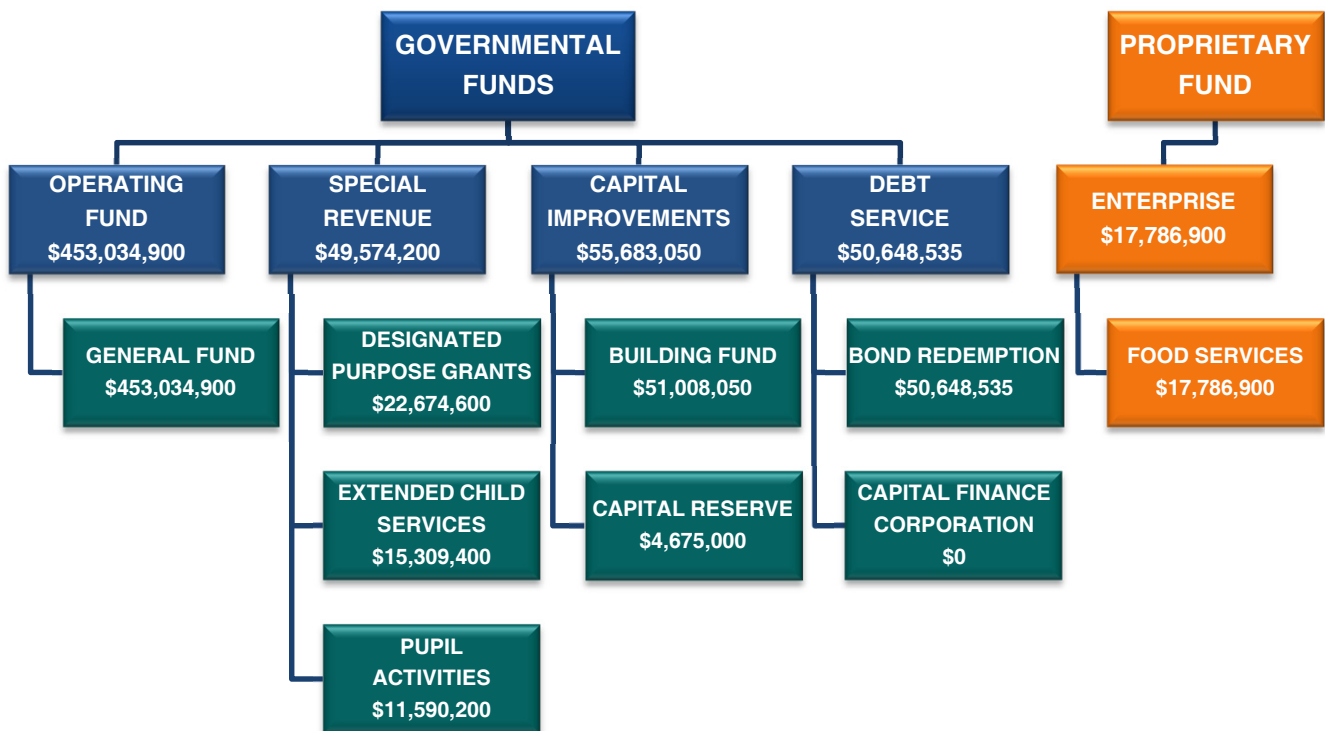
## DISTRICT FUNDS BY TYPE

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 FY2013-14 are listed below, showing appropriated expenditures, which include transfers.

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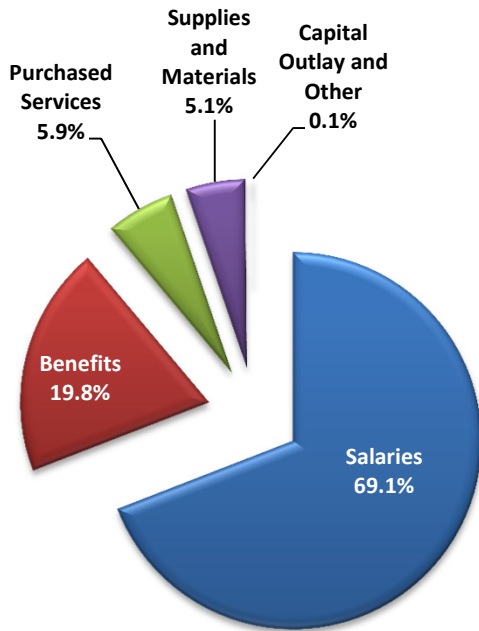
**FY2013-14**  
**TOTAL EXPENDITURES AND TRANSFERS**  
**\$626,727,585**

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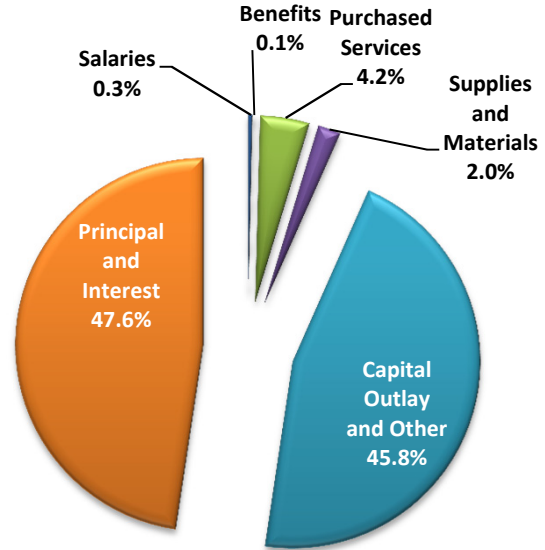


**CHERRY CREEK SCHOOL DISTRICT  
FY2013-14 EXPENDITURES IN ALL FUNDS BY OBJECT**

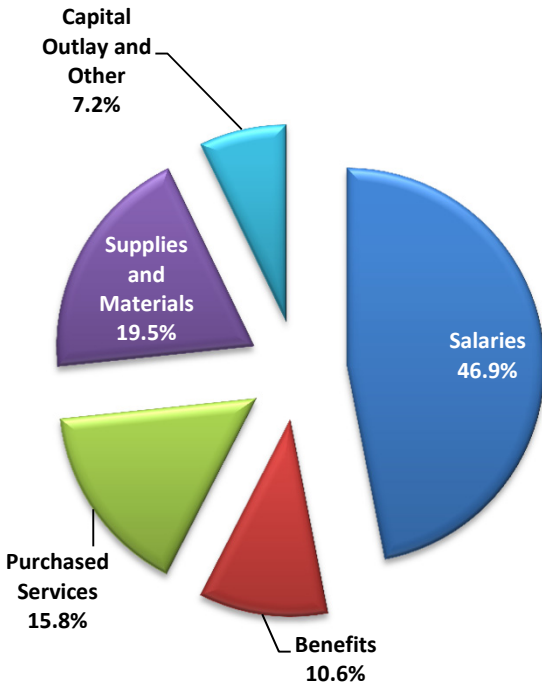
**Operating Fund**



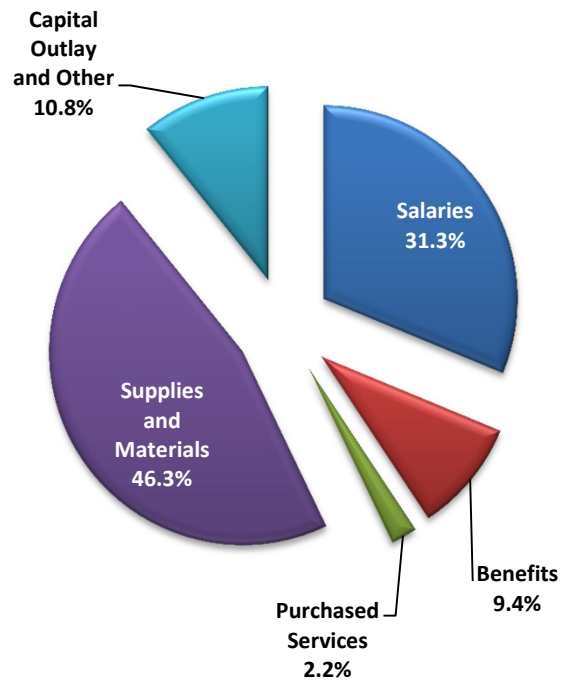
**Capital Improvements/  
Debt Service Funds**



**Special Revenue Funds**



**Enterprise Fund**



**CHERRY CREEK SCHOOL DISTRICT  
FY2013-14 ALL FUNDS - BUDGETED REVENUE**

<b>(In Millions)</b>	<b>Operating Fund</b>	<b>Special Revenue Funds</b>	<b>Capital Improvements/ Debt Service</b>	<b>Enterprise Fund</b>	<b>Total All Funds</b>
<b>Beginning Fund Balance</b>	<b>\$49.82</b>	<b>\$8.25</b>	<b>\$173.87</b>	<b>\$5.87</b>	<b>\$237.81</b>
<b><u>Local Sources</u></b>					
Property Tax	197.23	-	50.51	-	247.74
Specific Ownership Tax	16.09	-	-	-	16.09
Tuition	0.74	-	-	-	0.74
Investment Income	0.30	-	0.48	-	0.78
Fees	0.91	28.01	-	-	28.92
Other	3.13	2.78	-	9.55	15.46
<b>Total Local Sources</b>	<b>218.40</b>	<b>30.79</b>	<b>50.99</b>	<b>9.55</b>	<b>309.73</b>
<b><u>State Sources</u></b>					
State Equalization	214.40	-	-	-	214.40
Vocational Education	2.04	-	-	-	2.04
Special Education	10.40	-	-	-	10.40
Transportation	4.19	-	-	-	4.19
Other	0.97	0.29	-	0.22	1.48
<b>Total State Sources</b>	<b>232.00</b>	<b>0.29</b>	<b>-</b>	<b>0.22</b>	<b>232.51</b>
<b><u>Federal Sources</u></b>					
Special Education	-	11.21	-	-	11.21
Other	1.43	8.42	-	7.78	17.63
<b>Total Federal Sources</b>	<b>1.43</b>	<b>19.63</b>	<b>-</b>	<b>7.78</b>	<b>28.84</b>
<b>Total Revenue</b>	<b>451.83</b>	<b>50.71</b>	<b>50.99</b>	<b>17.55</b>	<b>571.08</b>
Transfers In	1.20	0.08	4.67	0.33	6.28
<b>Total Revenue and Transfers</b>	<b>453.03</b>	<b>50.79</b>	<b>55.66</b>	<b>17.88</b>	<b>577.36</b>
<b>Total Funds Available</b>	<b>\$502.85</b>	<b>\$59.04</b>	<b>\$229.53</b>	<b>\$23.75</b>	<b>\$815.17</b>
<b><u>Budgeted Revenue Per Funded Pupil*</u></b>					
(Not in millions)	<b>\$8,898</b>	<b>\$997</b>	<b>\$1,094</b>	<b>\$351</b>	<b>\$11,340</b>

\*Estimated 2012-13 Funded Pupil Count is 50,915 FTE

**CHERRY CREEK SCHOOL DISTRICT  
FY2013-14 ALL FUNDS - BUDGETED EXPENDITURES BY ACTIVITY**

<b>(In Millions)</b>	<b>Operating Fund</b>	<b>Special Revenue Funds</b>	<b>Capital Improvements/ Debt Service</b>	<b>Enterprise Fund</b>	<b>Total All Funds</b>
<b><u>Instruction Services</u></b>					
Direct Instruction	\$307.92	\$43.19	\$-	\$-	\$351.11
Instructional Support Services	40.03	4.13	1.90	-	46.06
School Management	23.26	0.00	-	-	23.26
<b>Instruction Services Subtotal</b>	<b>371.21</b>	<b>47.32</b>	<b>1.90</b>	<b>-</b>	<b>420.43</b>
<b><u>Districtwide Support Services</u></b>					
General Administration	3.62	-	-	-	3.62
Fiscal Services	3.83	0.41	-	-	4.24
Operations and Maintenance	35.23	-	2.39	-	37.62
Pupil Transportation	18.87	-	0.30	-	19.17
Central Services	14.81	-	0.08	-	14.89
Other Support Services	-	-	50.68	17.79	68.47
<b>Districtwide Support Services Subtotal</b>	<b>76.36</b>	<b>0.41</b>	<b>53.45</b>	<b>17.79</b>	<b>148.01</b>
Community Services	0.41	0.65	-	-	1.06
Debt Services	0.30	-	50.65	-	50.95
<b>Districtwide Subtotal</b>	<b>0.71</b>	<b>0.65</b>	<b>50.65</b>	<b>-</b>	<b>52.01</b>
<b>Total Expenditures</b>	<b>448.28</b>	<b>48.38</b>	<b>106.00</b>	<b>17.79</b>	<b>620.45</b>
Transfers Out	4.75	1.20	0.33	-	6.28
<b>Total Expenditures and Transfers</b>	<b>453.03</b>	<b>49.58</b>	<b>106.33</b>	<b>17.79</b>	<b>626.73</b>
<b>Ending Fund Balance</b>	<b>\$49.82</b>	<b>\$9.46</b>	<b>\$123.20</b>	<b>\$5.96</b>	<b>\$188.44</b>
<b>Revenue over (under)</b>					
<b>Expenditures</b>	<b>\$-</b>	<b>\$1.21</b>	<b>(\$50.67)</b>	<b>\$0.09</b>	<b>(\$49.37)</b>

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

<b>Budgeted Expenditures Per Funded Pupil*</b>					
(Not in millions)	<b>\$8,898</b>	<b>\$974</b>	<b>\$2,088</b>	<b>\$349</b>	<b>\$12,309</b>

\*Estimated 2013-14 Funded Pupil Count is 50,915

## CHERRY CREEK SCHOOL DISTRICT LARGEST REVENUE SOURCES

The graph at the bottom of this page shows the five-year trend for the largest revenue sources for the Cherry Creek School District.

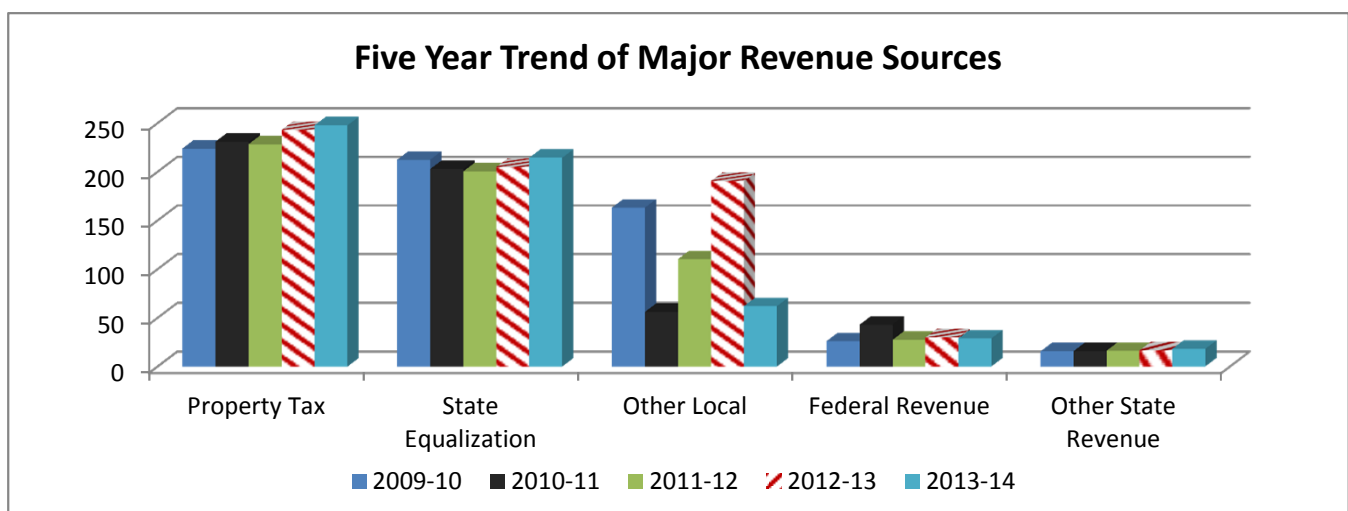
**Property Tax** funds both the General Fund and the Bond Redemption Fund. The Board of Education approves the mill levy each December based on the assessed valuation from Arapahoe County. The budgeted revenue from property taxes in FY2013-14 is \$247.74 million.

**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 is provided by the state. The Public School Finance Act funding formula is described on pages 89-91. The graph shows that State Equalization increased in FY2012-13 and FY2013-14 as the State revenue increased due to the economic recovery. The amount budgeted for state equalization revenue in FY2013-14 is \$214.40 million.

**Other Local Revenue** is comprised of multiple revenue sources. The graph shows a spike in both FY2009-10 and FY2012-13. New construction bonds authorized through the successful 2008 and 2012 Bond elections were sold in those two fiscal years. Without the sale of construction bonds, this revenue source remains static. Another local source is the specific ownership tax, collected by the county when vehicles are purchased and registered. Fifty 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 FY2013-14 is \$16.09 million. Other revenue sources accounted for in this group include indirect cost fees from both ECS and Food Services, fees for ECS Programs, athletic and activity fees, investment income, and tuition for M.W. Foote Youth Services Center and Cherry Creek Academy.

**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 spike in FY2010-11 is due to additional ARRA funding. Federal revenue budgeted for FY2013-14 is \$28.84 million. The District is allocated \$1.43 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 FY2009-10, this revenue has increased 16% (page 176). Budgeted Food Service federal reimbursement revenue for FY2013-14 is \$7.78 million.

**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 and will be adjusted by CPI inflationary changes each year, in accordance with Amendment 23. Also, in FY2013-14, under SB13-260, an estimated \$1.50 million has been approved for Special Education "Tier B" 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** make up the largest expenditure category in most funds. Only the Bond Redemption Fund, Capital Finance Corporation, and the Capital Reserve Fund do not include salaries and benefits.

**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 through January 2018 when it will be set at 20.15%. Health insurance costs have increased and are expected to continue the upward trend. The District contribution for health insurance costs will remain the same for FY2013-14.

**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 168-170.

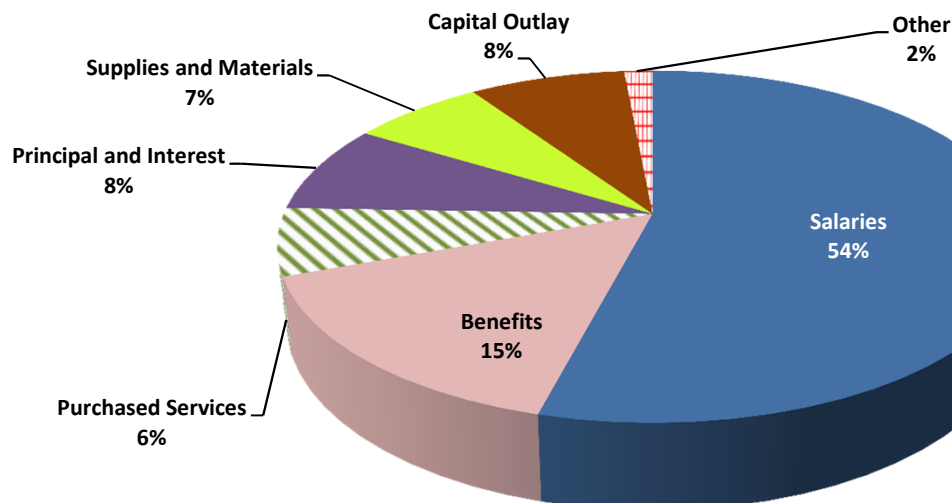
**Supplies and Materials** expenditures include textbooks and library books as well as other classroom supplies.

**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.

**Capital Outlay** includes planned expenditures for new construction and renovations of schools and support facilities. Voters approved a \$125 million bond election in November 2012, which will provide funding for multiple additions and renovations to existing schools.

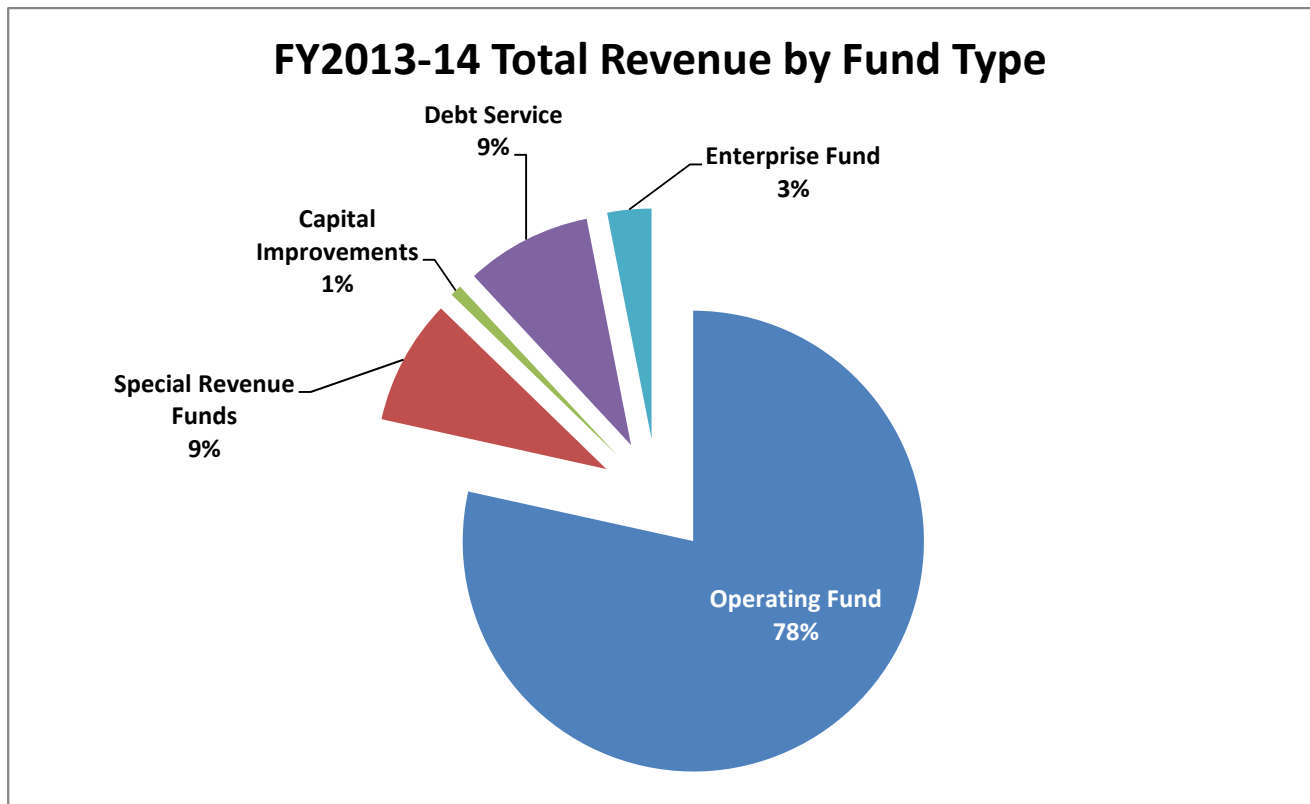
(In Millions)	Operating Fund	Special Revenue Funds	Capital Improvements/ Debt Service	Enterprise Fund	Total Expenditures
Salaries	\$309.88	\$23.27	\$0.35	\$5.56	\$339.06
Benefits	88.66	5.26	0.10	1.68	95.70
Principal and Interest	0.29	-	50.65	-	50.94
Purchased Services	26.06	7.84	4.50	0.39	38.79
Supplies and Materials	22.76	9.66	2.09	8.24	42.75
Capital Outlay	0.69	0.51	48.31	0.81	50.32
Other	4.69	3.04	0.33	1.11	9.17
<b>Total</b>	<b>\$453.03</b>	<b>\$49.58</b>	<b>\$106.33</b>	<b>\$17.79</b>	<b>\$626.73</b>

**Total Budgeted Expenditures by Object for All Funds**



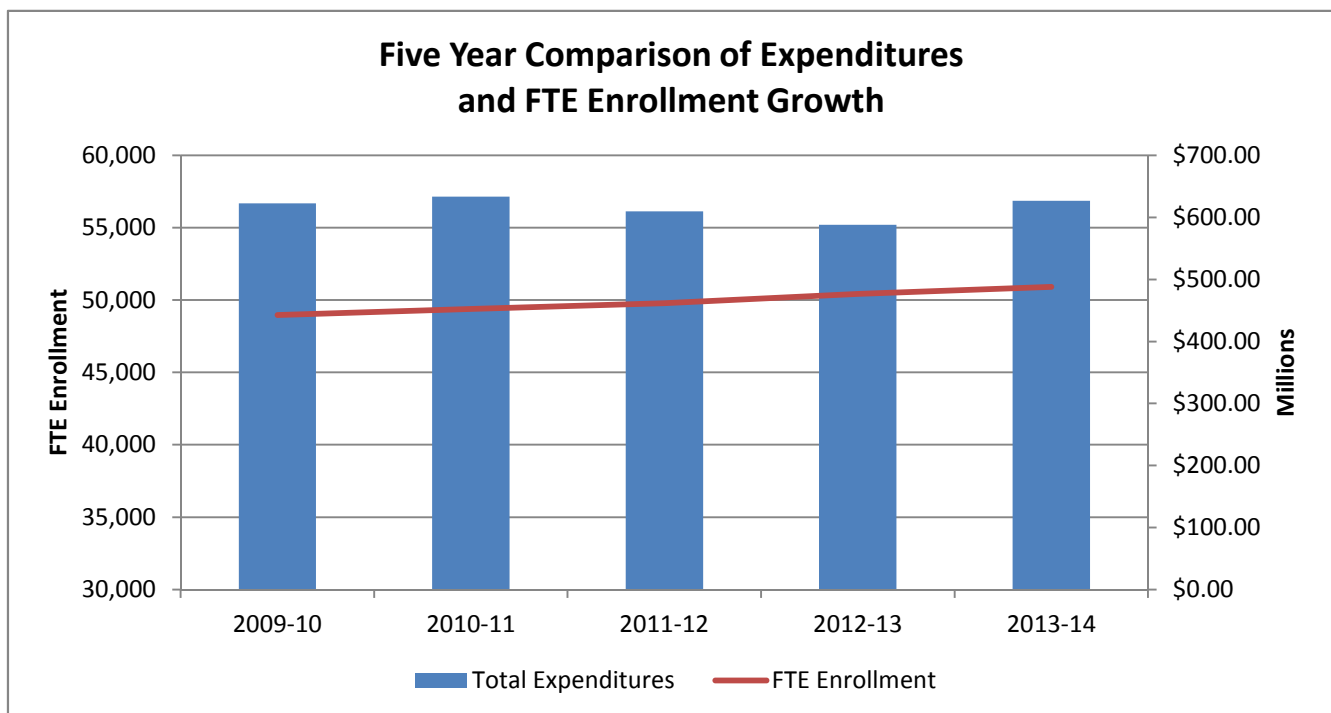
## CHERRY CREEK SCHOOL DISTRICT REVENUE BY FUND TYPE

(In Millions)	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
<b>REVENUE</b>					
<b>Operating Fund</b>	<b>\$429.07</b>	<b>\$423.90</b>	<b>\$413.38</b>	<b>\$440.52</b>	<b>\$453.03</b>
Designated Purpose Grants	21.47	36.62	20.96	23.79	22.67
Extended Child Services	15.59	15.04	15.57	15.94	16.52
Pupil Activities	11.26	10.76	11.01	11.79	11.59
<b>Special Revenue Funds</b>					
<b>Total Revenue</b>	<b>48.32</b>	<b>62.42</b>	<b>47.54</b>	<b>51.52</b>	<b>50.78</b>
Capital Reserve	7.48	7.03	2.07	6.57	4.68
Capital Finance Corporation	0.03	0.04	0.04	0.01	0.00
Building Fund	104.23	0.25	0.07	129.66	0.45
Bond Redemption	45.34	53.77	108.98	48.36	50.54
<b>Capital Improvements/</b>					
<b>Debt Service Revenue</b>	<b>157.08</b>	<b>61.09</b>	<b>111.16</b>	<b>184.60</b>	<b>55.67</b>
Food Services	15.30	15.76	15.35	17.42	17.88
<b>Enterprise Fund</b>					
<b>Total Revenue</b>	<b>15.30</b>	<b>15.76</b>	<b>15.35</b>	<b>17.42</b>	<b>17.88</b>
<b>All Funds Total Revenue</b>	<b>\$649.77</b>	<b>\$563.17</b>	<b>\$587.43</b>	<b>\$694.06</b>	<b>\$577.36</b>



## CHERRY CREEK SCHOOL DISTRICT EXPENDITURES BY FUND TYPE

(In Millions)	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
<b>EXPENDITURES</b>					
<b>Operating Fund</b>	<b>\$413.23</b>	<b>\$416.57</b>	<b>\$413.95</b>	<b>\$435.01</b>	<b>\$453.03</b>
Designated Purpose Grants	21.47	36.62	20.96	23.79	22.68
Extended Child Services	14.88	15.68	14.53	17.25	15.31
Pupil Activities	10.98	11.11	10.80	11.79	11.59
<b>Special Revenue Funds</b>					
<b>Total Expenditures</b>	<b>47.33</b>	<b>63.41</b>	<b>46.29</b>	<b>52.83</b>	<b>49.58</b>
Capital Reserve	7.99	6.60	2.64	6.95	4.67
Capital Finance Corporation	0.03	0.03	0.03	0.93	0.00
Building Fund	91.29	79.82	25.19	25.58	51.01
Bond Redemption	48.40	52.03	105.74	48.85	50.65
<b>Capital Improvements/</b>					
<b>Debt Service Expenditures</b>	<b>147.71</b>	<b>138.48</b>	<b>133.60</b>	<b>82.31</b>	<b>106.33</b>
Food Services	14.56	15.25	16.27	17.96	17.79
<b>Enterprise Fund</b>					
<b>Total Expenditures</b>	<b>14.56</b>	<b>15.25</b>	<b>16.27</b>	<b>17.96</b>	<b>17.79</b>
<b>All Funds</b>					
<b>Total Expenditures</b>	<b>\$622.83</b>	<b>\$633.71</b>	<b>\$610.11</b>	<b>\$588.11</b>	<b>\$626.73</b>



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

	2009-10	2010-11	2011-12	2012-13	2013-14
(In Millions)	Actual	Actual	Actual	Budget	Budget
<b>Beginning Fund Balance</b>	<b>\$234.60</b>	<b>\$261.54</b>	<b>\$190.99</b>	<b>\$131.86</b>	<b>\$237.81</b>
<b>REVENUE by TYPE</b>					
<b>Local Sources</b>					
Property Tax	223.90	230.90	228.22	242.91	247.74
Specific Ownership Tax	15.36	14.45	14.51	15.94	16.09
School Bonds - New	103.06	-	-	129.41	-
Fees	27.59	26.60	27.48	28.50	28.92
Other Local Revenue	17.08	14.98	68.24	16.64	16.98
<b>State Sources</b>					
State Equalization	212.35	202.78	200.29	204.88	214.40
Vocational Education	1.89	1.93	2.00	2.00	2.04
Special Education	8.20	8.26	8.76	8.72	10.40
Transportation	3.92	3.99	3.89	4.11	4.19
Other State Revenue	1.69	1.68	1.51	1.58	1.48
<b>Federal Sources</b>					
Special Education	10.04	12.72	9.27	11.92	11.21
Other Federal Revenue	16.04	30.23	18.10	17.92	17.63
Transfers In	8.65	14.64	5.16	9.53	6.28
<b>Total Revenue</b>	<b>649.77</b>	<b>563.16</b>	<b>587.43</b>	<b>694.06</b>	<b>577.36</b>
<b>Available Balance</b>	<b>884.37</b>	<b>824.70</b>	<b>778.42</b>	<b>825.92</b>	<b>815.17</b>
<b>EXPENDITURES by ACTIVITY</b>					
Instruction Services	382.70	400.75	386.69	406.04	420.43
Support Services	180.89	163.87	110.12	120.51	148.01
Community Services	0.90	1.13	1.10	1.03	1.06
Debt Services	49.69	53.32	107.04	51.00	50.95
Transfers Out	8.65	14.64	5.16	9.53	6.28
<b>Total Expenditures</b>	<b>622.83</b>	<b>633.71</b>	<b>610.11</b>	<b>588.11</b>	<b>626.73</b>
<b>Ending Fund Balance</b>	<b>\$261.54</b>	<b>\$190.99</b>	<b>\$168.31</b>	<b>\$237.81</b>	<b>\$188.44</b>
<b>RESERVES</b>					
TABOR Amendment Reserve	13.57	13.64	13.51	14.34	14.70
Designated Reserve	2.65	2.55	2.33	2.75	2.33
Contingency Reserve	1.00	-	-	-	-
<b>Total Appropriated Reserves</b>	<b>17.22</b>	<b>16.19</b>	<b>15.84</b>	<b>17.09</b>	<b>17.03</b>
Reconciliation to Modified Accrual (GAAP) Basis*	-	-	(36.45)	-	-
Unappropriated Reserves	244.32	174.80	116.02	220.72	171.41
<b>Total Reserves</b>	<b>\$261.54</b>	<b>\$190.99</b>	<b>\$131.86</b>	<b>\$237.81</b>	<b>\$188.44</b>

**Fund Balance** is the excess of assets (revenue) over liabilities (expenditures) of a fund. Fund balance is sometimes referred to as Reserves.

\*Budgetary Fund Balance is restated as of June 30, 2012 to the Modified Accrual (GAAP) basis per audited financial statements.

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# General Fund

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*Dedicated to Excellence*  
Cherry Creek Schools

## 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 local, state, and federal 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"> <li>◆ Changes in student population</li> <li>◆ Changes in economic and demographic factors</li> <li>◆ Assessed valuation of property within School District boundaries as determined by the local county assessor's office</li> <li>◆ Cost of living increases (decreases) for Denver, Boulder and Greeley (CPI-U)</li> <li>◆ State budget impacts due to revenue shortfalls caused by economic conditions</li> </ul>	<ul style="list-style-type: none"> <li>◆ Changes in student population</li> <li>◆ Student achievement programs</li> <li>◆ Funding issues</li> <li>◆ Salaries, benefits &amp; facility changes</li> <li>◆ Anticipated cost increases</li> </ul>

## 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, negative state budget stabilization and district size. Additional funding is also provided for increased enrollment and at-risk students. Base program funding increases are calculated on a cost-of-living inflationary increase.

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 74% of the General Fund revenue.

### **Pupil Count**

Funding under the School Finance Act provisions will be based on the October 2013 enrollment count, which is projected at 50,915 FTE for FY2013-14.

### **SB13-213**

The Future School Finance Act was adopted by the legislature in May 2013, which is conditional upon passage of a statewide tax increase to fund K-12 education. If funding is approved by statewide vote, the School Finance formula is proposed to be revised in FY2015-16.

## 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:

FY2013-14 SCHOOL FINANCE ACT FORMULA	
Statewide base per pupil funding <sup>1</sup>	\$5,954
Multiplied by District personnel costs factor <sup>2</sup>	X .905
Multiplied by District cost-of-living factor <sup>3</sup>	X 1.261
<b>PLUS</b>	<b>+</b>
Statewide base per pupil funding <sup>1</sup>	\$5,954
Multiplied by District non-personnel costs factor <sup>4</sup>	X .095
<b>TOTAL</b>	<b>\$7,355</b>
Multiplied by District size factor <sup>5</sup>	X 1.0297
Funding per pupil <i>without</i> At-Risk Pupils	\$7,579
Statutory funding per pupil <i>with</i> At-Risk Pupils	\$7,780
Negative Factor—Formula Reduction of –15.49%	(\$1,206)
<b>Net per pupil funding under SB13-260 (School Finance Act)</b>	<b>\$6,574</b>

- Statewide base per pupil funding** — Under the formula, the statewide base per pupil funding amount of \$5,954 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 FY2013-14, the statewide base per pupil was increased for inflation by 1.9 percent from \$5,843 to \$5,954, an increase of \$111 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, which is the factor applicable to the Cherry Creek School District.
- 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 1.260 in FY2011-12 to 1.261 in FY2012-13.
- Non-personnel costs factor** — Each district's non-personnel costs factor is the difference between 100 percent 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 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 has remained at that rate since then.

### **At-Risk Funding**

The School Finance Act provides additional revenue for school districts based on their number of at-risk youth. This includes students who are eligible for the federal free lunch program due to the family income or those students who have limited English skills and meet other criteria. The additional funding for at-risk students is estimated to be \$910 per at-risk pupil in FY2013-14.

### **At-Risk Preschoolers**

The Colorado Preschool Program (CPP) provides funding for children to be served under the state's preschool program with statewide funding provided for 23,360 children (11,680 FTE). Cherry Creek Schools is estimated to be eligible for funding for 510 CPP Preschool students to be served or 255 FTE.

### **Full-Day Kindergarten**

The full-day kindergarten program is also changed to have a separate factor that determines funded students by district. For FY2013-14, the funded projected full-day kindergarten FTE for the Cherry Creek School District is 295.8.

## GENERAL FUND INTRODUCTION

# School Finance Funding

## PER PUPIL ESTIMATE

DESCRIPTION	FY2012-13	DESCRIPTION	FY2013-14
TOTAL PROGRAM (Actual 50,435 FTE)	\$385,059,051	TOTAL PROGRAM (Projected 50,915 FTE)	\$396,109,076
LESS:		LESS:	
-16.09% "NEGATIVE FACTOR"	(61,971,444)	-15.49% Projected "NEGATIVE FACTOR"	(61,267,176)
LESS:		LESS:	
SCHOOL FINANCE ADMIN. RESCISSION	(102,296)	SCHOOL FINANCE ADMIN. RESCISSION	(102,296)
NET TOTAL PROGRAM	\$322,985,311	NET TOTAL PROGRAM	\$334,739,604
DIVIDED BY ACTUAL FUNDED PUPIL COUNT (FTE)	/ 50,435	DIVIDED BY PROJECTED FUNDED PUPIL COUNT (FTE)	/ 50,915
EQUALS FUNDING PER PUPIL ESTIMATE	\$6,404	EQUALS FUNDING PER PUPIL ESTIMATE	\$6,574

The effect of SB13-260 on year-over-year funding is  
an estimated \$11.75 million State funding increase to Cherry Creek Schools for FY2013-14.

## 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 50,435 student FTE in FY2012-13 to 50,915 student FTE for FY2013-14, a 0.95% increase, for 480 additional funded pupils
- ◆ Inflation of 1.9% for funding in FY2013-14, based on the 2012 calendar year CPI-U increase
- ◆ Total Program Funding is offset by a "Negative Factor" of -15.49%
- ◆ The base mill rate remains at 25.712 mills in accordance with TABOR and the School Finance Act
- ◆ Per pupil funding is projected to increase by 2.65% from \$6,404 in FY2012-13 to \$6,574 in FY2013-14
- ◆ SB13-260 includes additional Special Education "Tier B" funding of about \$1.5 million, which will offset a portion of existing General Fund expenditures for Special Education
- ◆ Funding for at-risk pupils is included

### **Other Revenue Sources**

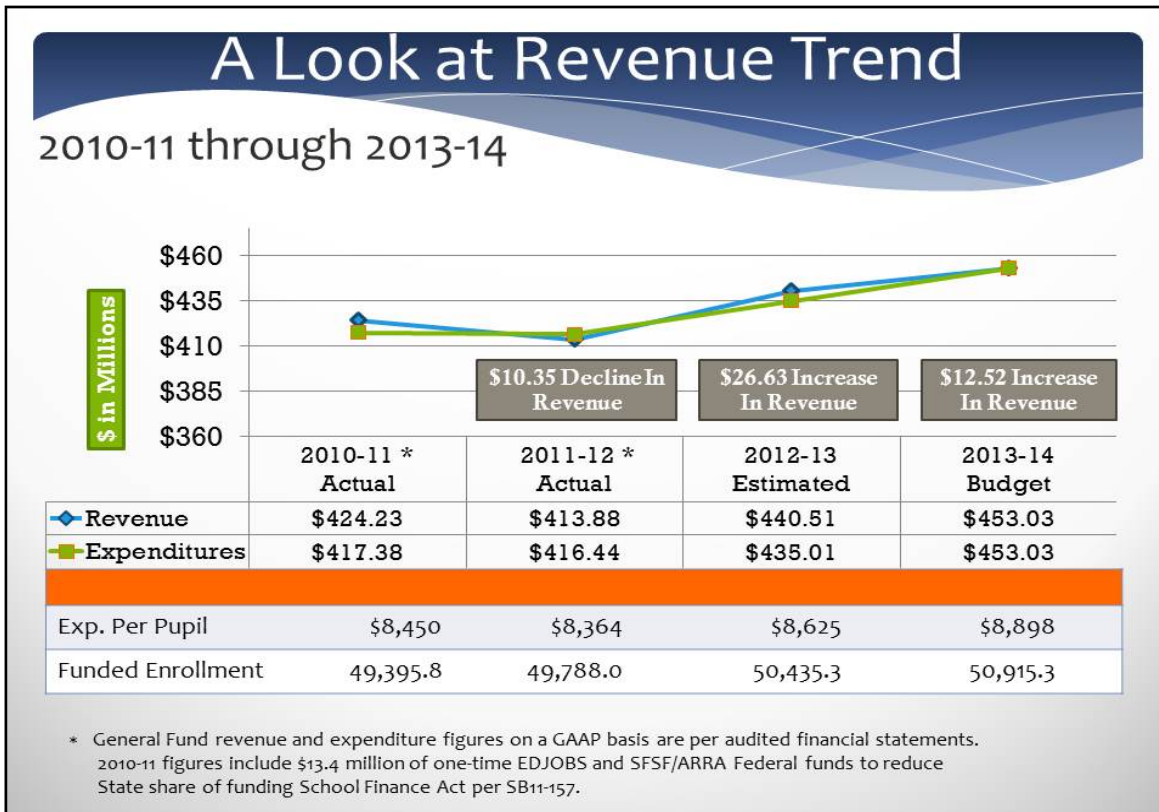
- ◆ \$84.6 million of tax revenue is from voter-approved overrides, these taxes do not increase with inflation or student enrollment growth
- ◆ Specific Ownership Tax revenue is projected to increase by 0.94%
- ◆ Categorical State revenue sources – Special Education, Pupil Transportation, Gifted and Talented, Vocational Education and English Language Acquisition are projected to increase to \$17.6 million
- ◆ Revenue for each major source is estimated based on the above factors

## GENERAL FUND INTRODUCTION

### COST AND RESOURCE MANAGEMENT PLAN

#### Our Traditions and the New Funding Environment

Cherry Creek School District traditions of educational excellence and high academic achievement that are among the best in the State of Colorado have been strengthened by the support of our community through the years. The Cherry Creek General Fund Budget for FY2013-14 of \$453.03 million supports the mission with about 83% of the expenditures budget devoted to classroom instruction.



#### Budget Balancing Measures

A Cost and Resource Management Plan for FY2013-14 utilizes funds from the successful November 2012 override election to achieve a balanced budget that is consistent with the strategic mission and values of Cherry Creek Schools for FY2013-14. The General Fund budget includes \$453.0 million of revenue (including transfers) and \$453.0 million of expenditures (including transfers).

Expenditures and transfers are budgeted to increase by \$18.0 million, while revenue is anticipated to increase \$12.5 million. The combination of these, along with the utilization of \$5.5 million of operating margin from the FY2012-13 budget year achieves a balanced budget for FY2013-14.

Through the use of mill levy override funds from the November 2012 election, instructional programs are preserved from expenditure reductions for FY2013-14, although future year budgets may require adjustments without sufficient ongoing increases from sustainable State revenue sources.

The Cost and Resource Management Plan was developed with the intent of preserving instructional programs and limiting the effect of recent funding declines on the classroom. Staffing in the General Fund is budgeted to increase from 4,939 to 5,002 FTE.

# GENERAL FUND INTRODUCTION

## COST AND RESOURCE MANAGEMENT PLAN

### General Fund Budget

The General Fund Budget has been impacted by revenue decline since FY2009-10. Resources have been depleted through State funding reductions and rescissions for each of the past five years.

In FY2013-14, budgeted revenue and transfers increases by \$12.52 million over FY2012-13, from \$440.51 million in FY2012-13 to \$453.03 million in FY2013-14. Total Program Funding increases approved with the School Finance Act of \$11.7 million include \$3.1 million in funding for projected enrollment increase of 480 FTE. State categorical revenue increases of \$0.3 million are based on the 1.9% inflation increase. Cherry Creek's allocation from Special Education Tier B funding is estimated to increase \$1.5 million as approved in Senate Bill 13-260. This funding will offset existing General Fund expenditures for Special Education.

Increases of \$18.0 million in expenditures and transfers are concentrated on the resources to serve our student population and maintain class sizes in our schools. Included in the Expenditure budget are teacher and other staffing increases of \$3.2 million associated with actual school enrollment increases of 405 students in FY2012-13 and projected school enrollment increases in FY2013-14. Budgeted increases in Public Employees Retirement Association (PERA) contributions total \$3.4 million due to the statutory change in the PERA contribution rate from 16.55% to 17.45%.

Pending negotiations and subject to final adjustments, compensation and benefit increases for employee work groups are anticipated to increase \$13.3 million. Increased educational support for school programs was included for a combined total of \$1.1 million, and a total of \$2.0 million was included for instructional support to support student achievement initiatives. Other budget adjustments include \$1.9 million in estimated savings for employee retirements. One-time budget adjustments for curriculum purchases that were included in the FY2012-13 budget but not included in the FY2013-14 budget total \$1.7 million. A cost containment measure is included for a decrease in the transfer to the Capital Reserve Fund of \$1.4 million to achieve a balanced budget.

Budgeted expenditures and transfers in the General Fund increased from \$435.01 million in FY2012-13 to \$453.03 million in FY2013-14.



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Cherry Creek Schools

# GENERAL FUND INTRODUCTION

## SYNOPSIS OF GENERAL FUND REVENUE

### Local Revenue

#### Property Taxes

Property taxes represent 43.6% of the General Fund Revenue. The FY2013-14 budgeted revenue for property taxes of \$197.23 million includes \$112.47 million to be received based on the required base mill levy of 25.712 mills, \$6.22 million for FY2012-13 tax abatements and credits, \$84.60 million voter-approved and hold harmless override taxes, less FY2013-14 estimated tax abatements and credits of \$6.06 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 FY2013-14 is approximately \$100.03 million. The adjustments for the previously approved property tax override revenue is \$84.60 million. For FY2013-14, the amount eligible for override election is estimated at \$15.43 million.

#### **The \$84.60 million of additional property taxes consists of:**

- ◆ 2012 tax override amount of \$25 million
- ◆ 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 FY2013-14 in the amount of \$16.09 million. Approximately 49.5% 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 FY2012-13 specific ownership taxes to be used by the state in FY2013-14 is estimated to be \$7.87 million. This estimate is based on projected specific ownership tax receipts from FY2012-13 of \$15.94 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 1.1% of General Fund revenue.

#### **Federal Revenue**

\$1.43 million of annual funding is provided by the American Recovery and Reinvestment Act in connection with the Build America Bonds program. Funds have been decreased by 8.7% due to federal sequestration.

#### **State Revenue**

##### **State Equalization Program Revenue — 1994 School Finance Act as Amended**

State Equalization Program revenue of \$214.40 million represents 47.5% of General Fund Revenue. Cherry Creek Net Total Program Funding for FY2013-14 is projected to be \$334.74 million based on the anticipated funded pupil count in October 2013 of 50,915. This is an increase of \$11.75 million from the adjusted FY2012-13 funding of \$322.99 million. The Net Total Program Funding per pupil is estimated to increase by 2.65% or \$170 per pupil, from \$6,404 to \$6,574.

#### **Transfers and Allocations**

For FY2013-14, 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 an allocation for these needs.

The Capital Reserve Fund transfer, which provides for school technology infrastructure costs, high priority major maintenance, and capital costs for transportation, totals \$4.675 million for FY2013-14.

# GENERAL FUND INTRODUCTION

## SYNOPSIS OF GENERAL FUND REVENUE

### Local and State Share of Equalization Funding

The first portion of the \$334.74 million of Equalization Program funding, which must be provided by local property taxes, will be \$112.47 million. A second local portion of \$7.87 million is provided by specific ownership taxes received in the previous year. The balance of the funding to be provided by State sources is \$214.40 million. The increase in State Equalization Aid includes the anticipated funding under SB13-260 for projected enrollment increase.

### 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 \$4.19 million is budgeted for FY2013-14.

### 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 FY2012-13 is \$2.00 million. The anticipated revenue for FY2013-14 is \$2.04 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 \$8.72 million in FY2012-13 to \$10.40 million in FY2013-14.

### 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 in FY2013-14 provided to address English language proficiency is \$437,000.

### 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 FY2013-14, an estimated \$494,400 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 18.5:1 in FY2013-14
- ◆ Special Education teaching positions are staffed by formulas based on services provided
- ◆ Compensation and benefits costs are estimated with figures subject to change depending on outcome of negotiations

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**

- ◆ Monthly health insurance contributions by the District maintained at existing funding level (employees who participate in the medical plan as of July 1, 2013, are eligible for a one month allowance for employee medical premium costs)
- ◆ Annual Public Employee Retirement Association (PERA) increases
  - 16.55% for employees from January – December 2013
  - 17.45% for employees from January – December 2014
- ◆ 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 FY2013-14 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 increased at a slower rate recently. Costs associated with opening new schools and facilities are also included. The utilities budget for FY2013-14 was increased \$603,807 to reflect anticipated energy consumption for utility costs.

#### **New Schools and Facilities Opening**

- FY2010-11 - Pine Ridge Elementary
- FY2010-11 - Instructional Support Facility
- FY2011-12 - Institute of Science and Technology
- FY2012-13 - Black Forest Hills Elementary School
- FY2013-14 - Elementary School #43

	Actual	Actual	Actual	Modified Budget	Estimated Budget	% Change
UTILITY	2009-10	2010-11	2011-12	2012-13	2013-14	2013-14 vs. 2012-13
Water	\$1,807,979	\$2,055,155	\$2,314,238	\$2,303,215	\$2,508,784	8.93%
Sewer	426,103	621,105	493,449	355,339	361,750	1.80%
Telephone	661,336	712,952	523,764	558,430	569,269	1.94%
Electricity	6,673,080	7,005,007	7,254,507	7,449,709	7,764,345	4.22%
Trash	306,858	391,759	294,059	295,917	351,336	18.73%
Natural Gas	1,413,750	1,020,703	693,132	983,878	994,811	1.11%
<b>Total</b>	<b>\$11,289,106</b>	<b>\$11,806,681</b>	<b>\$11,573,149</b>	<b>\$11,946,488</b>	<b>\$12,550,295</b>	<b>5.05%</b>
Amount Per Pupil FTE	\$230	\$239	\$233	\$237	\$246	

#### 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 FY2013-14 used in the school decentralized accounts increased by 1.9% from FY2012-13.

DECENTRALIZED SCHOOL ALLOCATIONS					
		Elementary Schools	Middle Schools	High Schools	Total
2013-14	Projected Enrollment	23,586	12,090	15,515	51,191
	Per Pupil Allocation	\$116.77	\$151.53	\$194.24	
	Total Allocation	\$2,754,136	\$1,831,998	\$3,013,632	\$7,599,766

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

# GENERAL FUND INTRODUCTION

## SYNOPSIS OF GENERAL FUND EXPENDITURES

General Fund accounts for approximately 72% of the total expenditures of the District. FY2013-14 General Fund budgeted operating expenditures, including transfers, of \$453.03 million represents an increase of \$18.02 million, or 4.1%, as compared with \$435.01 million of expenditures including transfers, budgeted for the fiscal year ending June 30, 2013. The projected cost per pupil, on a full-time equivalent basis, for general operations is budgeted to increase by \$273 per pupil or 3.17%, from \$8,625 in FY2012-13 to \$8,898 for FY2013-14.

### **Expenditures by Object**

As a school district, salaries and benefits are the largest expenditure for General Fund and account for approximately 89% of the operating expenditures. Salaries for FY2013-14 total approximately \$309.88 million, while benefits account for \$88.66 million.

Utility costs including electricity, natural gas, water, sewer, trash removal and telephone total about \$12.55 million. The cost increases associated with the utilities have been minimized with District energy conservation efforts.

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### **Expenditures by Activity**

#### **Instruction Services**

Cherry Creek School District spends approximately 83 cents of every dollar on instruction. This includes direct instruction, instruction support and school administration. This funding allocation provides support for the District mission. 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 7.9% 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 4.2% of the operating expenditures. Included in the category of central services, are district wide 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 costs for transporting students to and from school account for approximately 4.2% of the budget. Buses travel over 3.2 million miles a year to 60 schools and 18 other program sites throughout the District. Over 25,000 students are transported daily.

#### **General Administration**

General Administration provides leadership throughout the District to support over 52,000 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 Cherry Creek School 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 estimated reserve equal to 7.3% of General Fund budget. The following table illustrates the level of reserves and the estimated calculation.

### FISCAL YEAR 2013-14 (Estimated at June 30, 2014)

DESCRIPTION	RESERVE AMOUNT	% OF GF BUDGET
- TABOR Reserve *	\$13,450,000	3.0%
- Designated Reserve	1,963,000	0.4%
- Encumbrance Reserve	370,000	0.1%
- District Emergency Reserve (includes GAAP Basis adjustment for salaries & benefits accrued but unpaid)	32,604,000	7.3%
<b>TOTAL ESTIMATED GENERAL FUND RESERVES</b>	<b>\$48,387,000</b>	<b>10.8%</b>
<b>FY2013-14 GENERAL FUND BUDGET EXPENDITURES</b>	<b>\$448,279,400</b>	

\* The District secured a Letter of Credit from an investment grade bank by Board Resolution dated June 14, 2010, which substituted for the TABOR Reserve requirement effective July 1, 2010. The District terminated this Letter of Credit effective April 1, 2013. The District will continue to reserve a portion of its fund balance to satisfy the TABOR requirements.

## SUPPORTING OUR CHERRY CREEKS SCHOOLS EXPERIENCE



## OUR MISSION

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

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

	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Budget</b>	<b>2013-14 Budget</b>
Beginning Unappropriated					
Operating Reserves	\$42,994,564	\$58,028,753	\$66,388,256	\$29,580,466	\$34,116,627
Reservations of Fund Balance	15,164,000	15,973,000	14,945,000	14,731,397	15,698,600
<b>Beginning Fund Balance - Budgetary Basis-Revised</b>	<b>58,158,564</b>	<b>74,001,753</b>	<b>81,333,256</b>	<b>44,311,863</b>	<b>49,815,227</b>
<b>Revenue</b>					
Local Sources	200,103,555	201,577,724	194,690,518	215,750,185	218,397,335
State Sources	227,320,256	217,914,125	215,880,585	220,663,665	232,002,923
Federal Sources	441,171	1,572,491	1,572,491	1,504,096	1,434,692
<b>Total Revenue</b>	<b>427,864,982</b>	<b>421,064,340</b>	<b>412,143,595</b>	<b>437,917,946</b>	<b>451,834,950</b>
<b>Operating Transfers</b>					
Extended Child Services Fund	1,207,687	2,834,617	1,234,091	2,600,288	1,199,950
<b>Total Revenue and Other Financing Sources</b>	<b>429,072,669</b>	<b>423,898,957</b>	<b>413,377,686</b>	<b>440,518,234</b>	<b>453,034,900</b>
<b>Total Funds Available</b>	<b>487,231,233</b>	<b>497,900,710</b>	<b>494,710,942</b>	<b>484,830,097</b>	<b>502,850,127</b>
<b>Expenditures</b>					
Total Instruction Expenditures	336,743,502	341,208,792	341,110,087	355,390,532	371,209,930
Other Expenditures	69,077,311	68,337,450	70,839,033	73,903,720	77,069,470
<b>Total Expenditures</b>	<b>405,820,813</b>	<b>409,546,242</b>	<b>411,949,120</b>	<b>429,294,252</b>	<b>448,279,400</b>
Transfers	7,408,667	7,021,212	2,000,004	5,720,618	\$4,755,500
<b>Total Expenditures and Transfers</b>	<b>413,229,480</b>	<b>416,567,454</b>	<b>413,949,124</b>	<b>435,014,870</b>	<b>453,034,900</b>
Revenue more (less) than Expenditures and Transfers	15,843,189	7,331,503	(571,439)	5,503,364	-
<b>Ending Fund Balance</b>	<b>\$74,001,753</b>	<b>\$81,333,256</b>	<b>\$80,761,817</b>	<b>\$49,815,227</b>	<b>49,815,227</b>

**Reconciliation to Modified Accrual (GAAP) Basis:**

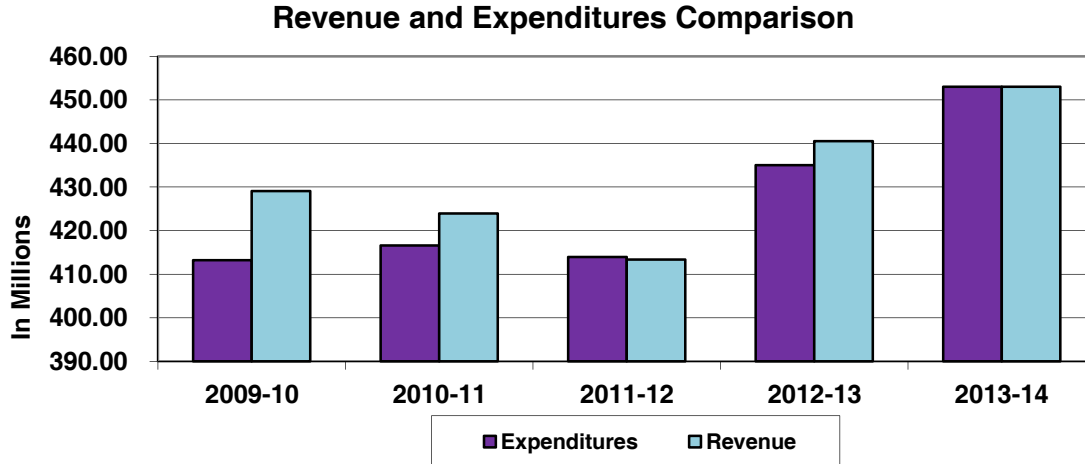
Less effect of salaries earned but unpaid	(\$37,659,242)
plus effect of compensated absences payable	\$810,402
plus effect of encumbrances and other adjustments	\$398,886
less Cherry Creek Academy Fund Balance	(\$1,300,739)
<b>Fund Balance GAAP Basis - Cherry Creek School District:</b>	<b>\$43,011,124</b>

<b>Total Expenditures and Transfers</b>	<b>\$413,229,480</b>	<b>\$416,567,454</b>	<b>413,949,124</b>	<b>\$435,014,870</b>	<b>\$453,034,900</b>
TABOR Amendment Reserves	12,323,000	12,400,000	12,398,000	12,948,600	13,450,000
Designated Reserve (1)	2,650,000	2,545,000	2,333,397	2,750,000	2,333,000
Contingency	1,000,000	-	-	-	-
<b>Total Appropriated Reserves</b>	<b>15,973,000</b>	<b>14,945,000</b>	<b>14,731,397</b>	<b>15,698,600</b>	<b>15,783,000</b>
<b>Total Expenditures and Appropriated Reserves</b>	<b>429,202,480</b>	<b>431,512,454</b>	<b>428,680,521</b>	<b>450,713,470</b>	<b>468,817,900</b>
<b>Unappropriated Reserves</b>					
General Fund (2)	56,630,415	65,249,280	28,377,332	32,912,627	32,828,227
Charter School	1,398,338	1,138,976	1,203,134	1,204,000	1,204,000
<b>Unappropriated Reserves</b>	<b>58,028,753</b>	<b>66,388,256</b>	<b>29,580,466</b>	<b>34,116,627</b>	<b>34,032,227</b>
<b>Total Appropriations and Unappropriated Reserves</b>	<b>\$487,231,233</b>	<b>\$497,900,710</b>	<b>\$458,260,988</b>	<b>\$484,830,097</b>	<b>\$502,850,127</b>

(1) Designated reserve for multi-year commitments, prepaid expenditures, and inventories.

(2) General Fund Reserves for FY2011-12 was restated for budgetary reporting purposes from Budgetary Basis to Modified Accrual (GAAP) Basis

**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 and Capital Reserve Fund.

**Explanation by Year**

- **FY2009-10** – Revenues exceeded expenditures by approximately \$15.84 million.
- **FY2010-11** – Revenues exceeded expenditures by approximately \$7.33 million. Fund balance is increased mostly due to budget reductions made in anticipation of future uncertainty associated with state revenues.
- **FY2011-12** – Expenditures exceed revenues by approximately \$0.57 million.
- **FY2012-13** – Revenues are expected to exceed expenditures by an estimated \$5.5 million.
- **FY2013-14** – Revenues are expected to equal expenditures.

**Conversion for Budgetary Purposes from Budgetary Basis to Modified Accrual Basis**

A procedural change is being made to transition to the preferred methodology of a modified accrual basis for budget reporting purposes. Colorado Department of Education budget guidelines indicate that for better comparability of budget to actual figures in financial statements, and for less complexity, it is preferable to use the modified accrual basis for budgetary purposes. By making this change, the projected current financial position of the District will now coincide with budgetary fund balance reporting, which provides clarity of financial disclosure for investors and constituents.

This conversion restates prior period budgetary fund balance as of June 30, 2012, so that moving forward reporting of budgetary figures in FY2012-13 and future years will be consistent with the modified accrual basis of accounting and will simplify reporting in the Comprehensive Annual Financial Report and the District's Financial Plan and Budget.

For budgetary purposes, salaries and benefits will now reflect the contractual obligations of the District with respect to each fiscal year, and timing differences between the budgetary basis and modified accrual basis will be eliminated. The budget would be consistent with generally accepted accounting principles (GAAP) with this change.

**CHERRY CREEK SCHOOL DISTRICT  
FIVE YEAR REVENUE SUMMARY**

<b>Local Sources</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Budget</b>	<b>2013-14 Budget</b>	<b>2013-14 Incr (Decr)</b>
Property Taxes	\$178,630,982	\$181,888,830	\$174,898,550	\$194,621,916	\$197,229,432	\$2,607,516
Specific Ownership						
Taxes Available	15,360,501	14,449,208	14,509,101	15,940,000	16,090,000	150,000 <sup>(1)</sup>
<b>Subtotal Taxes</b>	<b>193,991,483</b>	<b>196,338,038</b>	<b>189,407,651</b>	<b>210,561,916</b>	<b>213,319,432</b>	<b>2,757,516</b>
<b>Other Local</b>						
Investment Income	392,882	354,873	300,950	289,877	295,802	5,925
Rental of Facilities	393,454	771,894	826,484	834,700	843,000	8,300
Tuition:						
Cherry Creek						
Academy	66,313	157,786	77,674	127,500	130,000	2,500
M. W. Foote Youth						
Services Center	700,986	453,812	384,807	388,700	392,600	3,900 <sup>(2)</sup>
Other Tuition	141,898	201,482	214,350	216,500	218,700	2,200
Activity/Athletic Fees	854,336	874,602	892,918	849,443	907,900	58,457 <sup>(3)</sup>
Program Billings	138,824	218,366	241,434	243,800	246,200	2,400
Parking Fees	149,496	143,089	150,165	151,700	153,200	1,500
Coca Cola Revenue						
Guarantee	63,324	125,913	63,200	63,200	63,200	- <sup>(4)</sup>
Indirect Cost	1,576,975	1,466,473	1,334,299	1,347,600	1,361,100	13,500 <sup>(5)</sup>
E-Rate	384,661	108,268	432,461	400,061	169,940	(230,121)
Other Local	1,248,923	363,128	364,125	275,188	296,261	21,073
<b>Subtotal Other Local</b>	<b>6,112,072</b>	<b>5,239,686</b>	<b>5,282,867</b>	<b>5,188,269</b>	<b>5,077,903</b>	<b>(110,366)</b>
<b>Total Local Sources</b>	<b>200,103,555</b>	<b>201,577,724</b>	<b>194,690,518</b>	<b>215,750,185</b>	<b>218,397,335</b>	<b>2,647,150</b>
Local Percent of Total						
Before Transfers	46.77%	47.87%	47.24%	49.27%	48.34%	
<b>State Sources</b>						
State Equalization						
Aid/Federal	212,350,170	202,776,265	200,290,431	204,883,629	214,404,121	9,520,492 <sup>(6)</sup>
Vocational Education	1,892,460	1,927,762	1,999,301	2,001,500	2,039,500	38,000 <sup>(7)</sup>
Special Education	8,196,245	8,260,881	8,756,893	8,718,973	10,404,263	1,685,290 <sup>(7)</sup>
Pupil Transportation	3,921,767	3,986,143	3,893,457	4,108,794	4,186,900	78,106 <sup>(7)</sup>
English Language						-
Acquisition	446,200	460,281	428,889	428,889	437,000	8,111 <sup>(7)</sup>
Gifted and Talented	474,300	472,192	474,876	485,141	494,400	9,259 <sup>(7)</sup>
Other State	39,114	30,601	36,739	36,739	36,739	-
<b>Total State Sources</b>	<b>227,320,256</b>	<b>217,914,125</b>	<b>215,880,585</b>	<b>220,663,665</b>	<b>232,002,923</b>	<b>11,339,258</b>
State Percent of Total						
Before Transfers	53.13%	51.75%	52.38%	50.39%	51.35%	
American Recovery &						
Reinvestment Act	441,171	1,572,491	1,572,491	1,504,096	1,434,692	(69,404) <sup>(8)</sup>
<b>Federal Revenue</b>	<b>441,171</b>	<b>1,572,491</b>	<b>1,572,491</b>	<b>1,504,096</b>	<b>1,434,692</b>	<b>(69,404)</b>
Federal Percent of Total						
Before Transfers	.10%	.37%	.38%	.34%	.32%	
<b>Total Revenue-</b>						
<b>Before Transfers</b>	<b>427,864,982</b>	<b>421,064,340</b>	<b>412,143,595</b>	<b>437,917,946</b>	<b>451,834,950</b>	<b>13,917,004</b>
Transfers In	1,207,687	2,834,617	1,234,091	2,600,288	1,199,950	(1,400,338)
Percent of Total	.28%	.67%	.30%	.59%	.27%	
<b>Total Revenue and</b>						
<b>Fund Sources</b>	<b>\$429,072,669</b>	<b>\$423,898,957</b>	<b>\$413,377,686</b>	<b>\$440,518,234</b>	<b>\$453,034,900</b>	<b>\$12,516,666</b>
Percent Change of Total Revenue						
Before Transfers	2.97%	(1.59%)	(2.12%)	6.25%	3.18%	

## CHERRY CREEK SCHOOL DISTRICT FIVE YEAR REVENUE SUMMARY

- (1) Specific Ownership Taxes are based on sales of motor vehicles in the county. In 2013-14 this revenue is estimated to increase by 0.9%.
- (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 FY2013-14 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 will yield revenue in the General Fund for 2013-14.
- (5) Indirect cost revenue is to be provided by the Extended Child Services, the Food Services, and Grants Funds for use of District facilities and services.
- (6) The increase in the State Equalization Aid includes funding of anticipated increases in enrollment for FY2013-14. Amendment 23, which was approved by the Colorado voters in November 2000, provides for an increase in funding for enrollment growth, inflationary increase, and an additional 1% above inflation through FY2010-11 with base funding increasing by inflation only beginning in FY2011-12. An increase in the base per pupil funding for 2013-14 is calculated based on the calendar year 2012 inflation rate increase of 1.9% (CPI-U) for Denver, Boulder, and Greeley. The new base funding per pupil for 2013-14 is \$5,954.28.

*SB13-260 includes a Negative Factor of -15.49% for FY2013-14 which reduces the formula by \$61.4 million.*

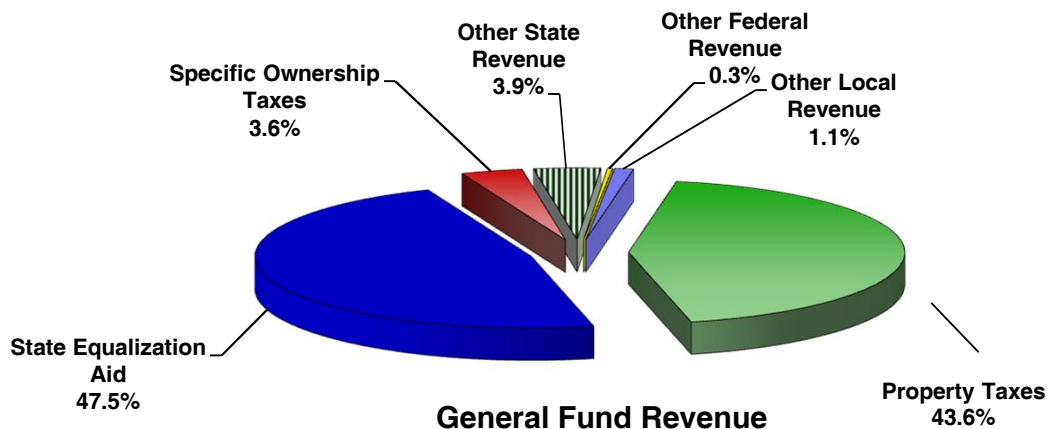
The District's cost of living factor in the school finance formula increased from 1.260 to 1.261 for 2012-13. A cost of living study is completed by Legislative Council every two years.

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

Due to the availability of Federal money under the American Recovery and Reinvestment Act (ARRA) in the Grant Fund, \$9,708,777 from Education Jobs Fund Program and \$3,727,878 from the State Fiscal Stabilization Funds (SFSF), the Colorado Legislature reduced the State Equalization Aid for 2010-11 under SB 11-157. For comparability purposes, this amount is not deducted from the 2010-11 General Fund actuals.

- (7) Increased revenue projected for 2013-14 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 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**

	<b>2009-10 Actual</b>	<b>Percent of Total</b>	<b>2010-11 Actual</b>	<b>Percent of Total</b>
<b>Expenditures - By Activity</b>				
Elementary Education	\$101,670,714	25.05%	\$104,271,869	25.46%
Middle School Education	47,328,035	11.66%	46,980,058	11.47%
High School Education	66,440,626	16.37%	67,154,006	16.40%
Other Regular Education	19,206,151	4.73%	20,260,793	4.95%
Special Programs	41,085,554	10.12%	42,751,787	10.44%
<b>Subtotal - Direct Instruction</b>	<b>275,731,080</b>	<b>67.93%</b>	<b>281,418,513</b>	<b>68.72%</b>
<b>Indirect Instruction</b>				
Pupil Support Services	23,476,043	5.78%	23,944,911	5.85%
Instructional Staff Services	14,427,249	3.56%	13,077,045	3.19%
School Administration	23,109,130	5.69%	22,768,323	5.56%
<b>Subtotal - Indirect Instruction</b>	<b>61,012,422</b>	<b>15.03%</b>	<b>59,790,279</b>	<b>14.60%</b>
<b>Total Instruction</b>	<b>336,743,502</b>	<b>82.96%</b>	<b>341,208,792</b>	<b>83.32%</b>
<b>Other Expenditures</b>				
General Administration	2,999,235	0.74%	2,804,804	0.68%
Fiscal Services	3,783,476	0.93%	4,002,956	0.98%
Facility Construction Services	216,705	0.05%	212,962	0.05%
Operations/Maintenance/Custodial	34,152,249	8.44%	33,841,226	8.26%
Pupil Transportation	17,317,543	4.27%	16,585,962	4.05%
Central Services	10,040,567	2.47%	10,178,781	2.49%
Community Services	270,575	0.07%	412,710	0.10%
Debt Service	296,961	0.07%	298,049	0.07%
<b>Total Other Expenditures</b>	<b>69,077,311</b>	<b>17.04%</b>	<b>68,337,450</b>	<b>16.68%</b>
Interfund Transfers	7,408,667	-	7,021,212	-
<b>Total Expenditures and Transfers</b>	<b>\$413,229,480</b>	<b>100.00%</b>	<b>\$416,567,454</b>	<b>100.00%</b>

<b>2011-12 Actual</b>	<b>Percent of Total</b>	<b>2012-13 Budget</b>	<b>Percent of Total</b>	<b>2013-14 Budget</b>	<b>Percent of Total</b>
\$103,619,522	25.15%	\$109,316,474	25.46%	\$112,020,261	24.99%
47,450,893	11.52%	50,776,256	11.83%	54,335,630	12.12%
67,217,822	16.32%	68,761,265	16.02%	71,249,713	15.89%
19,857,699	4.82%	21,481,607	5.00%	22,990,316	5.13%
42,182,559	10.24%	44,031,352	10.26%	47,327,819	10.56%
<b>280,328,495</b>	<b>68.05%</b>	<b>294,366,954</b>	<b>68.57%</b>	<b>307,923,739</b>	<b>68.69%</b>
23,859,740	5.79%	24,835,299	5.79%	26,408,342	5.90%
13,838,720	3.36%	13,060,701	3.04%	13,622,682	3.04%
23,083,132	5.60%	23,127,578	5.39%	23,255,167	5.19%
<b>60,781,592</b>	<b>14.75%</b>	<b>61,023,578</b>	<b>14.22%</b>	<b>63,286,191</b>	<b>14.13%</b>
<b>341,110,087</b>	<b>82.80%</b>	<b>355,390,532</b>	<b>82.79%</b>	<b>371,209,930</b>	<b>82.82%</b>
3,460,754	0.84%	3,568,520	0.83%	3,616,738	0.81%
4,043,430	0.98%	3,807,591	0.88%	3,826,956	0.85%
209,020	0.05%	192,158	0.04%	221,494	0.05%
31,608,050	7.68%	33,346,859	7.77%	35,013,531	7.81%
18,163,969	4.41%	18,402,989	4.29%	18,872,341	4.21%
12,568,403	3.05%	13,897,714	3.24%	14,808,573	3.29%
461,946	0.11%	397,530	0.09%	414,237	0.09%
323,461	0.08%	290,359	0.07%	295,600	0.07%
<b>70,839,033</b>	<b>17.20%</b>	<b>73,903,720</b>	<b>17.21%</b>	<b>77,069,470</b>	<b>17.18%</b>
2,000,004	-	5,720,618	-	\$4,755,500	-
<b>\$413,949,124</b>	<b>100.00%</b>	<b>\$435,014,870</b>	<b>100.00%</b>	<b>\$453,034,900</b>	<b>100.00%</b>

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

<b>Item</b>	<b>Salaries</b>	<b>Employee Benefits</b>
<b><u>Regular Instruction</u></b>		
Elementary School	\$85,263,110	\$23,880,031
Middle School	41,248,078	11,472,729
High School	53,370,208	14,855,908
Gifted and Talented	2,803,949	740,054
Integrated Education, English Language Acquisition, and AVID	7,064,884	1,986,617
Activities and Athletics	3,370,589	634,887
Other Regular Instruction	2,897,813	678,972
<b>Regular Instruction Total</b>	<b>196,018,631</b>	<b>54,249,199</b>
<b><u>Special Programs</u></b>		
Multiple Disabilities	14,322,533	3,543,651
Hearing and Vision	1,038,121	287,117
Speech Language	4,591,152	1,283,552
Emotional Disabilities	4,025,630	1,055,420
Learning Disabilities	7,318,188	2,038,932
Early Childhood	4,126,995	1,123,876
<b>Special Programs Total</b>	<b>35,422,619</b>	<b>9,332,549</b>
<b>Grand Total Instruction</b>	<b>231,441,250</b>	<b>63,581,748</b>
<b><u>Support Services - Pupils</u></b>		
Administration	58,256	20,983
Attendance and Records	4,515,163	1,355,994
Social Worker	1,852,845	566,123
Guidance	5,966,725	1,769,193
Health	3,001,857	917,334
Psychological Services	4,227,190	1,165,440
Audiology	432,005	131,898
<b>Pupils Total</b>	<b>20,054,041</b>	<b>5,926,964</b>
<b><u>Support Services - Instructional Staff</u></b>		
Assessment and Evaluation	509,132	133,559
Curriculum Development	1,373,541	368,145
Instructional Staff Training	941,422	225,027
Other Instructional Staff Services	3,496,196	1,020,160
Educational Media	2,832,096	851,535
<b>Instructional Staff Total</b>	<b>9,152,386</b>	<b>2,598,426</b>
<b><u>Support Services - General Administration</u></b>		
Board of Education and Executive Administration	2,371,592	646,531
<b>General Administration Total</b>	<b>2,371,592</b>	<b>646,531</b>
<b><u>Support Services - School Administration</u></b>		
Office of the Principal - all schools	16,912,999	5,507,259

<b>Purchased Services</b>	<b>Supplies/ Materials</b>	<b>Capital Outlay</b>	<b>Other Expenses</b>	<b>Transfers</b>	<b>Total</b>
\$93,065	\$2,692,631	\$23,663	\$67,761	\$-	\$112,020,261
103,518	1,381,238	85,641	44,426	-	54,335,630
534,014	2,165,380	224,265	99,938	-	71,249,713
60,662	92,122	8,300	13,269	-	3,718,355
143,054	141,271	10,000	67,296	-	9,413,122
487,135	830,924	75,599	359,655	-	5,758,789
150,739	336,191	31,500	4,835	-	4,100,049
<b>1,572,187</b>	<b>7,639,756</b>	<b>458,968</b>	<b>657,180</b>	<b>-</b>	<b>260,595,920</b>
267,591	189,914	30,960	3,331	-	18,357,981
44,830	11,200	-	220	-	1,381,488
1,666	100	-	-	-	5,876,470
1,865,931	16,114	6,779	231	-	6,970,106
11,200	1,000	-	90,417	-	9,459,737
4,422	26,544	-	200	80,500	5,362,537
<b>2,195,640</b>	<b>244,872</b>	<b>37,739</b>	<b>94,399</b>	<b>80,500</b>	<b>47,408,319</b>
<b>3,767,827</b>	<b>7,884,628</b>	<b>496,707</b>	<b>751,579</b>	<b>80,500</b>	<b>308,004,239</b>
2,900	3,702	-	1,300	-	87,141
86,042	32,235	500	12,276	-	6,002,210
14,510	6,179	-	-	-	2,439,657
81,344	58,173	7,200	9,878	-	7,892,513
5,819	69,084	1,900	2,068	-	3,998,061
11,645	9,602	-	180	-	5,414,056
6,720	2,431	1,300	350	-	574,704
<b>208,980</b>	<b>181,406</b>	<b>10,900</b>	<b>26,052</b>	<b>-</b>	<b>26,408,342</b>
497,282	9,677	4,000	2,876	-	1,156,526
49,900	40,901	-	10,018	-	1,842,504
119,953	134,097	9,125	15,980	-	1,445,603
262,622	166,363	84,007	26,993	-	5,056,341
219,668	206,731	8,866	2,812	-	4,121,707
<b>1,149,425</b>	<b>557,769</b>	<b>105,998</b>	<b>58,679</b>	<b>-</b>	<b>13,622,682</b>
407,349	111,673	5,000	74,593	-	3,616,738
<b>407,349</b>	<b>111,673</b>	<b>5,000</b>	<b>74,593</b>	<b>-</b>	<b>3,616,738</b>
437,325	333,279	18,400	45,905	-	23,255,167

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

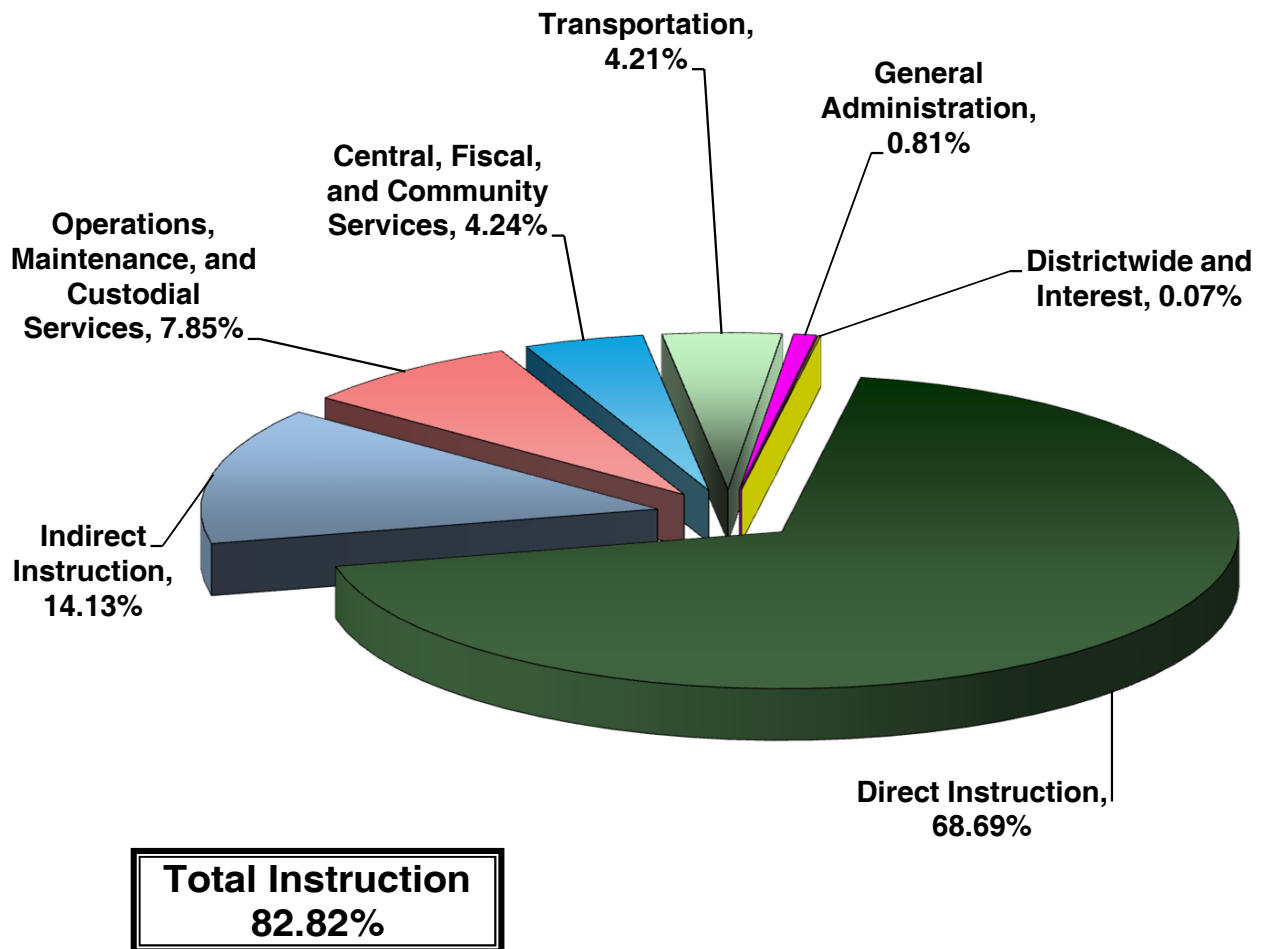
<b>Item</b>	<b>Salaries</b>	<b>Employee Benefits</b>
<b><u>Support Services - Fiscal Services</u></b>		
Fiscal Services	1,588,546	471,041
County Treasurer Fees	-	-
Printing, Purchasing, and Warehouse*	1,061,470	328,619
<b>Fiscal Services Total</b>	<b>2,650,016</b>	<b>799,660</b>
<b><u>Support Services - Construction and Facilities Acquisition</u></b>	<b>172,765</b>	<b>40,687</b>
<b><u>Support Services - Operations/Maintenance/Custodial</u></b>		
Administration	141,009	47,076
Care and Upkeep of Buildings	2,665,902	983,413
Care and Upkeep of Grounds	1,466,411	501,690
Other Operation and Maintenance Services	2,415,704	743,190
Security Services	2,121,472	810,762
Utilities	-	-
<b>Operations/Maintenance/Custodial Total</b>	<b>8,810,499</b>	<b>3,086,129</b>
<b><u>Support Services - Transportation</u></b>		
Administration	1,088,853	296,708
Vehicle Operations**	9,227,855	3,152,510
Vehicle Service and Maintenance	1,388,284	446,938
<b>Transportation Total</b>	<b>11,704,991</b>	<b>3,896,156</b>
<b><u>Support Services - Central Services</u></b>		
Risk Management	129,448	39,357
Planning Services	349,949	100,366
Communication Services	321,390	86,459
Human Resources	1,486,006	1,195,697
Information Systems	3,979,149	1,063,961
Other Support Services	95,545	27,158
<b>Central Services Total</b>	<b>6,361,487</b>	<b>2,513,000</b>
<b>Grand Total Support Services</b>	<b>78,190,776</b>	<b>25,014,811</b>
Community Services	250,956	61,364
Debt Services	-	-
Reserve for Contingency	-	-
<b>Total General Fund</b>	<b>\$309,882,982</b>	<b>\$88,657,923</b>

\* Printing, Purchasing, and Warehouse – Other Expenses reflects anticipated credits from print services provided for the schools.

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

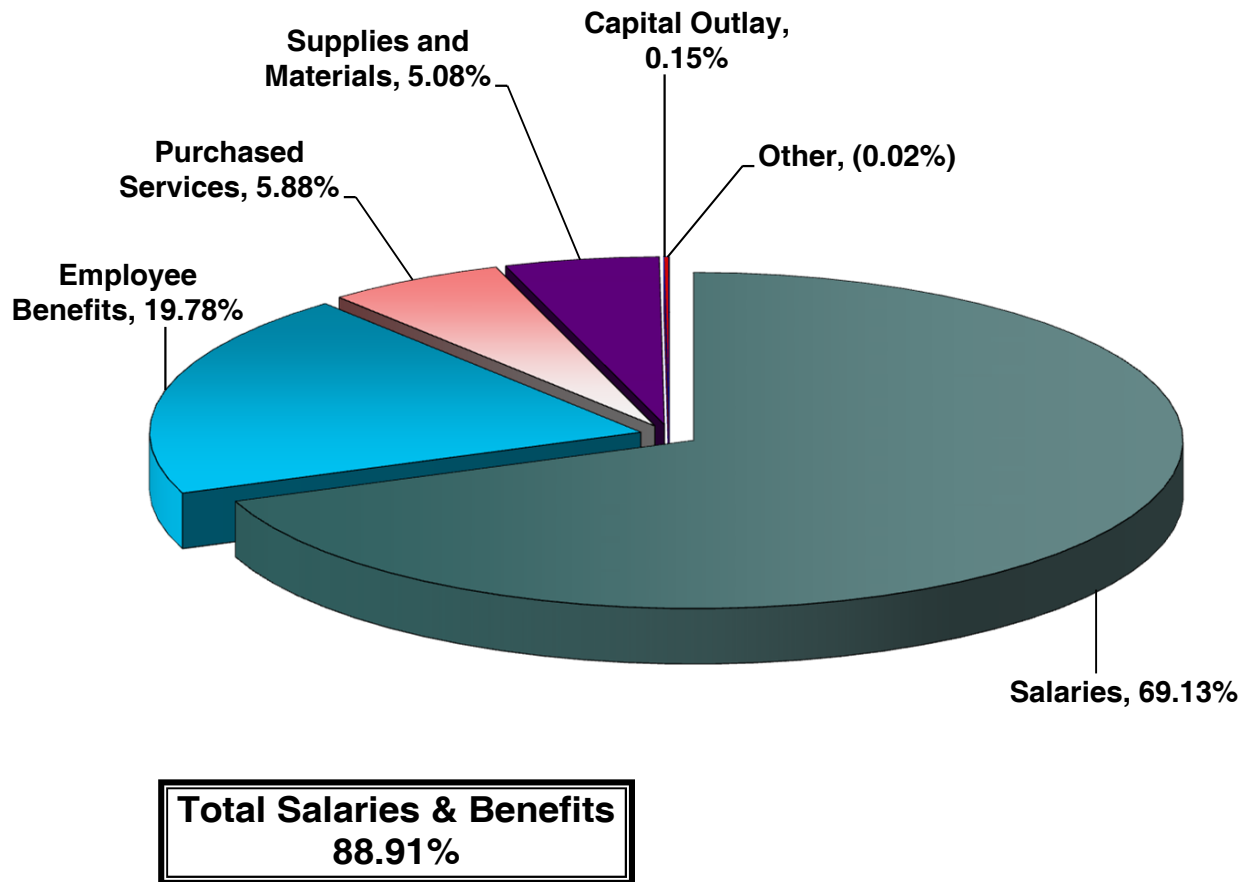
<b>Purchased Services</b>	<b>Supplies/ Materials</b>	<b>Capital Outlay</b>	<b>Other Expenses</b>	<b>Transfers</b>	<b>Total</b>
124,440	36,874	-	19,400	-	2,240,301
517,500	-	-	-	-	517,500
-	310,635	6,000	(637,569)	-	1,069,156
<b>641,940</b>	<b>347,509</b>	<b>6,000</b>	<b>(618,169)</b>	-	<b>3,826,956</b>
<b>100</b>	<b>6,863</b>		<b>1,079</b>	-	<b>221,494</b>
3,900	19,945	-	50	-	211,980
6,029,164	441,314	-	-	-	10,119,793
289,091	170,779	-	3,680	-	2,431,651
2,819,159	588,287	3,491	1,400	-	6,571,231
162,840	29,358	-	4,150	-	3,128,582
3,791,139	8,759,156	-	-	-	12,550,295
<b>13,095,293</b>	<b>10,008,839</b>	<b>3,491</b>	<b>9,280</b>	-	<b>35,013,531</b>
838,913	61,936	12,500	23,400	-	2,322,310
128,920	32,006	9,750	(1,012,871)	-	11,538,169
256,050	2,908,139	8,250	4,200	-	5,011,861
<b>1,223,883</b>	<b>3,002,081</b>	<b>30,500</b>	<b>(985,271)</b>	-	<b>18,872,341</b>
4,049,797	2,575	-	1,100	-	4,222,277
26,400	20,986	1,000	5,154	-	503,855
155,382	60,360	3,700	12,900	-	640,192
185,082	24,425	6,200	14,483	-	2,911,893
607,926	203,044	-	-	-	5,854,081
17,500	3,500	-	8,500	4,675,000	4,827,203
<b>5,042,087</b>	<b>314,890</b>	<b>10,900</b>	<b>42,137</b>	<b>4,675,000</b>	<b>18,959,500</b>
<b>22,206,382</b>	<b>14,864,308</b>	<b>191,189</b>	<b>(1,345,715)</b>	<b>4,675,000</b>	<b>143,796,751</b>
87,579	10,752	2,026	1,560	-	414,237
295,600	-	-	-	-	295,600
-	-	-	524,073	-	524,073
<b>\$26,357,388</b>	<b>\$22,759,688</b>	<b>\$689,922</b>	<b>(\$68,503)</b>	<b>\$4,755,500</b>	<b>\$453,034,900</b>

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



Summary of General Fund Expenses by Activity		
Direct Instruction	\$307,923,739	68.69%
Indirect Instruction	63,286,191	14.13%
Operations, Maintenance, and Custodial Services	35,235,025	7.85%
Central, Fiscal, and Community Services	19,049,766	4.24%
Transportation	18,872,341	4.21%
General Administration	3,616,738	0.81%
Districtwide and Interest	295,600	0.07%
	<u>\$448,279,400</u>	<u>100.00%</u>

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



Summary of General Fund Expenses by Object		
Salaries	\$309,882,982	69.13%
Employee Benefits	88,657,923	19.78%
Purchased Services	26,357,388	5.88%
Supplies and Materials	22,759,688	5.08%
Capital Outlay	689,922	0.15%
Other	(68,503)	(0.02%)
	<u>\$448,279,400</u>	<u>100.00%</u>

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

<b>School/ Department</b>	<b>Projected Pupil FTE Enrollment</b>	<b>FTE Staff Total</b>	<b>Total Expenditure Allocation</b>	<b>Cost per Pupil</b>
<b><u>Elementary Schools</u></b>				
Antelope Ridge	563.5	38.47	\$3,629,777	\$6,441
Arrowhead	556.0	38.99	3,705,688	6,665
Aspen Crossing	529.0	34.94	3,111,544	5,882
Bellevue	487.0	32.73	3,344,930	6,868
Black Forest Hills	375.0	26.33	2,074,353	5,532
Buffalo Trail	568.5	37.72	3,014,345	5,302
Canyon Creek	570.5	40.25	3,519,928	6,170
Cherry Hills Village	545.0	36.26	3,471,350	6,369
Cimarron	444.0	32.05	2,822,619	6,357
Cottonwood Creek	581.5	38.33	3,470,153	5,968
Coyote Hills	532.0	36.40	3,074,649	5,779
Creekside	687.5	44.45	3,974,097	5,781
Dakota Valley *	752.5	52.48	4,698,904	6,244
Dry Creek	384.0	26.34	2,355,484	6,134
Eastridge *	777.0	56.21	4,814,155	6,196
Fox Hollow *	667.5	47.12	4,398,004	6,589
Greenwood	396.0	27.20	2,491,607	6,292
Heritage	276.5	20.24	1,753,944	6,343
High Plains	467.5	32.29	2,826,022	6,045
Highline Community	643.2	44.53	3,869,296	6,016
Holly Hills/Holly Ridge	612.3	46.46	3,995,368	6,525
Homestead	522.0	34.62	3,111,795	5,961
Independence	482.7	34.60	3,284,776	6,805
Indian Ridge	468.5	31.90	2,998,293	6,400
Meadow Point	384.0	28.32	2,495,019	6,497
Mission Viejo	626.5	43.33	3,770,280	6,018
Peakview	541.0	35.89	3,356,461	6,204
Pine Ridge	868.0	57.50	4,186,407	4,823
Polton	404.0	29.82	2,536,815	6,279
Ponderosa	762.5	52.09	4,684,205	6,143
Red Hawk Ridge *	648.0	47.87	3,879,928	5,988
Rolling Hills	602.0	39.86	4,045,123	6,719
Sagebrush	494.5	33.72	3,082,267	6,233
Summit	342.0	25.15	2,550,187	7,457
Sunrise	578.0	40.63	3,614,224	6,253
Timberline	565.5	37.78	3,454,576	6,109
Trails West	472.0	32.32	3,045,268	6,452
Village East *	748.7	54.10	5,120,776	6,840
Walnut Hills Community	307.0	21.70	1,959,517	6,383
Willow Creek	497.0	32.34	3,094,082	6,226
<b>Total - Elementary Schools</b>	<b>21,729.9</b>	<b>1,503.33</b>	<b>134,686,216</b>	<b>6,198</b>
* Four-Track Schools				

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

<b>School/ Department</b>	<b>Projected Pupil FTE Enrollment</b>	<b>FTE Staff Total</b>	<b>Total Expenditure Allocation</b>	<b>Cost per Pupil</b>
<b><u>Middle Schools</u></b>				
Campus	1,400.0	98.84	8,820,461	6,300
Falcon Creek	1,081.0	77.76	7,282,332	6,737
Fox Ridge	1,093.0	76.44	6,279,210	5,745
Horizon Community	980.0	74.27	6,344,192	6,474
Laredo	1,125.0	81.32	7,256,749	6,450
Liberty	1,111.0	79.62	6,709,230	6,039
Prairie	1,685.0	125.57	10,688,238	6,343
Sky Vista	911.0	66.04	5,232,443	5,744
Thunder Ridge	1,271.0	89.80	7,569,497	5,956
West	1,176.0	83.47	7,813,285	6,644
<b>Total - Middle Schools</b>	<b>11,833.0</b>	<b>853.13</b>	<b>73,995,637</b>	<b>6,253</b>
<b><u>High Schools</u></b>				
Cherokee Trail	2,602.0	181.69	16,136,640	6,202
Cherry Creek	3,418.0	239.83	21,696,512	6,348
Eaglecrest	2,451.0	172.53	15,393,295	6,280
Grandview	2,544.0	179.75	16,583,126	6,519
Overland	2,181.0	158.85	13,429,514	6,158
Smoky Hill	2,043.0	149.07	14,277,077	6,988
<b>Total - High Schools</b>	<b>15,239.0</b>	<b>1,081.72</b>	<b>97,516,164</b>	<b>6,399</b>
<b><u>Other Schools</u></b>				
Endeavor Academy	315.0	27.72	2,655,259	8,429
Career and Technical Education		46.86	4,177,439	
Challenge School	521.5	37.90	3,474,387	6,662
Cherry Creek Academy	466.0	40.20	3,374,095	7,241
Options Program	238.0	3.32	1,075,000	
Expulsion School	7.5	2.75	244,964	
Footo Youth Services Center	39.0	7.77	671,542	
<b>Total Other Schools</b>	<b>1,587.0</b>	<b>166.52</b>	<b>15,672,686</b>	
<b><u>Student Achievement Services</u></b>				
Administration		13.09	1,916,754	
Audiology Services		6.25	574,704	
Child Find		11.21	1,099,042	
Early Childhood		70.06	6,899,090	
Emotional Disabilities		68.61	7,495,150	
Learning Disabilities		106.40	8,950,943	
Low Incidence/Vision/Hearing		19.50	1,397,841	
Multiple Disabilities		192.65	15,470,580	
Speech/Language		60.80	5,646,100	
<b>Total Student Achievement Services</b>		<b>548.57</b>	<b>49,450,204</b>	

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

<b>School/ Department</b>	<b>Projected Pupil FTE Enrollment</b>	<b>FTE Staff Total</b>	<b>Total Expenditure Allocation</b>	<b>Cost per Pupil</b>
<b>Board of Education and Superintendent</b>				
Board of Education		0.30	80,468	
Office of Superintendent		1.70	457,174	
<b>Total Board of Education and Superintendent</b>		<b>2.00</b>	<b>537,642</b>	
<b>Instructional Departments</b>				
Division of Educational Operations		2.00	370,455	
Elementary Education		5.00	584,554	
Middle School Education		2.00	257,807	
High School Education		2.00	431,523	
Activities and Athletics		2.00	538,633	
North Area Student Achievement		9.80	966,128	
Safety and Security		3.00	369,052	
Division of Performance Improvement		14.75	1,532,570	
Curriculum and Instruction		11.93	1,234,872	
Gifted and Talented		3.21	470,975	
Professional Learning		21.83	2,197,837	
Media Services		8.25	650,399	
Excellence and Equity		5.05	904,912	
English Language Acquisition		76.08	7,105,635	
Assessment and Evaluation		7.00	1,158,748	
<b>Total - Instructional Departments</b>		<b>173.90</b>	<b>18,774,100</b>	

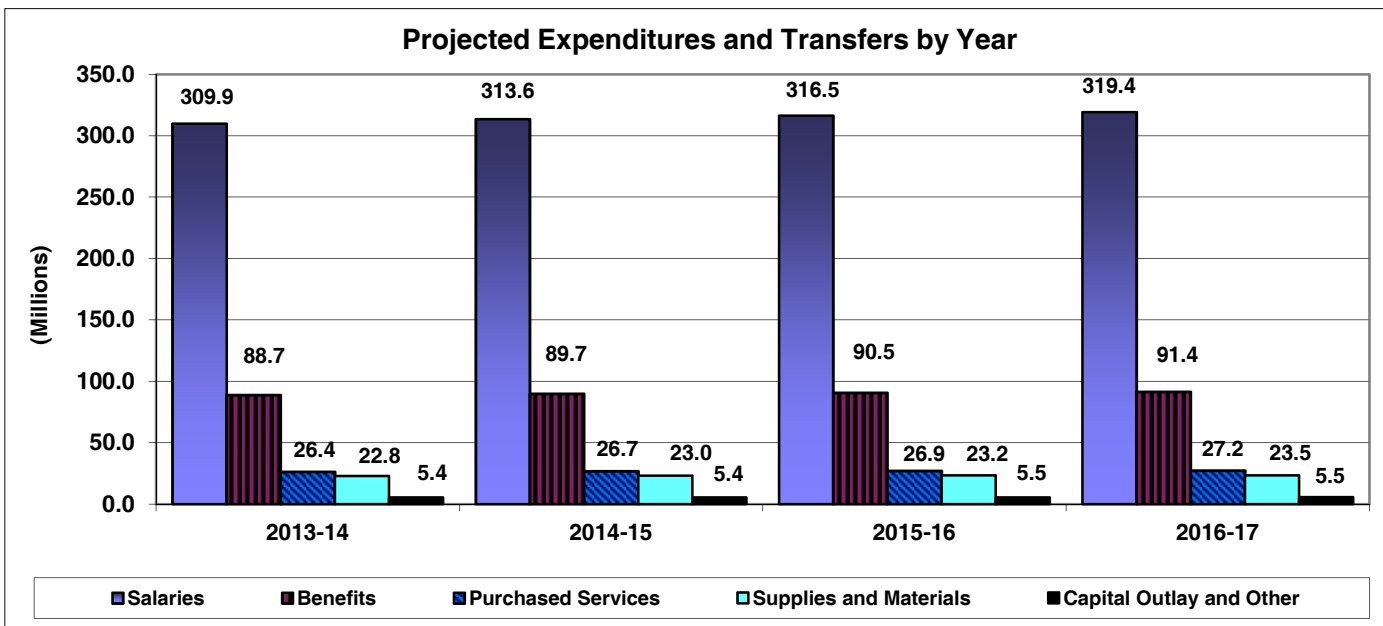
**CHERRY CREEK SCHOOL DISTRICT  
GENERAL FUND STAFFING AND EXPENDITURES  
INDIVIDUAL SCHOOL AND DEPARTMENT BUDGETS**

<b>School/ Department</b>	<b>Projected Pupil FTE Enrollment</b>	<b>FTE Staff Total</b>	<b>Total Expenditure Allocation</b>	<b>Cost per Pupil</b>
<b><u>Educational Support Services</u></b>				
Educational Support Services		2.00	367,233	
Facility Planning and Construction		3.00	478,858	
Grounds Maintenance and Carpentry		30.00	2,223,056	
Maintenance and Custodial		69.00	5,462,654	
Health/Wellness/Facility Support		7.97	797,158	
Transportation		389.58	19,257,797	
Planning		2.50	327,046	
Admissions		7.92	486,405	
Information Systems		65.27	6,469,581	
Office of Facility Rentals		2.00	317,328	
<b>Total - Educational Support Services</b>		<b>579.24</b>	<b>36,187,116</b>	
<b>Communication Services</b>		<b>4.67</b>	<b>644,277</b>	
<b><u>Fiscal Services</u></b>				
Fiscal Services		26.00	3,029,887	
Insurance and Risk Management		2.00	4,222,388	
Printing/Purchasing and Warehouse		26.00	1,744,214	
<b>Total - Fiscal Services</b>		<b>54.00</b>	<b>8,996,489</b>	
<b><u>Human Resources</u></b>		<b>31.00</b>	<b>3,485,709</b>	
<b>Districtwide</b>	<b>526.4</b>	<b>4.00</b>	<b>8,333,160</b>	
<b>ORGANIZATION GRAND TOTAL</b>	<b>50,915.3</b>	<b>5,002.08</b>	<b>\$448,279,400</b>	

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**

	2013-14 Budget	2014-15 Projected	2015-16 Projected	2016-17 Projected
Unappropriated Reserves	\$34,116,627	\$34,032,227	\$31,321,896	\$27,068,837
Appropriated Reserves: 3% TABOR, and Other Reservations	15,698,600	15,783,000	15,783,000	15,783,000
<b>Total Beginning Fund Balance - GAAP Basis</b>	<b>49,815,227</b>	<b>49,815,227</b>	<b>47,104,896</b>	<b>42,851,837</b>
<b>Revenue by Source</b>				
Local Sources -				
Including Property Taxes	218,397,335	219,651,684	221,940,407	223,111,059
State Sources - Including State Aid	232,002,923	233,449,765	233,836,092	235,282,934
Federal Sources	1,434,692	1,434,692	1,434,692	1,434,692
<b>Total Revenue</b>	<b>451,834,950</b>	<b>454,536,141</b>	<b>457,211,191</b>	<b>459,828,685</b>
Operating Transfers				
- Extended Child Services Fund	1,199,950	1,186,700	1,198,600	1,210,600
<b>Total Funds Available</b>	<b>502,850,127</b>	<b>505,538,068</b>	<b>505,514,687</b>	<b>503,891,122</b>
<b>Expenditures</b>				
Salaries	309,882,982	313,575,485	316,468,651	319,361,817
Benefits	88,657,923	89,714,353	90,542,092	91,369,830
Purchased Services	26,357,388	26,671,457	26,917,538	27,163,619
Supplies and Materials	22,759,688	23,030,888	23,243,380	23,455,872
Capital Outlay and Other	5,376,919	5,440,989	5,491,190	5,541,390
<b>Total Expenditures and Transfers</b>	<b>453,034,900</b>	<b>458,433,172</b>	<b>462,662,850</b>	<b>466,892,528</b>
<b>Ending Fund Balance</b>	<b>\$49,815,227</b>	<b>\$47,104,896</b>	<b>\$42,851,837</b>	<b>\$36,998,594</b>
Number of Students (FTE)	50,915	51,320	51,725	52,130



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# **Designated Purpose Grants Fund**

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*Dedicated to Excellence*  
Cherry Creek Schools

## CHERRY CREEK SCHOOL DISTRICT DESIGNATED PURPOSE GRANTS FUND LOCAL/PRIVATE GRANTS

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### ***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."** The Foundation has 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.



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### ***COMMUNITY ASSET PROJECT***

For more than 20 years, the Community Asset Project (CAP) has worked to promote developmental assets as a means to maximize all children's life skills and academic potential. The primary funding source for this grant is the First American State Bank Fitness Festival held each September to help students develop a healthier lifestyle and to deter negative behavior such as alcohol, drug use and violent behavior. CAP works in partnership with the District Health and Wellness Office.



### ***5TH GEAR GRANT***

This grant is funded by the Children's Hospital Foundation to prevent excessive weight gain in 5th grade students, by promoting healthy eating and an active lifestyle.

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

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***SCHOOL COUNSELOR CORPS***

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

***COMPREHENSIVE HEALTH***

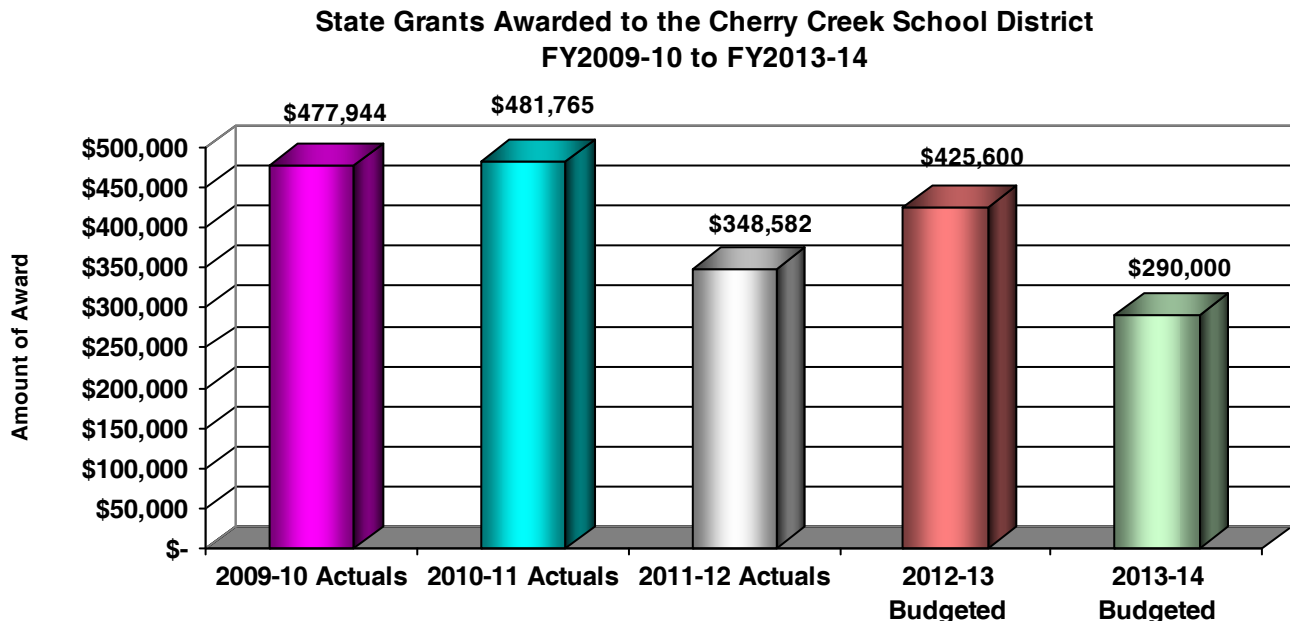
The state of Colorado encourages comprehensive health education for all PreK-12 students as an essential element of public education. Emphasis is placed on promoting abstinence from high risk behaviors, fostering positive self-esteem, and promoting community and parental involvement with our children.

***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 recognizes 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.



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

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***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 program 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: Effective Teachers and Leaders**

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. The focus is on 21st century skills and information literacy. Funding for this grant was discontinued in FY2010-11.

**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.

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***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 tuition, 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.



**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 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**

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The Cherry Creek School District was awarded federal funds under the American Recovery and Reinvestment Act (ARRA) beginning in 2009-10 and extending through September 30, 2011. A supplemental ARRA EdJobs Federal Grant was provided to school districts in FY2011-12. These additional funds supported No Child Left Behind and helped fuel the economy during the recent downturn. Some of the programs that were supported with these funds are listed below:

***ARRA TITLE I, PART A: IMPROVING ACADEMIC ACHIEVEMENT OF THE DISADVANTAGED***

These funds are used for improving academic achievement of disadvantaged students. Ninety percent of these funds are 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 are 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 are used for the improvement of academic achievement through the use of technology. A “learning management” pilot provides 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-12 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



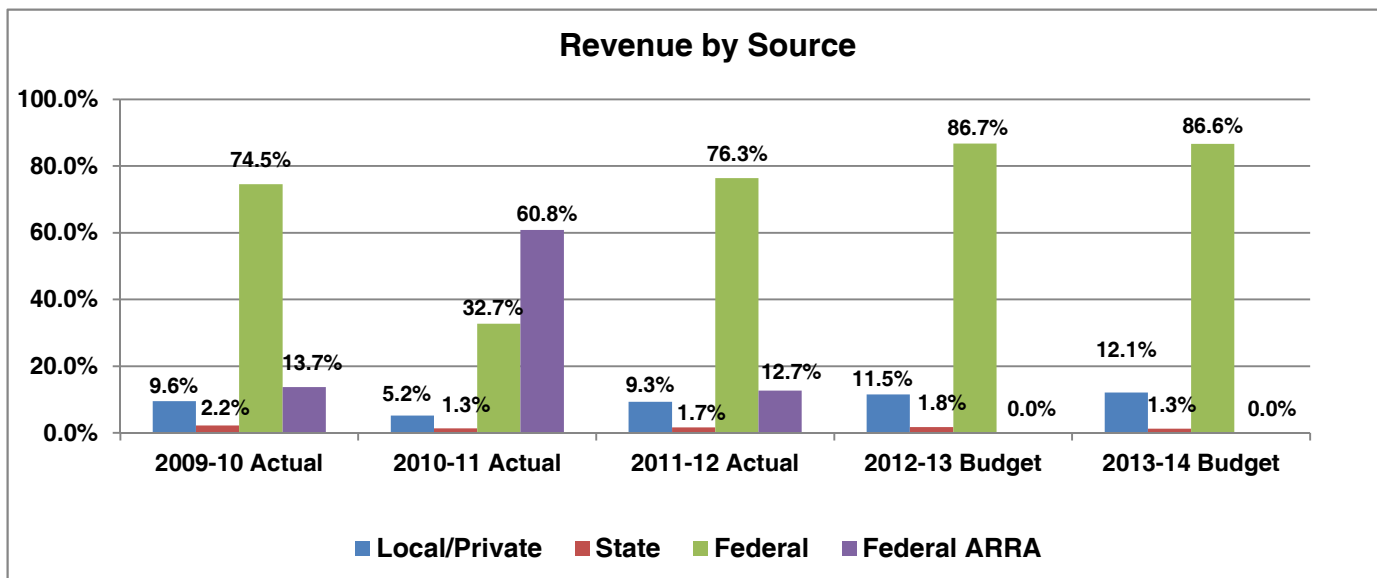
***ARRA IDEA PRESCHOOL***

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 is supported with these funds. A short-term vision/hearing technician is employed to appropriately identify children with vision and hearing disabilities in a timely manner.

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
<b>Beginning Fund Balance</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Revenue</b>					
Local/Private	2,050,164	1,912,919	1,958,048	2,740,000	2,750,000
State	477,944	481,765	348,582	425,600	290,000
Federal	15,996,778	11,967,262	15,998,967	20,622,000	19,634,600
Federal ARRA (Title I & IID;IDEA; CPPW)	2,755,108	8,821,275	2,334,618	-	-
Federal ARRA (Ed Jobs)	-	9,708,777	318,365	-	-
Federal State Fiscal Stabilization-ARRA	187,330	3,727,878	-	-	-
<b>Total Revenue</b>	<b>21,467,324</b>	<b>36,619,876</b>	<b>20,958,580</b>	<b>23,787,600</b>	<b>22,674,600</b>
<b>Total Funds Available</b>	<b>21,467,324</b>	<b>36,619,876</b>	<b>20,958,580</b>	<b>23,787,600</b>	<b>22,674,600</b>
<b>Expenditures</b>					
Salaries	12,524,843	9,089,662	9,877,434	12,006,400	13,901,547
Benefits	3,003,150	2,223,516	2,402,386	2,966,400	3,256,177
Purchased Services	756,509	1,263,524	1,461,267	1,971,600	2,034,876
Supplies and Materials	1,456,856	1,267,070	2,287,077	5,983,900	2,558,794
Other	783,528	518,174	2,277,411	859,300	923,206
<b>Total Non-ARRA Expenditures</b>	<b>18,524,886</b>	<b>14,361,946</b>	<b>18,305,575</b>	<b>23,787,600</b>	<b>22,674,600</b>
<b>ARRA Expenditures</b>					
Salaries	475,846	16,872,684	528,252	-	-
Benefits	85,185	802,708	36,993	-	-
Purchased Services	770,420	978,220	355,893	-	-
Supplies and Materials	1,321,992	2,892,882	1,696,989	-	-
Other	288,995	711,436	34,878	-	-
<b>Total ARRA Expenditures</b>	<b>2,942,438</b>	<b>22,257,930</b>	<b>2,653,005</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>21,467,324</b>	<b>36,619,876</b>	<b>20,958,580</b>	<b>23,787,600</b>	<b>22,674,600</b>
<b>Ending Fund Balance</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

The table above shows the amount of funding that was allocated to the Cherry Creek School District from the American Recovery and Reinvestment Act (ARRA). The funds were spent over a two-year period for Title I, Title II, and IDEA Special Education programs through September 2011.



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

	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Budget</b>	<b>2013-14 Budget</b>
<b><u>Local/Private</u></b>					
PTO/Cherry Creek Foundation	\$1,770,457	\$1,630,427	\$1,680,919	\$2,560,000	\$2,560,000
Reading Recovery (1)	219,056	-		-	-
Other Local Grants	60,651	282,492	277,129	180,000	190,000
<b>Total Local/Private</b>	<b>2,050,164</b>	<b>1,912,919</b>	<b>1,958,048</b>	<b>2,740,000</b>	<b>2,750,000</b>
<b><u>State</u></b>					
State Grants	477,944	481,765	348,582	425,600	290,000
<b>Total State</b>	<b>477,944</b>	<b>481,765</b>	<b>348,582</b>	<b>425,600</b>	<b>290,000</b>
<b><u>Federal</u></b>					
<b><u>No Child Left Behind Act</u></b>					
Title I A-Improving Basic Programs	4,156,401	3,974,281	4,997,739	5,337,700	5,223,500
Title I D-Excelsior Youth Center	212,788	179,262	203,184	232,700	95,000
Title II A-Teacher Quality	1,044,147	994,681	713,508	910,400	885,000
Title II D-Technology (2)	56,840	24,986	9,991	-	-
Title III-English Language Acquisition	558,987	405,522	409,212	604,000	395,000
Title IV-Safe Drug Free Schools/ Communities (3)	98,957	27,894	18,334	-	-
<b>Subtotal-No Child Left Behind Act</b>	<b>6,128,120</b>	<b>5,606,626</b>	<b>6,351,968</b>	<b>7,084,800</b>	<b>6,598,500</b>
Carl Perkins Vocational Education Program	234,349	208,274	226,709	195,000	210,000
Head Start	226,087	237,856	246,485	440,800	242,700
Medicaid	327,266	390,655	383,593	300,000	1,050,000
PL94-142-Education of the Handicapped (4)	8,766,173	5,193,313	8,346,796	11,765,100	11,038,400
PL99-457-Handicapped Preschool	137,827	120,320	136,882	150,000	174,000
School To Work Alliance Program (SWAP)	176,956	179,926	178,570	196,100	192,000
Race to the Top - Phase 3	-	-	42,468	290,200	79,000
Other Federal Grants	-	30,292	85,496	200,000	50,000
<b>Total Other Federal Grants</b>	<b>9,868,658</b>	<b>6,360,636</b>	<b>9,646,999</b>	<b>13,537,200</b>	<b>13,036,100</b>
Title I A - ARRA Improving Basic Programs	1,606,424	1,271,860	1,293,082	-	-
Title I D - ARRA Excelsior Youth Center	11,537	48,226	36,426	-	-
Title II D - ARRA	-	9,386	109,657	-	-
IDEA - ARRA	1,132,407	7,109,878	779,211	-	-
IDEA Preschool - ARRA	4,740	301,669	9,251	-	-
CPPW - ARRA (5)	-	80,256	106,991	-	-
ARRA Ed Jobs (6)	-	9,708,777	318,365	-	-
State Fiscal Stabilization - ARRA	187,330	3,727,878	-	-	-
<b>Total Federal ARRA Grants</b>	<b>2,942,438</b>	<b>22,257,930</b>	<b>2,652,983</b>	<b>-</b>	<b>-</b>
<b>Total All Federal Grants (7)</b>	<b>18,939,216</b>	<b>34,225,192</b>	<b>18,651,950</b>	<b>20,622,000</b>	<b>19,634,600</b>
<b>Grand Total</b>	<b>\$21,467,324</b>	<b>\$36,619,876</b>	<b>\$20,958,580</b>	<b>\$23,787,600</b>	<b>\$22,674,600</b>

(1) There has been no Reading Recovery grant received since FY2009-10.

(2) Federal funding for Title II-D was discontinued in FY2010-11.

(3) Federal funding for Title IV was discontinued for FY2010-11. The expenditures in FY2011-12 are from FY2010-11 carryover funds.

(4) The funding for PL94-142 Education of the Handicapped in FY2012-13, includes \$3,000,000 in carryover from FY2011-12. In FY2013-14, funding includes \$3,000,000 in carryover from FY2012-13.

(5) CPPW-ARRA is the Federal Community Putting Prevention to Work Grant that supported a Grant Coordinator Position.

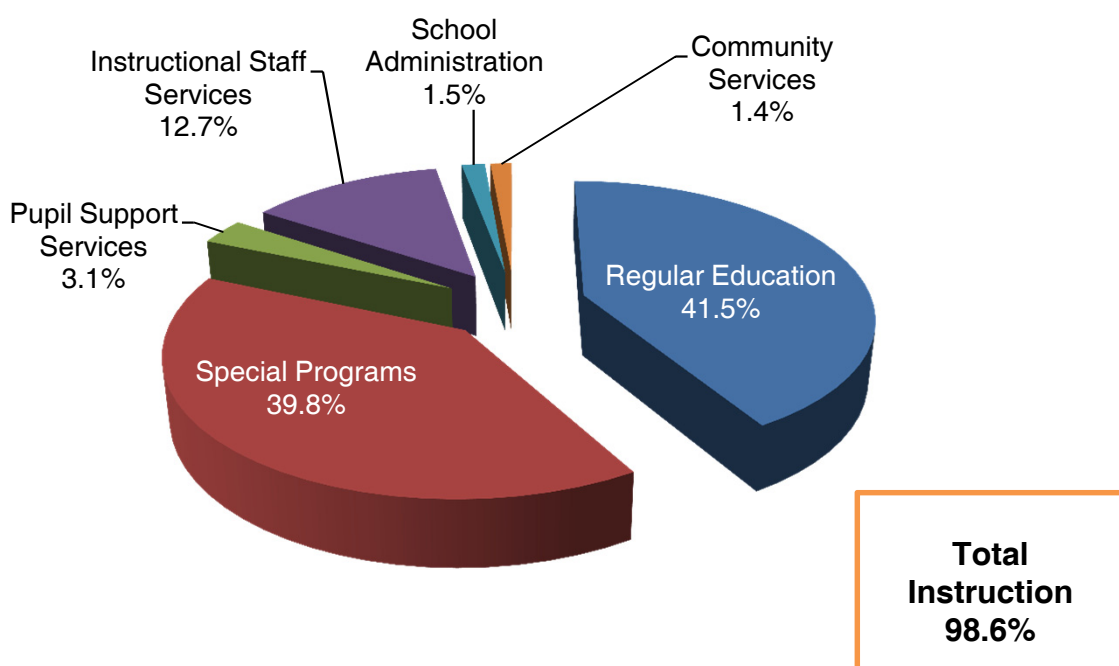
(6) Final allocation of ARRA/EdJobs Federal Grant was provided to school districts in FY2011-12. Cherry Creek's share of the grant totaled \$318,365.

(7) Some FY2013-14 Federal Grants are subject to Federal funding cuts due to sequestration. This overall estimated percentage of reduction is approximately 5%.

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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
<b><u>Direct Instruction</u></b>					
Elementary Education	\$5,171,313	\$15,191,785	\$5,473,540	\$8,587,300	\$7,244,535
Middle School Education	312,660	558,696	483,836	166,500	340,119
High School Education	539,475	3,985,774	750,848	2,806,900	1,632,571
Special Programs	9,869,890	12,127,227	9,387,042	8,420,800	9,030,159
Other Regular Education	226,526	394,399	131,080	118,900	187,065
<b>Subtotal - Direct Instruction</b>	<b>16,119,864</b>	<b>32,257,881</b>	<b>16,226,346</b>	<b>20,100,400</b>	<b>18,434,450</b>
<b><u>Indirect Instruction</u></b>					
Pupil Support Services	600,925	1,272,281	722,867	594,700	691,575
Instructional Staff Services	3,973,892	2,432,734	3,187,767	2,521,500	2,885,343
School Administration	565,120	327,085	335,286	237,900	345,788
<b>Subtotal - Indirect Instruction</b>	<b>5,139,937</b>	<b>4,032,100</b>	<b>4,245,920</b>	<b>3,354,100</b>	<b>3,922,706</b>
<b>Total Instruction</b>	<b>21,259,801</b>	<b>36,289,981</b>	<b>20,472,266</b>	<b>23,454,500</b>	<b>22,357,156</b>
<b><u>Other Expenditures</u></b>					
Operations/Maintenance & Pupil Transportation	7,166	-	187,500	-	-
Community Services	200,357	329,895	298,814	333,100	317,444
<b>Total Other Expenditures</b>	<b>207,523</b>	<b>329,895</b>	<b>486,314</b>	<b>333,100</b>	<b>317,444</b>
<b>Interfund Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Grand Total Expenditures</b>	<b>\$21,467,324</b>	<b>\$36,619,876</b>	<b>\$20,958,580</b>	<b>\$23,787,600</b>	<b>\$22,674,600</b>

**FY2013-14 Budgeted Expenditures By Activity**

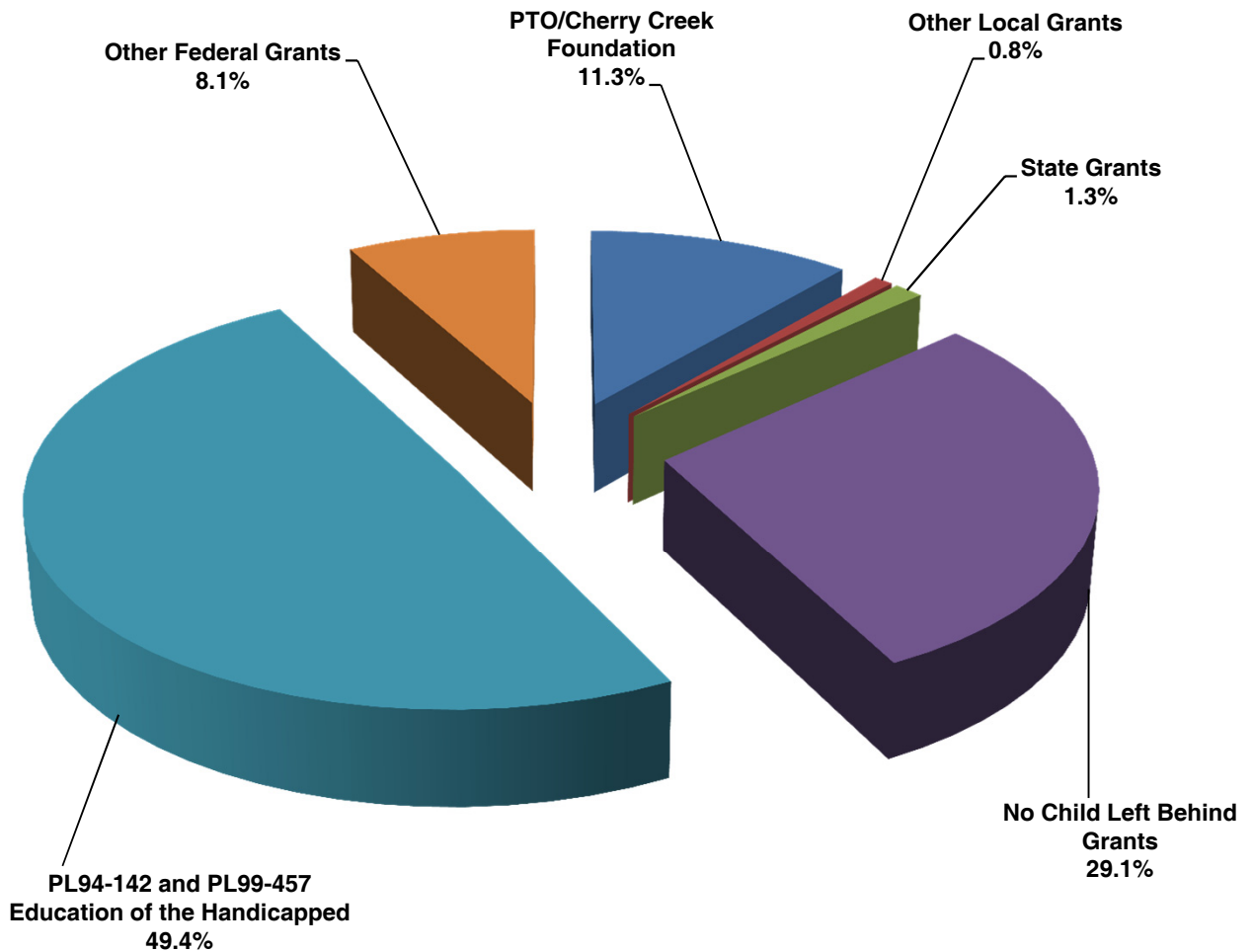


**CHERRY CREEK SCHOOL DISTRICT  
DESIGNATED PURPOSE GRANTS FUND  
BUDGETED EXPENDITURES BY GRANT AND OBJECT**

<b>FY2013-14 Grants</b>	<b>Salaries</b>	<b>Benefits</b>	<b>Purchased Services</b>	<b>Supplies</b>	<b>Other</b>	<b>Total</b>
<b><u>Local/Private:</u></b>						
PTO/Cherry Creek Foundation	\$1,394,944	\$397,320	\$112,384	\$519,936	\$135,416	\$2,560,000
Other Local Grants	62,966	45,600	8,341	68,609	4,484	190,000
<b>Total Local/Private</b>	<b>1,457,910</b>	<b>442,920</b>	<b>120,725</b>	<b>588,545</b>	<b>139,900</b>	<b>2,750,000</b>
<b><u>State</u></b>						
Other State Grants	203,609	47,647	18,647	18,908	1,189	290,000
<b>Total State</b>	<b>203,609</b>	<b>47,647</b>	<b>18,647</b>	<b>18,908</b>	<b>1,189</b>	<b>290,000</b>
<b><u>Federal</u></b>						
<b><u>No Child Left Behind Act</u></b>						
Title I-Improving Basic Programs	3,499,745	909,035	327,880	342,817	144,023	5,223,500
Title I-Excelsior Youth Center	-	-	95,000	-	-	95,000
Title II A-Teacher Quality	663,750	172,575	44,250	4,425	-	885,000
Title III-English Language Acquisition	264,650	72,522	31,600	19,118	7,110	395,000
<b>Subtotal-No Child Left Behind Act</b>	<b>4,428,145</b>	<b>1,154,132</b>	<b>498,730</b>	<b>366,360</b>	<b>151,133</b>	<b>6,598,500</b>
Carl Perkins Vocational Education Program	100,800	20,160	32,340	30,450	26,250	210,000
Head Start	199,912	42,788	-	-	-	242,700
Medicaid	472,500	113,400	99,835	228,500	135,765	1,050,000
PL94-142-Education of the Handicapped	6,683,751	1,342,564	1,253,063	1,296,532	462,491	11,038,400
PL99-457-Handicapped PreSchool	129,717	34,382	2,314	7,534	52	174,000
School To Work Alliance (SWAP)	143,136	37,939	2,554	8,314	58	192,000
Race to the Top - Phase 3	58,895	15,610	1,051	3,421	24	79,000
Other Federal Grants	23,172	4,635	5,618	10,230	6,345	50,000
<b>Total Federal</b>	<b>12,240,028</b>	<b>2,765,610</b>	<b>1,895,504</b>	<b>1,951,341</b>	<b>782,117</b>	<b>19,634,600</b>
<b>Grand Total</b>	<b>\$13,901,547</b>	<b>\$3,256,177</b>	<b>\$2,034,876</b>	<b>\$2,558,794</b>	<b>\$923,206</b>	<b>\$22,674,600</b>

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

**Percent of FY2013-14 Budgeted Expenditures by Grant**



**Summary of FY2013-14 Expenditures by Grant**

PTO/Cherry Creek Foundation	\$2,560,000	11.3%
Other Local Grants	190,000	0.8%
State Grants	290,000	1.3%
No Child Left Behind Grants	6,598,500	29.1%
PL94-142 and PL99-457 Education of the Handicapped	11,212,400	49.4%
Other Federal Grants	1,823,700	8.1%
<b>Total Expenditures by Grant</b>	<b>\$22,674,600</b>	<b>100.0%</b>

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

	2013-14 Budget	2014-15 Projected	2015-16 Projected	2016-17 Projected
<b>Beginning Fund Balance</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b><u>Revenue</u></b>				
Local/Private	2,750,000	2,777,500	2,805,275	2,833,328
State	290,000	292,900	295,829	298,787
Federal	19,634,600	19,830,946	20,029,255	20,229,548
<b>Total Revenue</b>	<b>22,674,600</b>	<b>22,901,346</b>	<b>23,130,359</b>	<b>23,361,663</b>
<b><u>Expenditures</u></b>				
Salaries	13,901,547	14,040,562	14,180,968	14,322,778
Benefits	3,256,177	3,288,739	3,321,626	3,354,842
Purchased Services	2,034,876	2,055,225	2,075,777	2,096,535
Supplies and Materials	2,558,794	2,584,382	2,610,226	2,636,328
Other	923,206	932,438	941,762	951,180
<b>Total Expenditures</b>	<b>22,674,600</b>	<b>22,901,346</b>	<b>23,130,359</b>	<b>23,361,663</b>
<b>Ending Fund Balance</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
Number of Students (FTE)	50,915	51,320	51,725	52,130

The Designated Purpose Grants Fund is expected to provide over \$22 million in funding for FY2013-14 to support the academic programs in the District. Applications for grants are strongly encouraged to provide additional educational opportunities for the students, as well as staff development purposes throughout the District. The grant funding by local, state and federal sources is expected to continue into the future, allowing greater flexibility in developing and implementing programs. These programs provide additional resources and education opportunities for all of the schools in the District.



**Preparing for EVERY Child's Future**

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# **Extended Child Services Fund**

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*Dedicated to Excellence*  
Cherry Creek Schools

# 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 85 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.

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### **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 held 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**

	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Budget</b>	<b>2013-14 Budget</b>
<b>Beginning Fund Balance</b>	<b>\$3,257,315</b>	<b>\$3,968,896</b>	<b>\$3,332,903</b>	<b>\$4,372,126</b>	<b>\$3,063,643</b>
<b>Revenue</b>					
Before and After School	6,352,882	6,618,985	7,107,153	9,133,448	9,343,445
Intersession (1)	2,990,809	2,651,800	2,098,677	-	-
Kindergarten Enrichment	2,907,638	3,039,575	3,478,958	3,546,806	3,893,601
Preschool Education	1,305,760	1,365,733	1,522,456	1,572,018	1,675,752
Other Enterprise Programs	1,922,399	1,290,652	1,365,809	1,604,705	1,528,300
<b>Total Revenue</b>	<b>15,479,488</b>	<b>14,966,745</b>	<b>15,573,053</b>	<b>15,856,977</b>	<b>16,441,098</b>
Transfer from General Fund (2)	108,667	76,908	-	80,500	80,500
<b>Total Revenue and Transfers</b>	<b>15,588,155</b>	<b>15,043,653</b>	<b>15,573,053</b>	<b>15,937,477</b>	<b>16,521,598</b>
<b>Total Funds Available</b>	<b>18,845,470</b>	<b>19,012,549</b>	<b>18,905,956</b>	<b>20,309,603</b>	<b>19,585,241</b>
<b>Expenditures</b>					
Before and After School	5,328,976	4,946,413	5,469,846	7,652,014	7,303,065
Intersession (1)	2,427,018	2,121,431	1,596,671	-	-
Kindergarten Enrichment	2,325,437	2,503,003	2,811,761	3,015,245	3,033,789
Preschool Education	1,324,721	1,480,106	1,480,351	1,529,263	1,653,176
Other Enterprise Programs	1,561,039	1,441,982	1,207,402	1,794,745	1,394,420
Utilities and Indirect Costs	701,696	798,719	733,708	654,405	725,000
<b>Total Expenditures</b>	<b>13,668,887</b>	<b>13,291,654</b>	<b>13,299,739</b>	<b>14,645,672</b>	<b>14,109,450</b>
Transfer to General Fund (3)	1,207,687	2,387,992	1,234,091	2,600,288	1,199,950
<b>Total Expenditures and Transfers</b>	<b>14,876,574</b>	<b>15,679,646</b>	<b>14,533,830</b>	<b>17,245,960</b>	<b>15,309,400</b>
Revenue and Transfers more (less) than Expenditures and Transfers (4)	711,581	(635,993)	1,039,223	(1,308,483)	1,212,198
<b>Ending Fund Balance (5)</b>	<b>\$3,968,896</b>	<b>\$3,332,903</b>	<b>\$4,372,126</b>	<b>\$3,063,643</b>	<b>\$4,275,841</b>
Total Expenditures and Transfers	\$14,876,574	\$15,679,646	\$14,533,830	\$17,245,960	\$15,309,400
TABOR Reserves	446,300	470,400	436,000	517,400	459,300
<b>Total Expenditures, Transfers, and Appropriated Reserves</b>	<b>15,322,874</b>	<b>16,150,046</b>	<b>14,969,830</b>	<b>17,763,360</b>	<b>15,768,700</b>
Unappropriated Reserves	3,522,596	2,862,503	3,936,126	2,546,243	3,816,541
<b>Total Appropriations and Unappropriated Reserves</b>	<b>\$18,845,470</b>	<b>\$19,012,549</b>	<b>\$18,905,956</b>	<b>\$20,309,603</b>	<b>\$19,585,241</b>

- (1) Beginning in FY2012-13 Intersession revenues and expenditures are reported with the Before and After School revenue and expenditures.
- (2) Transfers from the General Fund in FY2009-10 through FY2013-14 are from Special Education 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 FY2010-11, an additional \$1,107,400 was transferred to General Fund for the purpose of funding elementary school science programs; \$391,000 for Physical Science, \$315,600 for Earth Science, and \$400,800 for Life Science. In FY2012-13, an additional \$1,436,969 was transferred for K-5 Social Studies curriculum materials in order to prepare students for the Spring 2014 State of Colorado social studies assessment test.
- (4) In FY2010-11, expenditures exceed revenue sources due in part to cost increases not supported by tuition collections.
- (5) Beginning in FY2011-12 the ending fund balance is reflected on a modified accrual GAAP basis.

# CHERRY CREEK SCHOOL DISTRICT EXTENDED CHILD SERVICES FUND

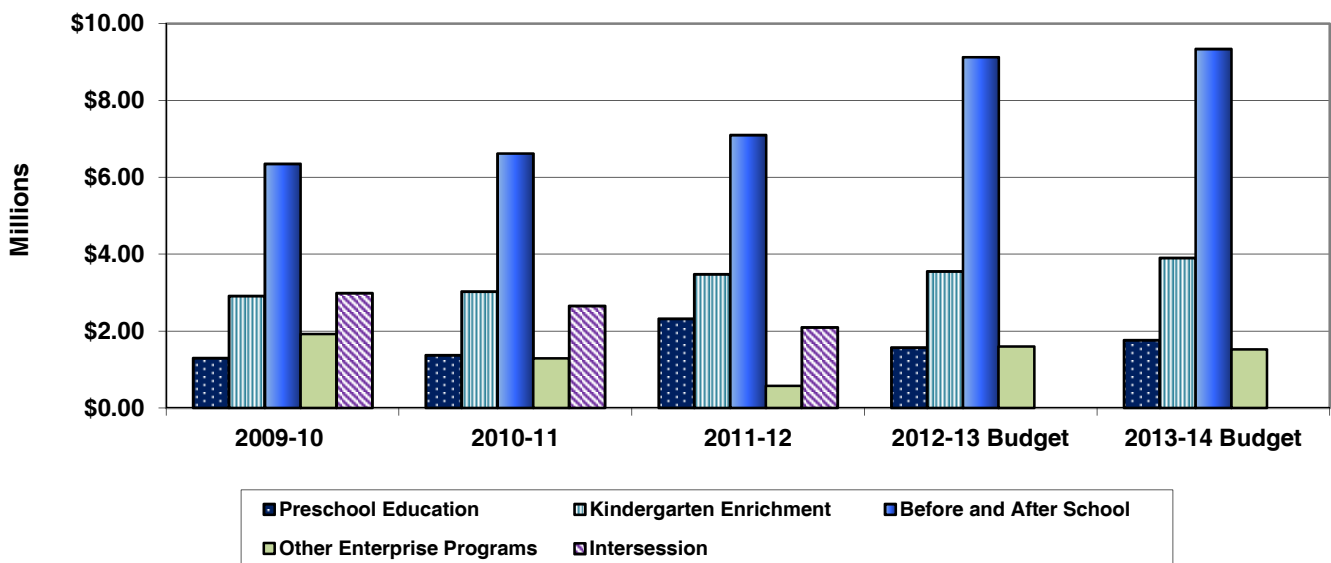
## 2012-13 Program Participation

⊕ Before School Program	1,721	⊕ Inside/Out (G/T)	915
⊕ After School Program	1,995	⊕ Driver's Education	520
⊕ BAS Full Day Program	995	⊕ Sports Camps	2,485
⊕ Intersession Program	228	⊕ Instrumental Music	486
⊕ Kindergarten Enrichment	1,335	⊕ Staff Development	3,047
⊕ Preschool Education	1,835	⊕ Academic Summer School	1,609
⊕ Academic On-Line Summer School	143		



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 FY2009-10 as some elementary schools move from four-track, year-round calendars to traditional calendars. Beginning in FY2012-13 the Intersession program revenues are being reported through the Before and After School programs.

**Revenue by Program  
FY2009-10 to FY2013-14**

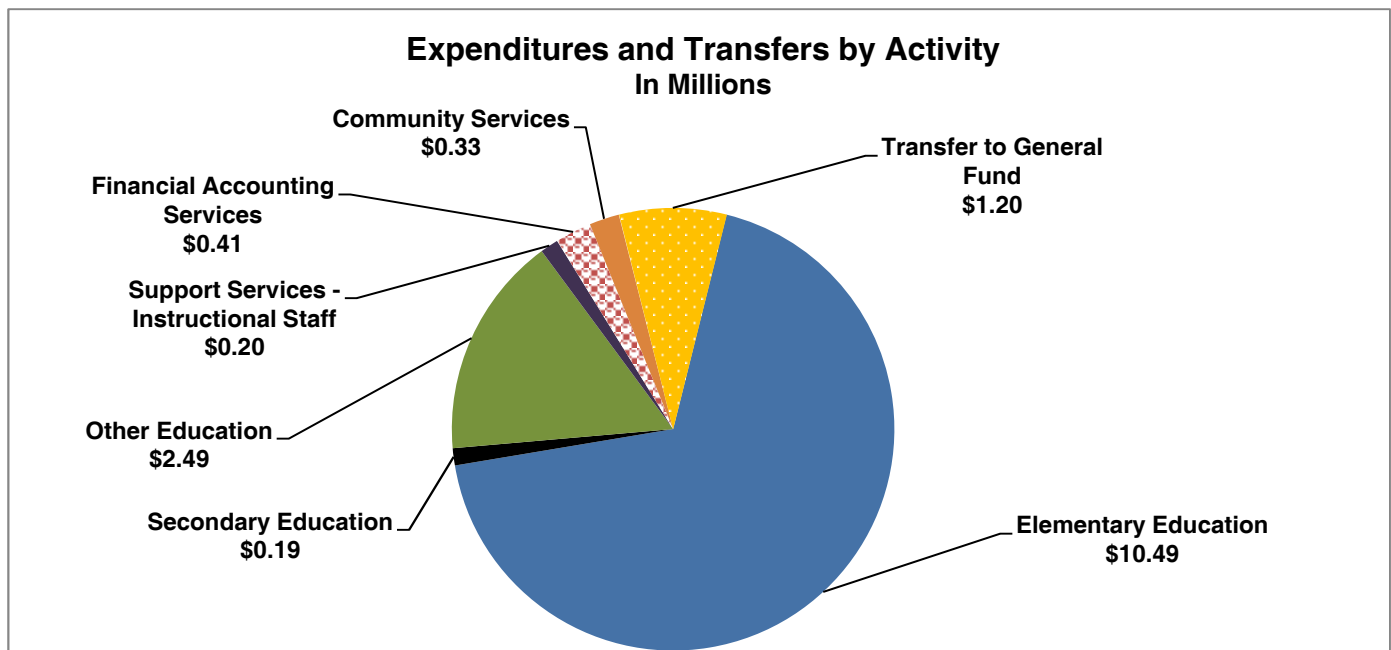


# CHERRY CREEK SCHOOL DISTRICT EXTENDED CHILD SERVICES FUND

## FY2013-14 Budgeted Expenditures and Transfers by Activity and Object

Type of Activity	Salaries	Benefits	Purchased Services
Elementary Education	\$6,731,798	\$1,466,335	\$707,656
Secondary Education	155,000	28,599	2,000
Other Education	1,710,403	315,662	200,550
Support Services - Instructional Staff	123,000	22,695	32,600
Financial Accounting Services	273,513	63,426	-
Community Services	209,612	52,752	2,935
Transfer to General Fund	-	-	-
<b>Total Expenditures</b>	<b>\$9,203,326</b>	<b>\$1,949,469</b>	<b>\$945,741</b>

- ◆ **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, \$25,000 is estimated to be transferred from the ECS Employee Professional Development Program to the General Fund to support student achievement.

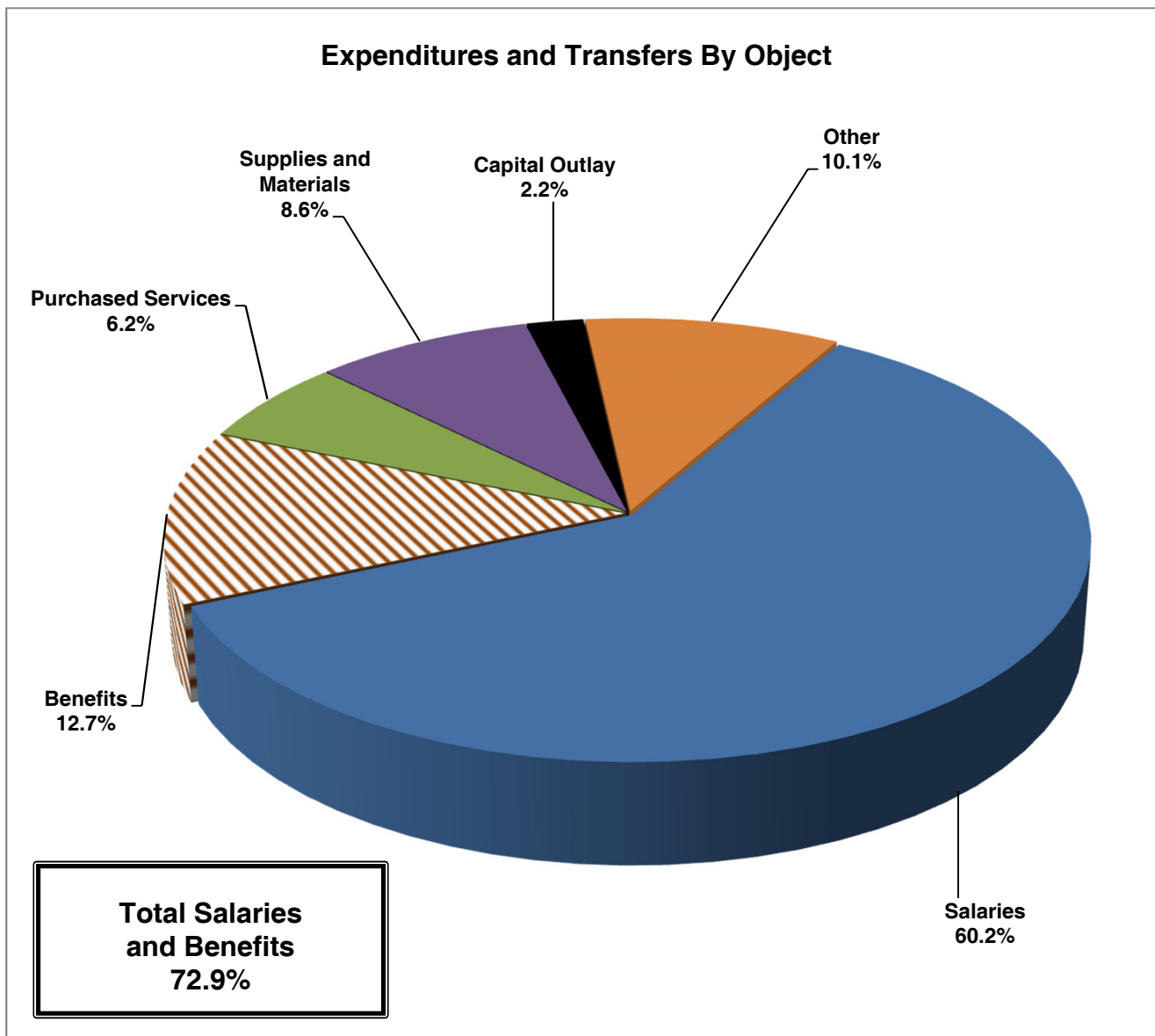


# CHERRY CREEK SCHOOL DISTRICT EXTENDED CHILD SERVICES FUND

## FY2013-14 Budgeted Expenditures and Transfers by Activity and Object

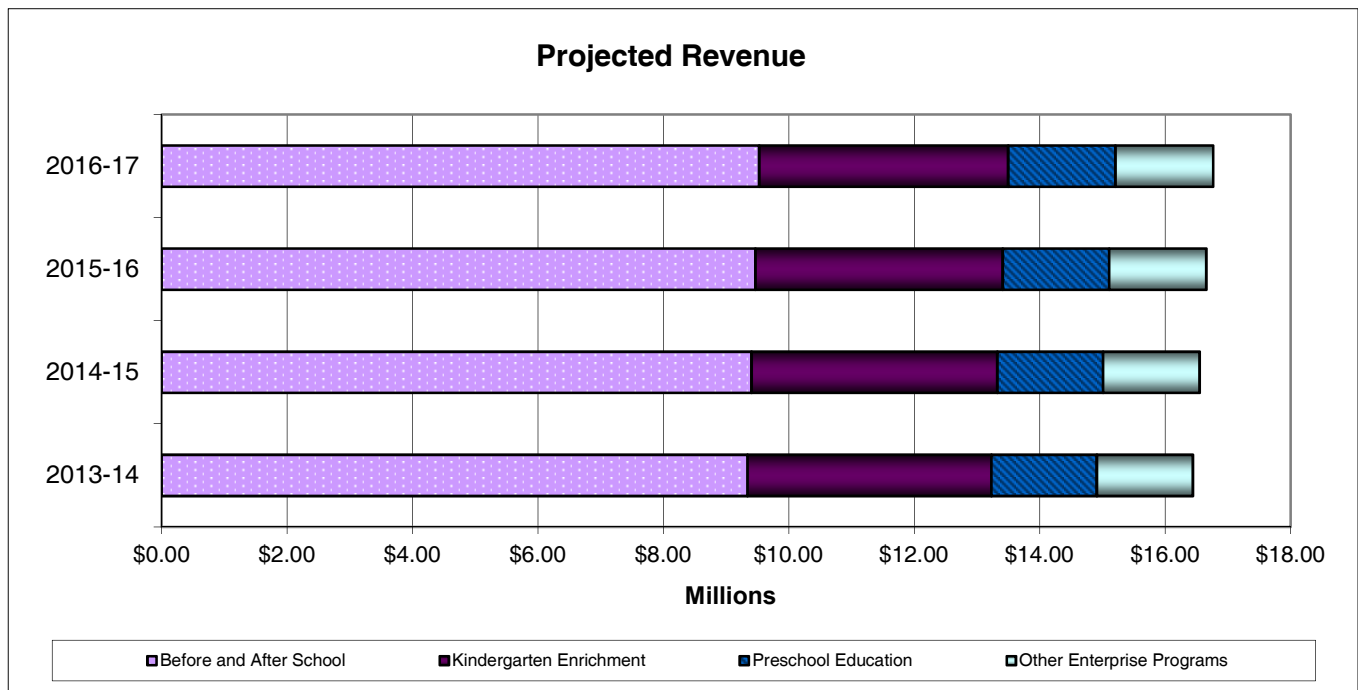
<b>Supplies and Materials</b>	<b>Capital Outlay</b>	<b>Other*</b>	<b>Total</b>	<b>Percent of Expenditures</b>
\$999,498	\$311,500	\$269,073	\$10,485,860	68.5%
4,050	-	1,800	191,449	1.3%
212,970	32,100	15,850	2,487,535	16.3%
19,000	500	7,000	204,795	1.3%
64,488	-	4,000	405,427	2.6%
21,282	-	47,803	334,384	2.2%
-	-	1,199,950	1,199,950	7.8%
<b>\$1,321,288</b>	<b>\$344,100</b>	<b>\$1,545,476</b>	<b>\$15,309,400</b>	<b>100.0%</b>

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



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

	<b>2013-14 Budget</b>	<b>2014-15 Projected</b>	<b>2015-16 Projected</b>	<b>2016-17 Projected</b>
<b>Beginning Fund Balance</b>	<b>\$3,063,643</b>	<b>\$4,275,841</b>	<b>\$4,855,841</b>	<b>\$4,959,741</b>
<b><u>Revenue</u></b>				
Before and After School	9,343,445	9,404,200	9,465,300	9,526,800
Kindergarten Enrichment	3,893,601	3,918,900	3,944,300	3,969,900
Preschool Education	1,675,752	1,686,600	1,697,500	1,708,500
Other Enterprise Programs	1,528,300	1,538,200	1,548,100	1,558,200
<b>Total Revenue</b>	<b>16,441,098</b>	<b>16,547,900</b>	<b>16,655,200</b>	<b>16,763,400</b>
Transfers from other Funds	80,500	80,500	80,500	80,500
<b>Total Funds Available</b>	<b>19,585,241</b>	<b>20,904,241</b>	<b>21,591,541</b>	<b>21,803,641</b>
<b><u>Expenditures</u></b>				
Before and After School	7,303,065	7,741,200	8,050,800	8,103,100
Kindergarten Enrichment	3,033,789	3,215,800	3,344,400	3,366,100
Preschool Education	1,653,176	1,752,400	1,822,500	1,834,300
Other Enterprise Programs	1,394,420	1,478,100	1,537,200	1,547,200
Utilities and Indirect Costs	725,000	729,700	734,400	739,200
Transfers to General Fund	1,199,950	1,131,200	1,142,500	1,153,900
<b>Total Expenditures &amp; Transfers</b>	<b>15,309,400</b>	<b>16,048,400</b>	<b>16,631,800</b>	<b>16,743,800</b>
<b>Ending Fund Balance</b>	<b>\$4,275,841</b>	<b>\$4,855,841</b>	<b>\$4,959,741</b>	<b>\$5,059,841</b>
Number of Students (FTE)	50,915	51,320	51,725	52,130



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# **Pupil Activities Fund**

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*Dedicated to Excellence*  
Cherry Creek Schools

# CHERRY CREEK SCHOOL DISTRICT PUPIL ACTIVITIES FUND

## Program Profile

The Pupil Activities Fund supports a diverse extracurricular athletic and activity program that draws a large student membership. Athletic and activity 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



### EXPENDITURES ENCOMPASS A VARIETY OF COSTS



#### FOOTBALL



#### BASEBALL



#### BASKETBALL



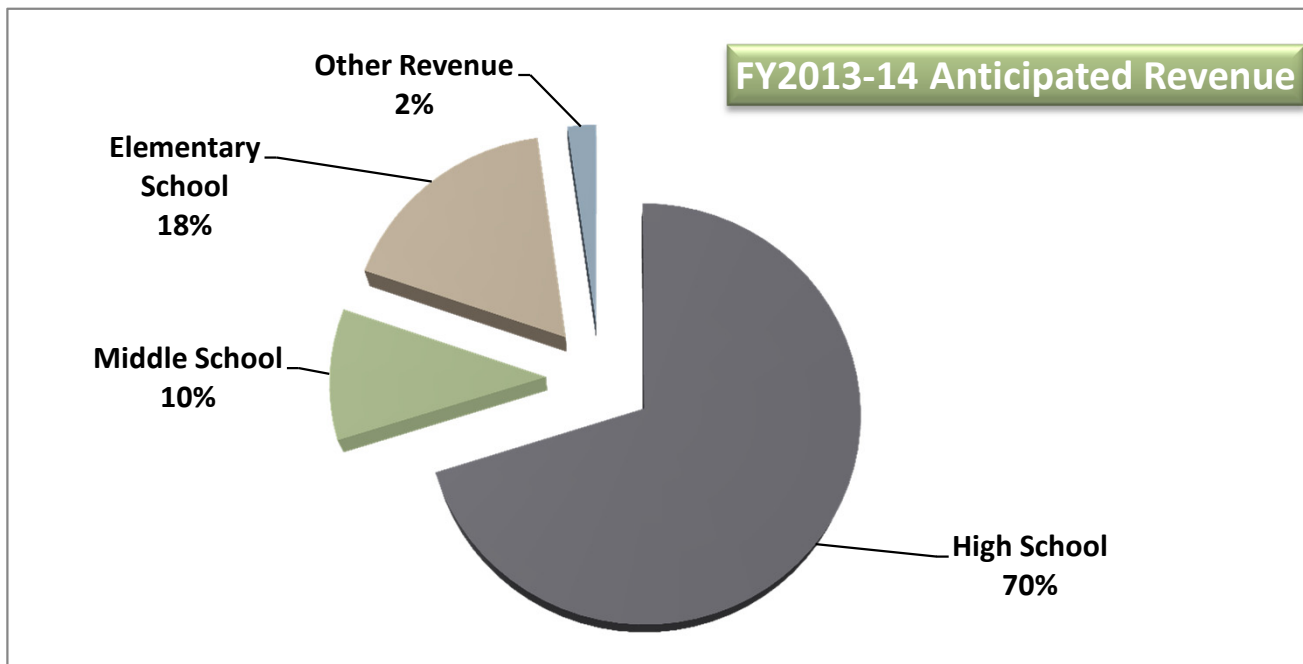
### STUTLER BOWL & LEGACY STADIUMS

The Cherry Creek School District has two stadiums to use for athletic events. The District markets both stadiums to attract outside users, which can be used for semi-professional football, professional lacrosse, club or league soccer, and field hockey teams.

- Stutler Bowl is located on the Cherry Creek High School campus in Greenwood Village. It has been an 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 \$87,200 for fiscal year 2011-12. Concessions revenue was \$38,629.
- Legacy Stadium adjoins Cherokee Trail High School in Aurora, and also seats 7,500. It 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 \$85,900 in fiscal year 2011-12. Concessions revenue was \$33,390.

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

	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Budget</b>	<b>2013-14 Budget</b>
<b>Beginning Fund Balance</b>	<b>\$5,053,125</b>	<b>\$5,329,574</b>	<b>\$4,978,365</b>	<b>\$5,185,403</b>	<b>\$5,185,403</b>
<b>Revenue</b>					
High School	8,028,933	7,687,499	7,906,179	8,191,800	8,128,000
Middle School	1,186,500	1,071,577	1,107,434	1,254,600	1,177,200
Elementary School	1,834,301	1,758,170	1,744,996	2,084,100	2,026,700
Other Revenue	209,989	243,801	256,327	258,300	258,300
<b>Total Revenue</b>	<b>11,259,723</b>	<b>10,761,047</b>	<b>11,014,936</b>	<b>11,788,800</b>	<b>11,590,200</b>
<b>Total Funds Available</b>	<b>16,312,848</b>	<b>16,090,621</b>	<b>15,993,301</b>	<b>16,974,203</b>	<b>16,775,603</b>
<b>Expenditures</b>					
High School	7,901,867	7,573,537	7,796,136	8,191,800	8,128,000
Middle School	1,190,117	1,128,582	1,092,577	1,254,600	1,177,200
Elementary School	1,711,222	1,750,917	1,731,966	2,084,100	2,026,700
Other Expenditures	180,068	212,595	187,219	258,300	258,300
<b>Total Expenditures</b>	<b>10,983,274</b>	<b>10,665,631</b>	<b>10,807,898</b>	<b>11,788,800</b>	<b>11,590,200</b>
Transfer to General Fund	-	446,625	-	-	-
<b>Total Expenditures &amp; Transfers</b>	<b>10,983,274</b>	<b>11,112,256</b>	<b>10,807,898</b>	<b>11,788,800</b>	<b>11,590,200</b>
<b>Ending Fund Balance</b>	<b>5,329,574</b>	<b>4,978,365</b>	<b>5,185,403</b>	<b>5,185,403</b>	<b>5,185,403</b>
<hr/>					
Total Expenditures & Transfers	10,983,274	11,112,256	10,807,898	11,788,800	11,590,200
TABOR Reserves	329,498	333,368	324,237	353,664	347,706
<b>Total Expenditures &amp; Appropriated Reserves</b>	<b>11,312,772</b>	<b>11,445,624</b>	<b>11,132,135</b>	<b>12,142,464</b>	<b>11,937,906</b>
Unappropriated Reserves	5,000,076	4,644,997	4,861,166	4,831,739	4,837,697
<b>Total Appropriations &amp; Unappropriated Reserves</b>	<b>\$16,312,848</b>	<b>\$16,090,621</b>	<b>\$15,993,301</b>	<b>\$16,974,203</b>	<b>\$16,775,603</b>



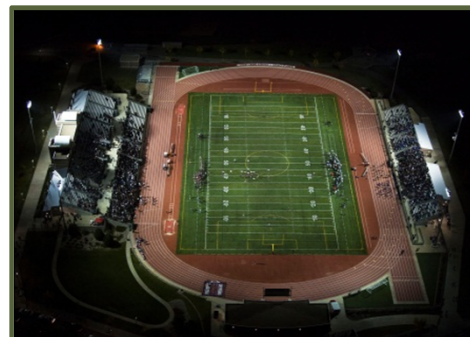
**CHERRY CREEK SCHOOL DISTRICT  
PUPIL ACTIVITIES FUND  
EXPENDITURES BY SCHOOL AND OBJECT**

<b>Activity Location</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Budget</b>	<b>2013-14 Budget</b>
<b><u>High Schools</u></b>					
Cherokee Trail	\$907,434	\$918,052	\$942,719	\$926,300	\$937,100
Cherry Creek	2,972,683	2,797,451	3,050,373	3,199,200	3,240,000
Eaglecrest	937,609	1,042,875	1,084,903	983,600	1,044,200
Grandview	1,629,659	1,248,671	1,270,530	1,513,700	1,454,600
Overland	420,258	456,419	493,966	524,200	503,500
Smoky Hill	1,034,224	1,110,069	953,645	1,044,800	948,600
<b>Total High School Activities</b>	<b>7,901,867</b>	<b>7,573,537</b>	<b>7,796,136</b>	<b>8,191,800</b>	<b>8,128,000</b>
<b><u>Middle Schools</u></b>					
Campus	210,501	214,696	181,337	205,500	209,400
Falcon Creek	90,034	88,882	67,505	95,500	82,700
Fox Ridge	33,287	80,424	93,059	70,800	75,700
Horizon	88,455	93,176	120,136	98,200	100,300
Laredo	116,561	94,310	93,770	100,200	99,200
Liberty	61,448	92,909	73,931	98,000	93,000
Prairie	168,091	183,434	227,121	158,500	180,800
Sky Vista	68,759	56,209	52,178	70,500	73,400
Thunder Ridge	177,786	137,504	137,370	156,800	142,100
West	175,195	87,038	46,170	200,600	120,600
<b>Total Middle School Activities</b>	<b>1,190,117</b>	<b>1,128,582</b>	<b>1,092,577</b>	<b>1,254,600</b>	<b>1,177,200</b>
<b>Elementary Activities</b>	<b>1,711,222</b>	<b>1,750,917</b>	<b>1,731,966</b>	<b>2,084,100</b>	<b>2,026,700</b>
<b><u>Other Activities</u></b>					
Legacy Stadium	77,954	94,056	92,752	122,100	121,100
Stutler Bowl	79,451	102,662	92,386	110,000	121,700
Other Activities	22,663	15,877	2,081	26,200	15,500
<b>Total Other Activities</b>	<b>180,068</b>	<b>212,595</b>	<b>187,219</b>	<b>258,300</b>	<b>258,300</b>
Transfer to General Fund (1)	-	446,625	-	-	-
<b>Total Expenditures &amp; Transfers</b>	<b>\$10,983,274</b>	<b>\$11,112,256</b>	<b>\$10,807,898</b>	<b>\$11,788,800</b>	<b>\$11,590,200</b>
<b>Object</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Budget</b>	<b>2013-14 Budget</b>
Salaries and Benefits	\$216,758	\$135,920	\$192,532	\$156,290	\$210,840
Purchased Services	4,365,936	4,024,175	4,534,159	4,450,000	4,864,000
Supplies and Materials	5,653,055	5,624,864	5,391,414	6,218,000	5,781,000
Capital Outlay	127,019	232,494	155,275	256,000	166,000
Other Expenditures	620,506	648,178	534,518	708,510	568,360
<b>Total Expenditures</b>	<b>\$10,983,274</b>	<b>\$10,665,631</b>	<b>\$10,807,898</b>	<b>\$11,788,800</b>	<b>\$11,590,200</b>
Transfer to General Fund (1)	-	446,625	-	-	-
<b>Total Expenditures &amp; Transfers</b>	<b>\$10,983,274</b>	<b>\$11,112,256</b>	<b>\$10,807,898</b>	<b>\$11,788,800</b>	<b>\$11,590,200</b>

(1) Transfer to support student achievement initiatives.

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

	<b>2013-14 Budget</b>	<b>2014-15 Projected</b>	<b>2015-16 Projected</b>	<b>2016-17 Projected</b>
<b>Beginning Fund Balance</b>	<b>\$5,185,403</b>	<b>\$5,185,403</b>	<b>\$5,185,403</b>	<b>\$5,185,403</b>
<b><u>Revenue</u></b>				
High School Activities and Athletics	8,128,000	8,184,800	8,242,100	8,299,800
Middle School Activities and Athletics	1,177,200	1,185,400	1,193,700	1,202,100
Elementary School Activities	2,026,700	2,040,900	2,055,200	2,069,600
Other Revenue	258,300	260,100	261,900	263,700
<b>Total Revenue</b>	<b>11,590,200</b>	<b>11,671,200</b>	<b>11,752,900</b>	<b>11,835,200</b>
<b>Total Funds Available</b>	<b>16,775,603</b>	<b>16,856,603</b>	<b>16,938,303</b>	<b>17,020,603</b>
<b><u>Expenditures</u></b>				
High School Activities and Athletics	8,128,000	8,184,800	8,242,100	8,299,800
Middle School Activities and Athletics	1,177,200	1,185,400	1,193,700	1,202,100
Elementary School Activities	2,026,700	2,040,900	2,055,200	2,069,600
Other Expenditures	258,300	260,100	261,900	263,700
<b>Total Expenditures</b>	<b>11,590,200</b>	<b>11,671,200</b>	<b>11,752,900</b>	<b>11,835,200</b>
<b>Ending Fund Balance</b>	<b>\$5,185,403</b>	<b>\$5,185,403</b>	<b>\$5,185,403</b>	<b>\$5,185,403</b>
Number of Students (FTE)	50,915	51,320	51,725	52,130



*Dedicated to Excellence*  
Cherry Creek Schools

*A variety of extracurricular  
sports & activities are offered to  
build on student growth and  
development -*

*Skills  
Relationships  
Values  
Self-perceptions*

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# **Capital Improvements Section**

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## **Capital Reserve and Capital Finance Corporation Funds**

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### **Building Fund**

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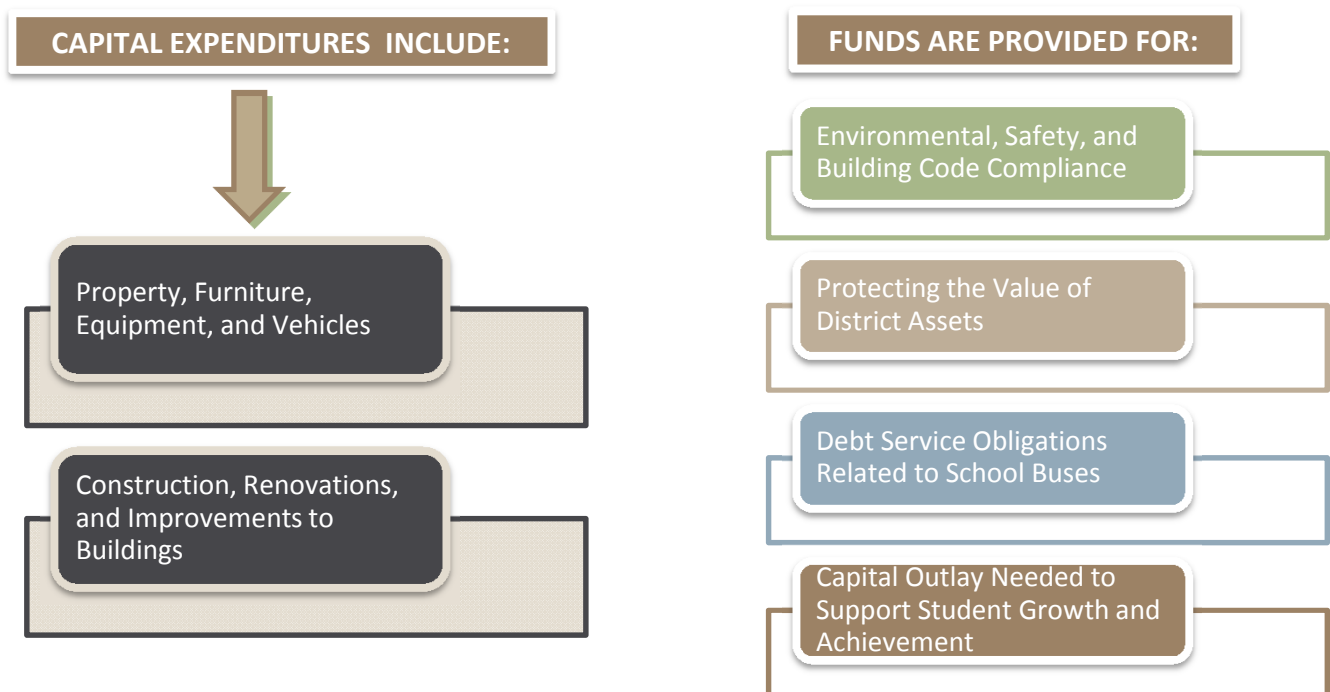
*Dedicated to Excellence*  
Cherry Creek Schools

# CHERRY CREEK SCHOOL DISTRICT CAPITAL RESERVE FUND

## Program Profile

The Capital Reserve Fund receives transfers from the General Fund for ongoing capital needs of the District such as maintenance improvements to facilities, as well as purchases of equipment, technology related items, and vehicles.

Due to funding reductions caused by revenue declines in the State budget, transfers from the General Fund to the Capital Reserve Fund were reduced as part of the District's Cost and Resource Management Plan for FY2009-10, FY2010-11, FY2011-12, FY2012-13, and FY2013-14. During this time, Capital Reserve funds are being 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.



### CERTIFICATES OF PARTICIPATION

The principal and interest payments for the Certificates of Participation (COPS) issued through the Cherry Creek School District Capital Finance Corporation are also included in the Capital Reserve Fund budget for FY2009-10 through FY2012-13 as the last debt service payment was made on 12/15/2012. The financial detail for the Corporation is shown at the end of this sub-section.

- The last debt service payment of \$1,860,375 for the COPS issued in 2002 was paid on 12/15/2012.

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

	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Budget</b>	<b>2013-14 Budget</b>
<b>Beginning Fund Balance</b>	<b>\$1,283,964</b>	<b>\$781,756</b>	<b>\$1,222,648</b>	<b>\$656,395</b>	<b>\$274,116</b>
<b><u>Revenue</u></b>					
Investment Income	17	16	9	-	-
Cash in Lieu of Land	151,490	58,740	38,834	-	-
Other Revenue	1,980	-	-	-	-
<b>Total Revenue</b>	<b>153,487</b>	<b>58,756</b>	<b>38,843</b>	<b>-</b>	<b>-</b>
<b><u>Other Financing Sources</u></b>					
Sale of Land and Other Assets	-	-	-	-	-
Transfer from General Fund					
- State Equalization Aid (1)	7,300,000	6,944,304	2,000,004	5,640,118	4,675,000
Transfer from Capital Finance	32,098	32,098	32,295	930,082	-
<b>Total Revenue and Other Sources</b>	<b>7,485,585</b>	<b>7,035,158</b>	<b>2,071,142</b>	<b>6,570,200</b>	<b>4,675,000</b>
<b>Total Funds Available</b>	<b>8,769,549</b>	<b>7,816,914</b>	<b>3,293,790</b>	<b>7,226,595</b>	<b>4,949,116</b>
<b><u>Expenditures</u></b>					
Land and Building Improvements	5,825,546	4,846,410	1,588,918	2,889,000	2,388,000
Equipment and Lease Purchases	1,169,922	756,441	55,469	2,203,104	2,287,000
Debt Service Principal (2)	820,000	850,000	885,000	1,815,000	-
Debt Service Interest (2)	172,325	141,415	108,008	45,375	-
<b>Total Expenditures</b>	<b>7,987,793</b>	<b>6,594,266</b>	<b>2,637,395</b>	<b>6,952,479</b>	<b>4,675,000</b>
Revenue and Transfers more (less) than Expenditures and Transfers	(502,208)	440,892	(566,253)	(382,279)	-
<b>Ending Fund Balance</b>	<b>781,756</b>	<b>1,222,648</b>	<b>656,395</b>	<b>274,116</b>	<b>274,116</b>
<b>Total Expenditures</b>	<b>\$7,987,793</b>	<b>\$6,594,266</b>	<b>\$2,637,395</b>	<b>\$6,952,479</b>	<b>\$4,675,000</b>
<b>TABOR Amendment Reserves</b>	<b>239,634</b>	<b>197,828</b>	<b>79,122</b>	<b>208,585</b>	<b>140,250</b>
<b>Total Expenditures and Appropriated Reserves</b>	<b>8,227,427</b>	<b>6,792,094</b>	<b>2,716,517</b>	<b>7,161,064</b>	<b>4,815,250</b>
<b>Unappropriated Reserves</b>	<b>542,122</b>	<b>1,024,820</b>	<b>577,273</b>	<b>65,531</b>	<b>133,866</b>
<b>Total Appropriations and Unappropriated Reserves</b>	<b>\$8,769,549</b>	<b>\$7,816,914</b>	<b>\$3,293,790</b>	<b>\$7,226,595</b>	<b>\$4,949,116</b>

- (1) In FY2009-10, FY2010-11, and FY2011-12 the transfer of State Equalization Aid to the Capital Reserve Fund was based on anticipated expenditures and reduced funding from State Equalization Aid. The Board of Education authorized a FY2012-13 budget increase to address deferred maintenance and minor capital improvement project costs. In FY2013-14, the budget has been reduced as COPS obligations for principal and interest have been fully paid in FY2012-13.
- (2) Debt Service principal and interest expenditures are for scheduled repayment of Certificates of Participation for school buses which were purchased under a capital financing plan.

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

<b>Activity</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Budget</b>	<b>2013-14 Budget</b>
<b><u>Direct Instruction Services</u></b>					
Elementary Education (1)	\$459,027	\$ -	\$ -	\$ -	\$ -
Middle School Education (1)	194,624	-	-	-	-
High School Education (1)	341,668	-	-	-	-
Other Regular Education	-	-	-	-	-
Special Education	70,420	-	-	-	-
<b><u>Indirect Instruction Services</u></b>					
Student Support	-	-	-	-	-
Instructional Support (2)	225,141	1,285,537	-	-	-
- Information Systems	148,308	800,801	634,148	891,804	891,700
- Network Infrastructure	358,874	879,621	972,994	1,011,300	1,011,300
School Administration	-	-	-	-	-
<b><u>School/Facilities Improvements</u></b>					
Operation/Maintenance-Plant	3,147,727	2,564,313	-	2,706,000	2,205,000
Facility Services	-	-	-	183,000	183,000
Facility Acquisition and Construction	1,301,384	68,179	47,744	-	-
<b><u>Central, Fiscal, Community, and Internal Services</u></b>					
Support Services-Business	1,478	4,400	5,550	-	-
Support Services-Central	402,937	-	-	-	84,000
<b><u>Student Transportation (3)</u></b>	343,880	-	-	300,000	300,000
<b><u>Principal and Interest</u></b>	992,325	991,415	976,959	1,860,375	-
<b><u>Other Administration Fees</u></b>	-	-	-	-	-
<b>Total Expenditures (4)</b>	<b>\$7,987,793</b>	<b>\$6,594,266</b>	<b>\$2,637,395</b>	<b>\$6,952,479</b>	<b>\$4,675,000</b>

- (1) A portion of the elementary, middle, and high school Technology budgets were funded from the Capital Reserve Fund in FY2009-10. The Technology Planning Process was revised for FY2010-11 in order to better support student achievement initiatives.
- (2) Increase in FY2010-11 is due to infrastructure costs associated with school connectivity and student information systems.
- (3) Student Transportation in FY2009-10, FY2012-13, and FY2013-14 reflects the budget for purchase of additional school buses.
- (4) FY2013-14 capital reserve funds will be used for network infrastructure improvements, new and ongoing maintenance of required student software and systems, major maintenance priority projects, purchases of school buses and purchase of a delivery truck to serve schools.

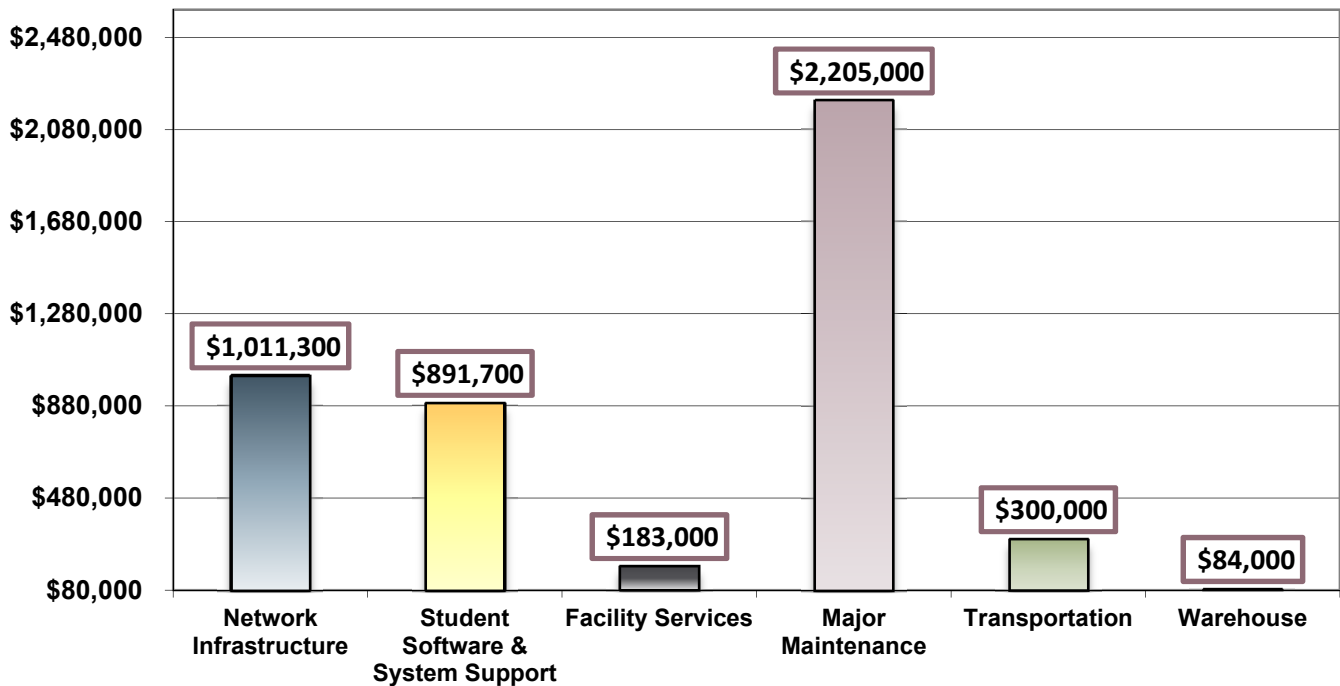
**CHERRY CREEK SCHOOL DISTRICT  
CAPITAL RESERVE FUND  
EXPENDITURES BY PROJECT**

Facility	Description	Land & Building Improvements	Furniture, Equipment & Leases	Total
<b>INFORMATION SYSTEMS</b>				
<b>Network</b>	GTRI Telephone Service	\$ -	\$325,000	\$325,000
<b>Infrastructure</b>	QWEST Fiber Optic Network Service Contract	-	686,300	686,300
<b>TOTAL NETWORK INFRASTRUCTURE</b>		-	1,011,300	1,011,300
<b>Student Software</b>	Powerschool	-	255,570	255,570
<b>System Support</b>	Moodle-Remote Learner	-	11,000	11,000
	Blackboard Connect-ed	-	150,000	150,000
	Discovery Education - United Streaming	-	64,000	64,000
	EduBlogs	-	6,500	6,500
	Lawson Software Upgrade	-	75,000	75,000
	Exceed - Hardware Costs	-	69,000	69,000
	Microsoft Campus Licensing Agreement	-	260,630	260,630
<b>TOTAL STUDENT SOFTWARE &amp; SYSTEM SUPPORT</b>		-	891,700	891,700
<b>FACILITY SERVICES</b>				
<b>Security</b>	Integrated Systems Monitoring	161,000	-	161,000
	State Radio License	22,000	-	22,000
<b>TOTAL FACILITY SERVICES</b>		183,000	-	183,000
<b>MAJOR MAINTENANCE</b>				
<b>Districtwide Maintenance</b>	Bleacher Inspection	26,000	-	26,000
	General Building Repair	75,000	-	75,000
	Glass Repair	10,000	-	10,000
	Locksmith Service	70,000	-	70,000
	Mobiles - Flashing Repairs	20,000	-	20,000
	Pest Control	60,000	-	60,000
	Playground Surfacing	25,000	-	25,000
	Fence Repair	30,000	-	30,000
	Roofing Repair	100,000	-	100,000
	Theater Inspections	20,000	-	20,000
	Acid Trap Testing	70,000	-	70,000
	Appliance Repairs	45,000	-	45,000
	Elevator Service	65,000	-	65,000
	Fire Doors Test and Repair	30,000	-	30,000
	Consulting Services	60,000	-	60,000
	HAZMAT/Environmental Services	43,000	-	43,000
	Stormwater Work	60,000	-	60,000
	Electrical Services	100,000	-	100,000
	HVAC Services/Plumbing	130,000	-	130,000
	Tree Pruning/Replacement	70,000	-	70,000
	Landscape Repairs	100,000	-	100,000
	Mobile Leasing	332,000	-	332,000
	Modular Moves	500,000	-	500,000
	Waterline and Sewer	129,000	-	129,000
	Boiler Repairs	35,000	-	35,000
<b>TOTAL MAJOR MAINTENANCE</b>		2,205,000	-	2,205,000

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

Facility	Description	Land & Building Improvements	Furniture, Equipment & Leases	Total
<b>TRANSPORTATION</b>				
Transportation	School Buses	-	300,000	300,000
<b>TOTAL TRANSPORTATION</b>		-	300,000	300,000
<b>WAREHOUSE</b>				
Warehouse	Delivery Truck/FOSS Science Materials	-	84,000	84,000
<b>TOTAL WAREHOUSE</b>		-	84,000	84,000
<b>SUBTOTAL</b>		<b>2,388,000</b>	<b>2,287,000</b>	<b>4,675,000</b>
<b>TOTAL CAPITAL RESERVE ALLOCATIONS</b>		<b>\$2,388,000</b>	<b>\$2,287,000</b>	<b>\$4,675,000</b>

**CAPITAL RESERVE PROJECTS BY TYPE**

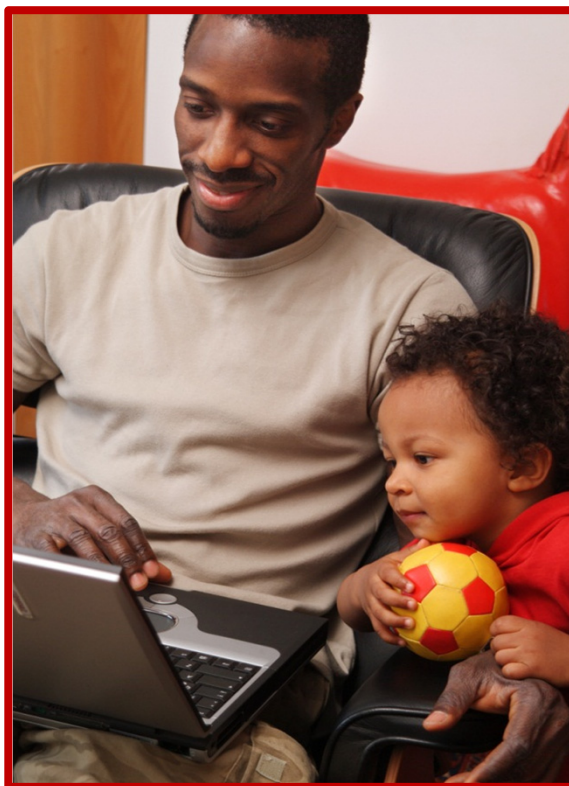
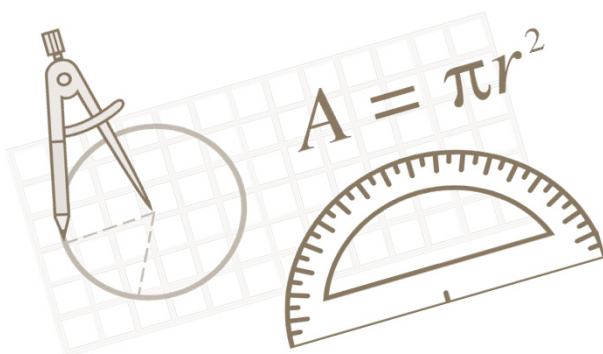


**CHERRY CREEK SCHOOL DISTRICT  
CAPITAL RESERVE FUND  
SUMMARY BUDGET AND THREE YEAR PROJECTIONS**

	2013-14 Budget	2014-15 Projected	2015-16 Projected	2016-17 Projected
<b>Beginning Fund Balance</b>	<b>\$274,116</b>	<b>\$274,116</b>	<b>\$274,116</b>	<b>\$274,116</b>
<b><u>Revenue</u></b>				
Investment Income	-	-	-	-
Cash in Lieu of Land	-	-	-	-
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>Other Financing Sources</u></b>				
Proceeds of Land & Other Assets	-	-	-	-
Transfer from General Fund				
- State Equalization Aid	4,675,000	4,675,000	4,675,000	4,675,000
Transfer from Capital Finance	-	-	-	-
<b>Total Revenue and Other Sources</b>	<b>4,675,000</b>	<b>4,675,000</b>	<b>4,675,000</b>	<b>4,675,000</b>
<b>Total Funds Available</b>	<b>4,949,116</b>	<b>4,949,116</b>	<b>4,949,116</b>	<b>4,949,116</b>
<b><u>Expenditures</u></b>				
Buildings and Improvements	2,388,000	2,388,000	2,388,000	2,388,000
Equipment and Lease Purchases	2,287,000	2,287,000	2,287,000	2,287,000
Debt Service Principal and Interest	-	-	-	-
<b>Total Expenditures</b>	<b>4,675,000</b>	<b>4,675,000</b>	<b>4,675,000</b>	<b>4,675,000</b>
<b>Ending Fund Balance</b>	<b>\$274,116</b>	<b>\$274,116</b>	<b>\$274,116</b>	<b>\$274,116</b>
Number of Students (FTE)	50,915	51,320	51,725	52,130

### Funds to Support School Systems

- Powerschool
- Blackboard Connect-Ed
- Discovery Education - United Streaming
- Moodle - Remote Learner
- EduBlogs
- Microsoft Suite of Applications
- Major Maintenance Priority Projects



# 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 primarily 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

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
<b>Beginning Fund Balance</b>	<b>\$904,461</b>	<b>\$907,771</b>	<b>\$911,082</b>	<b>\$914,392</b>	<b>\$ -</b>
<b>Revenue</b>					
Investment Income	35,414	35,412	35,605	15,690	-
<b>Total Revenue</b>	<b>35,414</b>	<b>35,412</b>	<b>35,605</b>	<b>15,690</b>	<b>-</b>
<b>Total Funds Available</b>	<b>939,875</b>	<b>943,183</b>	<b>946,687</b>	<b>930,082</b>	<b>\$ -</b>
<b>Expenditures</b>					
Other Expenditures	6	3	-	-	-
<b>Total Expenditures</b>	<b>6</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transfer to Capital Reserve	32,098	32,098	32,295	930,082	-
<b>Total Expenditures and Transfers</b>	<b>32,104</b>	<b>32,101</b>	<b>32,295</b>	<b>930,082</b>	<b>-</b>
Revenue and Transfers more (less) than Expenditures and Transfers	3,310	3,311	3,310	(914,392)	-
<b>Ending Fund Balance</b>	<b>\$907,771</b>	<b>\$911,082</b>	<b>\$914,392</b>	<b>\$ -</b>	<b>\$ -</b>
Reserved Fund Requirement (1)	\$907,771	\$911,082	\$914,392	\$ -	\$ -
Available Reserves	-	-	-	-	-
<b>Total Reserves</b>	<b>\$907,771</b>	<b>\$911,082</b>	<b>\$914,392</b>	<b>\$ -</b>	<b>\$ -</b>

- (1) Required reserves per the Security & Trust Agreement associated with the purchase of buses under the Certificates of Participation. Reserves were liquidated for purposes of the final principal and interest payment in December 2012.

## CHERRY CREEK SCHOOL DISTRICT CAPITAL FINANCE CORPORATION 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.

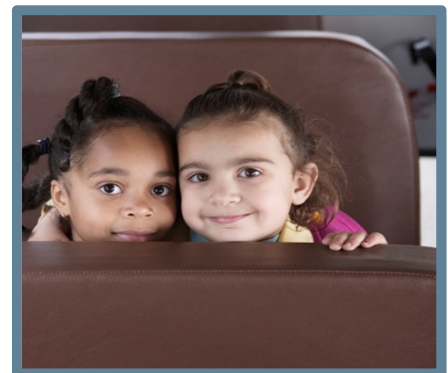
CERTIFICATES OF PARTICIPATION ISSUED IN 1997						
	<u>1997-98</u>	<u>1998-99</u>	<u>1999-00</u>	<u>2000-01</u>	<u>2001-02</u>	<u>Total</u>
Regular Route Buses	15	20	28	2	8	73
Special Needs Buses	3	3	6	0	10	22
<b>Total</b>	<b>18</b>	<b>23</b>	<b>34</b>	<b>2</b>	<b>18</b>	<b>95</b>

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 4<sup>th</sup> 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
<b>Total</b>	<b>24</b>	<b>35</b>	<b>19</b>	<b>29</b>	<b>107</b>

**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. The final payment was made in December 2012.**

Total Outstanding Certificates of Participation Issued in October 2002			
<b>\$8,830,000</b>			
Date	Principal	Interest	Total
12/15/2012	1,815,000	45,375	1,860,375
Final Payment on COPS issued in 2002			
<b>Totals</b>	<b>\$1,815,000</b>	<b>\$45,375</b>	<b>\$1,860,375</b>



# CHERRY CREEK SCHOOL DISTRICT BUILDING FUND

## Program Profile

The District uses the Building Fund as its primary Capital Improvement Fund 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.

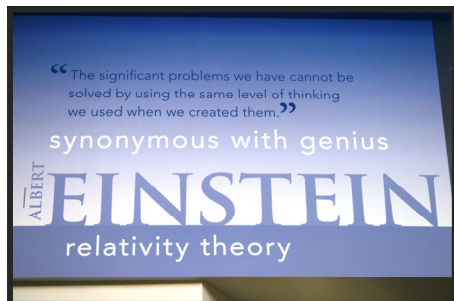
In November 2008, voters approved the issuance of \$203.55 million in general obligation bonds. A total of \$101.775 million was issued in January 2009. The remaining \$101.775 million was issued in February 2010.

In November 2012, voters approved the issuance of \$125 million in general obligation school bonds. In December 2012, \$125 million of bonds were issued.

### **Numerous features are planned for the constructed schools and facilities from the 2012 Bond Issue.**

#### **2012 Bond Issue**

- ◆ Facility upgrades for additional wings at Cherokee Trail and Grandview High Schools
- ◆ Upgrades to Elementary Schools, Middle Schools, and High Schools
- ◆ Renovations include energy efficient features, safety, plumbing, fire protection systems, HVAC and environmental systems at over 50 schools
- ◆ Maintenance to carpeting, gym floors, tennis courts, tracks, bleachers, playgrounds, exterior and interior paint
- ◆ Technology for instructional improvement
- ◆ Incorporating the STEM programs in all District High Schools
  - ◆ 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
  - ◆ Prepares students for post-secondary and workforce readiness in the 21st century



### **The Institute of Science and Technology STEM Program Center**

## CHERRY CREEK SCHOOL DISTRICT ENERGY SAVINGS EFFORTS

The Cherry Creek School District continues its commitment 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 twenty-nine 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.

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- ◆ Antelope Ridge
- ◆ Aspen Crossing
- ◆ Black Forest Hills
- ◆ Buffalo Trail
- ◆ Cherry Hills Village
- ◆ Cimarron
- ◆ Cottonwood Creek
- ◆ Coyote Hills
- ◆ Creekside

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- ◆ Dakota Valley
- ◆ Dry Creek
- ◆ Fox Hollow
- ◆ Greenwood
- ◆ Heritage
- ◆ High Plains
- ◆ Highline
- ◆ Holly Hills
- ◆ Holly Ridge
- ◆ Homestead
- ◆ Independence

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- ◆ Indian Ridge
- ◆ Meadow Point
- ◆ Peakview
- ◆ Red Hawk Ridge
- ◆ Sagebrush
- ◆ Summit
- ◆ Timberline
- ◆ Village East
- ◆ Willow Creek

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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. Energy star was introduced by EPA in 1992 as a voluntary partnership to reduce gas emissions through energy efficiency. Schools that earn Energy Star on average use 35% less energy than typical buildings.

### SOME ELEMENTS OF ENERGY EFFICIENCY UTILIZED IN CHERRY CREEK SCHOOLS

#### 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
- ◆ **Reflective Roofing**
  - Roofing membrane rejects additional heat gain through the roof and reduces the heat island effect

#### 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 Energy Usage

- ◆ **Daylight Harvesting**
  - Daylight harvesting reduces the heating load on the building while reducing electricity usage

#### Conserving Water Resources

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

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

	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Budget</b>	<b>2013-14 Budget</b>
<b>Beginning Fund Balance</b>	<b>\$113,926,618</b>	<b>\$126,866,635</b>	<b>\$47,292,510</b>	<b>\$22,177,558</b>	<b>\$126,261,360</b>
<b>Revenue</b>					
Investment Income	1,176,588	248,797	72,969	254,505	450,000
<b>Other Financing Source</b>					
School Bonds (1)	103,055,672	-	-	129,411,897	-
<b>Total Revenue and Other Financing Source</b>	<b>104,232,260</b>	<b>248,797</b>	<b>72,969</b>	<b>129,666,402</b>	<b>450,000</b>
<b>Total Funds Available</b>	<b>218,158,878</b>	<b>127,115,432</b>	<b>47,365,479</b>	<b>151,843,960</b>	<b>126,711,360</b>
<b>Expenditures</b>					
Salaries and Benefits	1,293,098	1,311,803	837,847	427,999	461,497
Professional Services and Other	9,148,795	4,785,604	130,592	3,134,000	2,209,800
Land, Buildings, and Improvements	6,831,453	62,050,977	19,698,858	20,164,051	38,251,250
Equipment	72,839,671	6,918,567	2,623,441	1,279,700	9,757,553
Bond Issuance Costs	1,179,226	-	-	301,250	-
<b>Total Expenditures</b>	<b>91,292,243</b>	<b>75,066,951</b>	<b>23,290,738</b>	<b>25,307,000</b>	<b>50,680,100</b>
Transfer to Food Services (2)	-	103,451	-	275,600	327,950
Transfer to Bond Redemption Fund (3)	-	4,652,520	1,897,183	-	-
<b>Total Expenditures and Transfers</b>	<b>91,292,243</b>	<b>79,822,922</b>	<b>25,187,921</b>	<b>25,582,600</b>	<b>51,008,050</b>
<b>Ending Fund Balance</b>	<b>\$126,866,635</b>	<b>\$47,292,510</b>	<b>\$22,177,558</b>	<b>\$126,261,360</b>	<b>\$75,703,310</b>
Total Expenditures and Transfers	\$91,292,243	\$79,822,922	\$25,187,921	\$25,582,600	\$51,008,050
TABOR Reserves	-	-	-	-	-
<b>Total Expenditures and Appropriated Reserves</b>	<b>91,292,243</b>	<b>79,822,922</b>	<b>25,187,921</b>	<b>25,582,600</b>	<b>51,008,050</b>
Unappropriated Reserves	126,866,635	47,292,510	22,177,558	126,261,360	75,703,310
<b>Total Appropriations and Unappropriated Reserves</b>	<b>\$218,158,878</b>	<b>\$127,115,432</b>	<b>\$47,365,479</b>	<b>\$151,843,960</b>	<b>\$126,711,360</b>

1. School bonds of \$203.55 million were approved by the voters in November 2008. \$101.775 million were 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 were 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. School bonds of \$125 million were approved by voters in November 2012. In December 2012, \$125 million of bonds were issued. Net proceeds of \$129,411,897 (\$125,000,000 plus \$4,411,897 bond premium) were received in fiscal year 2012-13.
2. Operating Transfers include: Transfers to the Food Services Fund for startup kitchen appliances - \$103,451 for Pine Ridge Elementary in 2010-11, \$275,600 for Black Forest Hills Elementary in 2012-13 and \$327,950 for Elementary #43 in 2013-14.
3. A portion of the bond premium, \$4,652,520, was transferred to the Bond Redemption Fund in 2010-11. The remainder of the bond premium on the series 2009 and 2010 Bonds, \$1,897,183, was transferred to the Bond Redemption Fund in 2011-12.

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

<b>School Bond Funded Project</b>	<b>Estimated Completion Date</b>	<b>2008 Bond Allocation</b>	<b>Project * Estimate</b>
<b>2008 Bond Issue</b>			
High School #7 - Design Only		\$2,989,003	\$2,631,995
Science, Technology, Engineering and Math Center	August 2011	18,344,437	18,015,587
Smoky Hill High School Renovation	November 2010	10,046,939	10,559,050
Overland High School Renovation	August 2011	9,138,235	8,632,902
Campus Middle School	August 2011	8,688,872	9,335,093
West Middle School	August 2010	11,565,145	10,688,705
Pine Ridge Elementary	August 2010	13,498,442	13,190,012
Black Forest Hills Elementary	August 2012	15,920,247	15,325,862
Elementary #43	August 2013	17,016,714	20,388,596
Cottonwood Elementary Renovation	August 2010	2,942,096	2,988,558
Greenwood Elementary Renovation	August 2010	2,162,151	2,184,611
Heritage Elementary Renovation	August 2010	1,530,383	1,407,038
Mission Viejo Elementary Renovation	August 2010	2,558,622	1,629,135
Independence Elementary Renovation	August 2010	1,056,743	1,072,010
Meadow Point Elementary Renovation	August 2010	2,287,350	1,692,105
Cimarron Elementary Renovation	August 2010	3,361,860	3,252,902
Trails West Elementary Renovation	August 2010	3,180,164	3,133,655
Homestead Elementary Renovation	August 2010	3,095,269	3,148,068
Sagebrush Elementary Renovation	August 2010	3,320,452	3,343,498
Willow Creek Elementary Renovation	August 2010	2,927,653	2,925,152
Ponderosa Elementary Renovation	August 2010	3,317,600	3,409,924
Arrowhead Elementary Renovation	August 2010	3,581,552	3,358,421
High Plains Elementary Renovation	August 2010	3,133,841	3,477,647
Mechanical/Electrical/Plumbing	August 2011	11,907,139	13,289,124
Educational Technology - All Schools	April 2011	8,323,866	8,475,840
COMPASS (Comprehensive Operational Management/Planning/Administrative Service System)	April 2011	6,400,000	6,800,000
School Safety and Security		1,125,858	777,811
Special Programs Center Renovation	December 2010	1,752,485	1,602,766
Outback Pre-School Renovation	August 2009	662,487	660,623
Estate I-Team Renovation	August 2009	482,888	424,389
Instructional Support Facility	February 2011	13,833,270	13,734,962
Arapahoe Campus - East Transportation Facility	February 2010	4,882,038	4,931,926
Arapahoe Campus - East Maintenance Facility	August 2010	4,016,355	3,991,796
Educational Services Center Renovation	August 2011	3,318,725	4,213,615
Warehouse Renovations		-	800,000
Options Program		-	680,477
Other Capital Improvements		1,181,119	3,280,796
Bond Issuance Costs		-	1,600,144
Contingency, Administration, and Other Costs		-	8,741,243
<b>Totals - Building Fund**</b>		<b>\$203,550,000</b>	<b>\$219,796,038</b>

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

\*\* Includes 2009 and 2010 Bond Series

**CHERRY CREEK SCHOOL DISTRICT  
BUILDING FUND 2012 BOND ISSUE  
BUDGETED AND PROJECTED EXPENDITURES BY PROJECT**

<b>School Bond Funded Project</b>	<b>Estimated Completion Date</b>	<b>2012 Bond Allocation</b>	<b>Project * Estimate</b>
<b>2012 Bond Issue</b>			
Grandview High School Addition	August 2014	\$8,083,000	\$8,083,000
Cherokee Trail High School Addition	August 2014	7,018,000	7,018,000
Cherokee Trail High School - Legacy Stadium Track	August 2013	1,000,000	1,000,000
Cherry Creek High School Renovation	August 2014	16,343,000	16,343,000
Smoky Hill High School Renovation	August 2014	7,617,000	7,617,000
Overland High School Renovation	August 2014	3,766,000	3,766,000
Eaglecrest High School Renovation	August 2014	7,785,000	7,785,000
Science, Technology, Engineering and Math Centers		3,000,000	3,000,000
Sagebrush Elementary Renovation	August 2013	974,800	974,800
Laredo Middle School Renovation	August 2014	5,670,000	5,670,000
Horizon Middle School Renovation	August 2014	4,311,000	4,311,000
Prairie Middle School Renovation	August 2015	5,604,000	5,604,000
Thunder Ridge Middle School Renovation	August 2015	5,606,000	5,606,000
High Schools and Middle Schools - Capital Improvements		737,400	737,400
Bellevue Elementary Renovation	August 2014	1,882,800	1,882,800
Cherry Hills Village Elementary Renovation	August 2014	2,729,000	2,729,000
Greenwood Elementary Renovation	August 2015	1,250,600	1,250,600
Holly Hills Elementary Renovation	August 2015	2,845,600	2,845,600
Holly Ridge Primary Renovation	August 2015	1,207,600	1,207,600
Elementary Schools - Capital Improvements		6,086,760	6,086,760
Mechanical/Electrical/Plumbing		11,939,600	11,939,600
Educational Technology - All Schools		13,000,000	10,800,000
School Safety and Security		2,699,740	4,899,740
Cherry Creek Academy - Capital Improvements		498,000	498,000
Other Capital Improvements		3,345,100	3,345,100
Bond Issuance Costs		-	465,526
<b>Totals - Building Fund*</b>		<b>\$125,000,000</b>	<b>\$125,465,526</b>

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



**CHERRY CREEK SCHOOL DISTRICT  
BUILDING FUND 2008 BOND ISSUE  
BUDGETED EXPENDITURES BY FACILITY AND PROJECT  
FISCAL YEAR 2013-14**

<b>Facility</b>	<b>Project Description</b>
<b>High School #7</b>	Programming and design costs
<b>Science, Technology, Engineering, Math Center New Construction</b>	Institute for Science, Technology, Engineering and Math. (New facility allows an expansion of Overland Institute to include Math and Science programs).
<b>Pine Ridge Elementary New Construction</b>	Construction of elementary school in eastern section of District
<b>Black Forest Hills Elementary New Construction</b>	Construction of elementary school in eastern section of District
<b>Elementary #43 New Construction</b>	Construction of elementary school in eastern section of District
<b>Smoky Hill High School Renovation</b>	Swimming pool replacement; partial window replacements; restroom upgrades; floor covering upgrades; elevator replacement; remodel athletic areas; doors and hardware upgrades, refurbish lockers.
<b>Overland High School Renovation</b>	Replace older windows; electrical/lighting upgrades; flooring and carpeting upgrades; classroom casework replacement; ceiling replacements; door and hardware replacements.
<b>Campus Middle School Renovation</b>	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
<b>West Middle School Renovation</b>	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.
<b>Cottonwood Elementary Renovation</b>	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.
<b>Greenwood Elementary Renovation</b>	Replace ceilings, upgrade flooring, landscape work.

<b>Total Project Estimate</b>	<b>Professional Services/ Other</b>	<b>Land/ Improvements</b>	<b>Buildings</b>	<b>Equipment</b>	<b>Fiscal Year 2013-14 Total</b>
\$2,631,995	\$ -	\$-	\$ -	\$-	\$-
18,015,587	-	-	-	-	-
13,190,012	-	-	-	50,000	50,000
15,325,862	-	-	-	50,000	50,000
20,388,596	-	-	370,000	615,000	985,000
10,559,050	-	-	-	-	-
8,632,902	-	-	-	-	-
9,335,093	-	-	-	-	-
10,688,705	-	-	-	-	-
2,988,558	-	-	-	-	-
2,184,611	-	-	-	-	-

**CHERRY CREEK SCHOOL DISTRICT  
BUILDING FUND 2008 BOND ISSUE  
BUDGETED EXPENDITURES BY FACILITY AND PROJECT  
FISCAL YEAR 2013-14**

<b>Facility</b>	<b>Project Description</b>
<b>2008 Bond Issue Continued</b>	
<b>Heritage Elementary Renovation</b>	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.
<b>Mission Viejo Elementary Renovation</b>	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.
<b>Independence Elementary Renovation</b>	Entry drainage repairs, ceiling repairs, doors and hardware upgrade, flooring upgrades
<b>Meadow Point Elementary Renovation</b>	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.
<b>Cimarron Elementary Renovation</b>	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.
<b>Trails West Elementary Renovation</b>	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.
<b>Homestead Elementary Renovation</b>	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.

<b>Total Project Estimate</b>	<b>Professional Services/ Other</b>	<b>Land/ Improvements</b>	<b>Buildings</b>	<b>Equipment</b>	<b>Fiscal Year 2013-14 Total</b>
1,407,038	-	-	-	-	-
1,629,135	-	-	-	-	-
1,072,010	-	-	-	-	-
1,692,105	-	-	-	-	-
3,252,902	-	-	-	-	-
3,133,655	-	-	-	-	-
3,148,068	-	-	-	-	-

**CHERRY CREEK SCHOOL DISTRICT  
BUILDING FUND 2008 BOND ISSUE  
BUDGETED EXPENDITURES BY FACILITY AND PROJECT  
FISCAL YEAR 2013-14**

<b>Facility</b>	<b>Project Description</b>
<b>2008 Bond Issue Continued</b>	
<b>Sagebrush Elementary Renovation</b>	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.
<b>Willow Creek Elementary Renovation</b>	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.
<b>Ponderosa Elementary Renovation</b>	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.
<b>Arrowhead Elementary Renovation</b>	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.
<b>High Plains Elementary Renovation</b>	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.
<b>High Schools/Middle Schools/Elementary Schools - Mechanical/Electrical/Plumbing</b>	School Facility Improvements for classroom comfort and energy efficiency.
<b>Educational Technology</b>	Information Systems Network/telephone system replacements, upgrades, and improvements

<b>Total Project Estimate</b>	<b>Professional Services/ Other</b>	<b>Land/ Improvements</b>	<b>Buildings</b>	<b>Equipment</b>	<b>Fiscal Year 2013-14 Total</b>
3,343,498	-	-	-	-	-
2,925,152	-	-	-	-	-
3,409,924	-	-	-	-	-
3,358,421	-	-	-	-	-
3,477,647	-	-	-	-	-
13,289,124	-	-	-	-	-
8,475,840	-	-	-	-	-

**CHERRY CREEK SCHOOL DISTRICT  
BUILDING FUND 2008 BOND ISSUE  
BUDGETED EXPENDITURES BY FACILITY AND PROJECT  
FISCAL YEAR 2013-14**

<b>Facility</b>	<b>Project Description</b>
<b>2008 Bond Issue Continued</b>	
<b>COMPASS (Comprehensive Operational Management/ Planning/Administration Service System</b>	Educational Support and Operational Software system for Finance and Human Resources.
<b>School Safety and Security</b>	Global Positioning Systems installed on all buses for student safety. Boost radio frequency transmission to improve security.
<b>Special Programs Center Renovation</b>	Remodel facility in order to accommodate educational staff development and programs.
<b>Outback Pre-School Renovation</b>	Remodel facility in order to have space for preschool classrooms
<b>Estate I-Team Renovation</b>	I-Team renovation to meet changing capacity needs throughout the District.
<b>Instructional Support Facility (ISF) New Construction</b>	Facility to meet needs for Student Achievement Programs, Information Systems, East Admissions, District Athletics and Activities, Special Education
<b>Arapahoe Campus - East Transportation Facility New Construction</b>	Arapahoe Park Campus Transportation Facility for training and support services.
<b>Arapahoe Campus - East Maintenance Facility New Construction</b>	Arapahoe Park Campus Grounds and Maintenance Facility for Educational Support Services
<b>Educational Service Center Renovation</b>	Renovation of building HVAC system, electrical and plumbing upgrades
<b>Options Program</b>	Equipment and start up costs for program
<b>Warehouse Renovation</b>	Renovation to provide sufficient warehouse space for replenishment of FOSS science curriculum materials for K-5 Elementary science programs
<b>Other Capital Improvements</b>	Building Repairs and Renovations
<b>Bond Issuance Costs</b>	Bond issuance costs
<b>Contingency, Administration, and Other Costs</b>	Contingency, administration, legal, and other costs.
<b>Total Building Fund</b>	

<b>Total Project Estimate</b>	<b>Professional Services/ Other</b>	<b>Land/ Improvements</b>	<b>Buildings</b>	<b>Equipment</b>	<b>Fiscal Year 2013-14 Total</b>
6,800,001	122,510	-	-	-	122,510
777,811	-	-	-	-	-
1,602,766	-	-	-	-	-
660,623	-	-	-	-	-
424,389	-	-	-	-	-
13,734,962	-	-	-	-	-
4,931,926	-	-	-	-	-
3,991,796	-	-	-	-	-
4,213,615	-	-	90,000	20,000	110,000
680,477	-	-		80,000	80,000
800,000	-	-	800,000	-	800,000
3,280,796	-	-	-	-	-
1,600,144	-	-	-	-	-
8,741,242	11,290	-	-	-	11,290
<b>\$219,796,038</b>	<b>\$133,800</b>	<b>\$ -</b>	<b>\$1,260,000</b>	<b>\$815,000</b>	<b>\$2,208,800</b>

**CHERRY CREEK SCHOOL DISTRICT  
BUILDING FUND 2012 BOND ISSUE  
BUDGETED EXPENDITURES BY FACILITY AND PROJECT  
FISCAL YEAR 2013-14**

<b>Facility</b>	<b>Project Description</b>
<b>Grandview High School Addition</b>	31,000 square foot addition to include classrooms, renovate restrooms, replace flooring and carpeting, interior painting, and wall repair
<b>Cherokee Trail High School Addition</b>	27,500 square foot addition to include classrooms, interior painting, plumbing repairs and elevator repair
<b>Cherokee Trail High School - Legacy Track</b>	Track Replacement
<b>Cherry Creek High School Renovation</b>	Swimming pool replacement, locker replacement, floor replacement, windows, door and hardware upgrades, lighting, and roof replacement
<b>Smoky Hill High School Renovation</b>	Skylights replacements, theater seating, roof, windows, carpeting, locker replacement, asphalt overlay and hardware replacements
<b>Overland High School Renovation</b>	Classroom flooring, replace lockers, redesign traffic flow patterns, asphalt overlay, bleacher repair and hardware replacement
<b>Eaglecrest High School Renovation</b>	Classroom flooring, roof repairs, lockers in pool area, painting, hardware replacement, lighting, resurfacing of tennis courts, track repair
<b>Science, Technology, Engineering and Math Center Renovation - All High Schools</b>	Implementation of science, technology, engineering and math (STEM) in all high schools
<b>Laredo Middle School Renovation</b>	Install power and data in former open classroom areas, exterior doors, windows, classroom flooring, painting, hardware upgrades and roof replacement
<b>Prairie Middle School Renovation</b>	Install power and data in former open classroom areas, exterior doors, windows, classroom flooring, hardware replacement, painting and roofing

<b>Total Project Estimate</b>	<b>Professional Services/ Other</b>	<b>Land/ Improvements</b>	<b>Buildings</b>	<b>Equipment</b>	<b>Fiscal Year 2013-14 Total</b>
\$ 8,083,000	\$ 186,000	\$ -	\$ 7,108,299	\$ -	\$ 7,294,299
7,018,000	120,000	-	6,131,129	-	6,251,129
1,000,000	-	568,500	-	-	568,500
16,343,000	425,000	250,000	14,089,367	-	14,764,367
7,617,000	300,000	-	-	-	300,000
3,766,000	350,000	-	-	-	350,000
7,785,000	-	-	4,353,399	-	4,353,399
3,000,000	-	-	-	-	-
5,670,000	300,000	-	-	-	300,000
5,604,000	-	-	-	-	-

**CHERRY CREEK SCHOOL DISTRICT  
BUILDING FUND 2012 BOND ISSUE  
BUDGETED EXPENDITURES BY FACILITY AND PROJECT  
FISCAL YEAR 2013-14**

<b>Facility</b>	<b>Project Description</b>
<b>2012 Bond Issue Continued</b>	
<b>Horizon Middle School Renovation</b>	Install power and data in former open classroom areas, classroom flooring, windows, auxiliary gym floor, hardware replacement, painting and roof replacement
<b>Thunder Ridge Middle School Renovation</b>	Gym floor repair, hardware replacement, roof replacement, track surface repair, doors, windows, painting and classroom flooring
<b>High Schools/Middle Schools - Capital Improvements</b>	Building repairs and renovations
<b>Bellevue Elementary Renovation</b>	Windows, classroom flooring, roof replacement, painting, playground repairs
<b>Greenwood Elementary Renovation</b>	Flooring replacement, painting, and floor repairs
<b>Holly Hills Elementary Renovation</b>	Upgrades to drainage, playground, and wall coverings, painting, and hardware replacement
<b>Holly Ridge Primary Renovation</b>	Carpeting in classrooms, gym, hallways, floor repair in cafeteria and hardware replacement
<b>Sagebrush Elementary Renovation</b>	Replacement to playground, timbers, retaining walls and roof
<b>Cherry Hills Village Renovation</b>	Latronica Center renovation, ceiling repair, windows, casework, flooring, upgrades to restrooms, sidewalks, painting, and hardware replacement
<b>Elementary Schools - Capital Improvements</b>	Building repairs and renovations
<b>High Schools/Middle Schools/Elementary Schools - Mechanical/Electrical/Plumbing</b>	School facility improvements for classroom comfort and energy efficiency

<b>Total Project Estimate</b>	<b>Professional Services/ Other</b>	<b>Land/ Improvements</b>	<b>Buildings</b>	<b>Equipment</b>	<b>Fiscal Year 2013-14 Total</b>
4,311,000	300,000	-	-	-	300,000
5,606,000	-	-	-	-	-
737,400	-	-	-	-	-
1,882,800	-	-	40,000	-	40,000
1,250,600	40,000	-	354,000	-	394,000
2,845,600	-	-	-	-	-
1,207,600	30,000	-	-	-	30,000
974,800	25,000	-	934,800	-	959,800
2,729,000	-	-	420,000	-	420,000
6,086,760	-	-	591,000	-	591,000
11,939,600	-	-	2,307,671	-	2,307,671

**CHERRY CREEK SCHOOL DISTRICT  
BUILDING FUND 2012 BOND ISSUE  
BUDGETED EXPENDITURES BY FACILITY AND PROJECT  
FISCAL YEAR 2013-14**

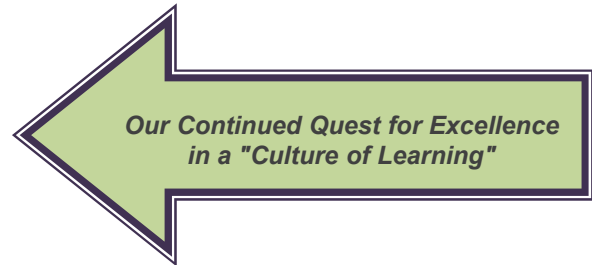
<b>Facility</b>	<b>Project Description</b>
<b>2012 Bond Issue Continued</b>	
<b>Educational Technology</b>	Cloud access, upgrades to the computerized student information system and classroom technology upgrades
<b>School Safety and Security</b>	Upgrades to security cameras and DVR to digital IP system, pa systems and fire alarm notification systems. Installation of additional security interface equipment at schools and improvement of security protections in entry ways.
<b>Cherry Creek Academy - Capital Improvements</b>	Roof replacement, HVAC and gym floor
<b>Other Capital Improvements</b>	Building repairs and renovations
<b>Bond Issuance Costs</b>	Bond issuance costs
<b>Total Building Fund</b>	

<b>Total Project Estimate</b>	<b>Professional Services/ Other</b>	<b>Land/ Improvements</b>	<b>Buildings</b>	<b>Equipment</b>	<b>Fiscal Year 2013-14 Total</b>
10,800,000	-	-	-	6,749,135	6,749,135
4,899,740	-	-	-	2,200,000	2,200,000
498,000	-	-	298,000	-	298,000
3,345,100	-	-	-	-	-
465,526	-	-	-	-	-
<b>\$125,465,526</b>	<b>\$2,076,000</b>	<b>\$818,500</b>	<b>\$36,627,665</b>	<b>\$8,949,135</b>	<b>\$48,471,300</b>

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

	2013-14 Budget	2014-15 Projected	2015-16 Projected	2016-17 Projected
<b>Beginning Fund Balance</b>	<b>\$126,261,360</b>	<b>\$75,703,310</b>	<b>\$46,478,310</b>	<b>\$17,138,310</b>
<b>Revenue</b>				
Investment Income	450,000	275,000	160,000	60,000
<b>Total Revenue</b>	<b>450,000</b>	<b>275,000</b>	<b>160,000</b>	<b>60,000</b>
<b>Other Financing Sources</b>				
Bond Issues Sold	-	-	-	-
<b>Total Funds Available</b>	<b>126,711,360</b>	<b>75,978,310</b>	<b>46,638,310</b>	<b>17,198,310</b>
<b>Expenditures</b>				
School Facility Bond				
Funded Projects (1)	51,008,050	29,500,000	29,500,000	16,700,000
<b>Total Expenditures and Transfers</b>	<b>51,008,050</b>	<b>29,500,000</b>	<b>29,500,000</b>	<b>16,700,000</b>
<b>Ending Fund Balance</b>	<b>\$75,703,310</b>	<b>\$46,478,310</b>	<b>\$17,138,310</b>	<b>\$498,310</b>
Number of Students (FTE)	50,915	51,320	51,725	52,130

(1) Refer to Building Fund budget for additional expenditure information by specific project.  
FY2013-14 budget and projections for FY2014-15 through FY2016-17 are based on the funding authorization provided by the 2008 and 2012 school construction bonds.



## Renovations & Improvements

- Cherokee Trail High School
- Grandview High School
- Security & Technology Districtwide



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# Bond Redemption Fund

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*Dedicated to Excellence*  
Cherry Creek Schools

# 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 \$563,905,000 as of June 30, 2013. The budgeted amount for this debt service in Fiscal Year 2013-14 is \$50,643,535.

In accordance with Colorado School Law, the legal debt limit is 20% of the District's assessed valuation. The legal debt limit based on 20% of the District's 2012 assessed valuation of \$4.288 billion, is \$858 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 \$341 million.

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The District's enrollment has increased approximately 16% 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 were issued in February 2010.

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The Board of Education approved the refunding of \$49,485,000 of Series 2004 bonds carrying an average interest cost of 4.4%. On March 15, 2012, \$48,855,000 of Series 2012 refunding Bonds were issued with an average interest cost of 1.6%. The transaction reduced outstanding debt by \$630,000 and reduced interest cost by \$3.934 million over the period of 2012-2022.

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Subsequent to voter approval in November 2012, the Board of Education approved the issuance of \$125 million General Obligation Bonds (Series 2012B) in December 2012. On December 27, 2012, \$125,000,000 of Series 2012B Bonds were issued with an average interest cost of 2.6%.

The property tax levy for principal and interest on bonds is anticipated to be 11.547 mills for 2013, which is approximately 19.9 percent of the total projected tax levy of 58.022 mills. The annual principal and interest payments on the currently outstanding bonds range from \$51.7 to \$53.7 million annually through 2017, and then decrease over the years to \$15.5 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.

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## **Bond Rating Information**

The District has received affirmation of its AA rating from Standard & Poor's Corporation and its upgraded Aa1 rating from Moody's Investors Service for general obligation bond issues. These ratings were affirmed by the rating agencies in December 2012.

- 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) – "Obligations rated Aa are judged to be of high quality and are subject to very low credit risk. The stable outlook reflects Moody's expectation that the district's tax base and local economy will continue to rebound in the near-term, and that the district's management team will continue its trend of prudent fiscal management and healthy reserve levels."

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

	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Actual</b>	<b>2012-13 Budget</b>	<b>2013-14 Budget</b>
<b>Beginning Fund Balance(1)</b>	<b>\$45,922,771</b>	<b>\$42,855,336</b>	<b>\$44,588,405</b>	<b>\$47,828,364</b>	<b>\$47,336,048</b>
<b><u>Revenue</u></b>					
Property Taxes	45,269,579	49,009,040	53,324,553	48,287,269	50,509,133
Investment Income	68,226	104,479	29,397	70,000	30,000
Premium on Bonds	-	-	4,870,000	-	-
Sale of Bonds	-	-	48,855,000	-	-
<b><u>Other Financing Sources</u></b>					
Transfer From Other Funds	-	4,652,520	1,897,183	-	-
<b>Total Revenue</b>	<b>45,337,805</b>	<b>53,766,039</b>	<b>108,976,133</b>	<b>48,357,269</b>	<b>50,539,133</b>
<b>Total Funds Available</b>	<b>91,260,576</b>	<b>96,621,375</b>	<b>153,564,538</b>	<b>96,185,633</b>	<b>97,875,181</b>
<b><u>Expenditures</u></b>					
Principal Retirement	26,780,000	28,200,000	30,455,000	27,125,000	28,410,000
Interest	21,621,758	23,828,931	21,558,745	21,719,585	22,233,535
Fiscal Charges	3,482	4,039	154,497	5,000	5,000
Transfer to Escrow Agent	-	-	53,567,932	-	-
<b>Total Expenditures</b>	<b>48,405,240</b>	<b>52,032,970</b>	<b>105,736,174</b>	<b>48,849,585</b>	<b>50,648,535</b>
<b>Ending Fund Balance(1)</b>	<b>\$42,855,336</b>	<b>\$44,588,405</b>	<b>\$47,828,364</b>	<b>\$47,336,048</b>	<b>\$47,226,646</b>
<hr/>					
Total Expenditures	\$48,405,240	\$52,032,970	\$105,736,174	\$48,849,585	\$50,648,535
TABOR Reserves	-	-	-	-	-
<b>Total Expenditures and Appropriated Reserves</b>	<b>48,405,240</b>	<b>52,032,970</b>	<b>105,736,174</b>	<b>48,849,585</b>	<b>50,648,535</b>
Unappropriated Reserves	42,855,336	44,588,405	47,828,364	47,336,048	47,226,646
<b>Total Appropriations and Unappropriated Reserves</b>	<b>\$91,260,576</b>	<b>\$96,621,375</b>	<b>\$153,564,538</b>	<b>\$96,185,633</b>	<b>\$97,875,181</b>

(1) The June 30<sup>th</sup> 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 30<sup>th</sup>. However, most of the fund's expenditures are due on the following December 15<sup>th</sup>. The annual principal payments and one of the two interest payments are due on December 15<sup>th</sup>. The other interest payment is due on June 15<sup>th</sup>.



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

Description, Interest Rates, and Maturity Dates	Principal Balance June 30, 2013
General Obligation Bonds in the amount of \$100,000,000 and refunding bonds of \$79,750,000 (Series 2004) due in varying installments through December 2023, interest ranging from 2.0% - 5.0%	58,195,000
General Obligation Bonds in the amount of \$67,500,000 (Series 2005) due in varying installments through December 2024, interest ranging from 3.5% - 4.5%	50,240,000
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%	83,875,000
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%	96,010,000
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%	101,730,000
General Obligation Refunding Bonds in the amount of \$48,855,000 (Series 2012) due in varying installments through December 15, 2022, interest ranging from 2.0% to 3.5%	48,855,000
General Obligation Bonds in the amount of \$125,000,000 (Series 2012B) due in varying installments through December 15, 2032, interest ranging from 2.0% - 3.0%	125,000,000
<b>Total General Obligation Bonds Payable</b>	<b>\$563,905,000</b>

Fiscal Year	Principal	Interest	Total
2013-14	28,410,000	22,233,535	50,643,535
2014-15	30,125,000	20,781,859	50,906,859
2015-16	33,660,000	19,365,734	53,025,734
2016-17	34,700,000	18,102,865	52,802,865
2017-18	35,825,000	16,903,599	52,728,599
2018-19	29,900,000	15,739,529	45,639,529
2019-20	30,975,000	14,504,929	45,479,929
2020-21	32,165,000	13,153,603	45,318,603
2021-22	33,515,000	11,840,762	45,355,762
2022-23	34,800,000	10,597,956	45,397,956
2023-24	28,780,000	9,541,636	38,321,636
2024-25	29,615,000	8,421,901	38,036,901
2025-26	30,935,000	7,012,714	37,947,714
2026-27	32,355,000	5,606,679	37,961,679
2027-28	23,595,000	4,377,880	27,972,880
2028-29	24,695,000	3,237,957	27,932,957
2029-30	25,890,000	1,985,110	27,875,110
2030-31	14,225,000	1,105,575	15,330,575
2031-32	14,650,000	672,450	15,322,450
2032-33	15,090,000	226,350	15,316,350
<b>TOTAL</b>	<b>\$563,905,000</b>	<b>\$205,412,619</b>	<b>\$769,317,619</b>

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

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

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

Calendar Year	Month	\$179,750,000 Series 2004		\$67,500,000 Series 2005		\$132,215,000 Series 2005B Refunding		\$101,775,000 Series 2009
		Principal	Interest	Principal	Interest	Principal	Interest	Principal
2013	December	9,325,000	1,158,733	3,280,000	1,013,288	13,500,000	2,005,190	1,960,000
2014	June	-	925,608	-	955,887	-	1,633,940	-
2014	December	5,810,000	925,608	3,420,000	955,888	14,610,000	1,633,940	2,000,000
2015	June	-	780,358	-	891,762	-	1,159,115	-
2015	December	5,600,000	780,358	3,580,000	891,763	4,320,000	1,159,115	3,200,000
2016	June	-	640,358	-	824,637	-	1,007,915	-
2016	December	1,675,000	640,358	3,755,000	824,638	13,830,000	1,007,915	3,275,000
2017	June	-	606,858	-	749,537	-	745,145	-
2017	December	1,750,000	606,858	3,930,000	749,538	14,310,000	745,145	3,370,000
2018	June	-	571,858	-	670,937	-	466,100	-
2018	December	1,830,000	571,858	4,080,000	670,938	14,860,000	466,100	3,465,000
2019	June	-	535,258	-	589,337	-	168,900	-
2019	December	1,910,000	535,258	4,240,000	589,338	8,445,000	168,900	7,065,000
2020	June	-	497,058	-	504,537	-	-	-
2020	December	5,320,000	497,058	4,410,000	504,538	-	-	8,035,000
2021	June	-	370,708	-	416,337	-	-	-
2021	December	5,585,000	370,708	4,590,000	416,338	-	-	3,315,000
2022	June	-	256,216	-	324,537	-	-	-
2022	December	5,865,000	256,216	4,780,000	324,538	-	-	3,390,000
2023	June	-	135,250	-	228,937	-	-	-
2023	December	13,525,000	135,250	4,980,000	228,938	-	-	3,465,000
2024	June	-	-	-	116,887	-	-	-
2024	December	-	-	5,195,000	116,888	-	-	10,510,000
2025	June	-	-	-	-	-	-	-
2025	December	-	-	-	-	-	-	13,685,000
2026	June	-	-	-	-	-	-	-
2026	December	-	-	-	-	-	-	9,305,000
2027	June	-	-	-	-	-	-	-
2027	December	-	-	-	-	-	-	9,760,000
2028	June	-	-	-	-	-	-	-
2028	December	-	-	-	-	-	-	10,210,000
2029	June	-	-	-	-	-	-	-
2029	December	-	-	-	-	-	-	-
2030	June	-	-	-	-	-	-	-
2030	December	-	-	-	-	-	-	-
2031	June	-	-	-	-	-	-	-
2031	December	-	-	-	-	-	-	-
2032	June	-	-	-	-	-	-	-
2032	December	-	-	-	-	-	-	-
<b>Totals</b>		<b>\$58,195,000</b>	<b>\$11,797,795</b>	<b>\$50,240,000</b>	<b>\$13,559,963</b>	<b>\$83,875,000</b>	<b>\$12,367,420</b>	<b>\$96,010,000</b>

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

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

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

<b>\$101,775,000</b>	<b>\$101,775,000</b>		<b>\$48,855,000</b>		<b>\$125,000,000</b>	
<b>Series 2009</b>	<b>Series 2010 A &amp; B</b>		<b>Series 2012 Refunding</b>		<b>Series 2012 B</b>	
<b>Interest</b>	<b>Principal</b>	<b>Interest</b>	<b>Principal</b>	<b>Interest</b>	<b>Principal</b>	<b>Interest</b>
2,245,416	345,000	2,514,241	-	745,775	-	1,781,438
2,216,016	-	2,510,791	-	745,775	-	1,781,438
2,216,016	370,000	2,510,791	3,915,000	745,775	-	1,781,438
2,186,016	-	2,507,091	-	706,625	-	1,781,438
2,186,016	1,940,000	2,507,091	12,945,000	706,625	2,075,000	1,781,438
2,122,016	-	2,485,266	-	512,450	-	1,760,688
2,122,016	2,050,000	2,485,266	8,030,000	512,450	2,085,000	1,760,688
2,056,516	-	2,459,641	-	392,000	-	1,739,838
2,056,516	2,155,000	2,459,641	205,000	392,000	10,105,000	1,739,837
1,989,116	-	2,427,316	-	389,950	-	1,638,788
1,989,116	2,260,000	2,427,316	215,000	389,950	3,190,000	1,638,788
1,919,816	-	2,393,416	-	387,800	-	1,590,938
1,919,816	5,880,000	2,393,416	210,000	387,800	3,225,000	1,590,938
1,743,191	-	2,246,416	-	385,700	-	1,542,563
1,743,191	6,955,000	2,246,416	4,180,000	385,700	3,265,000	1,542,563
1,542,316	-	2,088,189	-	323,000	-	1,493,588
1,542,316	2,435,000	2,088,189	14,270,000	323,000	3,320,000	1,493,588
1,476,016	-	2,032,793	-	73,275	-	1,443,788
1,476,016	2,510,000	2,032,793	4,885,000	73,275	13,370,000	1,443,788
1,408,216	-	1,975,691	-	-	-	1,243,238
1,408,216	2,595,000	1,975,691	-	-	4,215,000	1,243,238
1,336,750	-	1,916,654	-	-	-	1,180,013
1,336,750	9,645,000	1,916,654	-	-	4,265,000	1,180,013
1,074,000	-	1,681,558	-	-	-	1,116,039
1,074,000	12,960,000	1,681,558	-	-	4,290,000	1,116,038
731,875	-	1,357,557	-	-	-	1,051,688
731,875	8,835,000	1,357,558	-	-	14,215,000	1,051,688
499,250	-	1,127,847	-	-	-	838,462
499,250	9,400,000	1,127,847	-	-	4,435,000	838,462
255,250	-	874,047	-	-	-	783,025
255,250	10,025,000	874,047	-	-	4,460,000	783,025
-	-	598,360	-	-	-	727,275
-	21,370,000	598,360	-	-	4,520,000	727,275
-	-	-	-	-	-	659,475
-	-	-	-	-	14,225,000	659,475
-	-	-	-	-	-	446,100
-	-	-	-	-	14,650,000	446,100
-	-	-	-	-	-	226,350
-	-	-	-	-	15,090,000	226,350
<b>\$47,358,127</b>	<b>\$101,730,000</b>	<b>\$63,879,502</b>	<b>\$48,855,000</b>	<b>\$8,578,925</b>	<b>\$125,000,000</b>	<b>\$47,870,887</b>

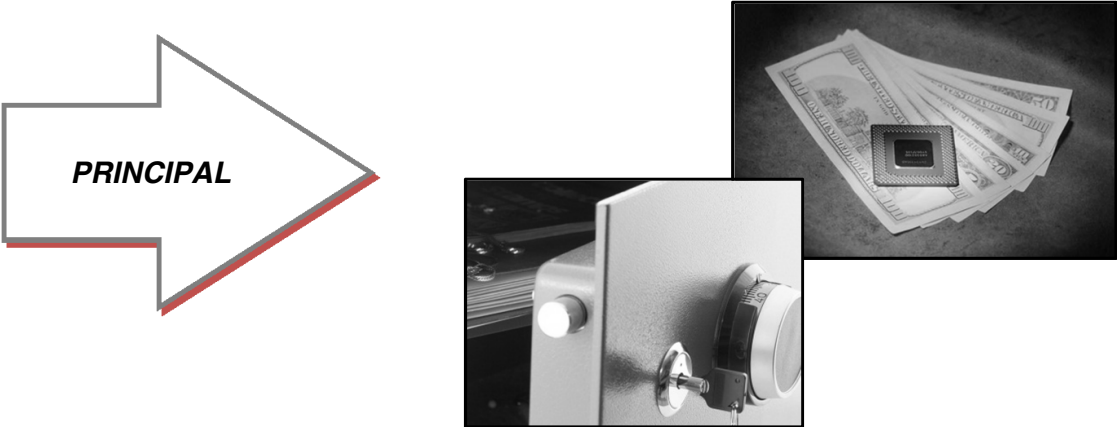
**CHERRY CREEK SCHOOL DISTRICT  
BOND REDEMPTION FUND  
GENERAL OBLIGATION BONDS — PRINCIPAL AND INTEREST BY ISSUE**

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

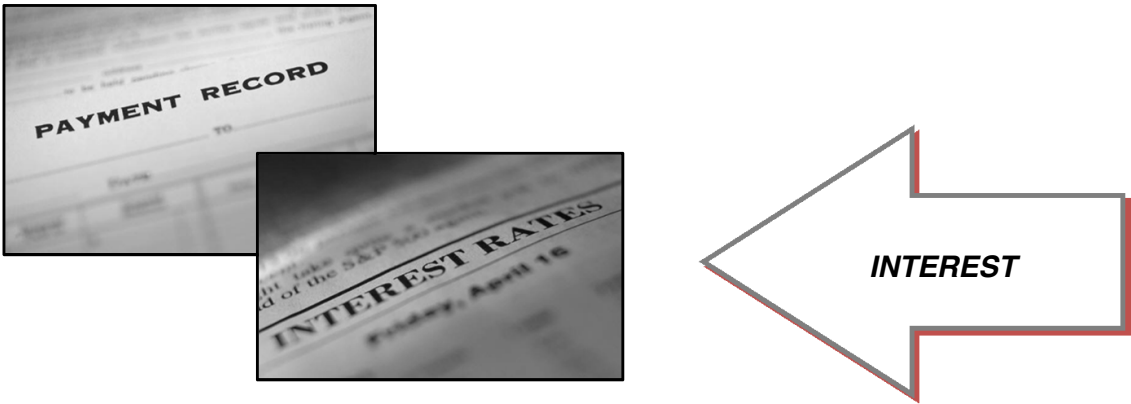
Interest payments are due twice a year on December 15th and June 15th.

Calendar Year	Month	Total Outstanding <u>General Obligation Bonds</u>		
		Principal	Interest	Total
2013	December	28,410,000	11,464,080	39,874,080
2014	June	-	10,769,454	10,769,454
2014	December	30,125,000	10,769,455	40,894,455
2015	June	-	10,012,404	10,012,404
2015	December	33,660,000	10,012,405	43,672,405
2016	June	-	9,353,329	9,353,329
2016	December	34,700,000	9,353,330	44,053,330
2017	June	-	8,749,534	8,749,534
2017	December	35,825,000	8,749,534	44,574,534
2018	June	-	8,154,064	8,154,064
2018	December	29,900,000	8,154,065	38,054,065
2019	June	-	7,585,464	7,585,464
2019	December	30,975,000	7,585,465	38,560,465
2020	June	-	6,919,464	6,919,464
2020	December	32,165,000	6,919,465	39,084,465
2021	June	-	6,234,137	6,234,137
2021	December	33,515,000	6,234,138	39,749,138
2022	June	-	5,606,624	5,606,624
2022	December	34,800,000	5,606,625	40,406,625
2023	June	-	4,991,331	4,991,331
2023	December	28,780,000	4,991,332	33,771,332
2024	June	-	4,550,304	4,550,304
2024	December	29,615,000	4,550,305	34,165,305
2025	June	-	3,871,596	3,871,596
2025	December	30,935,000	3,871,595	34,806,595
2026	June	-	3,141,119	3,141,119
2026	December	32,355,000	3,141,120	35,496,120
2027	June	-	2,465,559	2,465,559
2027	December	23,595,000	2,465,559	26,060,559
2028	June	-	1,912,322	1,912,322
2028	December	24,695,000	1,912,322	26,607,322
2029	June	-	1,325,635	1,325,635
2029	December	25,890,000	1,325,635	27,215,635
2030	June	-	659,475	659,475
2030	December	14,225,000	659,475	14,884,475
2031	June	-	446,100	446,100
2031	December	14,650,000	446,100	15,096,100
2032	June	-	226,350	226,350
2032	December	15,090,000	226,350	15,316,350
<b>Totals</b>		<b>\$563,905,000</b>	<b>\$205,412,619</b>	<b>\$769,317,619</b>

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



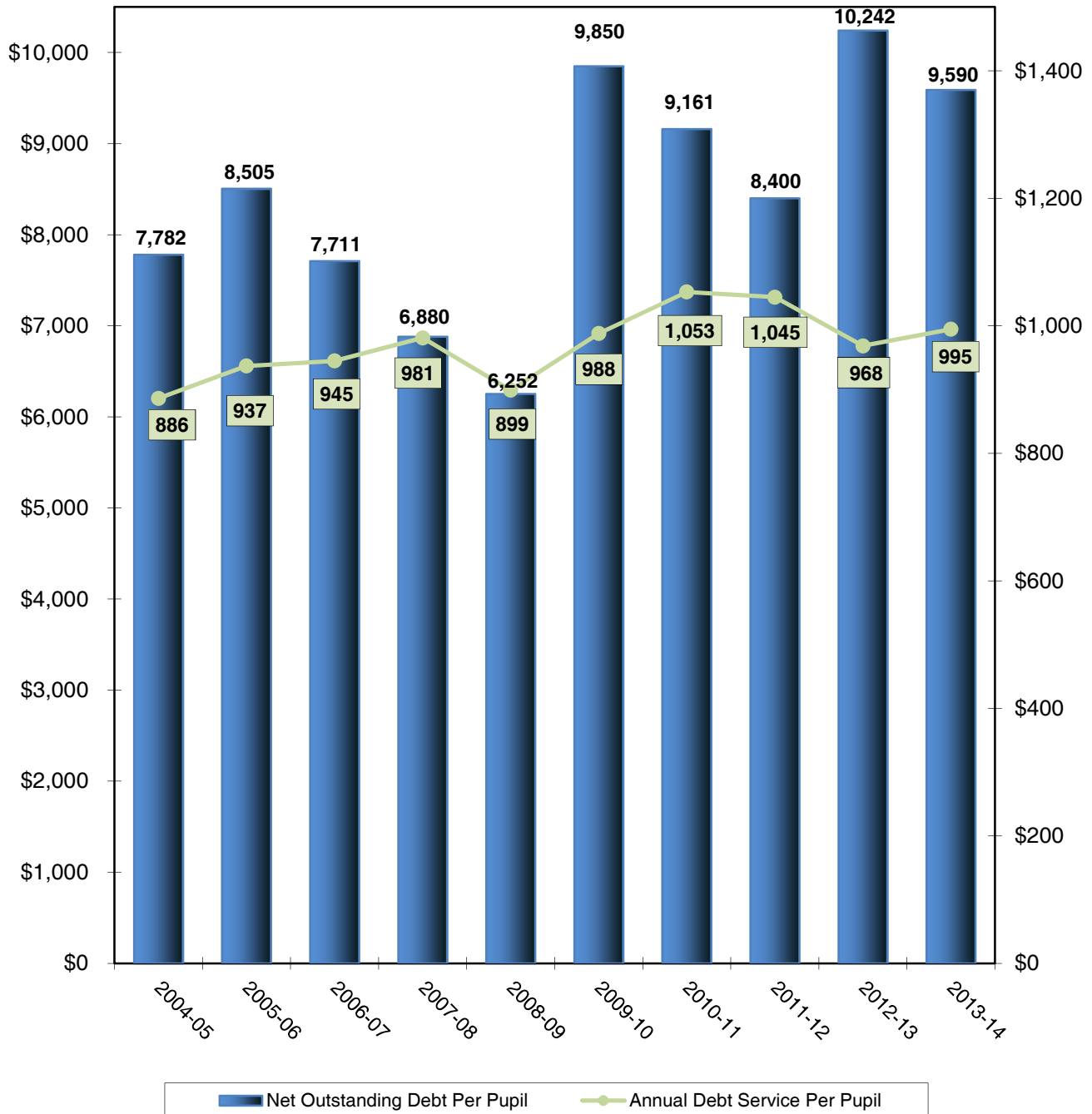
INVESTMENTS FOR OUR STUDENTS' FUTURE



**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
2004/ 2005	45,056	\$384,935,000	\$34,311,706	\$350,623,294	\$20,195,000	\$19,742,820	\$39,937,820
<b>Average per pupil</b>		<b>\$7,782</b>					<b>\$886</b>
2005/ 2006	46,043	\$427,495,000	\$35,913,470	\$391,581,530	\$22,930,000	\$20,205,488	\$43,135,488
<b>Average per pupil</b>		<b>\$8,505</b>					<b>\$937</b>
2006/ 2007	47,033	\$402,325,000	\$39,664,302	\$362,660,698	\$25,170,000	\$19,294,357	\$44,464,357
<b>Average per pupil</b>		<b>\$7,711</b>					<b>\$945</b>
2007/ 2008	47,752	\$373,580,000	\$45,022,930	\$328,557,070	\$28,745,000	\$18,111,738	\$46,856,738
<b>Average per pupil</b>		<b>\$6,880</b>					<b>\$981</b>
2008/ 2009	48,402	\$348,545,000	\$45,922,771	\$302,622,229	\$25,035,000	\$18,476,026	\$43,511,026
<b>Average per pupil</b>		<b>\$6,252</b>					<b>\$899</b>
2009/ 2010	48,979	\$525,315,000	\$42,855,336	\$482,459,664	\$26,780,000	\$21,621,758	\$48,401,758
<b>Average per pupil</b>		<b>\$9,850</b>					<b>\$988</b>
2010/ 2011	49,396	\$497,115,000	\$44,588,405	\$452,526,595	\$28,200,000	\$23,828,931	\$52,028,931
<b>Average per pupil</b>		<b>\$9,161</b>					<b>\$1,053</b>
2011/ 2012	49,788	\$466,030,000	\$47,828,364	\$418,201,636	\$30,455,000	\$21,558,745	\$52,013,745
<b>Average per pupil</b>		<b>\$8,400</b>					<b>\$1,045</b>
2012/ 2013	50,435	\$563,905,000	\$47,336,048	\$516,568,952	\$27,125,000	\$21,719,585	\$48,844,585
<b>Average per pupil</b>		<b>\$10,242</b>					<b>\$968</b>
2013/ 2014	50,915	\$535,495,000	\$47,226,646	\$488,268,354	\$28,410,000	\$22,233,535	\$50,643,535
<b>Average per pupil</b>		<b>\$9,590</b>					<b>\$995</b>

# CHERRY CREEK SCHOOL DISTRICT GENERAL OBLIGATION BONDS DEBT SERVICE PER PUPIL

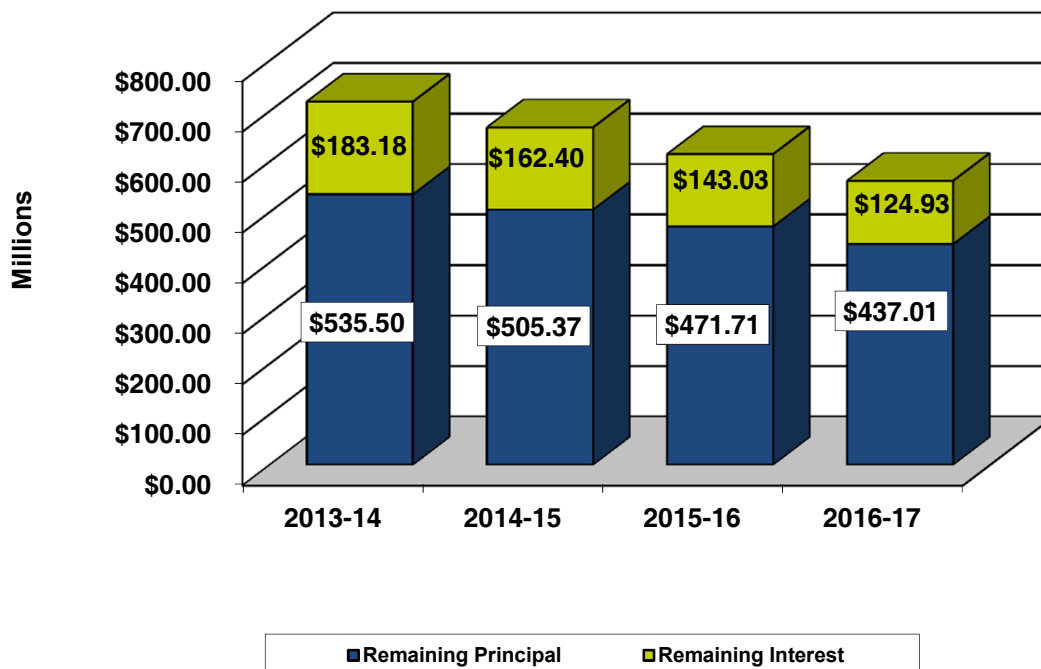


**CHERRY CREEK SCHOOL DISTRICT  
BOND REDEMPTION FUND  
SUMMARY BUDGET AND THREE YEAR PROJECTIONS**

	2013-14 Budget	2014-15 Projected	2015-16 Projected	2016-17 Projected
<b>Beginning Fund Balance</b>	<b>\$47,336,048</b>	<b>\$47,226,646</b>	<b>\$47,940,046</b>	<b>\$50,010,281</b>
<b>Revenue</b>				
Property Taxes	50,509,133	51,595,259	55,070,969	54,297,244
Investment Income	30,000	30,000	30,000	30,000
Transfer From Other Funds	-	-	-	-
<b>Total Revenue</b>	<b>50,539,133</b>	<b>51,625,259</b>	<b>55,100,969</b>	<b>54,327,244</b>
<b>Total Funds Available</b>	<b>97,875,181</b>	<b>98,851,905</b>	<b>103,041,015</b>	<b>104,337,525</b>
<b>Expenditures</b>				
Principal Retirement	28,410,000	30,125,000	33,660,000	34,700,000
Interest	22,233,535	20,781,859	19,365,734	18,102,865
Fiscal Charges	5,000	5,000	5,000	5,000
<b>Total Expenditures</b>	<b>50,648,535</b>	<b>50,911,859</b>	<b>53,030,734</b>	<b>52,807,865</b>
<b>Ending Fund Balance (1)</b>	<b>\$47,226,646</b>	<b>\$47,940,046</b>	<b>\$50,010,281</b>	<b>\$51,529,660</b>
Number of Students (FTE)	50,915	51,320	51,725	52,130

(1) The June 30<sup>th</sup> 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 30<sup>th</sup>. However, most of the fund's expenditures are due on the following December 15<sup>th</sup>. The annual principal payments and one of the two interest payments are due on December 15<sup>th</sup>. The other interest payment is due on June 15<sup>th</sup>.

**Remaining Obligated Principal and Interest By Fiscal Year**



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# Food Services Fund

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*Dedicated to Excellence*  
Cherry Creek Schools

## CHERRY CREEK SCHOOL DISTRICT FOOD SERVICES FUND

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 goal to:

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

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 supports student achievement with the meals it serves and the nutrition education provided in the District schools. Annually, the Food and Nutrition Department serves approximately 784,000 breakfasts and 3.7 million lunches.

***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 59 school kitchen sites and the department's warehouse distributes food and supplies to all sites weekly. A central bakery prepares daily bread products, and a catering operation is available for District functions. In addition to the food service operation, 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 E. Food and Nutrition service representatives serve on the District's Wellness committees to provide leadership in the nutritional wellness area.

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### **MEASURES OF PERFORMANCE**

#### **Highlights for 2012-13**

- 🍽️ Created and updated lunch menus to meet all new regulations set forth by the Healthy, Hunger-Free Kids Act; the Cherry Creek School District was recognized by the USDA for having a successful meal operation meeting all requirements in an organized, efficient, appealing, and kid-friendly manner
- 🍽️ In the 2nd year of online application capabilities, approximately 80% of free and reduced-priced meal applications were completed online ensuring students get qualified quicker and can receive meals earlier
- 🍽️ Implemented a dedicated line system at the middle and high schools improving efficiency and appeal of secondary cafeterias
- 🍽️ Hosted a "Taste of Cherry Creek" food sampling at the Spring 2013 Family Wellness Summit to gain valuable community input on menu items for the next school year

#### **Objectives for 2013-14**

- 🍽️ Add an Executive Chef position to the Department Leadership Team; responsibilities will include recipe development and testing, demonstrating/interacting in Cherry Creek schools, and culinary training of staff
- 🍽️ Provide adequate staff and incentive programs thereby ensuring a culture of excellence
- 🍽️ Continue acting as a leader and visionary in the implementation of the Healthy, Hunger-Free Kids Act
- 🍽️ To improve Food and Nutrition Services' efficiency by reinvesting in technology, equipment and other capital assets. Specifically, continue to create model kitchens that highlight our future goals for meal production and presentation

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

	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
<b>Beginning Retained Earnings</b>	<b>\$6,095,188</b>	<b>\$6,824,351</b>	<b>\$7,333,585</b>	<b>\$6,417,400</b>	<b>\$5,871,900</b>
<b>Revenue</b>					
Local Sources					
Sales	8,138,524	8,075,176	7,785,135	9,017,660	9,255,320
Investment Income	600	1,025	2,015	1,000	6,000
Catering and Other	205,700	191,209	190,850	176,340	296,850
<b>Total Local Revenue</b>	<b>8,344,824</b>	<b>8,267,410</b>	<b>7,978,000</b>	<b>9,195,000</b>	<b>9,558,170</b>
State Sources					
Start Smart Nutrition Program (1)	85,888	72,691	71,798	75,080	70,785
Reimbursement for Meals	162,517	162,215	153,538	165,000	145,285
<b>Total State Revenue</b>	<b>248,405</b>	<b>234,906</b>	<b>225,336</b>	<b>240,080</b>	<b>216,070</b>
Federal Sources					
Reimbursement for Meals	5,736,752	6,083,059	6,146,519	6,823,120	6,747,900
USDA Commodities	962,937	1,073,027	1,004,399	884,800	1,031,560
<b>Total Federal Revenue</b>	<b>6,699,689</b>	<b>7,156,086</b>	<b>7,150,918</b>	<b>7,707,920</b>	<b>7,779,460</b>
<b>Total Revenue</b>	<b>15,292,918</b>	<b>15,658,402</b>	<b>15,354,254</b>	<b>17,143,000</b>	<b>17,553,700</b>
Transfer from Building Fund (2)	-	103,451	-	275,600	327,950
<b>Total Revenue and Other Sources</b>	<b>15,292,918</b>	<b>15,761,853</b>	<b>15,354,254</b>	<b>17,418,600</b>	<b>17,881,650</b>
<b>Total Funds Available</b>	<b>21,388,106</b>	<b>22,586,204</b>	<b>22,687,839</b>	<b>23,836,000</b>	<b>23,753,550</b>
<b>Expenditures</b>					
Salaries & Benefits	5,550,314	5,797,640	6,908,541	6,976,800	7,238,540
Purchased Services	328,462	323,743	375,560	435,250	386,500
Food	6,596,826	6,449,131	6,597,830	6,690,150	6,782,460
Other Supplies & Materials	1,065,568	1,633,743	1,342,449	1,997,950	1,460,950
Capital Outlay & Other Expenditures	1,022,585	1,048,362	1,046,059	1,863,950	1,918,450
<b>Total Expenditures</b>	<b>14,563,755</b>	<b>15,252,619</b>	<b>16,270,439</b>	<b>17,964,100</b>	<b>17,786,900</b>
Revenue and Transfers more (less) than Expenditures	729,163	509,234	(916,185)	(545,500)	94,750
<b>Ending Retained Earnings</b>	<b>\$6,824,351</b>	<b>\$7,333,585</b>	<b>\$6,417,400</b>	<b>\$5,871,900</b>	<b>\$5,966,650</b>
Total Expenditures (3)	\$14,563,755	\$15,252,619	\$16,270,439	\$17,964,100	\$17,786,900
TABOR Reserve	235,922	242,896	273,586	307,685	300,223
<b>Total Expenditures and Appropriated Reserves</b>	<b>14,799,677</b>	<b>15,495,515</b>	<b>16,544,025</b>	<b>18,271,785</b>	<b>18,087,123</b>
Unappropriated Reserves	6,588,429	7,090,689	6,143,814	5,564,215	5,666,427
<b>Total Appropriations and Unappropriated Reserves</b>	<b>\$21,388,106</b>	<b>\$22,586,204</b>	<b>\$22,687,839</b>	<b>\$23,836,000</b>	<b>\$23,753,550</b>

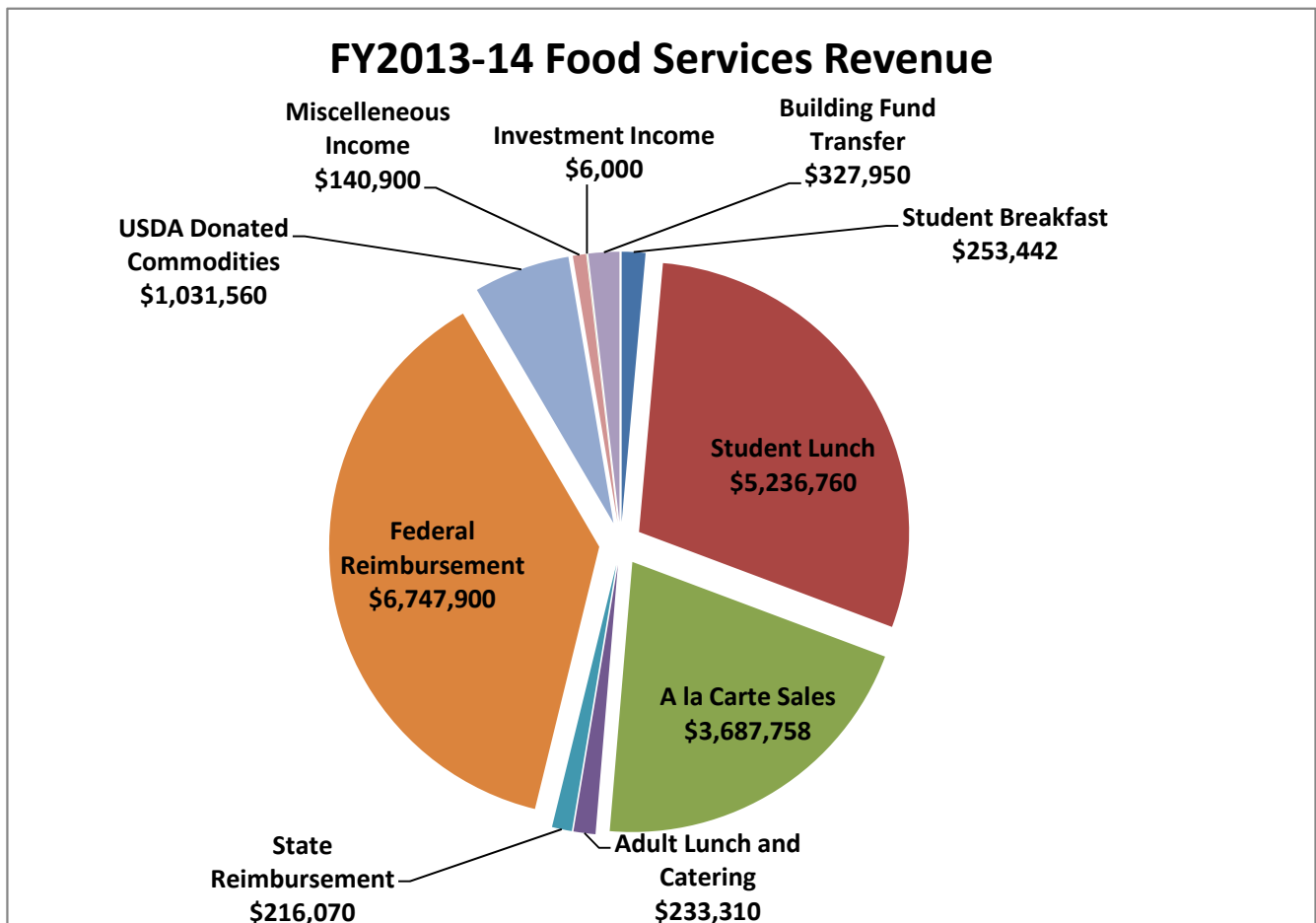
(1) The Colorado Legislature passed SB07-059 in 2007, setting up the Start Smart Nutrition Program, which gives state funding to the School Breakfast Program. This legislation provides funding to cover the 40¢ co-payment for students who qualify for the reduced price breakfast.

(2) 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 Pine Ridge Elementary in FY2010-11 and Black Forest Hills Elementary in FY2012-13. The kitchen for Elementary #43 will be outfitted in FY2013-14.

(3) In FY2011-12 and FY2012-13 expenditures exceeded revenue in order to phase-in expenditures associated with a restructured program for delivery of program food and services, to be in compliance with the Colorado Department of Education and Federal financial guidelines.

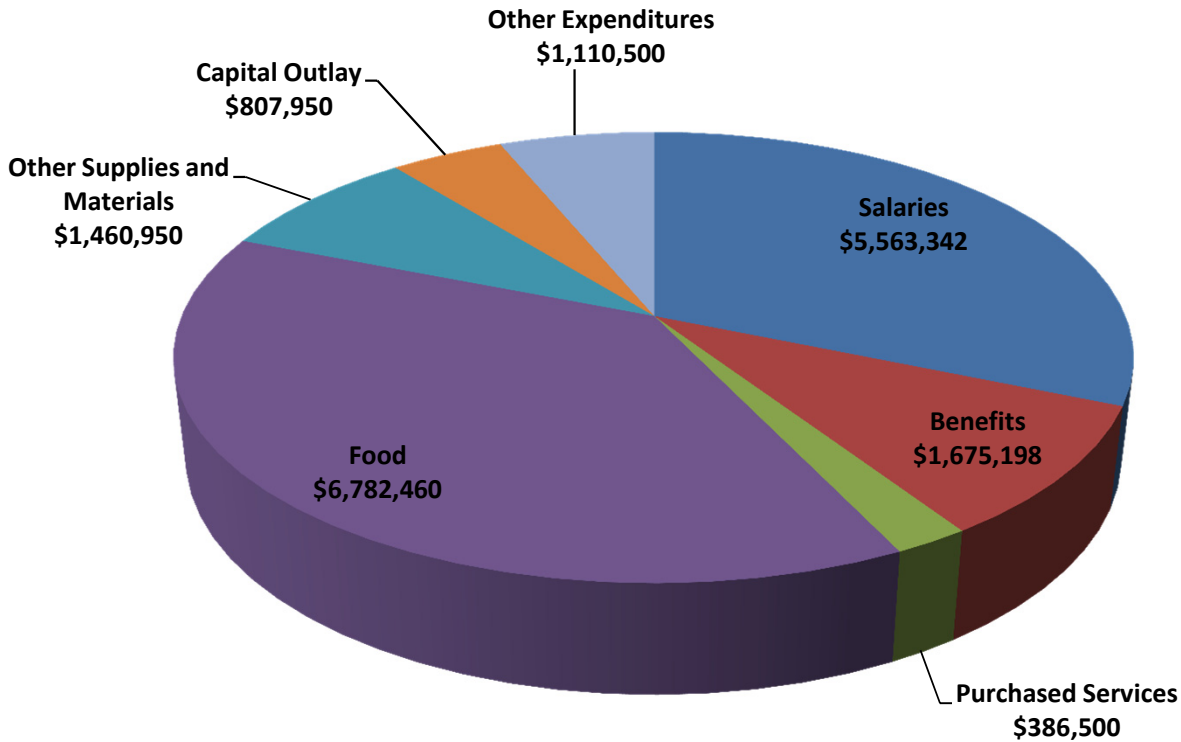
**CHERRY CREEK SCHOOL DISTRICT  
FOOD SERVICES FUND  
SCHEDULE OF BUDGETED FY2013-14 REVENUE BY SOURCE**

<b>Sources of Revenue</b>	<b>Number of Meals</b>	<b>Rate</b>	<b>Revenue</b>
<b>Local Revenue</b>			
Total Student Breakfast Sales	784,275	\$1.40 to \$1.50	\$253,442
Total Student Lunch Sales	3,765,425	2.55 to 2.70	5,236,760
Non-CCSD Student Lunch Sales		3.50	77,360
A la Carte Sales		Various	3,687,758
Catering and Other Income		Various	155,950
Investment Income			6,000
Miscellaneous Income			140,900
<b>Total Local Revenue</b>			<b>9,558,170</b>
<b>State Revenue</b>			
Start Smart Nutrition Program			36,390
PreK-2 Reduced Lunch			34,395
State Reimbursement			145,285
<b>Total State Revenue</b>			<b>216,070</b>
<b>Federal Revenue</b>			
Total Student Breakfast	784,275	0.28 to 1.89	1,110,420
Total Student Lunch	3,765,425	0.27 to 2.90	5,637,480
<b>Total Federal Meal Reimbursement</b>			<b>6,747,900</b>
USDA Donated Commodities			1,031,560
<b>Total Federal Revenue</b>			<b>7,779,460</b>
<b>Total Revenue</b>			<b>\$17,553,700</b>
Transfer from Building Fund			\$327,950
<b>Total Revenue and Other Sources</b>			<b>\$17,881,650</b>



## CHERRY CREEK SCHOOL DISTRICT FOOD SERVICES FUND

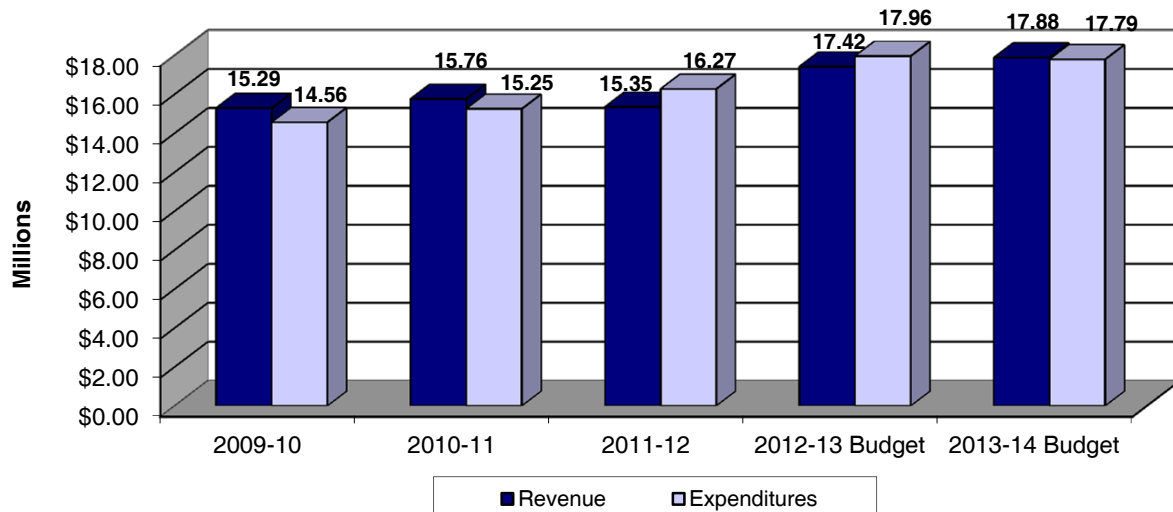
### Food Services FY2013-14 Budgeted Expenditures by Object



#### 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

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*Dedicated to Excellence*  
Cherry Creek Schools

# CHERRY CREEK SCHOOL DISTRICT ACADEMIC GOALS AND OBJECTIVES

## CHERRY CREEK IS A HIGH PERFORMING DISTRICT

The Cherry Creek School District has established a record of high achievement in academics. The District is fortunate to have a community that supports its goals. Parents, staff members, and students have worked together to ensure continued progress in this area. During the 2009-10 school year, a series of forums were held, allowing input from the community regarding the direction the District should take to maintain the high quality of educational attainment for all students. The result of these meetings was the **District Performance Plan, *Excellence in Action***. This document has been updated every year since its implementation. The full 2012-13 Plan can be viewed in Appendix A, page 239.

The District Performance Plan ensures that all District improvement supports the following District's long-term goals:

- ♦ **Excellence Goal** High academic performance and growth for every student
- ♦ **Equity Goal** Eliminate differences in academic performance and growth by race
- ♦ **College and Post-Secondary Preparedness and Success Goal** Every student leaves high school ready for success in college and other post-secondary training



One result of this emphasis on academic growth is the consistently high marks the District attains on annual state-administered assessment tests. SY2011-12 results for these three goals can be viewed in this Student Achievement Section as well as in Appendix D, page 251.

## CCSD ACHIEVES “HIGH GROWTH” ON 2012 TCAP GROWTH MODEL

Cherry Creek School District students continue to surpass state averages on the TCAP Growth Model, which shows the progress of the same students over time as they move from grade to grade. The following elementary schools achieved a Median Growth Percentile (MGP)  $\geq 60$  in a least one content area for 3 successive years, and the middle and high schools achieved an MGP  $\geq 55$  in at least one content area for 3 successive years.

ELEMENTARY SCHOOLS	
Bellevue	Greenwood
Canyon Creek	High Plains
Cherry Hills Village	Peakview
Cottonwood Creek	Willow Creek
Dry Creek	

MIDDLE SCHOOLS	
Campus	Challenge
Cherry Creek Academy	Falcon Creek
Prairie	

HIGH SCHOOLS	
Cherokee Trail	Cherry Creek

## CHERRY CREEK SCHOOL DISTRICT DISTRICT AND SCHOOL ACCREDITATION

In Colorado, school ratings for the four academic indicators on the School Performance Frameworks (SPF) are calculated:

- Academic Achievement (percent of students scoring proficient or advanced on CSAP tests)
- Academic Growth (how much growth students displayed on CSAP from last year)
- Academic Growth Gaps (TCAP growth for minority students, English Language learners, students with disabilities, economically disadvantaged students, and students below proficient)
- Post-secondary and Workforce Readiness (Colorado ACT performance and graduation/dropout rate)

Schools are assigned to an “improvement plan category” based on an index calculated from overall performance growth on the above indicators. Under the SPF accreditation system there are four accreditation categories for schools described below:

- Accredited with Performance Plan – meeting or exceeding state performance targets
- Accredited with Improvement Plan – approaching or meeting state performance targets
- Accredited with Priority Improvement Plan – not meeting state targets, requires state supervision and rapid improvement
- Accredited with Turnaround Plan – school performance is well below state targets and state intervention is required

Ninety-three percent (93%) of all Cherry Creek schools were “*Accredited with Performance Plan*”, compared to 70.7% of schools statewide. Seven percent (7%) of Cherry Creek schools were “*Accredited with Improvement Plan*”, compared to 19.6% of schools statewide. No District schools were assigned to Priority Improvement or Turnaround Plans.

Cherry Creek District Performance Framework - 2012			
<i>Performance Indicators</i>	<i>Rating/Plan</i>	<i>% of Points Earned out of Points Eligible</i>	
Academic Achievement	Meets	75.0%	11.3 out of 15 points
Academic Growth	Meets	73.8%	25.8 out of 35 points
Academic Growth Gaps	Approaching	61.1%	9.2 out of 15 points
Post-secondary and Workforce Readiness	Meets	71.9%	25.2 out of 35 points
Test Participation	Meets 95% Participation Rate		
<b>TOTAL</b>		<b>71.5%</b>	<b>71.5 out of 100 points</b>

### Accreditation Goals

The District’s objective is to become the first and only large, diverse school district in Colorado to be “**Accredited With Distinction**” by CDE. To achieve this level, the following goals have been set:

- Increase the District 11th Grade ACT Composite score from 21.4 (2012) to 22
  - Increase the District Graduation Rate from 87.1% (2012) to 90%
  - Improve secondary math growth from 50 (2012) to 55 MGP in the middle schools. Our goal of 55 MGP in the high schools was achieved in 2012.
  - Improve growth for Special Education and below proficient students:
    - ⇒ Increase Median Growth Percentiles (MGP) from Reading 48, Writing 45, Math 48 (achieved in 2012) to 55 for Special Education students.
    - ⇒ Increase MGPs from 51 to 52 across levels and content areas to 55 for below proficient students.
- NOTE: 2012 high school MGPs are 55 in Reading and 56 in Writing.

# CHERRY CREEK SCHOOL DISTRICT PERFORMANCE STANDARDS AND STUDENT ACHIEVEMENT

## Common Core State Standards

Colorado is one of 45 states that have adopted the Common Core State Standards (CCSS) for Math and English Language Arts. Cherry Creek, like all other districts in Colorado and those in the other CCSS states, will be implementing the Common Core in the 2013-14 school year. The CCSS are evidence-based, aligned with college and work expectations and include rigorous content and skills.

The CCSS are national standards, but not federal standards—they were not developed by the federal government. Instead they were developed by parents, teachers, administrators, and other educational experts working together with state leaders, through the Council of Chief State School Officers (CCSSO) and the National Governors Association Center for Best Practices. The CCSS will ensure that all students receive a high quality education regardless of which state they live in or which school they attend.

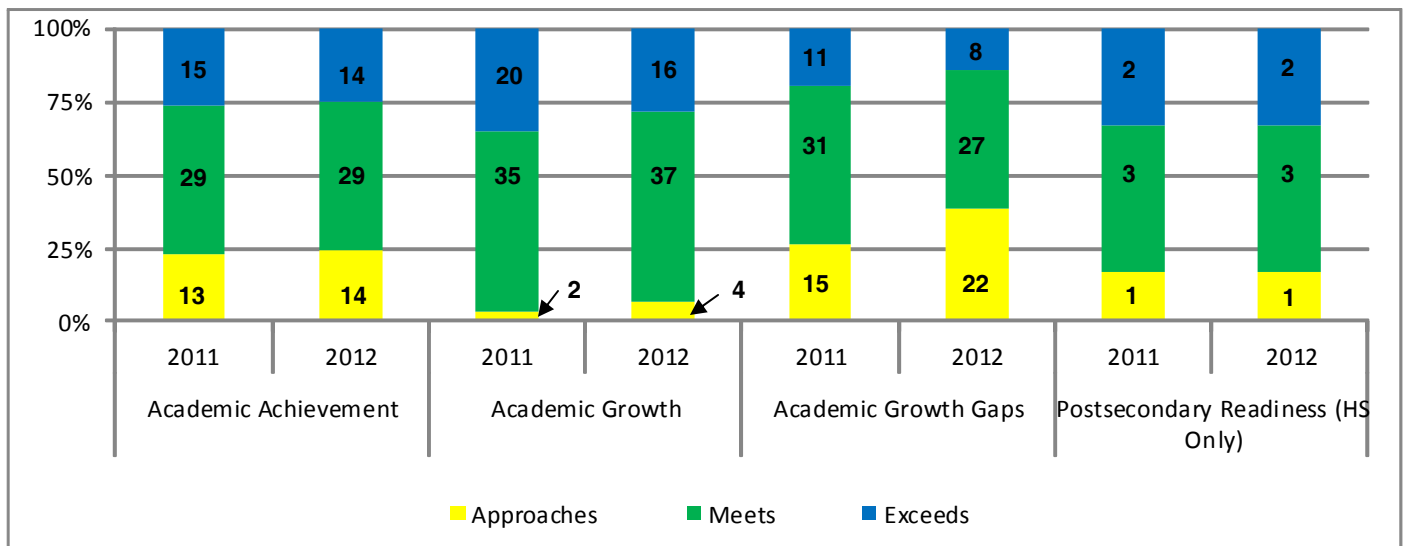
“This establishes a true national standard,” said outgoing Superintendent Mary Chesley. “For the first time, we will be able to compare our students’ academic performance to that of students across the nation. That will help ensure that we are providing students with the education they need to succeed.”

Over the past two school years, the District prepared for this transition by training Math and English Language Arts teachers and adjusting the curriculum in those two areas. One example is that the Algebra content has been moved into 8th grade math and the previous 8th grade content has been moved to lower grades. The expectations for student learning in math has been raised. In English Language Arts, there is more emphasis on non-fiction reading and research writing, which is needed in higher education and in the workplace.

During the 2013-14 school year, the standards will be put into practice in District classrooms. In 2015, Colorado’s state assessment, TCAP, will be replaced by the national Partnership for Assessment of Readiness for College and Careers (PARCC). This proposed assessment program will be designed to more fully assess what is being taught in the classroom.

## ➤ Cherry Creek School District SPF Performance

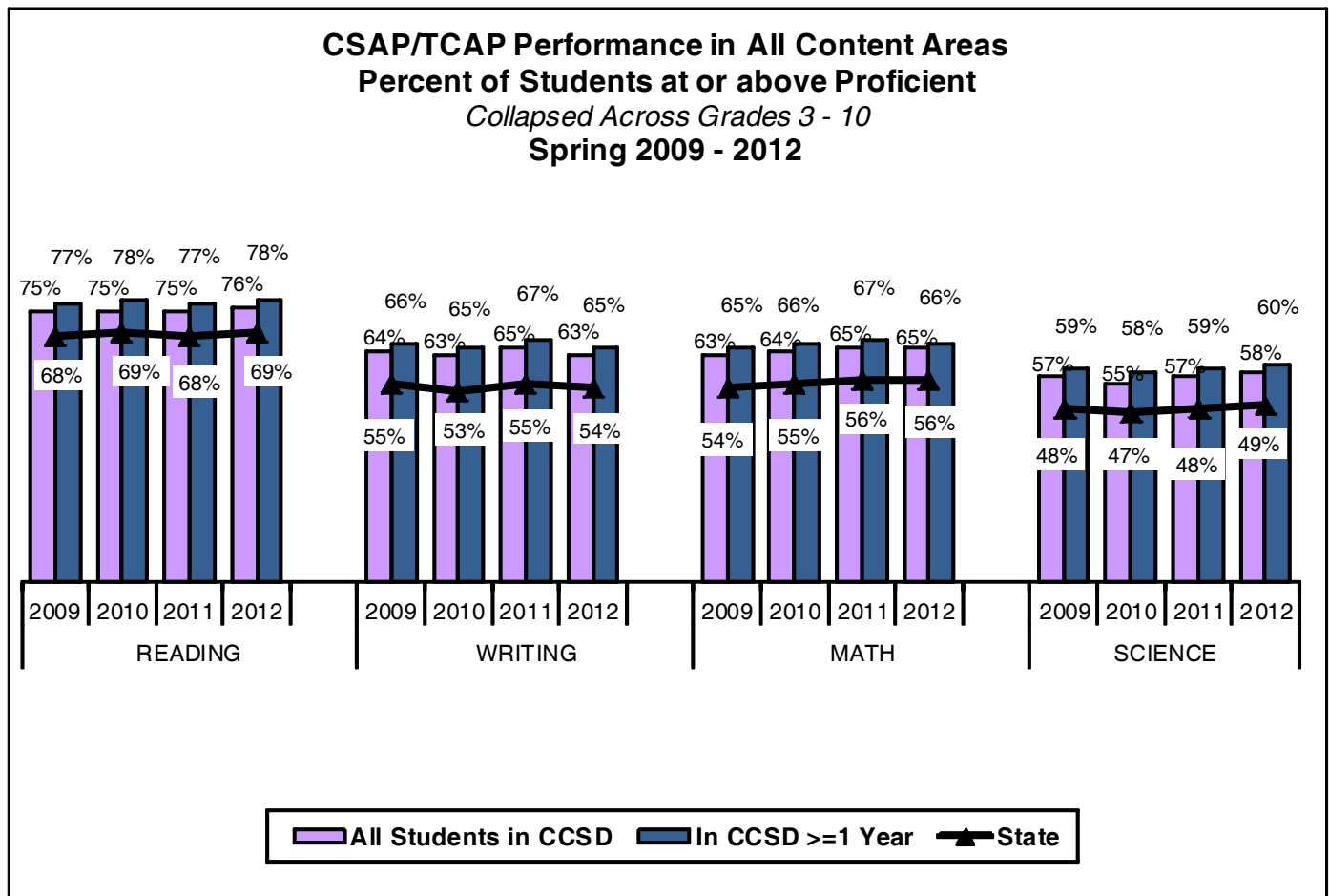
Cherry Creek Schools Exceed, Meet, or Approach State expectations on 2011 and 2012 Colorado School Performance Framework (SPF) Indicators. Bars indicate percent of schools. Numbers in the bars indicate the number of schools in each category.



## CHERRY CREEK SCHOOL DISTRICT PERFORMANCE STANDARDS AND STUDENT ACHIEVEMENT

### ➤ CSAP/TCAP Performance in All Content Areas, Collapsed Across Grade Levels

The graph below demonstrates CCSD students have consistently scored higher on the state-mandated assessment tests than the Colorado average. It also shows that students who have been in the District for a full year achieve proficient or higher ratings on these assessments in all content areas.



**CHERRY CREEK SCHOOL DISTRICT  
PERFORMANCE STANDARDS AND STUDENT ACHIEVEMENT**

**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 test from 2008 through 2012. These results do not match the ACT results shown on page 189, which are the results of ACT tests taken by graduating seniors. The 11th grade scores 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 2009 for improving college and career readiness of Colorado students. Academic achievement, as measured by ACT scores, has increased for all state high school graduates. College readiness has improved across 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 had not previously considered post-secondary education.

<b>CCSD and State 11th Grade ACT Results</b>						
<b>Area Tested</b>		<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>English</b>	<b>CCSD</b>	<b>20.9</b>	<b>21.0</b>	<b>20.9</b>	<b>20.8</b>	<b>21.1</b>
	Colorado	19.4	19.0	19.2	19.0	19.4
<b>Math</b>	<b>CCSD</b>	<b>21.8</b>	<b>21.4</b>	<b>21.3</b>	<b>21.6</b>	<b>21.5</b>
	Colorado	20.0	19.8	19.9	20.0	20.1
<b>Reading</b>	<b>CCSD</b>	<b>21.4</b>	<b>21.7</b>	<b>21.2</b>	<b>21.1</b>	<b>20.9</b>
	Colorado	20.4	20.4	20.2	19.9	19.8
<b>Science</b>	<b>CCSD</b>	<b>21.5</b>	<b>21.4</b>	<b>21.4</b>	<b>21.4</b>	<b>21.6</b>
	Colorado	20.4	20.1	20.1	20.2	20.1
<b>Composite</b>	<b>CCSD</b>	<b>21.5</b>	<b>21.5</b>	<b>21.3</b>	<b>21.3</b>	<b>21.4</b>
	Colorado	20.2	20.0	20.0	19.9	20.0

# CHERRY CREEK SCHOOL DISTRICT KEY PERFORMANCE INDICATORS AND TARGETS FOR SCHOOLS 2011-12

## Transitional Colorado Assessment Program (TCAP)

For the first time in 14 years, District students were not tested using the Colorado Student Assessment Program (CSAP) exam. Students are still tested in the four content areas: Reading, Writing, Math, and Science and receive Advanced, Proficient, Partially Proficient, or Unsatisfactory evaluations. This allows comparison of the current TCAP to previous year CSAP results.

The Colorado Department of Education plans to use the TCAP for annual testing until it is replaced by the PARCC assessment, based on the Model Content Standards for all content areas. The target date for the PARCC testing is currently scheduled for Spring 2015.

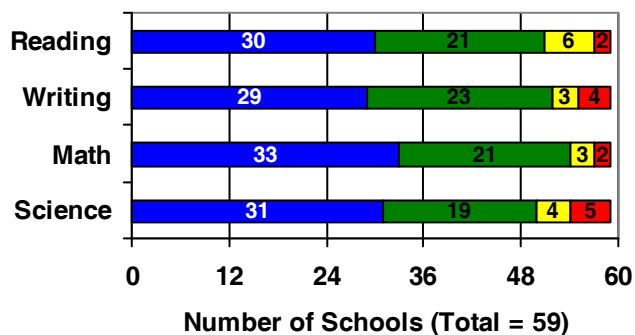
The District identified targets for schools on six Key Performance Indicators (KPI) for each District goal area (Excellence, Equity, and College Preparedness). The charts below indicate the number of schools that meet the target for each KPI.



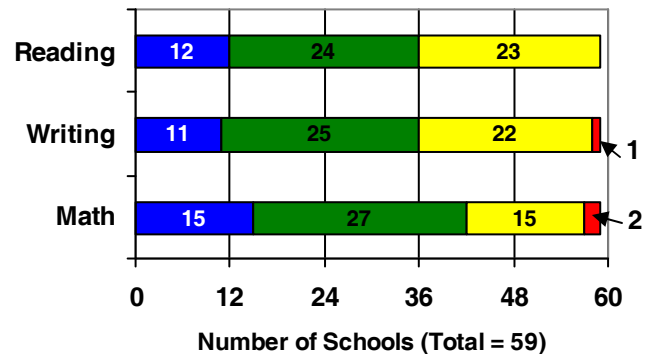
The following graphs show the District's results based on the 2012 TCAP testing, 2012 ACT Grade 11 and Explore Grade 8 Benchmark Targets, and 2012 Graduation rates.

### ➤ Excellence Goal

**TCAP Performance Target:** Percent of students at the school scoring at or above proficient is at or above the state averages.

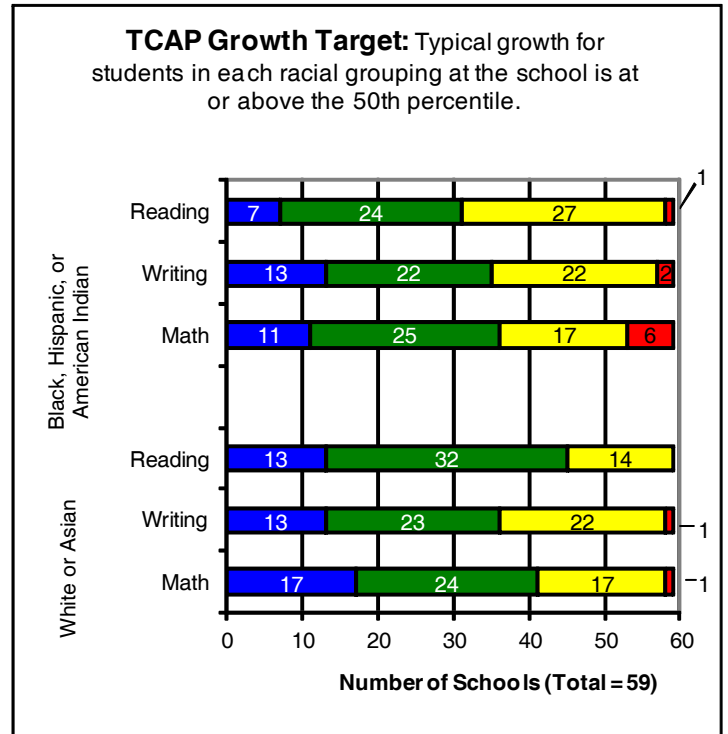
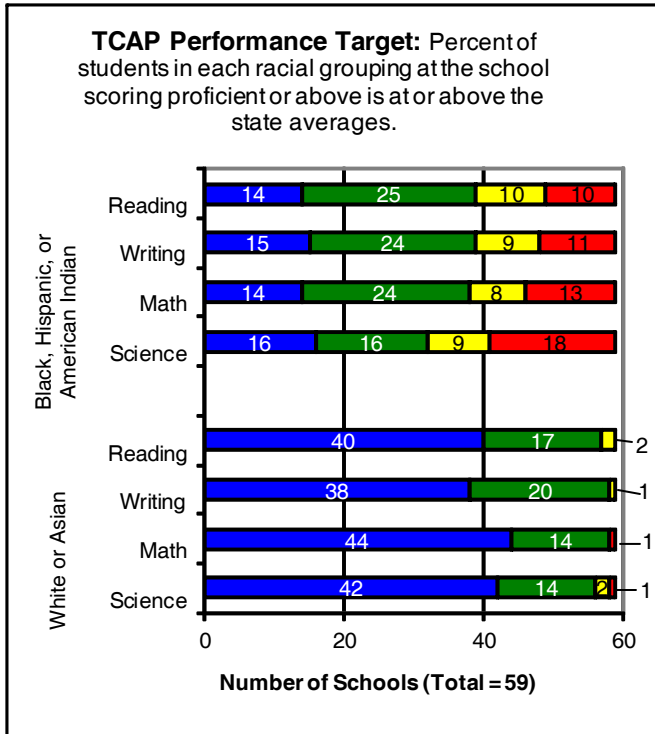


**TCAP Growth Target:** Typical growth for students at the school is at or above the 50th percentile.

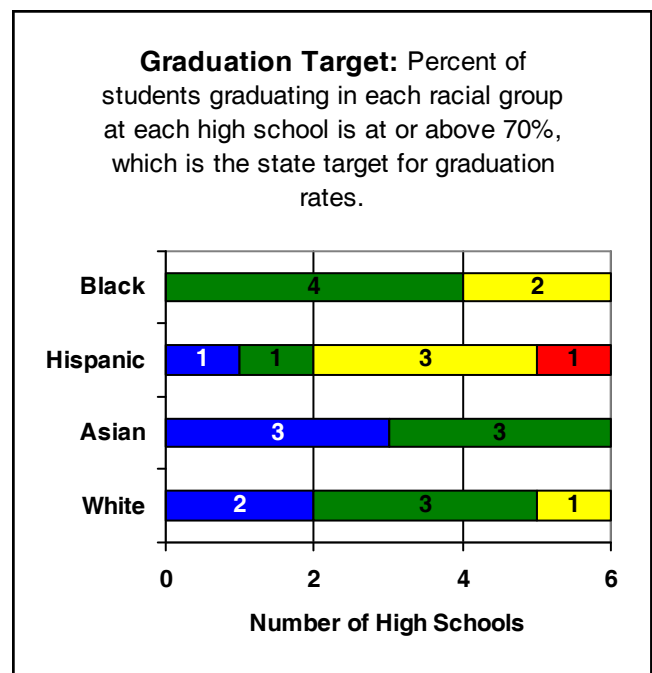
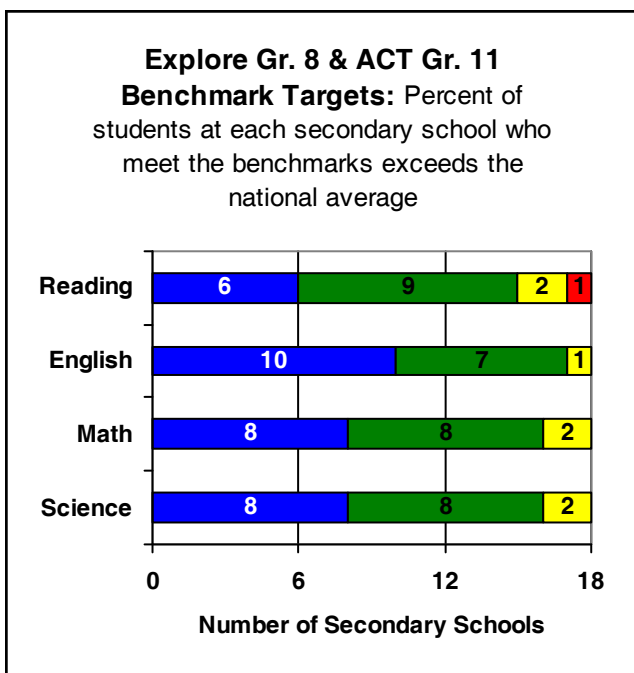


# CHERRY CREEK SCHOOL DISTRICT KEY PERFORMANCE INDICATORS AND TARGETS FOR SCHOOLS 2011-12

## ➤ Equity Goal



## ➤ College & Post-Secondary Preparedness and Success Goal

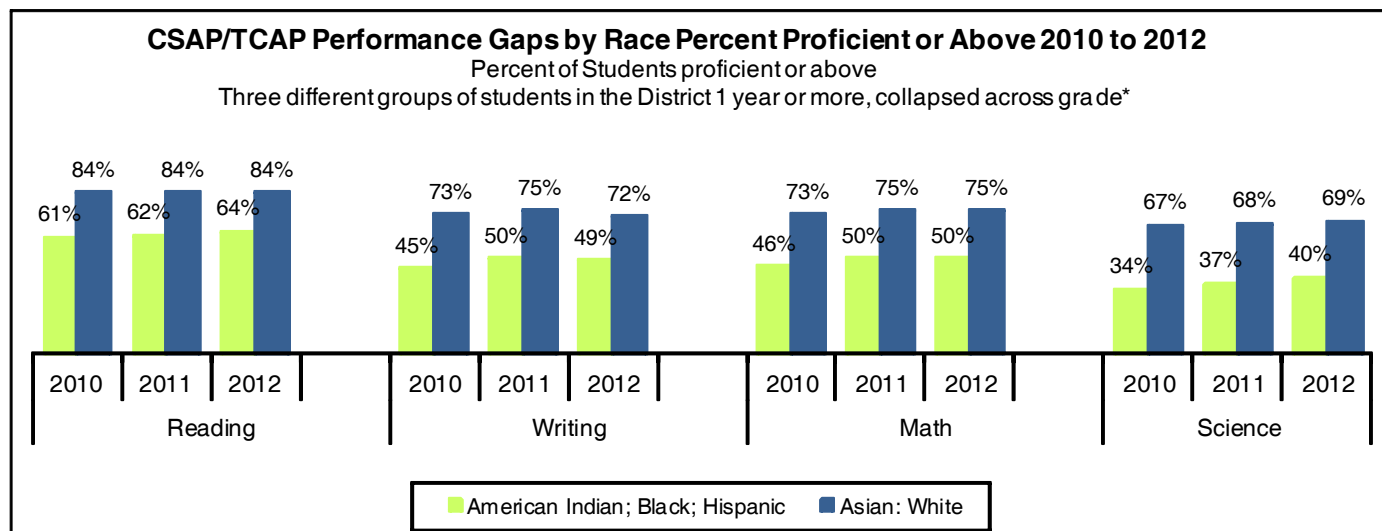


## CHERRY CREEK SCHOOL DISTRICT CLOSING THE ACHIEVEMENT GAP

### ➤ Performance Gap

One of the goals of the District's Performance Plan is to raise the academic achievement of all students and reduce the gap between the lowest- and highest-performing students, while eliminating the predictability of scores by race.

The graph below shows the performance gap by race for the last three years in all subject areas (Grades 3 through 10 collapsed). Since 2010 performance gaps have gone down 3% in reading; 5% in writing; 2% in math; and 4% in science.



\*Three different groups of students counted for CSAP/TCAP 2010, 2011, and 2012 collapsed across grade. Results convey changes in performance status for different groups of students rather than continuous student growth for the same groups of students over time.

### ➤ Post-secondary and Workforce Readiness

**College Preparedness** means ensuring that our graduates are not just college eligible, but are also college ready—equipped with the knowledge and skills they need to succeed in higher education, regardless of the path they plan to follow after high school. We know that in today's world, students need similar knowledge and skills whether they plan to go to college, into military service, or directly into the workforce.

Graduation Rates 2008 – 2012					
	2008	2009	2010*	2011	2012
<b>Cherry Creek</b>	<b>86.8%</b>	<b>85.5%</b>	<b>84.7%</b>	<b>84.4%</b>	<b>87.1%</b>
Colorado	73.9%	74.6%	72.4%	73.9%	75.4%
Dropout Rates 2008 – 2012					
	2008	2009	2010	2011	2012
<b>Cherry Creek</b>	<b>2.9%</b>	<b>2.7%</b>	<b>1.7%</b>	<b>1.7%</b>	<b>2.0%</b>
Colorado	3.8%	3.6%	3.1%	3.0%	2.9%

\*Beginning in 2010, a four-year on-time graduation rate was used. Only those students who graduate from high school four years after entering ninth grade are defined as "on time." This formula yields a rate that cannot be compared to prior year data. With the old system, students who took longer than four years to graduate were factored into the formula.

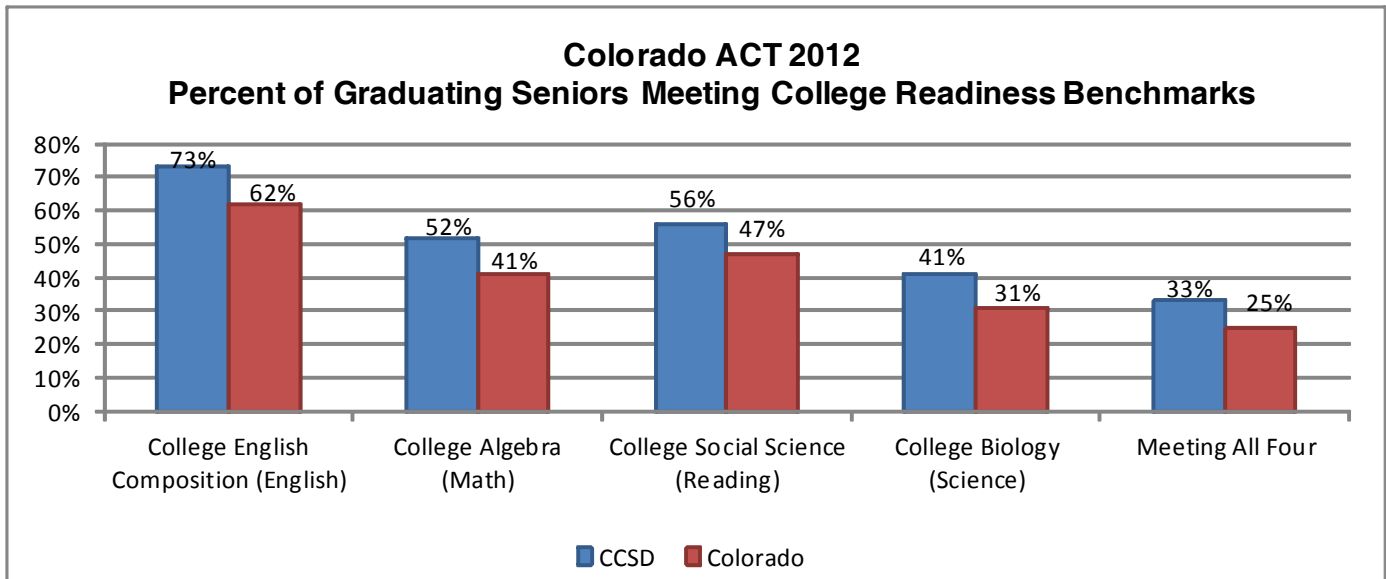
## CHERRY CREEK SCHOOL DISTRICT COLLEGE ENTRANCE EXAMS—ACT

### ➤ ACT College Readiness Benchmarks

The ACT Program provides 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 first year college courses. 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 College Readiness Benchmarks

Test	Benchmark Score	College Course or Area
English	18	English Composition
Math	22	College Algebra
Reading	21	Social Sciences
Science	24	College Biology



ACT Results for 2012 Graduates*			
Scoring Range 1—36			
Area Tested	Cherry Creek	Colorado	Nation
English	21.7	19.9	20.5
Math	22.2	20.5	21.1
Reading	22.0	20.7	21.3
Science	22.1	20.8	20.9
Composite	22.1	20.6	21.1

\*The Cherry Creek School District average scores shown above are based on 3,324 students who took the test.

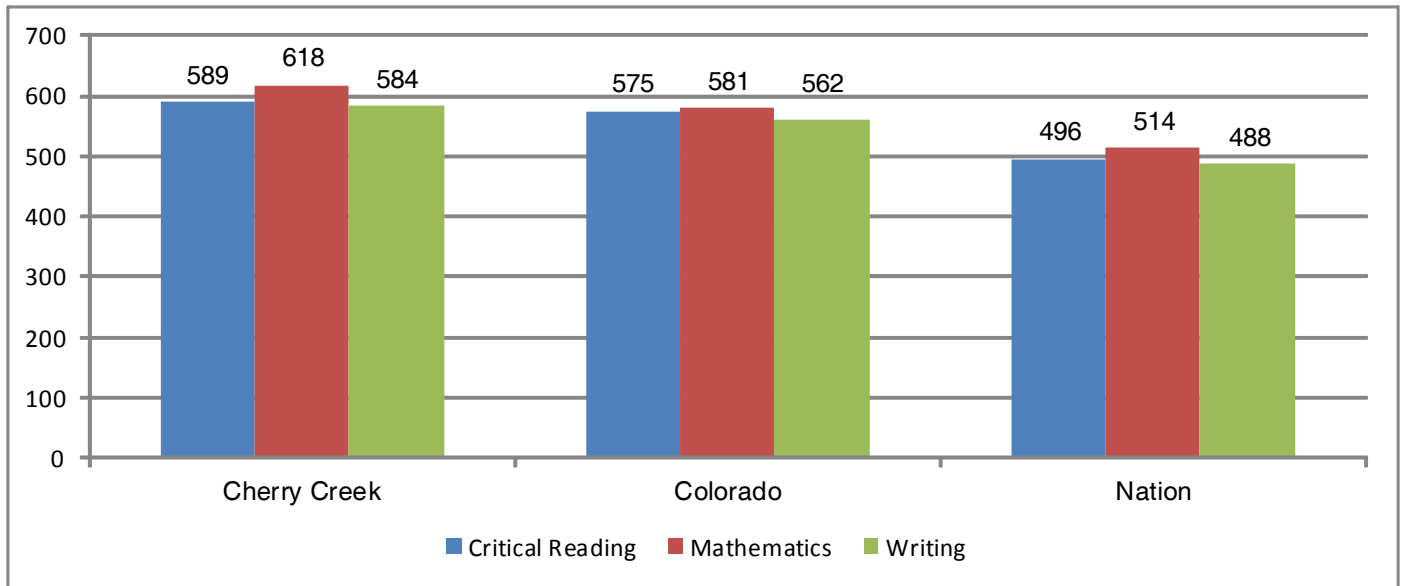
## CHERRY CREEK SCHOOL DISTRICT COLLEGE ENTRANCE EXAMS—SAT

### ➤ Scholastic Assessment Test

In addition to the ACT, many high school graduates have also taken the Scholastic Assessment Test (SAT) as part of the college admissions process. The table and graph show the results of the 739 students who took the test and graduated in May 2012 and compares their scores with Colorado and national results.

SAT Results for 2012 Graduates			
Scoring Range 200—800			
Area Tested	Cherry Creek	Colorado	Nation
Critical Reading	589	575	496
Math	618	581	514
Writing	584	562	488
Combined Score	1791	1718	1498

### SAT Results for 2012 Graduating Seniors



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# **Personnel, Staffing, and Employee Benefits**

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*Dedicated to Excellence*  
Cherry Creek Schools

## 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 58 schools, 10 other school programs and 11 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.cherrycreekschools.org/HumanResources/Employees/Pages/Personnel-Policies](http://www.cherrycreekschools.org/HumanResources/Employees/Pages/Personnel-Policies).

### PREPARING OUR STUDENTS TO BE COLLEGE & WORKFORCE READY—



**ELEMENTARY SCHOOL**



**TO MIDDLE SCHOOL**



**& INTO THE FUTURE**



**THROUGH HIGH SCHOOL**



### NATIONAL CERTIFICATIONS

**Fourteen teachers** achieved National Board Certification in 2012 for a total of 103 District licensed teachers certified. This places the District 3rd in the State for the number of certified educators.


**Director of Budget, Dan Huenneke**, earned a National SFO Certification as a Certified Administrator of School Finance and Operations from the Association of School Business Officials International organization.

# CHERRY CREEK SCHOOL DISTRICT DISTRICT STAFF POSITIONS

Major employee groups in the Cherry Creek School District are presented in the tables below:

<b>ADMINISTRATOR</b>		
An employee who manages, administers, or directs the total educational enterprise of the District, or a school or department within the District.		
◆ Superintendent	◆ Chief Information Officer	◆ Principal
◆ Assistant Superintendent	◆ Executive Director	◆ Assistant Principal
◆ Chief Financial Officer	◆ Director	◆ Risk Manager

<b>TEACHER</b>		
A teacher's primary role is to guide and help students under his/her immediate charge to achieve the maximum individual potential. These positions require the employee to be State certified.		
◆ Elementary, Middle, or High School regular instruction	◆ Assistant to Elementary Principal	◆ Department Lead or Chair Person
◆ Special Education	◆ Program Assistant	◆ Librarian
◆ Gifted & Talented	◆ Athletic & Activity Director	◆ Physical Therapist
◆ Career & Technical Education	◆ Dean & Counselor	◆ Substitutes

<b>ADDITIONAL EDUCATIONAL &amp; HEALTH RELATED POSITIONS</b>	
The schools staff additional supporting educational and health related positions.	
<ul style="list-style-type: none"> <li>◆ Activities/Athletics Advisor/Coach <ul style="list-style-type: none"> <li>⇒ Performs extra duties and responsibilities requiring additional student contact time outside the regular teaching assignment.</li> </ul> </li> <li>◆ Para-educator <ul style="list-style-type: none"> <li>⇒ A teacher assistant (TA) who provides assistance to teachers to accomplish tasks that do not require State certification and would otherwise be performed by teachers; the Para-educator group includes: <ul style="list-style-type: none"> <li>– Teacher assistants in regular and special education classrooms</li> <li>– Technicians</li> <li>– Bus Aides</li> </ul> </li> </ul> </li> <li>◆ Mental Health <ul style="list-style-type: none"> <li>⇒ Holds a degree in either social work or psychology</li> </ul> </li> <li>◆ Nurse <ul style="list-style-type: none"> <li>⇒ Holds a current license to practice professional nursing by registration under Colorado State laws</li> </ul> </li> <li>◆ Secretarial <ul style="list-style-type: none"> <li>⇒ Assists management with the administrative functions of a school or department, which includes: <ul style="list-style-type: none"> <li>– Office Manager</li> <li>– Secretary</li> <li>– Clerk</li> </ul> </li> </ul> </li> <li>◆ Bus Driver <ul style="list-style-type: none"> <li>– Requires a valid and current driver's license, permits, and certificates as required by Cherry Creek School District, State of Colorado, and Federal regulations</li> </ul> </li> </ul>	

## CHERRY CREEK SCHOOL DISTRICT DISTRICT STAFF POSITIONS

Supporting positions are necessary to efficiently manage the District's schools and facilities and to maintain a safe and secure educational environment where students can reach their highest level of achievement.

### MAINTENANCE

These positions provide general maintenance for the school and facility structures and grounds.

◆ Carpenter	◆ Grounds Personnel	◆ Plumber
◆ Dispatcher	◆ HVAC Technician	◆ Roofer
◆ General Maintenance/Custodial	◆ Locksmith	◆ Shopkeeper
◆ Glazier	◆ Painter	◆ Welder

### STAFF SUPPORT

These positions provide operational support and generally are not required to hold a certificate or a letter of authorization as a prerequisite to obtain employment.

◆ Accountant, Analyst, Specialist	◆ Electrician	◆ Programmer
◆ Baker/Food Service Personnel	◆ Grounds/Warehouse Foreman	◆ Registrar
◆ Bookkeeper	◆ Interpreter	◆ Secretary to the Board
◆ Buyer	◆ Manager, Supervisor	◆ Security Specialist
◆ District Courier	◆ Printing & Press Operator	◆ 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.

<b><u>Start Date</u></b>	<b><u>Statutory Employer Contribution</u></b>	<b><u>AED</u></b>	<b><u>SAED*</u></b>	<b><u>Total Contribution % for Calendar Year</u></b>
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 86% of the total District staff.

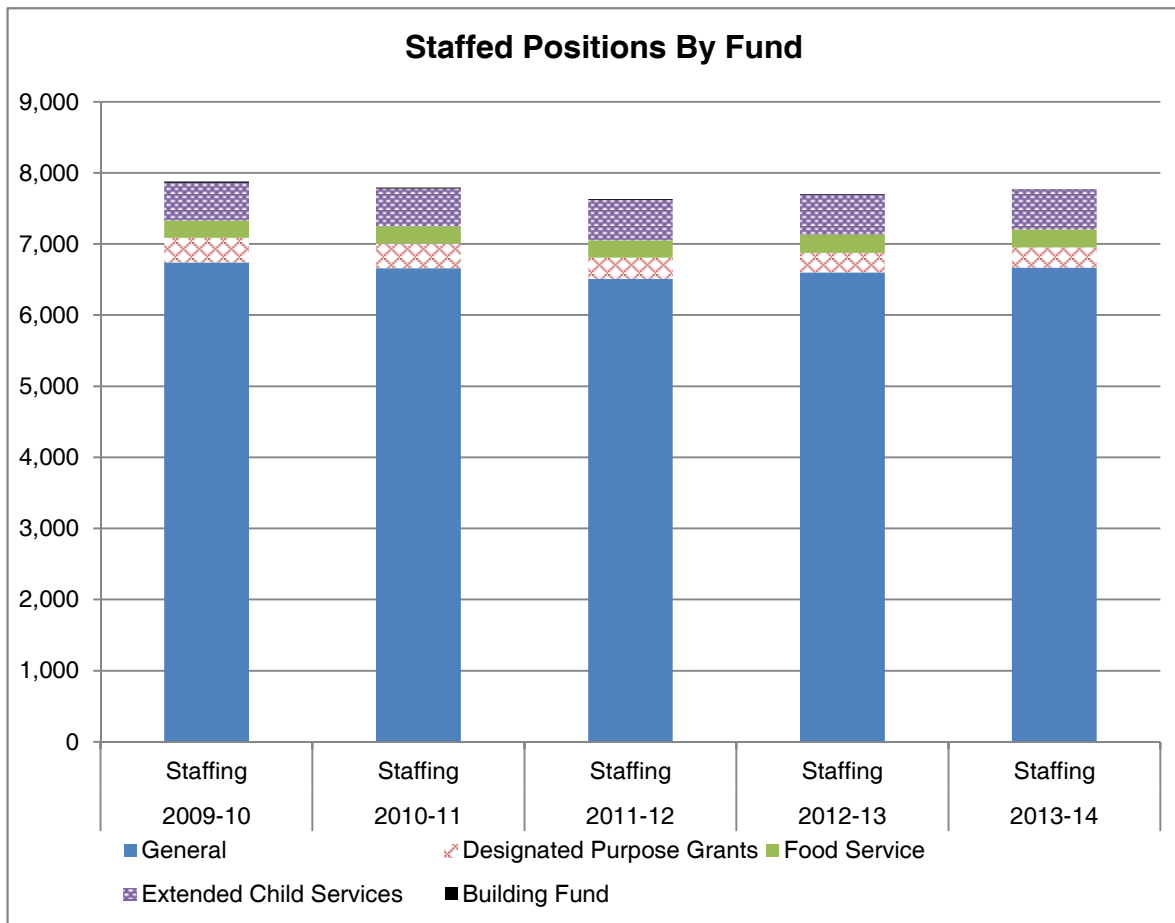
### Summary Comparison of Staffing by Employee Type

	2009-10 Staffing	2010-11 Staffing	2011-12 Staffing	2012-13 Staffing	2013-14 Staffing	2013-14 Change
<b><u>Staffed Positions</u></b>						
Teachers/Program Assistants	3,546	3,567	3,471	3,497	3,565	68
Para-Educators	848	870	809	820	808	(12)
Administrators	140	143	145	147	149	2
Bus Drivers	259	222	222	255	243	(12)
Custodians	95	89	88	89	89	0
Maintenance	71	70	70	70	71	1
Mechanics	22	22	22	22	25	3
Mental Health	104	108	107	108	114	6
Nurses	71	71	71	74	75	1
Secretarial	373	374	337	339	341	2
Security Specialists	105	90	85	85	86	1
Staff Support	364	349	380	380	385	5
<b>Subtotal-Staffed Positions</b>	<b>5,998</b>	<b>5,975</b>	<b>5,807</b>	<b>5,886</b>	<b>5,951</b>	<b>65</b>
<b><u>Other Positions</u></b>						
Food Service Staff	225	225	225	225	227	2
Hourly Staff	946	894	873	865	867	2
Substitute Teachers	587	580	606	606	606	0
Substitute Non-Teachers	125	125	125	125	125	0
<b>Subtotal-Other Positions</b>	<b>1,883</b>	<b>1,824</b>	<b>1,829</b>	<b>1,821</b>	<b>1,825</b>	<b>4</b>
<b>Total Staff</b>	<b>7,881</b>	<b>7,799</b>	<b>7,636</b>	<b>7,707</b>	<b>7,776</b>	<b>69</b>

# CHERRY CREEK SCHOOL DISTRICT FIVE YEAR STAFFING SUMMARY

## Summary Comparison of Staffing by Fund

	2009-10 Staffing	2010-11 Staffing	2011-12 Staffing	2012-13 Staffing	2013-14 Staffing	2013-14 Change
<b>Funds</b>						
General	6,745	6,663	6,516	6,606	6,671	65
Designated Purpose Grants	347	347	296	275	284	9
Food Service	242	242	243	253	254	1
Extended Child Services	532	532	565	566	560	(6)
Building Fund	15	15	16	7	7	-
<b>Total Staff</b>	<b>7,881</b>	<b>7,799</b>	<b>7,636</b>	<b>7,707</b>	<b>7,776</b>	<b>69</b>



The General Fund staffing increase is for anticipated increases in FY2013-14 student enrollment and related student support services.

# CHERRY CREEK SCHOOL DISTRICT

## STAFFING SUMMARY OF ALL EMPLOYEES BY FUND

The employees for the FY2013-14 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	3,397	\$219,164,191	163	\$10,271,841
Coach/Advisors (1)		2,906,838		
Para-Educators	719	9,654,816	70	1,103,738
Substitute Teachers	606	4,443,326		160,563
<b>Subtotal-Instructional Staff</b>	<b>4,722</b>	<b>236,169,171</b>	<b>233</b>	<b>11,536,142</b>
Administrators	148	14,073,137		
Bus Aides	91	1,406,858		
Bus Drivers	243	6,930,820		
Custodians	89	2,333,828		
Custodian Services Paid by Other Funds				
Food Service Workers				
Hourly	235	3,272,758	11	503,653
Maintenance	67	2,885,570		
Mechanics	25	1,070,559		
Mental Health	112	7,330,926	2	144,239
Nurses	70	2,545,516	5	97,371
Secretarial	333	8,869,281	6	123,594
Security Specialists	86	1,936,168		
Staff Support	325	13,864,878	27	1,327,219
Substitute Non-Teachers	125	23,792		
<b>Total Staff</b>	<b>6,671</b>	<b>\$302,713,262</b>	<b>284</b>	<b>\$13,732,218</b>

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
	\$-	5	\$168,963		\$ 6,323	3,565	\$229,611,318
	-						2,906,838
	-	19	125,547			808	10,884,101
	-		23,020			606	4,626,909
-	-	24	317,530	-	6,323	4,979	248,029,166
1	99,838		96,000			149	14,268,975
						91	1,406,858
						243	6,930,820
						89	2,333,828
	309,585						309,585
227	3,887,238					227	3,887,238
		530	8,268,658			776	12,045,069
2	51,220			2	128,274	71	3,065,064
						25	1,070,559
						114	7,475,165
			20,200			75	2,663,087
1	32,293	1	40,455			341	9,065,623
						86	1,936,168
23	1,111,718	5	246,994	5	250,347	385	16,801,156
			5,300			125	29,092
254	\$5,491,892	560	\$8,995,137	7	\$384,944	7,776	\$331,317,453

(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**

	2009-10		2010-11	
	FTE	Actual	FTE	Actual
<b>Salaries</b>				
Teachers	3,262.17	\$203,862,691	3,284.67	\$206,533,427
Program Assistants	17.25	862,676	11.75	827,472
Coach/Advisors		3,022,710		2,878,409
Para-Educators	171.98	10,537,598	179.70	9,170,982
Substitutes		4,086,056		3,945,858
<b>Subtotal-Instructional Staff</b>	<b>3,451.40</b>	<b>222,371,731</b>	<b>3,476.12</b>	<b>223,356,148</b>
Administrators	139.00	13,890,816	141.00	13,715,735
Bus Aides	100.75		87.75	1,361,857
Bus Drivers	259.00	6,799,946	222.00	6,355,897
Custodians	93.67	2,436,234	89.67	2,318,296
Other Hourly		2,541,743		3,276,341
Maintenance	70.00	2,888,209	70.00	2,770,438
Mechanics	22.00	1,047,135	22.00	1,001,038
Mental Health	95.87	6,623,672	95.87	6,596,703
Nurses	59.75	2,427,090	58.75	2,456,532
Secretarial	379.25	9,433,890	380.25	9,018,736
Security Specialists	104.50	2,412,169	90.00	2,147,944
Staff Support	283.59	13,399,434	260.85	13,309,856
Substitute Non-Teachers		285,669		319,673
<b>Total Staff</b>	<b>5,058.78</b>	<b>286,557,738</b>	<b>4,994.26</b>	<b>288,005,194</b>
Curriculum Pay		290,277		253,816
Early Retirement		2,550,000		2,467,050
Miscellaneous Pay		403,104		351,692
Overtime		718,212		750,608
Sick Leave		967,650		811,115
Student Achievement Incentive		1,974,363		1,910,746
<b>Total Salaries</b>	<b>5,058.78</b>	<b>293,461,344</b>	<b>4,994.26</b>	<b>294,550,222</b>
PERA		38,353,756		41,218,438
Medicare		3,973,752		4,018,444
Flexible Benefits		26,632,598		25,580,560
Disability Insurance		625,052		500,641
Life Insurance		205,052		207,494
Other Benefits		321,525		1,038,724
<b>Total Benefits</b>		<b>70,111,735</b>		<b>72,564,302</b>
<b>Total Salaries and Benefits</b>		<b>\$363,573,079</b>		<b>\$367,114,524</b>

2011-12		2012-13		2013-14	
FTE	Actual	FTE	Budget	FTE	Budget
3,189.25	\$207,112,297	3,220.69	\$211,792,787	3,285.29	\$218,391,309
11.75	610,639	11.75	623,254	10.22	772,882
	2,843,571		2,949,115		2,906,838
175.70	9,883,607	173.13	7,317,857	173.52	9,654,816
	3,923,659		4,615,848		4,443,326
3,376.70	224,373,772	3,405.57	227,298,861	3,469.03	236,169,171
144.00	14,347,359	146.00	13,928,189	148.00	14,073,137
87.75	1,336,857	101.25	1,668,382	89.25	1,406,858
222.00	6,899,551	254.50	7,200,463	242.50	6,930,820
91.67	2,269,376	92.67	2,538,482	93.67	2,333,828
	3,008,315		3,392,453		3,272,758
66.00	2,810,117	66.00	2,812,045	69.00	2,885,570
22.00	1,060,714	22.00	1,026,902	22.00	1,070,559
95.88	6,676,216	98.47	6,556,441	105.93	7,330,926
58.74	2,628,608	60.75	2,569,689	61.84	2,545,516
324.75	8,689,370	326.75	8,634,487	332.86	8,869,281
85.00	2,039,677	85.00	1,869,137	85.00	1,936,168
276.56	13,353,351	280.16	12,710,316	283.00	13,864,878
	268,516		211,931		23,792
4,851.05	289,761,798	4,939.12	292,417,778	5,002.08	302,713,262
	276,624		208,167		235,328
	2,645,385		2,550,000		2,550,000
	356,075		272,481		589,976
	713,552		471,255		489,071
	1,701,664		1,250,000		1,250,000
	2,055,345		1,992,000		2,055,345
4,851.05	297,510,443	4,939.12	299,161,681	5,002.08	309,882,982
	44,031,548		47,413,780		52,592,052
	4,092,435		4,276,883		4,478,951
	24,260,297		27,230,085		28,283,877
	486,149		627,723		458,675
	213,821		204,385		204,620
	1,028,954		3,148,840		2,639,748
	74,113,203		82,901,696		88,657,923
	\$371,623,646		\$382,063,377		\$398,540,905

**CHERRY CREEK SCHOOL DISTRICT  
GENERAL FUND  
BUDGETED PERSONNEL, SALARIES, AND BENEFITS BY AREA**

	Elementary Schools		Middle Schools	
	FTE	Budget	FTE	Budget
<b><u>Salaries</u></b>				
Teachers	1,210.49	\$79,204,341	674.80	\$42,086,133
Program Assistants	1.00	67,503	7.00	532,248
Coach/Advisors		215,040		518,711
Para-Educators	56.49	2,276,627	4.95	197,837
Substitute Teachers		1,536,024		783,122
<b>Subtotal-Instructional Staff</b>	<b>1,267.98</b>	<b>83,299,535</b>	<b>686.75</b>	<b>44,118,051</b>
Administrators	50.00	4,016,577	30.00	2,503,773
Custodians	42.00	1,212,798	20.00	593,578
Other Hourly		282,881		144,841
Mental Health	49.00	3,321,290	16.10	1,107,028
Nurses	40.42	1,647,791	10.00	342,161
Secretarial	94.93	2,551,406	60.06	1,516,752
Security Specialists			33.00	744,705
Staff Support			21.00	575,806
Substitute Non-Teachers		1,382		1,830
<b>Total Staff</b>	<b>1,544.33</b>	<b>96,333,660</b>	<b>876.91</b>	<b>51,648,525</b>
Curriculum Pay		29,230		67,256
Early Retirement				
Miscellaneous Pay		126,003		133,536
Overtime		28,832		14,161
Sick Leave				
Student Achievement Incentive				
<b>Total Salaries</b>	<b>1,544.33</b>	<b>96,517,725</b>	<b>876.91</b>	<b>51,863,478</b>
<b><u>Benefits</u></b>				
PERA		16,640,190		8,951,869
Medicare		1,412,812		763,117
Flexible Benefits		9,323,864		4,901,754
Disability Insurance		148,701		79,722
Life Insurance		69,204		33,593
Other Benefits		523,523		296,047
<b>Total Benefits</b>		<b>28,118,294</b>		<b>15,026,102</b>
<b>Total Salaries and Benefits</b>		<b>\$124,636,019</b>		<b>\$66,889,580</b>

High Schools		Other Schools		Total Schools	
FTE	Budget	FTE	Budget	FTE	Budget
790.31	\$54,372,974	100.13	\$8,361,155	2,775.73	\$184,024,603
2.22	173,131			10.22	772,882
	2,159,663		8,524		2,901,938
10.41	405,558	0.67	105,428	72.52	2,985,450
	1,032,952		238,217		3,590,315
802.94	58,144,278	100.80	8,713,324	2,858.47	194,275,188
25.00	2,456,099	3.00	453,923	108.00	9,430,372
12.00	383,406	2.33	112,371	76.33	2,302,153
	204,724	0.40	688,093		1,320,539
14.40	1,046,130	4.00	308,900	83.50	5,783,348
7.02	320,691	2.00	120,790	59.44	2,431,433
122.60	2,929,468	9.50	317,642	287.09	7,315,268
44.00	1,001,708	3.00	65,377	80.00	1,811,790
34.00	1,026,495	4.00	168,911	59.00	1,771,212
	5,580				8,792
1,061.96	67,518,579	129.03	10,949,331	3,611.83	226,450,095
	90,859		4,950		192,295
	220,922		9,676		-
	80,829		2,343		490,137
					126,165
					-
					-
1,061.96	67,911,189	129.03	10,966,300	3,611.83	227,258,692
	11,665,153		1,875,524		39,132,736
	994,597		159,913		3,330,439
	6,314,346		886,203		21,426,167
	100,973		13,028		342,424
	45,444		4,825		153,066
	396,628		55,759		1,271,957
	19,517,141		2,995,252		65,656,789
	\$87,428,330		\$13,961,552		\$292,915,481

**CHERRY CREEK SCHOOL DISTRICT  
GENERAL FUND  
BUDGETED PERSONNEL, SALARIES, AND BENEFITS BY AREA**

	<b>Student Achievement Services</b>		<b>Instructional Departments</b>	
	<b>FTE</b>	<b>Budget</b>	<b>FTE</b>	<b>Budget</b>
<b><u>Salaries</u></b>				
Teachers	386.86	\$25,633,581	115.42	\$8,267,832
Program Assistants				
Coach/Advisors				4,900
Para-Educators	101.00	6,650,350		
Substitute Teachers		433,721		386,968
<b>Subtotal-Instructional Staff</b>	<b>487.86</b>	<b>32,717,652</b>	<b>115.42</b>	<b>8,659,700</b>
Administrators	5.00	533,131	16.00	1,960,666
Bus Aides				
Bus Drivers				
Custodians			0.34	11,907
Other Hourly		1,033,520		302,501
Maintenance				
Mechanics				
Mental Health	20.43	1,384,090		
Nurses	1.44	55,146		
Secretarial	8.25	208,150	23.02	798,345
Security Specialists	2.00	20,314		
Staff Support	17.00	710,147	22.00	1,233,531
Substitute Non-Teachers		4,000		2,500
<b>Total Staff</b>	<b>541.98</b>	<b>36,666,150</b>	<b>176.78</b>	<b>12,969,150</b>
Curriculum Pay		6,150		36,883
Early Retirement				
Miscellaneous Pay		12,624		23,052
Overtime		500		3,092
Sick Leave				
Student Achievement Incentive				
<b>Total Salaries</b>	<b>541.98</b>	<b>36,685,424</b>	<b>176.78</b>	<b>13,032,177</b>
<b><u>Benefits</u></b>				
PERA		6,284,381		2,219,802
Medicare		536,045		189,452
Flexible Benefits		2,724,761		1,084,176
Disability Insurance		55,355		19,303
Life Insurance		21,847		7,423
Other Benefits		164,127		81,226
<b>Total Benefits</b>		<b>9,786,516</b>		<b>3,601,382</b>
<b>Total Salaries and Benefits</b>		<b>\$46,471,940</b>		<b>\$16,633,559</b>

Support Departments		Total General Fund		Percent of Total Salaries
FTE	Budget	FTE	Budget	
7.28	\$465,293	3,285.29	\$218,391,309	70.48%
		10.22	772,882	0.25%
			2,906,838	0.94%
	19,016	173.52	9,654,816	3.12%
	32,322		4,443,326	1.43%
7.28	516,631	3,469.03	236,169,171	76.22%
19.00	2,148,968	148.00	14,073,137	4.53%
89.25	1,406,858	89.25	1,406,858	0.45%
242.50	6,930,820	242.50	6,930,820	2.24%
17.00	19,768	93.67	2,333,828	0.75%
	616,198		3,272,758	1.05%
69.00	2,885,570	69.00	2,885,570	0.93%
22.00	1,070,559	22.00	1,070,559	0.35%
2.00	163,488	105.93	7,330,926	2.37%
0.96	58,937	61.84	2,545,516	0.82%
14.50	547,518	332.86	8,869,281	2.86%
3.00	104,064	85.00	1,936,168	0.62%
185.00	10,149,988	283.00	13,864,878	4.47%
	8,500		23,792	0.01%
671.49	26,627,867	5,002.08	302,713,262	97.67%
			235,328	0.08%
	2,550,000		2,550,000	0.82%
	64,163		589,976	0.19%
	359,314		489,071	0.16%
	1,250,000		1,250,000	0.40%
	2,055,345		2,055,345	0.66%
<b>671.49</b>	<b>32,906,689</b>	<b>5,002.08</b>	<b>309,882,982</b>	100.00%
	4,955,133		52,592,052	
	423,015		4,478,951	
	3,048,773		28,283,877	
	41,593		458,675	
	22,284		204,620	
	1,122,438		2,639,748	
	<b>9,613,236</b>		<b>88,657,923</b>	
	<b>\$42,519,925</b>		<b>\$398,540,905</b>	

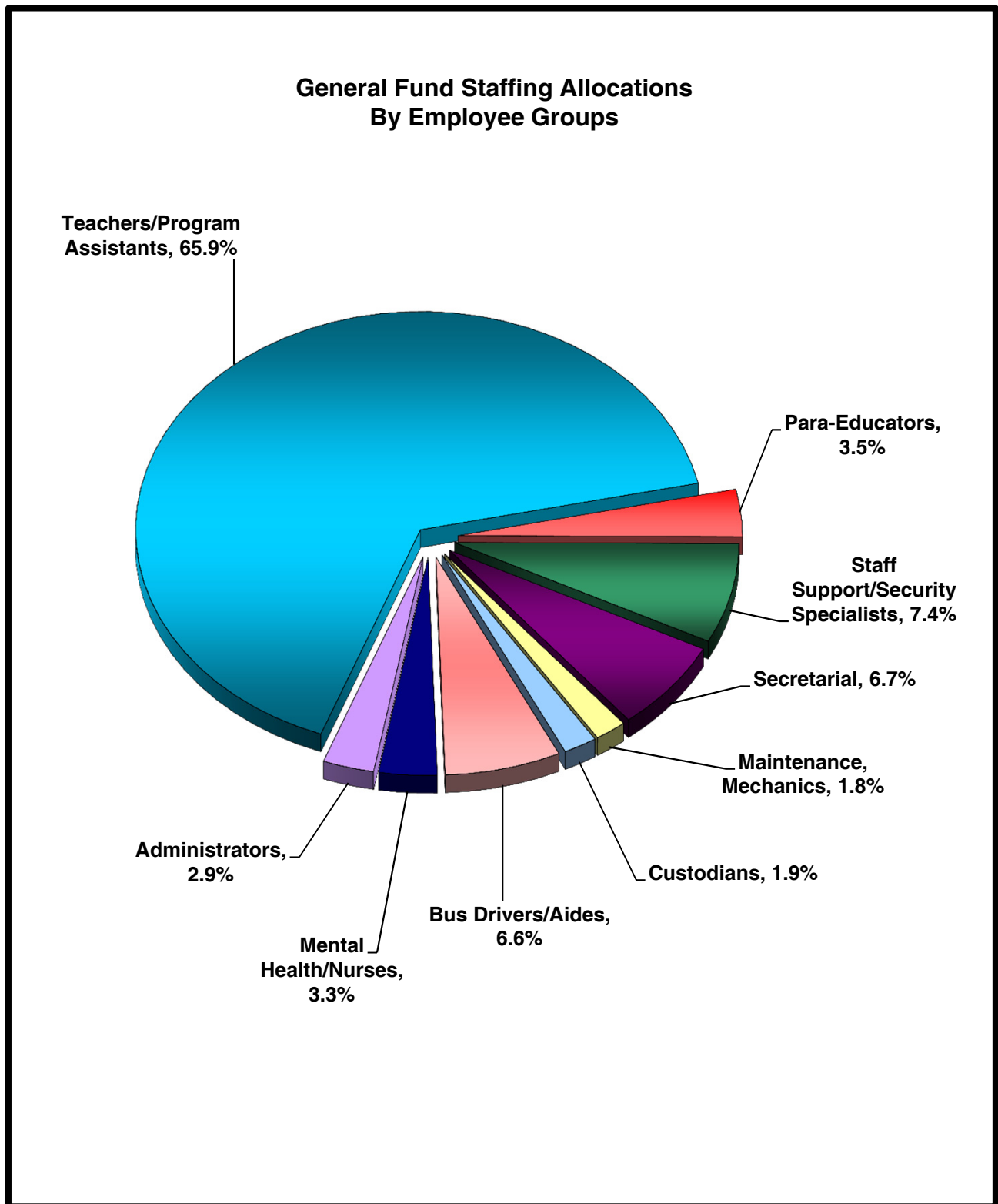
**CHERRY CREEK SCHOOL DISTRICT  
GENERAL FUND STAFFING BUDGET SUMMARY**

<b>FULL TIME EQUIVALENT (FTE) STAFFING</b>								
	<b>Elementary Schools</b>	<b>Middle Schools</b>	<b>High Schools</b>	<b>Other Schools</b>	<b>Student Achievement Services</b>	<b>Departments</b>	<b>Total Staff</b>	<b>Percent of Total</b>
<b>Teachers</b>	1,210.49	674.80	790.31	100.13	386.86	122.70	3,285.29	65.7%
<b>Program Assistants</b>	1.00	7.00	2.22	0.00			10.22	0.2%
<b>Para- Educators(1)</b>	56.49	4.95	10.41	0.67	101.00	0.00	173.52	3.5%
<b>Administrators</b>	50.00	30.00	25.00	3.00	5.00	35.00	148.00	2.9%
<b>Bus Aides</b>						89.25	89.25	1.8%
<b>Bus Drivers</b>						242.50	242.50	4.8%
<b>Custodians</b>	42.00	20.00	12.00	2.33		17.34	93.67	1.9%
<b>Maintenance</b>						69.00	69.00	1.4%
<b>Mechanics</b>						22.00	22.00	0.4%
<b>Mental Health</b>	49.00	16.10	14.40	4.00	20.43	2.00	105.93	2.1%
<b>Nurses</b>	40.42	10.00	7.02	2.00	1.44	0.96	61.84	1.2%
<b>Secretarial</b>	94.93	60.06	122.60	9.50	8.25	37.52	332.86	6.7%
<b>Security Specialists</b>		33.00	44.00	3.00	2.00	3.00	85.00	1.7%
<b>Staff Support</b>		21.00	34.00	4.00	17.00	207.00	283.00	5.7%
<b>Total - FTE</b>	<b>1,544.33</b>	<b>876.91</b>	<b>1,061.96</b>	<b>128.63</b>	<b>541.98</b>	<b>848.27</b>	<b>5,002.08</b>	<b>100.0%</b>

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**

	2010-11 FTE Staffing	2011-12 FTE Staffing	2012-13 FTE Staffing	2013-14 FTE Staffing	2013-14 FTE Change	2013-14 Percent Change
<b>Instructional Staff</b>						
Teachers/Program Assistants	3,296.42	3,201.00	3,232.44	3,295.51	63.07	1.95%
Para-Educators	179.70	175.70	173.13	173.52	0.39	0.23%
<b>Subtotal-Instructional Staff</b>	<b>3,476.12</b>	<b>3,376.70</b>	<b>3,405.57</b>	<b>3,469.03</b>	<b>63.46</b>	<b>1.86%</b>
<b>Support Staff</b>						
Administrators	141.00	144.00	146.00	148.00	2.00	1.37%
Bus Aides	87.75	87.75	101.25	89.25	(12.00)	(11.85%)
Bus Drivers	222.00	222.00	254.50	242.50	(12.00)	(4.72%)
Custodians	89.67	91.67	92.67	93.67	1.00	1.08%
Maintenance	70.00	66.00	66.00	69.00	3.00	4.55%
Mechanics	22.00	22.00	22.00	22.00	0.00	0.00%
Mental Health	95.87	95.88	98.47	105.93	7.46	7.58%
Nurses	58.75	58.74	60.75	61.84	1.09	1.79%
Secretarial	400.75	324.75	326.75	332.86	6.11	1.87%
Security Specialists	90.00	85.00	85.00	85.00	0.00	0.00%
Staff Support	240.35	276.56	280.16	283.00	2.84	1.01%
<b>Subtotal-Support Staff</b>	<b>1,518.14</b>	<b>1,474.35</b>	<b>1,533.55</b>	<b>1,533.05</b>	<b>(0.50)</b>	<b>(0.03%)</b>
<b>Total Staff</b>	<b>4,994.26</b>	<b>4,851.05</b>	<b>4,939.12</b>	<b>5,002.08</b>	<b>62.96</b>	<b>1.27%</b>



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# **Significant Trends in Economy, Demographics, And Elections**

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Cherry Creek Schools

# CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

## COLORADO ECONOMIC OUTLOOK

The State Office of Planning and Budgeting indicates that General Fund revenue is forecast to grow 7.1%, or \$548.2 million in the current FY2012-13 budget year. This is higher by \$227.9 million, or 2.8%, than the revised December forecast that incorporated the impacts of the federal American Taxpayer Relief Act. For FY2013-14, the revenue forecast is projected to be 3.1%, or \$256.1 million higher than the prior projection due to continued better-than-expected growth in individual and corporate income tax revenue.

Several factors will cause General Fund revenue growth to slow to 2.0% in FY2013-14. Although the State's economy has rebounded well since the deep recession, the pace of revenue growth over the past few years has been higher than the available data on the Colorado economy would indicate. Some of the revenue increase is likely a result of "catch-up" growth from the substantial drop during the recession, and a portion has been attributable to increases in volatile capital gains income taxes; thus, strong growth rates are not expected to be sustained. Tax policy changes under current law that reduce revenue by roughly \$160 million will also contribute to the slower FY2013-14 growth rate. On the positive side, Colorado's average personal income growth in 2012 was 3.9%, ranking Colorado 11th among all 50 states.

Consistent improvement in the labor and real estate markets, growth in consumer spending, a rebound in manufacturing activity, and increasing strength in the business and financial sectors point to a gradually maturing recovery in the private sector.

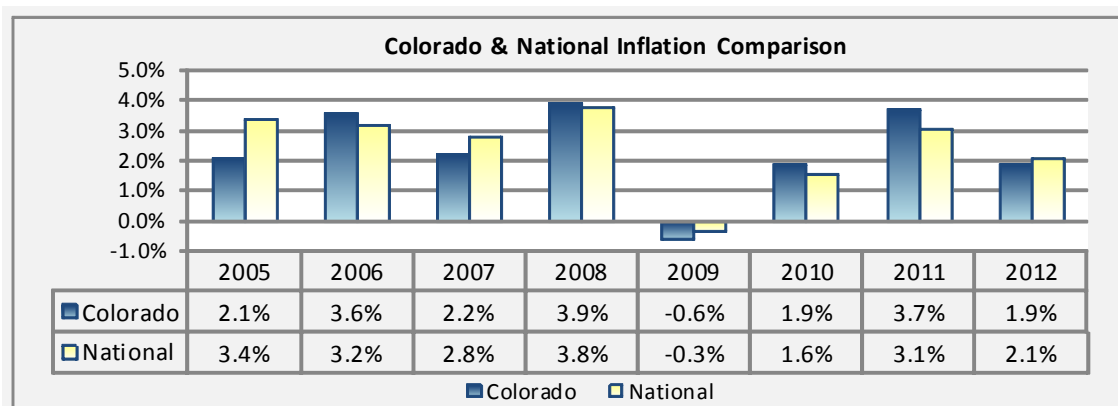
Economic Highlights			
 <p>The Colorado housing market is among the strongest in the nation, however, it is not yet in a self-sustaining recovery. Price appreciation is largely attributed to a low supply of homes and historically low interest rates.</p>	 <p>The number of residential permits for construction is expected to increase 32.9% in 2013; growth in multi-family permits will slow down, which will slow growth in total residential permits to 22.7% in 2014.</p>	<p>Employment grew in 17 of 21 sectors in Colorado in 2012. The highest job gains were realized in the food services and accommodation sectors with the addition of 10,400 jobs. Administrative and support services came in second, adding 9,000 new jobs.</p>	

### Inflation

Colorado's 2012 inflation rate (CPI-U for Denver, Boulder, and Greeley) was 1.9%, down from the 3.7% inflation rate in 2011, and lower than the 2012 national inflation rate of 2.1%.

The Governor's Office of State Planning and Budgeting is projecting the 2013 inflation rate to increase 2.8% in 2013 and 2.4% in 2014. Much of the expected CPI increase comes from an upward pressure on the largest CPI component (rentals), higher food prices due to drought conditions, and elevated fuel prices.

The graph below compares the Colorado and national inflation rates since 2005.



# CHERRY CREEK SCHOOL DISTRICT

## SIGNIFICANT TRENDS

### EMPLOYMENT AND INCOME

#### Employment

Colorado added jobs at a faster rate than the nation as a whole in 2012, which included job growth in the majority of employment sectors. The unemployment rate continued to decline as more people found work than entered in the labor market.

Most of the employment gains in Colorado were in nonfarm employment, which shows a growth of 2.3% in 2012, compared to 1.7% nationally. The majority of employment growth occurred in the food services and accommodations sectors. There were job losses in the information, retail trade, and federal sectors between 2011 and 2012.

The State's unemployment rate improved through the second half of 2012, decreasing from 8.3% to 7.6% between July and December 2012 as employment grew faster than the number of people entering the work force. It is expected that the sequester will slow employment growth in the first half of 2013 as firms wait to see the impact of federal budget cuts. The labor market will resume stronger growth later in 2013 and into 2014.

Economic activity in the Metro Denver area, which includes the Cherry Creek District, showed moderate employment gains overall through 2012. The region's job market represents over half of the statewide labor force. Consumer spending growth accelerated at a rate almost twice the rate seen in 2011. The real estate market is stronger, with non-residential construction continuing to grow, but at a slow rate. The housing market is not yet in a self-sustaining recovery.

The table below shows the impact of the nationwide recession on employment.



*Dedicated to Excellence*  
Cherry Creek Schools



**FOOD SERVICES SECTOR  
RESTAURANTS**



**ACCOMMODATIONS SECTOR  
LODGING**



**ADMINISTRATIVE SECTOR  
SUPPORT SERVICES**

#### Labor Force and Employment (1)

	Arapahoe County		Colorado		United States
Year	Labor Force	% Unemployed	Labor Force	% Unemployed	% Unemployed
2008	315,028	4.9	2,737,267	4.8	5.8
2009	313,011	8.2	2,727,625	8.3	9.3
2010	310,017	8.8	2,687,396	8.9	9.6
2011	318,682	7.6	2,734,014	7.9	8.5
December 2012	322,508	7.2	2,747,500	7.5	7.8
February 2013	323,583	7.0	2,762,300	7.2	7.7

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

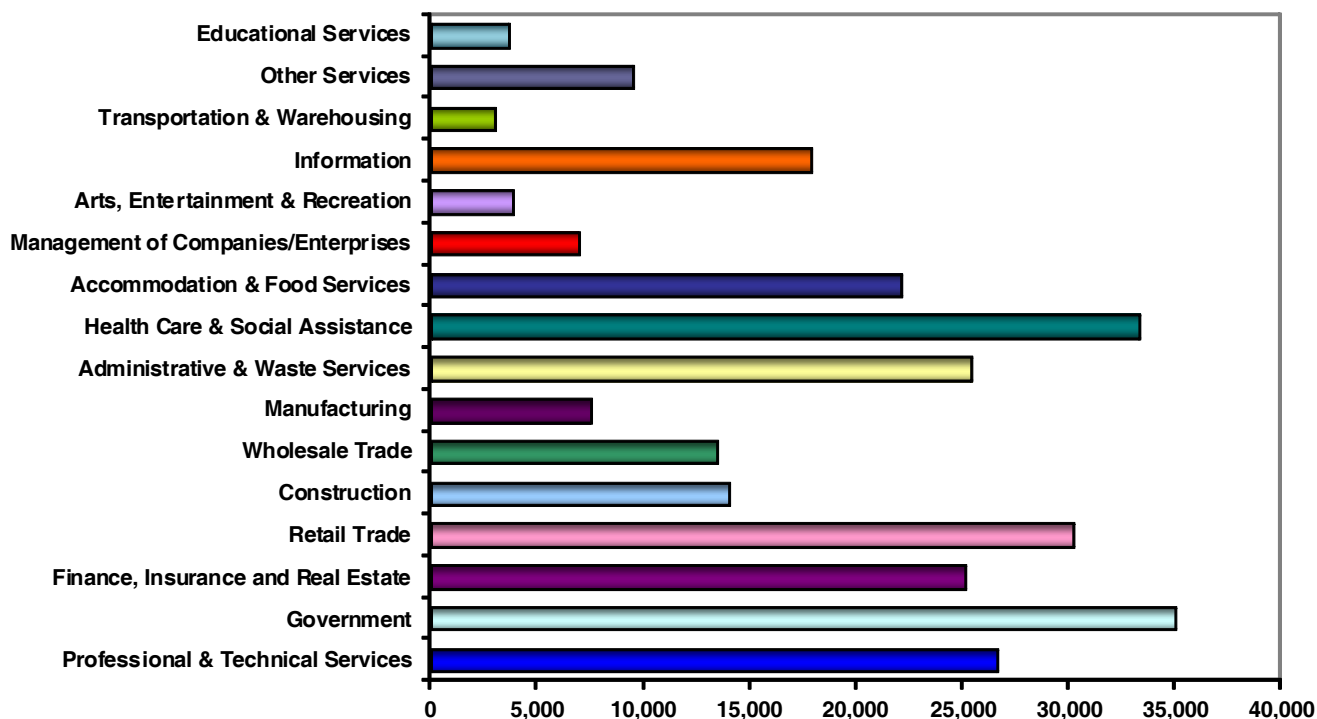
(1) Figures for Arapahoe County are not seasonally adjusted; the State of Colorado and U.S. numbers are seasonally adjusted.

# CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

## EMPLOYMENT AND INCOME

The service industry, including government offices, employs the largest number of people in Arapahoe County. The graph below provides a breakdown by industry of employment in Arapahoe County based on average figures through 3rd quarter of 2012.

**Arapahoe County Employment Within Selected Industries 2012**



Source: State of Colorado, Department of Labor and Employment, Labor Market Information Section, [Quarterly Census of Colorado Employment and Wages](#); average figures are through 3rd quarter 2012

### Major Employers in Arapahoe County with More than 1,000 Employees

Top Companies (1,000+ Employees)	Employer Sector	Estimated Number of Employees
Century Link	Telecommunications	3,810
Comcast Corporation	Telecommunications	3,800
Raytheon Company	Aerospace Systems & Software	2,230
Great-West Life & Annuity Insurance	Insurance	2,180
Kaiser Permanente	Healthcare	2,030
HealthOne: Swedish Medical Center	Healthcare	1,990
HealthOne: Medical Center of Aurora	Healthcare	1,550
United Launch Alliance	Space Launch Systems	1,700
ADT Security Systems	Security Systems	1,600
DISH Network	Satellite TV & Equipment	1,510

Source: Development Research Partners; figures are as of April 2012

# CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

## EMPLOYMENT AND INCOME

### Wages and Income

Over half of personal income is comprised of wages and salaries, which increased 3.6% and 3.8% through the first three quarters of 2012 compared with the same period in 2011. Personal income is projected to increase 4.4% in 2012 and decrease to a 2.2% growth rate in 2013 due to taxpayers moving money from 2012 to 2013 to avoid paying higher federal income taxes. Wages and salaries are expected to rise 4.7% in 2012 and 3.4% in 2013 reflecting a slowly improving economy and moderate employment growth.

### Consumer Spending

Colorado retail trades continue to grow faster than personal income due to homeowners taking advantage of low mortgage interest rates. The fastest growth was realized in the furniture/home furnishing and automobile dealer sectors.

Retail trade sales increased 6.0% in 2012 and are expected to grow by only 4.9% in 2013. The slowing growth is partially due to the expiration of the payroll tax cut, which will reduce consumer's disposable income. In 2014, retail sales are expected to grow 5.7%.

**The Denver Metro region** - Despite uncertainty with the fiscal cliff in 2012, consumer confidence continues to be up, which has been reflected in the growth in retail sales. Retail trade sales increased 8.1% in 2012, almost doubling the growth seen in 2011. Retail trade's three-month moving average index for the metro Denver area continues to increase, but below the national level.

Information regarding the economy is taken from *Focus Colorado: Economic and Revenue Forecast, March 18, 2013*, Colorado Legislative Council.

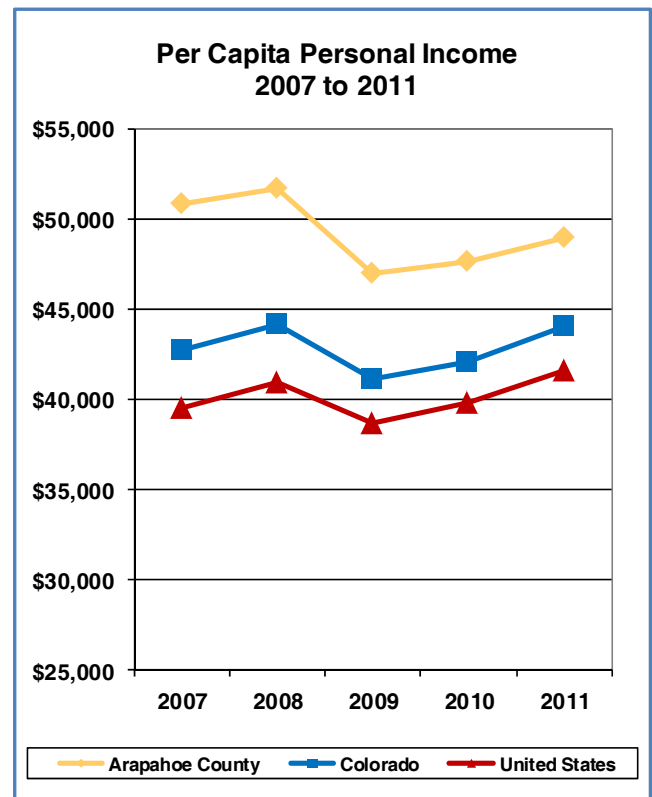
### Per Capita Personal Income

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 (1)	Arapahoe County	Colorado	United States
2007	50,842	42,724	39,506
2008	51,677	44,180	40,947
2009	46,922	41,154	38,637
2010	47,622	42,107	39,791
2011	48,989	44,053	41,560

(1) Arapahoe County figures posted November 2012 data; state and national figures posted September 2012. All figures are subject to periodic revisions.

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



# CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

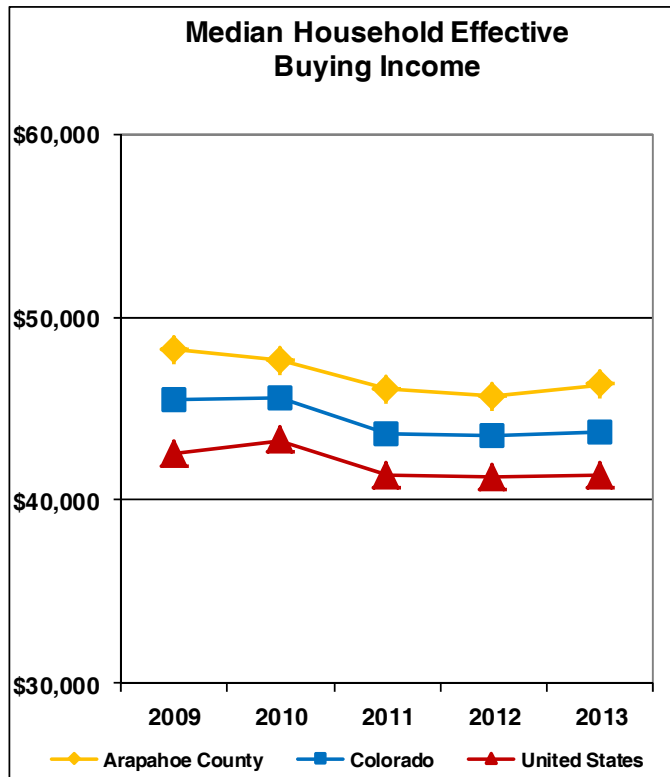
## EMPLOYMENT AND INCOME

### 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 four years and estimates for 2013.

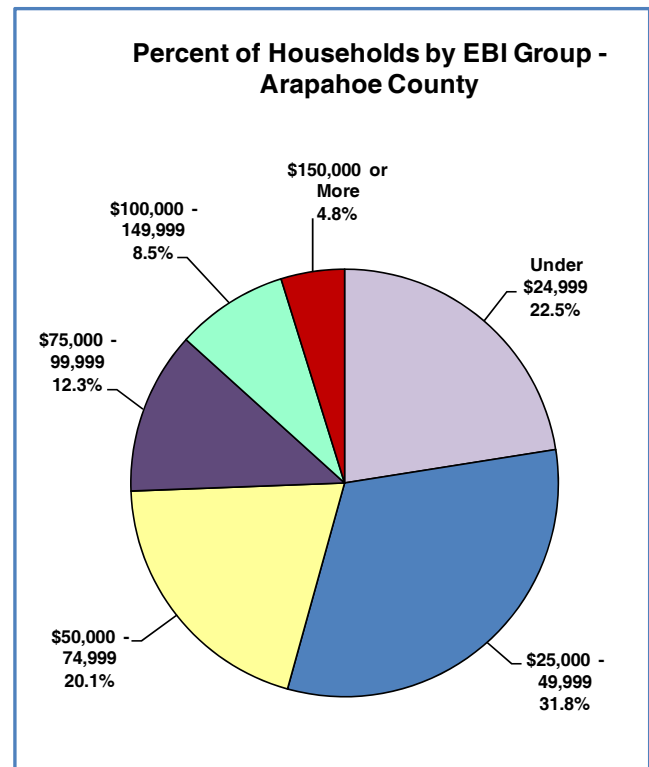
Median Household Effective Buying Power			
Year	Arapahoe County	Colorado	United States
2009	\$48,214	\$45,490	\$42,513
2010	47,620	45,543	43,252
2011	46,042	43,625	41,368
2012	45,674	43,515	41,253
2013	46,299	43,718	41,358



Sources: © The Nielsen Company, *SiteReports*, 2009-2013. The difference between consecutive years is not an estimate of change from one year to the next; combinations of data are used each year to identify the estimated mean of income from which the median is computed.

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 estimated for 2013. Arapahoe County has a higher percentage of people who fall in the three highest EBI groups.

Percent of Households by EBI Group—2013			
EBI Group	Arapahoe County	Colorado	United States
Under \$24,999	22.5%	25.1%	28.6%
\$25,000–49,999	31.8%	32.0%	31.7%
\$50,000–74,999	20.1%	19.3%	18.5%
\$75,000–99,999	12.3%	11.9%	10.7%
\$100,000–149,999	8.5%	7.9%	6.9%
\$150,000 or More	4.8%	3.8%	3.6%



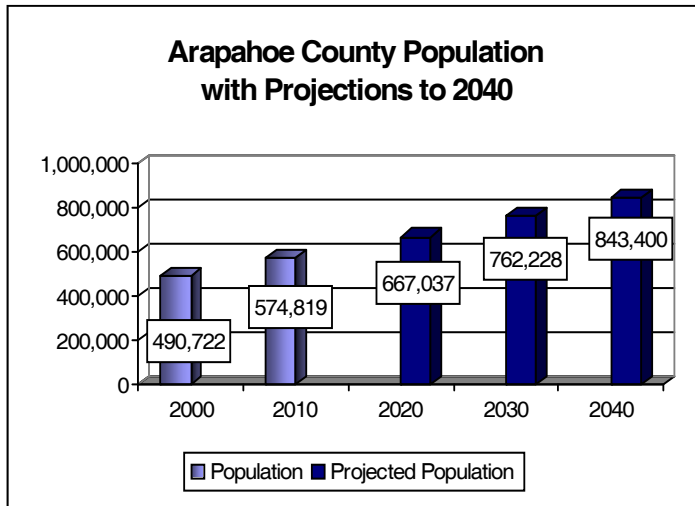
Source: © 2013 The Nielsen Company, *SiteReports*

# CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

## ARAPAHOE COUNTY DEMOGRAPHIC PROFILE

### Population

In 2010, Arapahoe County was the third most populous county in Colorado with a population of 574,819. The Colorado Division of Local Government estimates that the county will experience a 46.7% increase in population between 2010 and 2040. The graph below depicts the growth in Arapahoe County from 2000 and the projected growth to 2040.



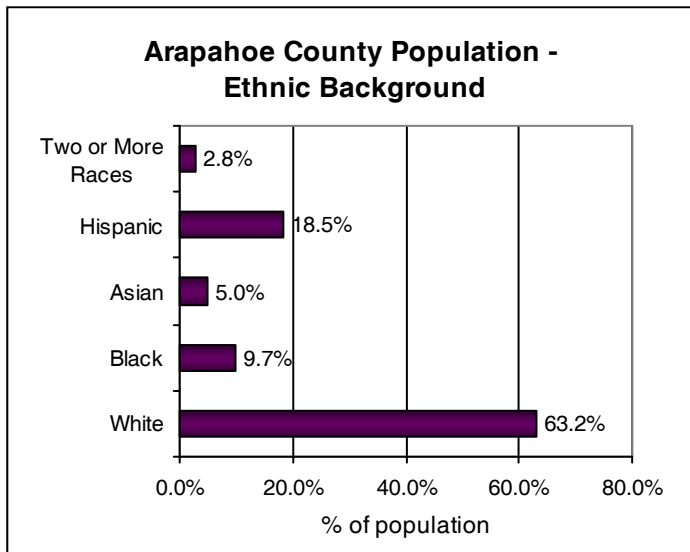
Source: Population figures are provided by the Colorado Department of Local Affairs, Division of Local Government, State Demography Office; Update as of November 2012

### Age Distribution

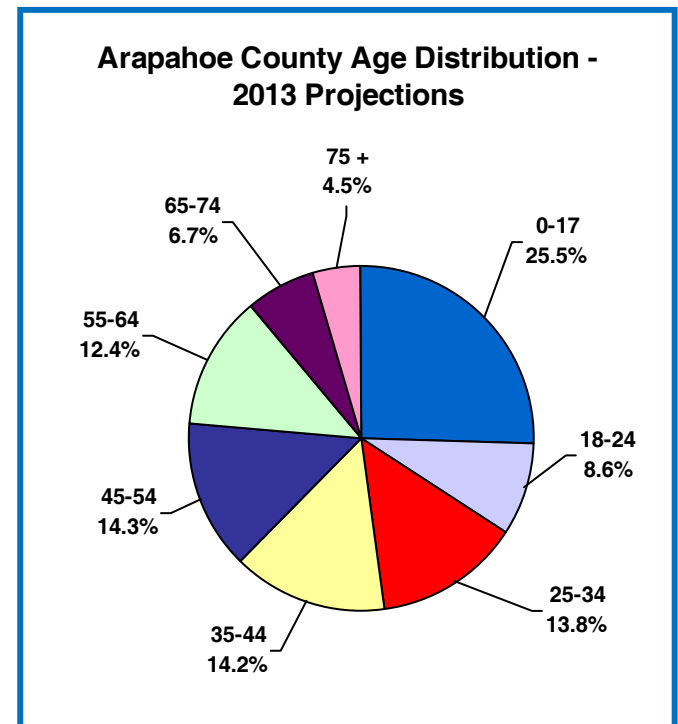
The table and graph below show the comparative age distribution for Arapahoe County, the State of Colorado and the United States. The data shows that Arapahoe County has a relatively young population with 25.5% of residents under the age of eighteen. This translates into a need for K-12 schools.

Since 2001, the District has added eight new elementary schools and three new middle schools.

Age Distribution—Percent of Population			
Age	Arapahoe County	Colorado	United States
0-17	25.5%	24.3%	23.7%
18-24	8.6%	9.5%	10.0%
25-34	13.8%	14.0%	13.1%
35-44	14.2%	13.6%	12.9%
45-54	14.3%	14.1%	14.0%
55-64	12.4%	12.5%	12.4%
65-74	6.7%	7.1%	7.8%
75 +	4.5%	4.9%	6.1%



Source: Colorado State Demography Office



Source: ©2013 The Nielsen Company, *SiteReports*

# CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

## CHERRY CREEK SCHOOL DISTRICT ENROLLMENT STATISTICS

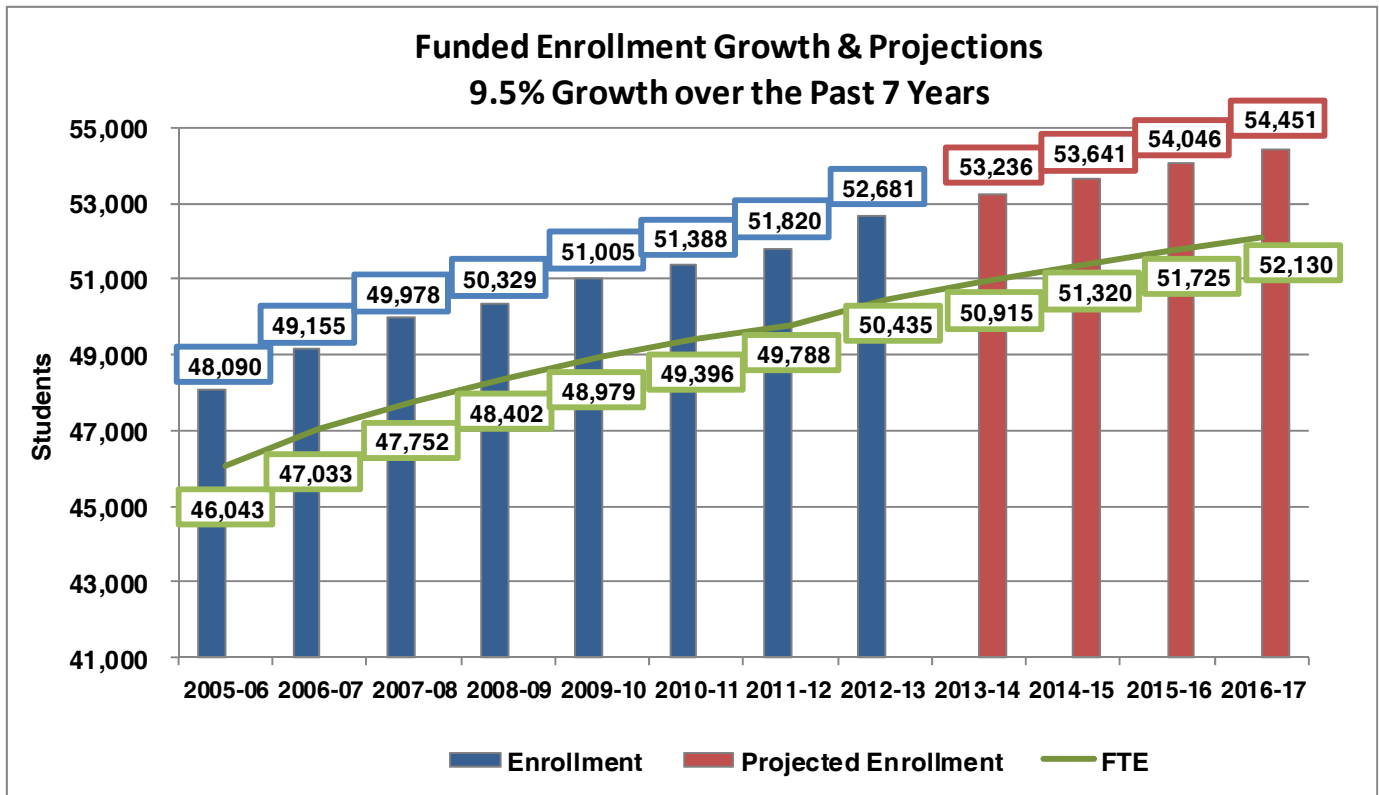


### Enrollment

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 a steady growth of 9.5% over the past seven years, however, enrollment is expected to grow at a slower rate over the next four years.

In addition to the students counted in the elementary, middle, and high schools, enrollment totals include students in the Colorado Preschool Program (CPP), the M.W. Foote Youth Services Center, Intensive Treatment Program, homebound, Options Program, and expelled student educational programs.

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 2013-14 school year, the current funding formula estimate provides for \$6,574 per full time student, a 2.7% increase from \$6,404 per full-time student in the 2012-13 school year.



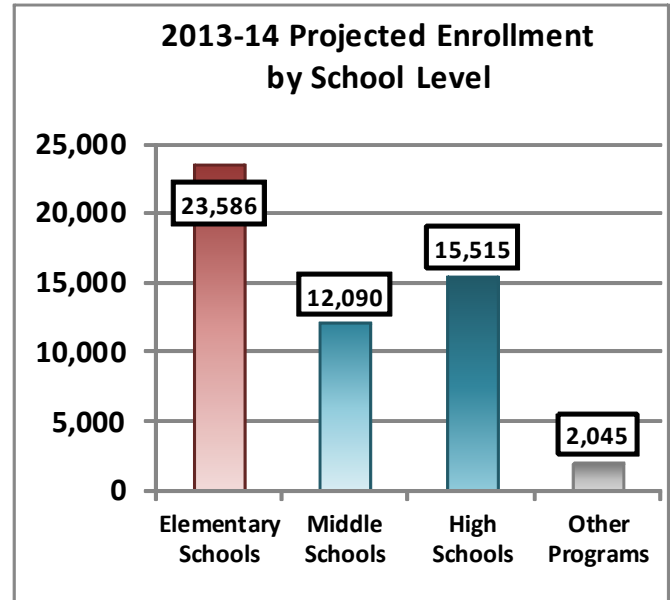
# CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

## Enrollment Forecasting Considerations

The student enrollment projection for the 2013-14 school year is 53,236. For budget planning purposes, this is converted to 50,915 on a full time equivalent (FTE) basis. The total projected FTE enrollment represents an increase of 480 students or 1.0% more than the 50,435 enrolled as of October 2012 in the 2012-13 school year.

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.



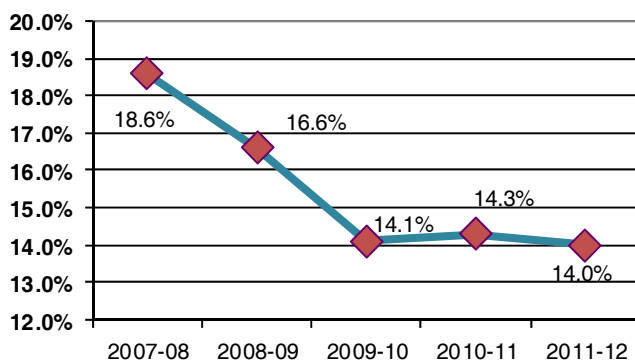
## Mobility and Stability Rates

Family residential mobility and economic factors make it difficult to accurately project individual school enrollments within the District. For example, the size and growth rates of the student population are affected by construction of new home developments and by the relocation of major company offices operating in the District's area.

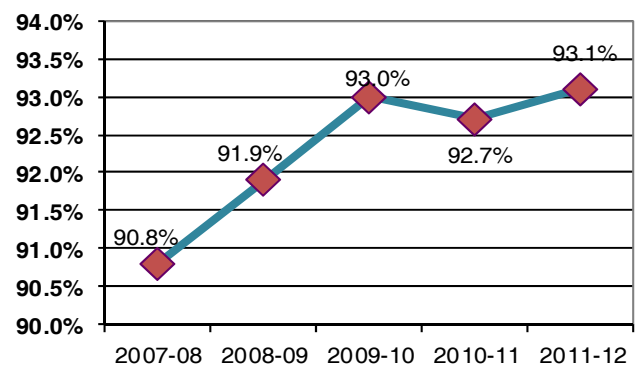
The District maintains stability and mobility reports on student enrollment. The stability percentage rate for the 2011-12 school year was 93.1%. This percentage is derived by taking the enrollment as of August 24, 2011, subtracting the number of students who left District schools since the beginning of the school year, and dividing the resulting number by the number of students enrolled on May 24, 2012. This is the percentage of enrollment that started the school year in the District.

The combined kindergarten through twelfth grade mobility rate for the 2011-12 school year was 14.0 percent, which 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 24, 2012. The stability and mobility percentages will never sum up to 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 Mobility Rate History**



**Five-Year Stability Rate History**



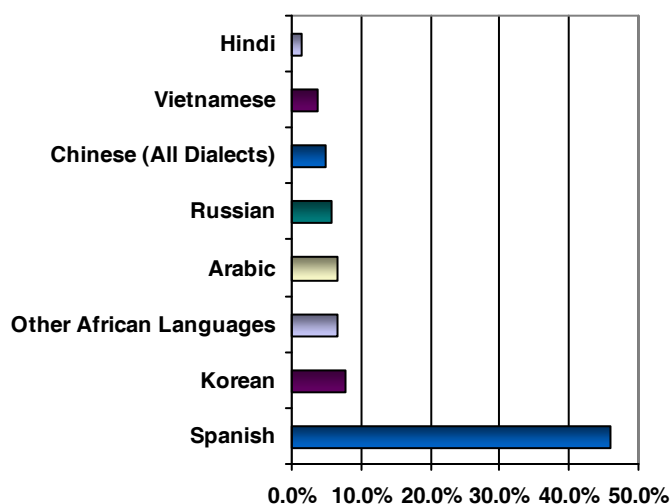
# CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

## 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. For 2012-13, 44.0 percent of the students are minorities, up from 17 percent a little over 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.

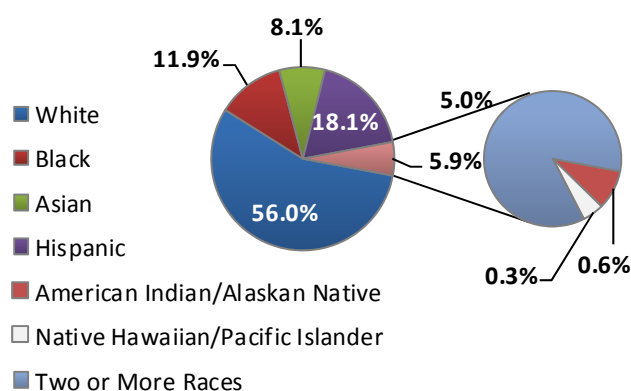
From October 2010 to October 2012, the number of English Language Learners (ELL) increased by 8.8%. During the 2012-13 school year, approximately 4,001 students received support in the ELA programs that operate in every District school.

**Largest Language Groups Other Than English**



The Primary or Home Language Other Than English (PHLOTE) groups for FY2012-13 represented in the District are: Hindi (1.28%), Vietnamese (3.84%), Chinese - all dialects (4.91%), Russian (5.80%), Arabic (6.65%), Other African Languages (6.67%), Korean (7.08%), and Spanish (45.89%).

**Ethnic Distribution of Students\***



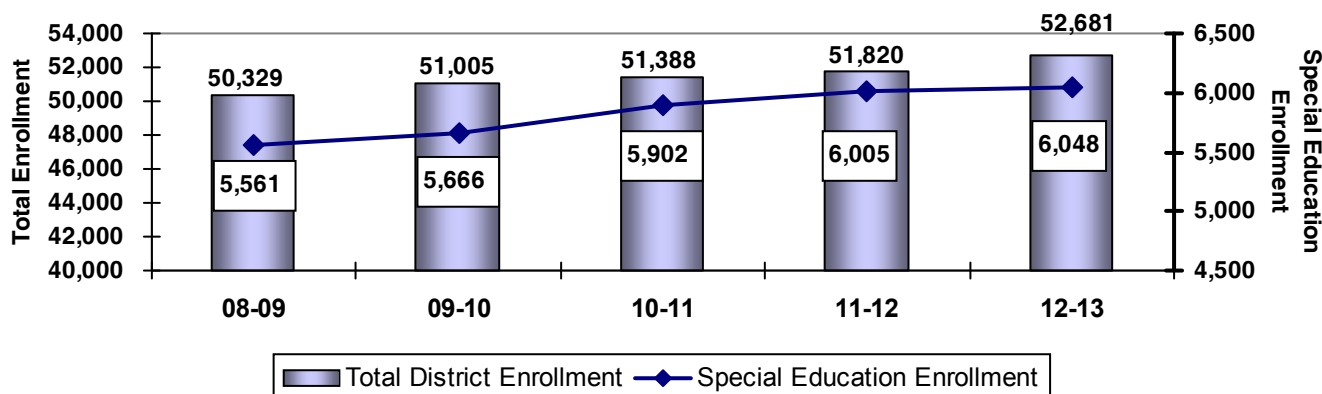
\*Data for ethnic categories for FY2012-13 is taken from information provided by parents at the time of enrollment. The classifications are supplied by the federal government. The category "white" is defined as "having origins in any of the original peoples of Europe, the Middle East, or North Africa."

## 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 11.5 percent of the District's total enrollment.

**Special Education Enrollment to Total Student Enrollment**



# CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

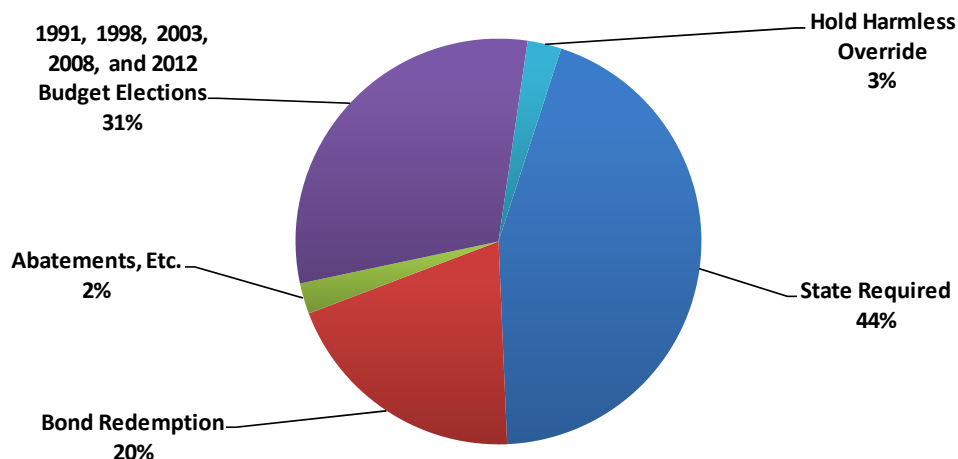
## COMPARATIVE MILL RATES

	Mill Rates 2012 for 2013	Estimated Mill Rates 2013 for 2014 (1)	Difference	Levy Amount Difference (Thousands)
Standard Requirement— Total Program	25.712	25.712	0.000	\$2,205
Hold Harmless Overrides— Pre-1988	1.595	1.564	(0.031)	-
Special Overrides—1991, 1998, 2003, 2008, and 2012 Budget Elections	18.133	17.777	(0.356)	-
Abatements, Refunds, and Tax Credits	1.337	1.422	0.085	485
<b>Subtotal General Fund</b>	<b><u>46.777</u></b>	<b><u>46.475</u></b>	<b><u>(0.302)</u></b>	<b><u>2,690</u></b>
Bond Redemption Fund	11.260	11.547	0.287	2,222
<b>Total</b>	<b><u>58.037</u></b>	<b><u>58.022</u></b>	<b><u>(0.015)</u></b>	<b><u>\$4,912</u></b>

	Calendar Year 2013	Calendar Year 2014 (1)	Difference	Percent Change
Assessed Valuation	\$4,288,389,810	\$4,374,157,606	\$85,767,796	2.00%
<b>Total Property Tax Levy</b>	<b>\$248,885,279</b>	<b>\$253,797,372</b>	<b>\$4,912,093</b>	<b>1.97%</b>

(1) Mill rates and assessed valuation for collection year 2014 will be determined in December 2013 based on the final certification of valuation provided by the Arapahoe County Assessor's office. Mill levies are certified in December and property taxes are collected in the following calendar year.

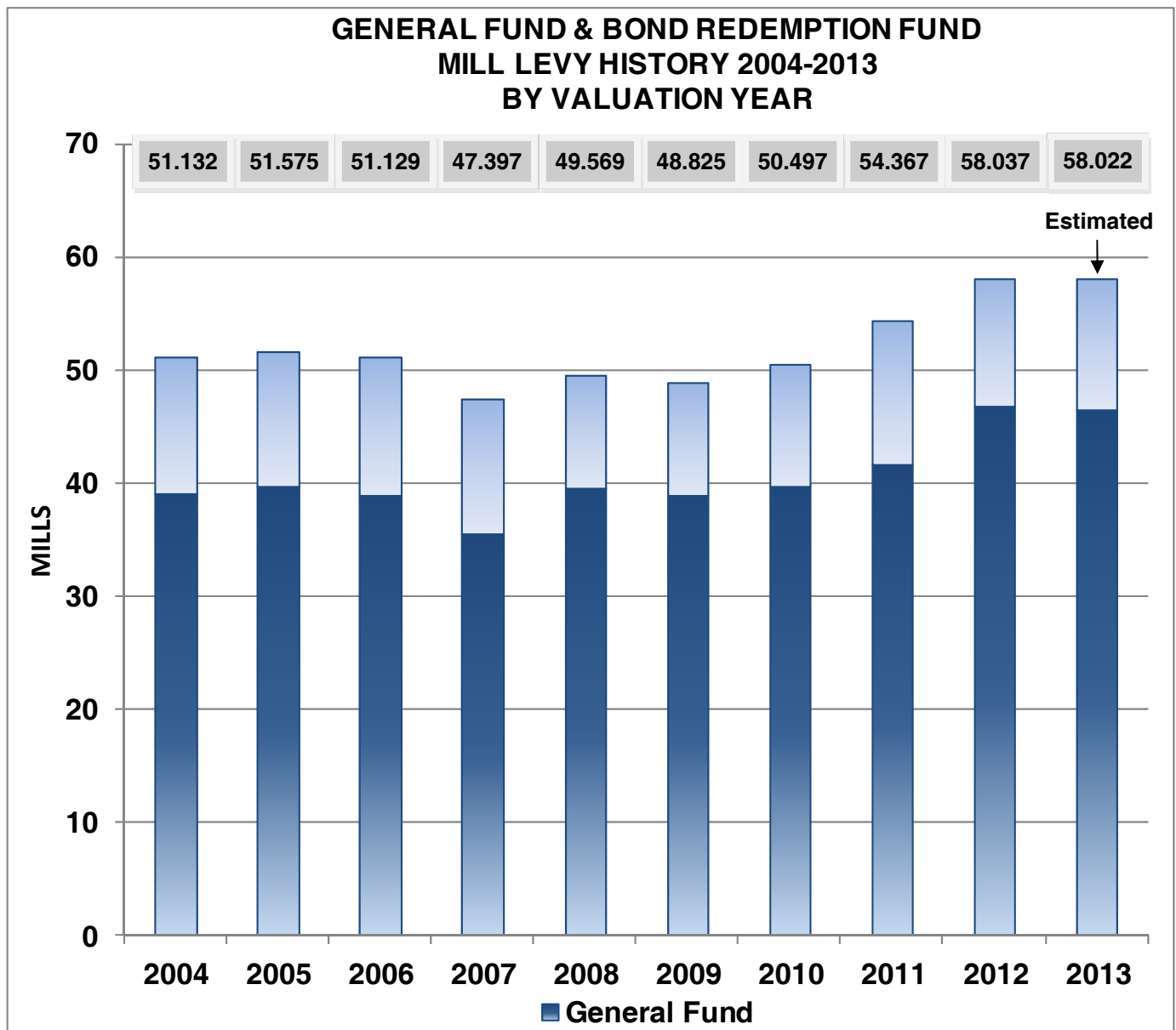
### 2013-14 Estimated Allocation of Mill Levy



## CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

### MILL LEVY HISTORY 2004 to 2013

The graph on this page shows ten years of mill levy history for the Cherry Creek School District. The 8.6% reduction in the General Fund mill levy for 2007 reflects the 1.998 mills reduction in the base mill rate for the District in accordance with TABOR provisions. In November 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 2008 levy. The 2011 increase of 3.87 mills was a result of a 9.1% decline in assessed value for the 2011 reassessment period. Total property tax revenue declined by \$5.07 million from 2010 to 2011. In November of 2012, the electorate of the Cherry Creek School District approved a mill levy increase to raise the District's local tax General Fund revenue by \$25 million and authorized \$125 million in construction bonds.



# 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)							
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	28,526.27	87,467	326,443	7.96%	48.825	1,269	(59)
2010	28,805.16	87,914	326,443	7.96%	50.497	1,312	43
2011	26,993.89	88,244	305,901	7.96%	54.367	1,324	12
2012	27,174.92	88,610	305,901	7.96%	58.037	1,413	89
2013 Estimated	27,174.92	88,610	305,901	7.96%	58.022	1,413	-

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:

<b>Residential Property Value</b>	<b>X</b>	<b>Assessment Rate</b>	<b>X</b>	<b>Estimated Mill Rate</b>	<b>/1000</b>	<b>= School Property Tax</b>
<b>\$305,901</b>		<b>7.96%</b>		<b>58.022 for 2013</b>		<b>\$1,413</b>



## CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

### COMPOSITION OF PROPERTY TYPE FOR DISTRICT'S ASSESSED VALUATION 2002 TO 2013

Year	Residential	Percent Change	Commercial	Percent Change	All Other	Percent Change	Total	Percent Change
	(Millions)		(Millions)		(Millions)		(Millions)	
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%
2010	2,292.98	0.98%	2,094.18	(1.16%)	333.59	(3.68%)	4,720.75	(0.32%)
2011	2,148.81	(6.29%)	1,798.28	(14.13%)	344.33	3.22%	4,291.42	(9.09%)
2012	2,163.22	0.67%	1,792.92	(0.30%)	332.25	(3.50%)	4,288.39	(0.07%)
2013 Estimated	2,163.22	-	1,878.69	4.78%	332.25	-	4,374.16	2.00%

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 are shifted to the commercial and nonresidential property owners. Property values are being reassessed in 2013.

**RESIDENTIAL PROPERTY ASSESSED value remained at 50% of total property in 2012.**



**COMMERCIAL PROPERTY assessed value remained at 42% of total property in 2012.**



#### FOR CHERRY CREEK SCHOOLS

**Residential property taxes increased from \$116.8 million in 2011 to \$125.5 million in 2012.  
Commercial property taxes increased from \$97.8 million in 2011 to \$104.1 million in 2012.**

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 2013, the residential rate is set at 7.96% and the commercial rate is 29%.

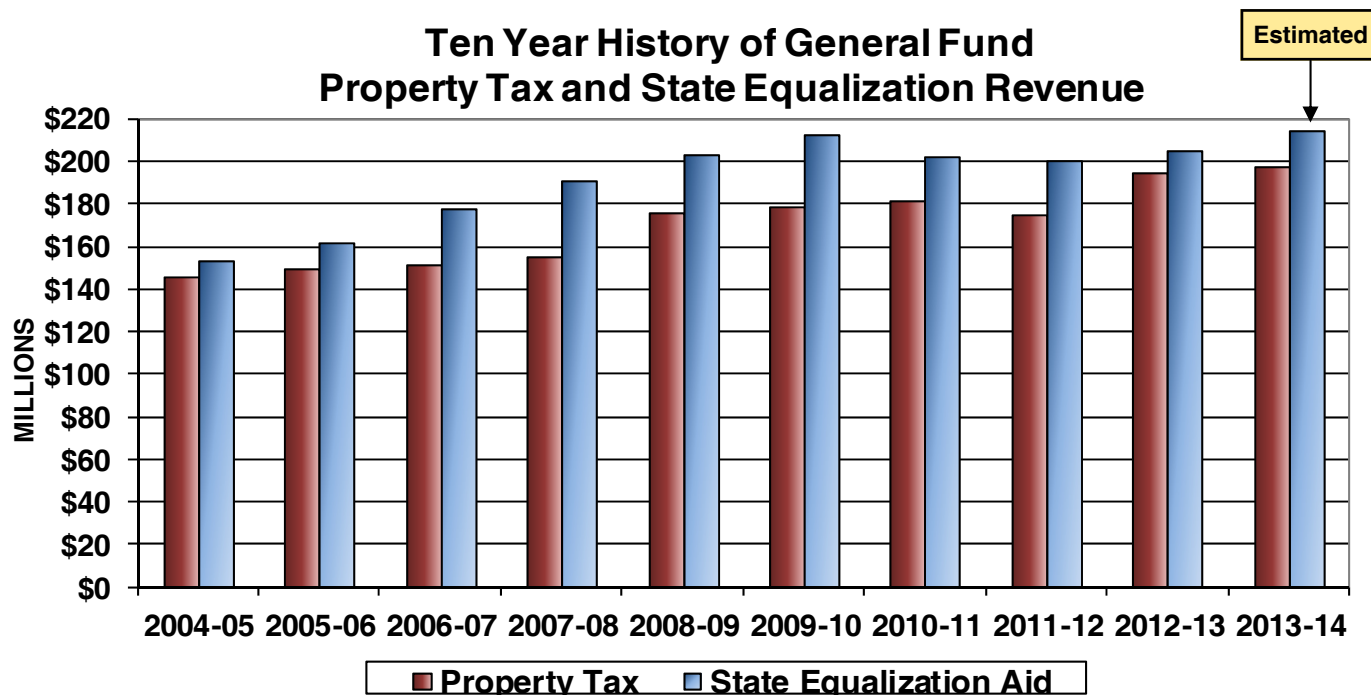
# CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

## HISTORY OF ASSESSED VALUATION 2004 to 2013

Assessment Year	Assessed Valuation	Market Valuation	Pupil Enrollment	Assessed Value Per Pupil	Market Value Per Pupil
	(Millions)	(Millions)			
2004	3,831.71	30,454.56	47,022	81,488	647,666
2005	3,839.54	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	4,720.75	37,214.63	51,388	91,865	724,189
2011	4,291.42	34,422.58	51,820	82,814	664,272
2012	4,288.39	34,542.75	52,681	81,403	655,697
2013 (1)	4,374.16	34,966.35	53,236	82,165	656,818

**(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 decrease in property taxes in FY2011-12 is due to a decline in assessed value of 9.1% in 2011. The decline in State Equalization revenue from FY2009-10 to FY2011-12 is due to State funding reductions associated with the economic downturn and issues with the State General Fund budget due to continuing Colorado population growth and the competing demand for resources and services in K-12 and Higher Education, Medicaid, Corrections, and other programs.



## CHERRY CREEK SCHOOL DISTRICT SIGNIFICANT TRENDS

### TAX LEVY AND COLLECTION HISTORY 2002 TO 2012

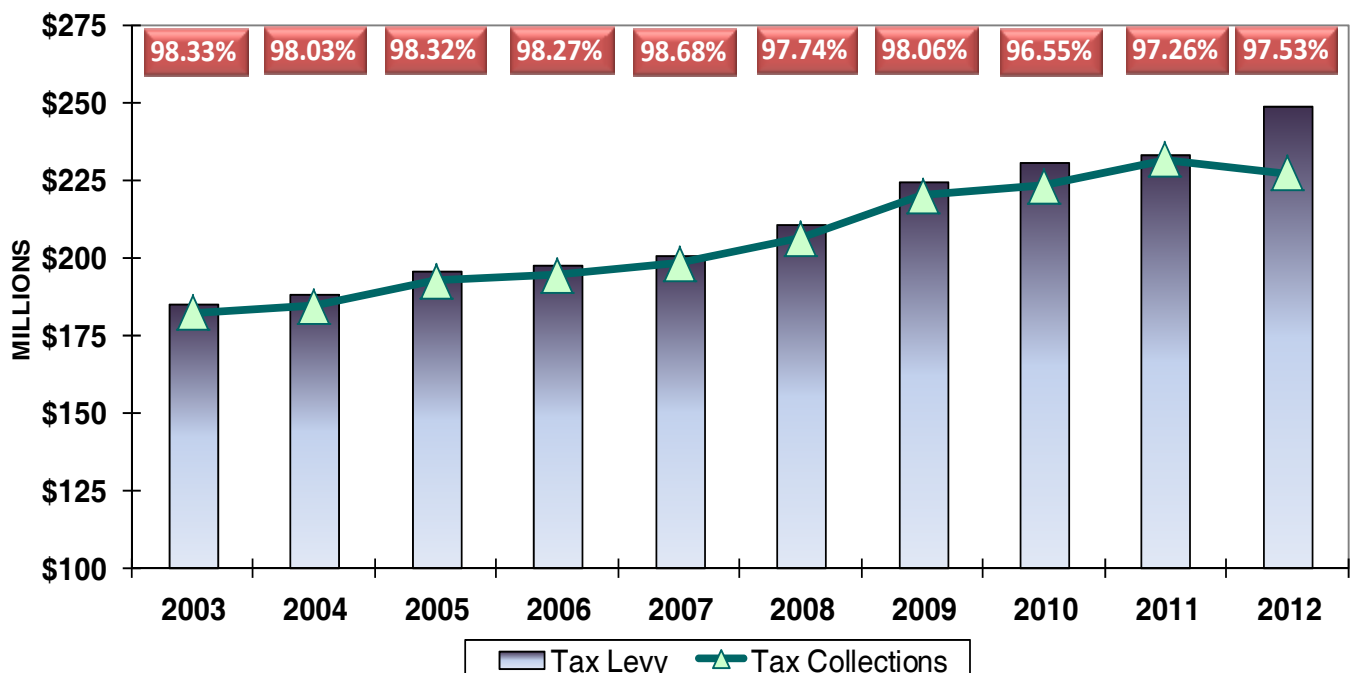
An important standard on which governmental agencies are evaluated by Standard and Poor's and other bond rating companies, is property tax collections. Collections should be greater than 92% of the anticipated collections. The chart below shows the Cherry Creek School District's ten-year history of collection 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
2002	185,435,427	2003	182,341,603	98.33%
2003	188,198,530	2004	184,492,429	98.03%
2004	195,922,830	2005	192,628,130	98.32%
2005	198,024,067	2006	194,607,203	98.27%
2006	201,036,940	2007	198,377,894	98.68%
2007	211,148,521	2008	206,380,182	97.74%
2008	224,621,021	2009	220,268,262	98.06%
2009	231,224,256	2010	223,241,558	96.55%
2010	238,383,887	2011	231,859,378	97.26%
2011	233,311,851	2012	227,541,817	97.53%

(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 2002 to 2010 taxes include tax collections received to date. The 2011 taxes collected in 2012 are through June 30, 2012 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 20 bond elections since 1951, and nine of ten 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
2012	125,000,000	76,453	59,758	56

### 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
2012	Increase Equalization Program revenue for General Fund \$25,000,000	81,030	55,963	59



# CHERRY CREEK SCHOOL DISTRICT GLOSSARY AND APPENDICES

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# **Abbreviations, Acronyms, And Glossary**

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*Dedicated to Excellence*  
Cherry Creek Schools

## CHERRY CREEK SCHOOL DISTRICT ABBREVIATIONS AND ACRONYMS

<b>ABA</b> Applied Behavioral Analysis	<b>CAP4K</b> Colorado Achievement Plan for Kids
<b>AVB</b> Applied Verbal Behavior	<b>CARE</b> Collaborative Action Research for Equity
<b>A &amp; E</b> Assessment and Evaluation	<b>C.A.R.E. Line</b> Concern, Assistance, Responsibility, and Empowerment Line
<b>ACT</b> American College Testing	<b>CCA</b> Cherry Creek Academy
<b>ADA</b> Americans with Disabilities Act	<b>CCHE</b> Colorado Commission of Higher Education
<b>ALT</b> Achievement Level Test	<b>CCSD</b> Cherry Creek School District
<b>AP</b> Advanced Placement	<b>CDE</b> Colorado Department of Education
<b>ARRA</b> American Recovery and Reinvestment Act	<b>CCTM</b> Colorado Council of Teachers of Mathematics
<b>ASBO</b> Association of School Business Officials International	<b>CD</b> Compact Disc
<b>ASCA</b> American School Counselor Association	<b>CDL</b> Commercial Driver's License
<b>AUT</b> Autism	<b>CELA</b> Colorado English Language Assessment
<b>AVID</b> Advancement Via Individual Determination	<b>CHSAA</b> Colorado High School Activities Association
<b>AYP</b> Adequate Yearly Progress	<b>CIPA</b> Children's Internet Protection Act
<b>BD</b> Behavioral Development	<b>CIS</b> Curriculum Integration Services
<b>BOE</b> Board of Education	<b>CPI</b> Consumer Price Index
<b>C4T</b> Computers for Teachers	<b>CPI-U</b> Consumer Price Index for All Urban Consumers
<b>CAFR</b> Comprehensive Annual Financial Report	<b>CPP</b> Colorado Preschool Program
<b>CAD</b> Computer Aided Design	<b>C.R.S.</b> Colorado Revised Statutes
<b>CAP</b> Community Asset Project	<b>CSAP</b> Colorado Student Assessment Program

## CHERRY CREEK SCHOOL DISTRICT ABBREVIATIONS AND ACRONYMS

**CSDSIP**

Colorado School Districts' Self Insurance Pool

**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

**FCCLA**

Family, Career, and Community Leaders of America

**FEP**

Fluent English Proficient

**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

**GVT**

Guaranteed and Viable Technology

**HAZMAT**

Hazardous Material

**HOSA**

Health Occupation Student Association

## CHERRY CREEK SCHOOL DISTRICT ABBREVIATIONS AND ACRONYMS

<b>HR</b> Human Resources	<b>LEP</b> Limited English Proficient
<b>HVAC</b> Heating, Ventilating, and Air-Conditioning	<b>LRFPC</b> Long-Range Facilities Planning Committee
<b>IB</b> International Baccalaureate	<b>MAC</b> Multicultural Advisory Council
<b>IBMYP</b> International Baccalaureate Middle Years Programme	<b>MAP</b> Measures of Academic Progress
<b>ICS</b> Incident Command System	<b>MGP</b> Median Growth Percentile
<b>IDEA</b> Individuals with Disabilities Education Act	<b>NCLB</b> No Child Left Behind Act
<b>IEP</b> Individual Education Plan	<b>NEP</b> Non-English Proficient
<b>ILC</b> Integrated Learning Center	<b>NFL</b> National Forensic League
<b>ITLC</b> Instructional Technology Leadership Cohort	<b>NIMS</b> National Incident Management System
<b>ISDB</b> Individual School and Department Budgets	<b>NNAT</b> Naglieri Nonverbal Ability Test
<b>ISF</b> Instructional Support Facility	<b>NSLP</b> National School Lunch Program
<b>IST</b> Institute of Science and Technology	<b>OMS</b> Orientation and Mobility Specialist
<b>I-Team</b> Interdisciplinary Team	<b>O/T</b> Occupational Therapy
<b>ITP</b> Intensive Treatment Program	<b>P.A.S.S.</b> Partnership for Academically Successful Students
<b>JSD</b> Joint School Districts	<b>PBS</b> Positive Behavior System
<b>KEP</b> Kindergarten Enrichment Program	<b>PCD</b> Perceptual/Communicative Disability
<b>KPI</b> Key Performance Indicators	<b>PERA</b> Public Employees' Retirement Association
<b>LAN</b> Local Area Network	<b>PHLOTE</b> Primary Home Language Other Than English
<b>LD</b> Learning Disabilities	<b>PI</b> Performance Indicators

# CHERRY CREEK SCHOOL DISTRICT

## ABBREVIATIONS AND ACRONYMS

<b>PIN</b> Parent Information Network	<b>SIP</b> School Improvement Plan
<b>PLAN®<sup>1</sup></b> Pre-ACT Test	<b>SIS</b> Student Information System
<b>PTO</b> Parent Teacher Organization	<b>SOAR</b> Safety, Ownership, Attitude, Respect
<b>PTCO</b> Parent Teacher Community Organization	<b>SPF</b> School Performance Framework
<b>PWR</b> Postsecondary and Workforce Readiness	<b>SRI</b> Scholastic Reading Inventory
<b>RAMP</b> Recognized ASCA Model Program	<b>SRO</b> School Resource Officers
<b>RDI</b> Relationship Development Intervention	<b>SSMS</b> Student Success & Multicultural Services
<b>RTI</b> Response to Intervention	<b>STAR</b> Staff Training Assistance and Renewal
<b>RTU</b> Rooftop Unit	<b>STEM-EC</b> Science, Technology, Engineering, and Math Education Coalition
<b>RR</b> Reading Recovery® <sup>2</sup>	<b>SWAP</b> School to Work Alliance Program
<b>SAIP</b> Student Achievement Incentive Plan	<b>TA</b> Teacher Assistant (also referred to as Para-Educator)
<b>SAR</b> School Accountability Report	<b>TABOR</b> Taxpayer's Bill of Rights
<b>SAS</b> Student Achievement Services or Student Achievement Specialist	<b>TEACCH</b> Treatment & Education of Autistic & related Communication-handicapped Children
<b>SASID</b> State Assigned Student Identifier	<b>TSA</b> Technology Student Association
<b>SAT</b> Scholastic Assessment Test	<b>VCR</b> Video Cassette Recorder
<b>SEAC</b> Special Education Advisory Committee	<b>VSP</b> Vision Service Providers
<b>SIED</b> Significant Identifiable Emotional Disability	<b>WAN</b> Wide Area Network
	<b>YAB</b> Youth Advisory Board

<sup>1</sup> Registered Trademark of ACT, Inc.

<sup>2</sup> Registered Trademark of Reading Recovery Council of North America, Inc.

# 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®<sup>3</sup>**

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 6<sup>th</sup> 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.

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<sup>3</sup> 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.

### **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, 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.

### **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.

# CHERRY CREEK SCHOOL DISTRICT

## GLOSSARY OF TERMS

### 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 member schools, which include public, private, and charter schools. 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.

### DECA

An international association of marketing students enrolled in a Marketing Education program.

### 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).

### 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.

# CHERRY CREEK SCHOOL DISTRICT

## GLOSSARY OF TERMS

### 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<sup>®4</sup>

The Explore<sup>®</sup> 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.

### FBLA

An organization of Future Business Leaders of America for students enrolled in a Business Education program.

### FCCLA

An organization of Family, Career, and Community Leaders of America for students enrolled in a Family and Consumer Sciences program.

### Fluent English Proficient (FEP)

English Language Learners who are able to understand and communicate effectively with various audiences on a wide range of familiar and new topics to meet social and academic demands. They are able to achieve in content areas comparable to native English speakers, but may still need limited linguistic support.

### 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.

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<sup>4</sup> Registered Trademark of ACT, Inc.

# CHERRY CREEK SCHOOL DISTRICT

## GLOSSARY OF TERMS

### **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.

### **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.

### **HOSA**

A Health Occupation Student Association for students enrolled in a Health Sciences program.

### **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.

# CHERRY CREEK SCHOOL DISTRICT

## GLOSSARY OF TERMS

### **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.

### **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.

### **Limited English Proficient (LEP)**

English Language Learners who are able to understand and be understood in many to most social communication situations. They are gaining increasing competence in the more cognitively demanding requirements of content areas; however, they are not yet ready to fully participate in academic content areas without linguistic support.

### **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<sup>5</sup> College Planning Tool**

A computer based program that is available to all high school students in the District to facilitate their college planning.

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<sup>5</sup> Registered Trademark of Naviance, Inc.

# CHERRY CREEK SCHOOL DISTRICT

## GLOSSARY OF TERMS

### 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

### Non-English Proficient (NEP)

English Language Learners who are just beginning to understand and respond to simple routine communication through those who can respond with more ease to a variety of social communication tasks.

### 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.

### 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 4<sup>th</sup> and 5<sup>th</sup> 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 5<sup>th</sup> 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®<sup>6</sup> 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.

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<sup>6</sup> Registered Trademark of ACT, Inc.

# CHERRY CREEK SCHOOL DISTRICT

## GLOSSARY OF TERMS

### Public Employees' Retirement Association

Public Employees' Retirement Association (PERA) provides retirement and other benefits to the employees of 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.

### Reading Recovery®<sup>7</sup>

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.

### SkillsUSA

A partnership of students, teachers, and industry, working together in Pre-engineering, Automotive Technology, and Technical Sciences.

### 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 Designated Purpose Grants, Extended Child Services, and Pupil Activities Funds are examples of special revenue funds.

<sup>7</sup> Registered Trademark of Reading Recovery Council of North America, Inc.

# CHERRY CREEK SCHOOL DISTRICT

## GLOSSARY OF TERMS

### **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.

### **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 2012 tax assessments and billed in January 2013, are reflected as revenue to the District in fiscal year 2012-13.

### **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.

### **TSA**

A Technology Student Association for students enrolled within STEM courses.



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# Appendices

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*Dedicated to Excellence*  
Cherry Creek Schools

# District Performance Plan

EXCELLENCE  
IN ACTION



2012-2013  
SCHOOL  
YEAR



*Dedicated to Excellence*  
Cherry Creek Schools



## From Cherry Creek Schools Superintendent Mary Chesley

In the Cherry Creek School District, we are very proud of our national reputation and long-standing record of excellence in academics, arts, athletics and activities. That reputation was earned over many years by a supportive community, involved parents, dedicated staff members and motivated students.

This *“Culture of Excellence”* is the very thing that will not allow us to rest on our laurels or be satisfied with the status quo. Excellence demands continual improvement.

This document, **District Performance Plan, Excellence in Action**, was developed through a research-based, community engagement process in 2009-10 and has been updated annually since then. It outlines our District Goals and the Major Improvement Strategies and Key Action Steps we believe will help us accomplish those goals.

The Cherry Creek School District is “Accredited” by the Colorado Department of Education (CDE). Page 8 of this document shows that our district is doing very well in meeting state targets. Our objective is to become the first and only large, diverse school district in the state to be “Accredited with Distinction” by CDE.

However, pages 6 and 7 show that we still have a way to go to meet our district targets, which, in some cases, are more rigorous than the state targets. We hold ourselves to a higher standard. Our commitment to you – the students, families and communities of the Cherry Creek School District – is to ensure that each and every one of our 50,000 students receives the quality education that will prepare him or her for success in college, in the global economy, in our democratic society, and in life.

Your participation in this process has been, and will continue to be, critical to our success and that of our students. Thank you for taking the time to review this plan and for sharing in our quest for excellence.

Sincerely,  
*Mary Chesley*  
Superintendent



## ABOUT THE PLAN

*This District Performance Plan ensures that all district improvement efforts reflect our Vision, Mission and Values and support the district's long-term goals.*



The District Performance Plan has the following key components:

### » Vision, Mission and Values

Together, the **Vision, Mission and Values** describe the culture of the district: who we are, what we believe, and how we go about providing an excellent education for the children of Cherry Creek. This cultural framework drives all of our efforts toward two overarching District Goals.

### » District Goals

**Excellence and Equity** – raising the academic achievement of all students, closing the gap between the highest- and lowest-performing students, and eliminating the predictability of achievement by race.

**College and Post-Secondary Preparedness and Success** – preparing students for success in college and other post-secondary options, including vocational education, the military, and the workforce.

### » Major Improvement Strategies and Key Action Steps

Major Improvement Strategies and Key Action Steps are those strategies and steps that are being employed district-wide to help us meet our District Goals.

### » Key Performance Indicators and Targets for Schools

Progress toward our District Goals is demonstrated by increasing the number of schools that meet the district Targets for Key Performance Indicators including Academic Achievement, Academic Growth, and College Readiness.

### » Colorado School Performance Framework

The Colorado Department of Education's School Performance Framework shows our progress toward state targets in Academic Achievement, Academic Growth, Academic Growth Gaps and Post-secondary Readiness.

This District Performance Plan is based on the **Cherry Creek Schools Unified Improvement Plan**, which is required by the Colorado Department of Education. It is available at [www.schoolview.org](http://www.schoolview.org).



### OUR VISION

*Dedicated to Excellence*

### OUR MISSION

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

### OUR VALUES

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.

Promoting **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.

# DISTRICT GOALS

## CHERRY CREEK IS A HIGH PERFORMING DISTRICT

However, hidden within our high test scores are some areas of less than adequate academic performance. The differences in achievement between student subgroups are not acceptable. Our mission statement calls for us to "Inspire EVERY student to think, to learn, to achieve, to care." We want every graduate of the Cherry Creek School District to leave us prepared for success in college and post-secondary options.

## IN CHERRY CREEK IT IS NOT ABOUT AVERAGES, IT IS ABOUT INDIVIDUALS

Every family that sends their children to Cherry Creek Schools expects them to receive the finest educational experience possible from outstanding teachers. They also expect their children to perform at high levels. That message came through loud and clear at our Community Forums.

## EXCELLENCE & EQUITY

**EXCELLENCE GOAL:** High academic performance and growth for every student.

**OBJECTIVE:** Every school will meet or exceed district and state targets for academic performance and growth by 2014-15.

*Schools can meet these targets by increasing the percent of students who demonstrate sufficient growth to achieve or maintain Proficient or Advanced levels of performance on state assessments.*

**EQUITY GOAL:** Eliminate differences in academic performance and growth by race.

**OBJECTIVE:** Every school will meet or exceed district and state targets for academic performance and growth for students of color by 2014-15.

*Schools can meet these targets by increasing the percent of students of color who demonstrate sufficient growth to achieve or maintain Proficient or Advanced levels of performance on state assessments.*

## COLLEGE & POST-SECONDARY PREPAREDNESS AND SUCCESS

**COLLEGE AND POST-SECONDARY PREPAREDNESS AND SUCCESS GOAL:** Every student leaves high school ready for success in college and other post-secondary training.

**OBJECTIVE:** Every school will meet district and state college readiness targets by 2014-15.

*Schools can meet these targets by increasing the percent of students who meet specified benchmarks on TCAP Reading at grade 3 and on EXPLORE and Colorado ACT tests at grades 8 and 11.*

**OBJECTIVE:** Every high school will meet or exceed district and state graduation rate targets by 2014-15.

*Schools can meet these targets by increasing the graduation rates for all racial groups.*



## MAJOR IMPROVEMENT STRATEGIES AND KEY ACTION STEPS

### *Implement a program of science, technology, engineering, and math in every school by 2014-15*

- » Ensure that every student and teacher has access to and training in the use of technology as an effective tool for teaching, learning, and problem solving
- » Implement Thinking Maps in all schools across the district
- » Implement the FOSS Science program at the elementary level

### *Revise curriculum offerings and instructional practices across all levels so that all students are prepared for success in college and other post-secondary training or are "on track" to do so*

- » Align curriculum and programs with state standards and ACT benchmarks district-wide
- » Offer only courses that allow students to access the curriculum necessary for success in college and post-secondary training
- » Provide professional development about best practices in using data for instructional planning and monitoring and providing feedback to students

### *Increase teachers' understanding and utilization of best practices in culturally responsive instruction (CRI)*

- » Share examples of culturally responsive lessons
- » Provide training in different models of CRI
- » Provide opportunities for all teachers to receive frequent, meaningful, and structured feedback and coaching on their instructional practice

### *Establish strong positive relationships between parents of color and school and district staff (focusing on helping parents to understand the educational system and advocate for their children)*

- » Implement an effective Partnership for Academically Successful Students (PASS) in every school
- » Implement an annual student and parent feedback process focused on the quality of the learning environment in every school
- » Increase the number of African-American and Latino parents and community members on key district committees and groups (e.g. **Parents' Council, Parent Information Network, Leadership Cherry Creek**)

### *Revise curriculum offerings and instructional practices so that students with disabilities are prepared for success in college and post-secondary training*

- » Train special education teachers to use research-based strategies in reading, writing, and math
- » Train special education teachers to develop standards-based Individual Education Plan (IEP) goals, monitor student progress, and how to plan to meet those goals
- » Provide opportunities for students with disabilities to participate in grade level math and language arts classes and receive the support they need to be successful

### *Create/sustain supportive learning environments in which each student feels safe, respected as a learner, and connected with adult staff, other students, and the community*

- » Support effective partnerships among students, families, and school staff
- » Promote understanding and effective responses to the diversity (economic, racial, cultural, disability) of our community
- » Promote physical, social, and emotional well-being for every student



# KEY PERFORMANCE INDICATORS AND TARGETS FOR SCHOOLS

## Progress toward District Goals

## EXCELLENCE, EQUITY, AND COLLEGE PREPAREDNESS

### Key Performance Indicators and Targets for Schools, 2011-12

The district identified targets for schools on six Key Performance Indicators (KPIs) for each District Goal area (Excellence, Equity, and College Preparedness). The charts below indicate the number of schools that meet the target for each KPI.



### How are we doing?

Graphs show district's current status.

### Where does the district want to be?

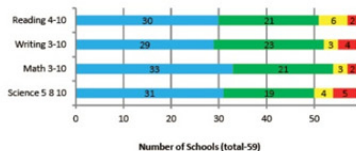
With graphs showing only green and blue.

## EXCELLENCE GOAL

Overall performance and growth on state standards measured by the Transitional Colorado Assessment Program (TCAP Tests)

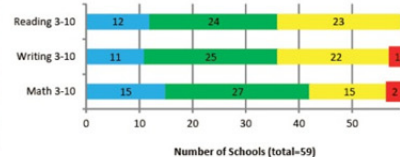
### TCAP Performance Target:

Percent of students at the school scoring at or above Proficient is at or above the state average.



### TCAP Growth Target:

Typical growth for students at the school is at or above the 50th percentile.

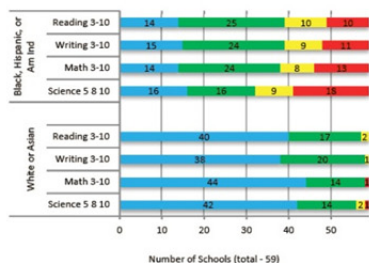


## EQUITY GOAL

Overall performance and growth on state standards by race/ethnicity measured by the Transitional Colorado Assessment Program (TCAP Tests).

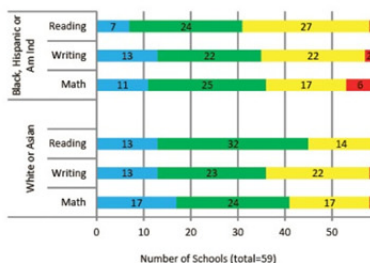
### TCAP Performance Target:

Percent of students in each racial grouping at the school scoring Proficient or above is at or above the state average.



### TCAP Growth Target:

Typical growth for students in each racial grouping at the school is at or above the 50th percentile.



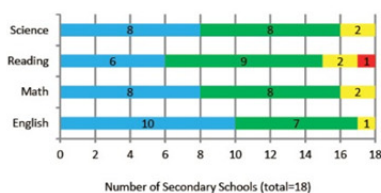
## KEY PERFORMANCE INDICATORS AND TARGETS FOR SCHOOLS

## COLLEGE & POST-SECONDARY PREPAREDNESS AND SUCCESS GOAL

Overall performance on ACT college readiness tests and graduation rate by race.

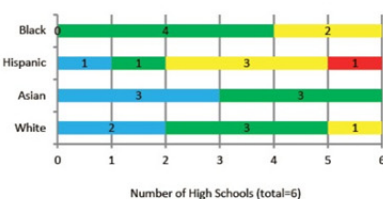
### EXPLORE and CO ACT College Readiness:

Percent of students at each secondary school who meet the benchmarks exceeds the national and state averages.



### Graduation Target:

Percent of students graduating in each racial group at each high school is at or above 80%, which is the state target for graduation rates.



# COLORADO SCHOOL PERFORMANCE FRAMEWORK

## Progress toward State Goals

In Colorado, schools are assigned to an "improvement plan category" based on an index calculated from overall performance and growth on state assessments (TCAP and Colorado ACT) and graduation/dropout rates. Schools are assigned to one of four types of school plans:

- » Performance Plan
- » Improvement Plan
- » Priority Improvement Plan
- » Turnaround Plan

*93% of all Cherry Creek schools were assigned to Performance Plans, and 7% were assigned to Improvement Plans. We had no schools assigned to Priority Improvement or Turnaround Plans.*

## Colorado School Performance Frameworks (SPF) Indicators

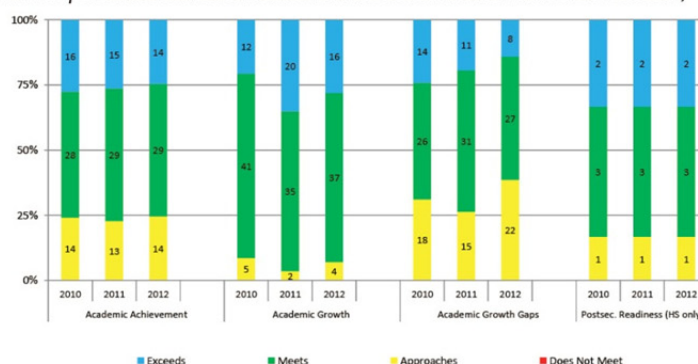
The state rating system calculates school ratings for four academic indicators on the School Performance Frameworks (SPF) reports:

1. Academic Achievement (TCAP and CO Alt. (Colorado Alternative) Performance for all students)
2. Academic Growth (TCAP Growth for all students) and CELA (Colorado English Language Acquisition Growth for all ELL (English Language Learners))
3. Academic Growth Gaps (TCAP growth for minority students, English language learners, students with disabilities, economically disadvantaged students, and students below Proficient)
4. Postsecondary and Workforce Readiness (Colorado ACT performance, graduation and dropout rates)

SPF Indicator Results for Cherry Creek schools are shown below. Colored portions of the bars represent the percent of schools that **Exceed**, **Meet**, **Approach**, or **Do Not Meet** the state-defined expectations. Across all SPF indicators, most Cherry Creek schools **Meet** or **Exceed** expectations.

### Number of Cherry Creek Schools that Exceed, Meet, Approach, or Do Not Meet State Expectations on Colorado School Performance Framework (SPF) Indicators, 2010 – 2012.

*(Bars indicate percents of schools. Numbers in the bars indicate numbers of schools.)*



In February 1994, Education Summit participants proposed a tiered system of funding. The Tier System is a clear statement of instructional priorities for the 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. This Tier System is described below and is still in place today.

**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 are important 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.

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**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.**

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**TIER SYSTEM FUNDING PRIORITIES ARE FURTHER DEFINED  
IN THE CHART ON THE FOLLOWING PAGE.**

**CHERRY CREEK SCHOOL DISTRICT  
TIER SYSTEM FUNDING PRIORITIES**

**APPENDIX B**

<b>Priorities in Funding</b>		
<b>Tier I</b>	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
<b>Tier II</b>	Literacy Core Programs	Student achievement of core standards:  (a) Language Arts (b) Mathematics (c) Science (d) Social Studies
<b>Tier III</b>	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
<b>Tier IV</b>	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
<b>Tier V</b>	Electives	Standards excluding Tiers I - III programs Examples: (a) Business (b) Drivers Education (c) Crafts
<b>Tier VI</b>	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
<b>Tier VII</b>	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

## 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

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## DISTRICT TECHNOLOGY PLANNING PROCESS

### Cherry Creek 2025 Plan

The Cherry Creek 2025 Planning Team's primary mission is to determine what technologies best support excellent instruction, to study and develop plans for the technology access, determine technical requirements in the areas of digital assessments, identify the necessary professional development for teachers, and other topics determined by the planning chairman. The Planning Team consisted of 27 different members, including school principals, assistant superintendents, instructional directors, technology experts, and representatives of the instructional support team.

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## COMPREHENSIVE TECHNOLOGY PLAN

The Cherry Creek 2025 Plan represents a comprehensive District technology plan. Members of the 2025 Planning Team will assemble to review and update the plan annually.

The established vision for the Cherry Creek 2025 Plan is presented as follows:

*"We envision a collaborative community of engaged learners doing purposeful and creative work, systemically supported within fluid and transcendent learning environments."*

### Technology Goals of the Cherry Creek 2025 Plan:

-  CCSD will implement systems and policy to support the effective use of instructional technology in the teaching and learning process.
-  CCSD will provide adequate technical support and professional development staff to ensure the function and use of technology fully supports delivery of excellent instruction.
-  CCSD will ensure equity by providing one-to-one (and potentially one-to-many) mobile computing devices and capabilities for students and teachers.
-  CCSD will ensure that the supporting/interdependent technologies will be in place to ensure the function and use of technology fully supports delivery of excellent instruction.
-  CCSD will ensure that STEM (blended Science, Technology, Engineering, and Math) programming is available to all students in the district.
-  CCSD will ensure that data will be available, 24/7/365 to whomever necessary, in a timely and understandable manner, in order to ensure excellent teaching and learning.
-  CCSD will ensure that the teaching and learning process adequately prepares students for the college-preparedness and workforce readiness when they graduate.



**CHERRY CREEK SCHOOL DISTRICT  
CSAP/TCAP ASSESSMENT PROGRAMS**

**APPENDIX D**

<b>Reading Performance Level %</b>						
	<b>Spring 2010 CSAP</b>		<b>Spring 2011 CSAP</b>		<b>Spring 2012 TCAP</b>	
	<b>Cherry Creek</b>	<b>State</b>	<b>Cherry Creek</b>	<b>State</b>	<b>Cherry Creek</b>	<b>State</b>
<b>Grade 3</b>						
Unsatisfactory	8	11	6	9	5	8
Partially Proficient	14	18	13	17	13	18
Proficient	69	64	72	67	70	67
Advanced	8	6	8	6	10	7
<b>Grade 4</b>						
Unsatisfactory	7	10	7	11	7	11
Partially Proficient	18	23	17	23	17	22
Proficient	70	62	68	61	69	63
Advanced	5	3	7	5	6	4
<b>Grade 5</b>						
Unsatisfactory	7	11	8	12	8	12
Partially Proficient	14	18	14	19	14	18
Proficient	66	61	66	61	66	61
Advanced	13	9	11	8	13	8
<b>Grade 6</b>						
Unsatisfactory	7	9	7	9	6	8
Partially Proficient	14	18	16	19	14	18
Proficient	61	59	64	60	64	62
Advanced	17	13	13	11	14	12
<b>Grade 7</b>						
Unsatisfactory	8	11	9	12	8	11
Partially Proficient	16	20	17	21	16	20
Proficient	63	59	61	58	63	59
Advanced	12	9	14	9	13	9
<b>Grade 8</b>						
Unsatisfactory	8	10	7	10	9	10
Partially Proficient	17	20	19	23	18	22
Proficient	61	59	59	58	61	59
Advanced	12	9	13	9	11	8
<b>Grade 9</b>						
Unsatisfactory	5	7	5	7	5	7
Partially Proficient	18	23	21	26	20	24
Proficient	69	63	66	62	68	63
Advanced	6	4	6	4	6	4
<b>Grade 10</b>						
Unsatisfactory	8	9	6	8	5	7
Partially Proficient	17	21	19	24	17	22
Proficient	58	57	60	58	63	60
Advanced	12	9	10	8	12	8

NOTE: Percentages may not add up to 100 due to rounding.

**CHERRY CREEK SCHOOL DISTRICT  
CSAP/TCAP ASSESSMENT PROGRAMS**

**APPENDIX D**

Writing Performance Level %						
	Spring 2010 CSAP		Spring 2011 CSAP		Spring 2012 TCAP	
	Cherry Creek	State	Cherry Creek	State	Cherry Creek	State
Grade 3						
Unsatisfactory	5	7	3	6	4	6
Partially Proficient	35	42	34	42	36	41
Proficient	48	42	49	43	49	45
Advanced	11	9	13	8	10	7
Grade 4						
Unsatisfactory	5	8	4	6	6	8
Partially Proficient	33	41	29	38	35	43
Proficient	49	42	49	45	49	42
Advanced	13	9	17	11	10	7
Grade 5						
Unsatisfactory	4	5	2	4	4	5
Partially Proficient	27	37	26	35	28	36
Proficient	55	48	55	50	52	48
Advanced	14	10	16	11	16	11
Grade 6						
Unsatisfactory	4	5	3	4	5	5
Partially Proficient	30	37	26	34	32	38
Proficient	51	47	54	51	50	47
Advanced	14	10	15	11	12	9
Grade 7						
Unsatisfactory	3	4	3	3	2	3
Partially Proficient	28	37	28	37	27	35
Proficient	50	45	50	47	49	48
Advanced	18	13	19	12	22	14
Grade 8						
Unsatisfactory	2	3	3	3	3	3
Partially Proficient	32	40	33	42	33	41
Proficient	47	44	47	44	48	45
Advanced	18	11	16	11	15	10
Grade 9						
Unsatisfactory	3	5	3	4	3	4
Partially Proficient	37	44	34	41	36	43
Proficient	47	42	46	44	49	44
Advanced	10	7	15	9	10	7
Grade 10						
Unsatisfactory	7	9	4	6	3	6
Partially Proficient	34	41	37	45	36	43
Proficient	41	38	47	42	48	43
Advanced	13	9	7	5	10	6

NOTE: Percentages may not add up to 100 due to rounding.

**CHERRY CREEK SCHOOL DISTRICT  
CSAP/TCAP ASSESSMENT PROGRAMS**

**APPENDIX D**

Math Performance Level %						
	Spring 2010 CSAP		Spring 2011 CSAP		Spring 2012 TCAP	
	Cherry Creek	State	Cherry Creek	State	Cherry Creek	State
Grade 3						
Unsatisfactory	5	8	5	8	5	8
Partially Proficient	16	21	16	22	15	21
Proficient	34	38	38	41	38	40
Advanced	44	33	41	28	43	31
Grade 4						
Unsatisfactory	5	8	5	8	5	8
Partially Proficient	15	21	14	20	14	20
Proficient	39	41	39	43	38	41
Advanced	41	29	41	28	42	30
Grade 5						
Unsatisfactory	6	9	6	10	7	10
Partially Proficient	17	25	17	24	18	26
Proficient	35	37	34	36	34	36
Advanced	42	28	43	30	41	28
Grade 6						
Unsatisfactory	9	12	8	13	7	12
Partially Proficient	20	25	17	24	18	26
Proficient	38	37	38	36	36	37
Advanced	33	25	36	27	32	25
Grade 7						
Unsatisfactory	11	18	9	15	9	15
Partially Proficient	30	33	26	32	25	32
Proficient	30	28	32	29	32	29
Advanced	28	21	31	24	33	24
Grade 8						
Unsatisfactory	15	19	14	19	16	21
Partially Proficient	25	28	26	29	24	27
Proficient	29	28	31	29	29	27
Advanced	30	23	28	22	31	24
Grade 9						
Unsatisfactory	23	29	24	31	24	31
Partially Proficient	27	30	28	30	30	30
Proficient	27	25	25	24	24	24
Advanced	21	14	20	14	21	14
Grade 10						
Unsatisfactory	27	31	23	29	22	28
Partially Proficient	32	36	34	37	34	37
Proficient	27	25	30	26	30	26
Advanced	10	5	10	6	11	6

NOTE: Percentages may not add up to 100 due to rounding.

**CHERRY CREEK SCHOOL DISTRICT  
CSAP/TCAP ASSESSMENT PROGRAMS**

**APPENDIX D**

Science Performance Level %						
	Spring 2010 CSAP		Spring 2011 CSAP		Spring 2012 TCAP	
	Cherry Creek	State	Cherry Creek	State	Cherry Creek	State
Grade 5						
Unsatisfactory	9	13	10	16	10	15
Partially Proficient	35	39	32	37	31	37
Proficient	37	34	38	33	40	35
Advanced	19	13	20	13	19	14
Grade 8						
Unsatisfactory	18	23	17	23	16	23
Partially Proficient	26	27	26	26	26	28
Proficient	45	41	45	41	47	41
Advanced	11	7	11	8	11	7
Grade 10						
Unsatisfactory	22	28	21	29	20	26
Partially Proficient	20	22	20	21	21	22
Proficient	46	41	47	41	47	43
Advanced	8	6	9	7	9	7

NOTE: Percentages may not add up to 100 due to rounding.

## CHERRY CREEK SCHOOL DISTRICT SCHOOL WELLNESS

## APPENDIX E 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 Assistant Superintendent of Educational Support Services, the Director of Health, Wellness, and 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  
Revised: March 12, 2012

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  
JLJ, Physical Activity

# CHERRY CREEK SCHOOL DISTRICT BOARD POWERS AND RESPONSIBILITIES

## APPENDIX E 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 E  
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 E 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. 22-44-110
C.R.S. 22-44-107	C.R.S. 22-44-111
C.R.S. 22-44-108	C.R.S. 22-44-115
C.R.S. 22-44-109	

**CHERRY CREEK SCHOOL DISTRICT  
BUDGET IMPLEMENTATION**

**APPENDIX E  
Policy: DBI**

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 E  
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 E 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 25% 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 Levy

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 and capital expenditures for student transportation minus any state reimbursement payment 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.

### Full-Day Kindergarten Levy

The Board of Education may submit the question of whether to impose a mill levy for additional local property tax revenue to provide funding for excess full-day kindergarten program costs for the then-current budget year and each budget year thereafter. Excess full-day kindergarten program costs are defined as the operating costs that exceed the revenue the District receives from the school funding formula for full-day kindergarten. The Board may also include a question of whether to impose an additional mill levy of a stated amount and limited duration to meet the initial capital construction needs of the District associated with a full-day kindergarten program. The revenue from a tax levied for full-day kindergarten shall be deposited in the full-day kindergarten fund of the District.

### Special Building and Technology Levy

The Board of Education may submit the questions of whether to impose a mill levy for the purpose of acquiring, maintaining, or constructing schools or for the purchase and installation of instructional and informational technology. Such levy shall be of a stated amount for deposit to the special building and technology fund and not to exceed ten mills in any year or exceed three years in duration.

# CHERRY CREEK SCHOOL DISTRICT MILL LEVY ELECTIONS

## APPENDIX E Policy: DEAA

### 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.

### 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: November 14, 2011

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 (1.5)  
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 (new subsections added)  
C.R.S. 22-54-108 (3) (b) (III)  
C.R.S. 22-54-108.5

Cross Ref.: DBG Budget Adoption

**CHERRY CREEK SCHOOL DISTRICT  
USE OF SURPLUS FUNDS  
(Investments)**

**APPENDIX E  
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 E  
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 E  
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 E  
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 E  
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

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 E  
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 E  
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 E  
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 E  
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 E 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 E 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 E 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 E 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 6, 1967

Revised: February 11, 1974

LEGAL REFS: C.R.S. 22-32-110 (1)(a),(b),(i),(y)  
C.R.S. 22-32-111

## **CHERRY CREEK SCHOOL DISTRICT CONSTRUCTION COST ESTIMATES**

## **APPENDIX E Policy: FEF**

A general estimate of costs of any capital construction project shall be determined prior to any specific planning of a given project.

Preliminary estimates on any capital construction project shall be made by the architects and engineers using generally accepted methods of the trade prior to firming the plans and specifications.

When final plans and specifications have been drawn, the architect shall make a final cost estimate which shall be used to determine the basis for acceptance, rejection or negotiation on formal bids received on the project.

Periodic computations shall be made during construction based on approved change orders.

At the completion of a project, the final computation of the total cost shall be made by the architect taking into consideration the original contract amount reduced or increased by all approved change orders.

Adopted September 5, 1967  
Revised February 11, 1974

**CHERRY CREEK SCHOOL DISTRICT  
CONSTRUCTION OF NEW FACILITIES AND RENOVATION**

**APPENDIX E  
Policy: FEJ**

The contractor or construction manager shall furnish to the architect all necessary reports and test results. Copies of such reports essential to the District's file shall be provided by the architect to the District.

A complete dossier of all documents pertaining to the project shall be compiled and filed in the office of the central office administrator duly designated as the custodian of such records.

Adequate supervision of the work shall be provided by the architect and/or engineers during the work.

Central administrative officers as designated by the superintendent shall consult with the architect, engineer or his representative with regard to the progress of the work and make such suggestions as may be pertinent to the supervision of the work.

If the size of the project so merits, the District may employ a clerk-of-the-works or construction manager who shall assume responsibility for supervision of the work to see that the sub-contractors follow the plans and specifications in all details and all materials and that equipment meets specifications as laid down by the architect and engineers.

The contractors or construction manager shall provide a construction superintendent who shall be at the project at all times when work is in progress to see that all plans and specifications are met and that the sub-contractors are supervised properly and the work well laid out and coordinated.

All changes in the work as approved by the architect and/or engineer shall be evidenced in writing with change order forms. All change orders shall be justified by the architect and/or engineer to the superintendent or his designee.

Authorization for changes in the work shall be approved by signature of the superintendent or his designee unless such change will increase the total budget of the project. In the event the proposed change exceeds the approved budget amount, authorization for the change must be approved by the Board of Education.

A completed construction project shall be inspected before final acceptance by the owner. The architect and engineer shall make a complete inspection of the project and compile punch lists for the contractor and owner.

The project shall be inspected and recommended for acceptance by the superintendent or his designee. Prior to final acceptance and occupancy, the Board of Education shall be invited to make an inspection of the project.

Adopted September 5, 1967

Revised February 11, 1974

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

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

**CHERRY CREEK SCHOOL DISTRICT**  
**2013-14 ESTIMATED FISCAL YEAR SPENDING UNDER SECTION 20 OF**  
**TAXPAYERS BILL OF RIGHTS - TABOR AMENDMENT**  
**ARTICLE X OF THE STATE CONSTITUTION**

**APPENDIX F**

<b>Total Budgeted Fiscal Year Spending</b> <b>(Total Expenditures, Plus Changes in Fund Balance, Less Transfers)</b>			<b>Page</b>
	<b>FY2012-13</b>	<b>FY2013-14</b>	<b>Number</b>
General Fund	\$437,917,946	\$451,834,950	102
Designated Purpose Grants Fund	23,787,600	22,674,600	121
Extended Child Services Fund	15,856,977	16,441,098	128
Pupil Activities Fund	11,788,800	11,590,200	134
Capital Reserve Fund	6,570,200	4,675,000	138
Building Fund	Not Applicable	Not Applicable	147
Bond Redemption Fund	48,357,269	50,539,133	166
Food Services Fund	17,143,000	17,553,700	176
<b>Total Estimated Fiscal Year Spending</b>	<b>561,421,792</b>	<b>575,308,681</b>	
<b><u>Deduct (Add) the Following Expenditures and Adjustments:</u></b>			
Indirect Costs - Internal Revenue Funds	1,347,600	1,361,100	102
Post 1991 Voter-Approved Referendum - General Fund	67,500,000	67,500,000	
Amendment No. 23, November 2000 Exclusions			
HB01-1232 Funding Formula	125,518,997	134,098,942	
State Categorical Funding	8,293,863	10,112,629	
Expenditures from Local Sources/Gifts/Foundations	2,740,000	2,750,000	121
Expenditures from Non-Tabor State Resources	425,600	290,000	122
Expenditures from Federal General Fund Sources	1,504,096	1,434,692	102
Expenditures from Federal Designated Purpose Grants	20,622,000	19,634,600	121
Expenditures from Federal Food Services Sources	7,707,920	7,779,460	176
Repayment of Voter-Approved Debt	48,844,585	50,643,535	166
<b>Total Deductions</b>	<b>284,504,661</b>	<b>295,604,958</b>	
<b>Fiscal Year Spending Subject to TABOR</b>	<b>\$276,917,131</b>	<b>\$279,703,723</b>	
% Change in Denver/Boulder/Greeley Consumer Price Index for CY2012		1.90%	15
% Change in Estimated Student Enrollment FY2013-14		<u>0.95%</u>	28
Total % Change Permitted		<u>2.85%</u>	

<b>Change in Spending Permitted</b>	<b>\$7,892,138</b>
<b>Maximum Spending Subject to TABOR Allowed for FY2013-14</b>	<b>284,809,269</b>
<b>FY2013-14 Estimated Spending Over/(Under) Allowable Amount</b>	<b>(\$5,105,546)</b>

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).



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

**FY2013-14 SUMMARY  
BUDGET**

CHERRY CREEK SCHOOL DISTRICT #5	DISTRICT CODE 0130	10 General Fund	11 Charter School Fund	18 Insurance Reserve / Risk-Management	19 Colorado Preschool Program	22 Governmental Designated Grants Fund	23 Pupil Activity	(26-29) Other Special Revenue
Budgeted Pupil Count	50,915.3							
BEGINNING FUND BALANCE (Includes ALL Reserves)	Object/ Source	48,611,227.00	1,204,000.00				5,185,403.00	3,063,643.00
<b>REVENUES</b>								
Local Sources	1000 - 1999	218,151,074.00	246,261.00			2,750,000.00	11,590,200.00	16,441,098.00
Intermediate Sources	2000 - 2999							
State Sources	3000 - 3999	227,198,719.00	3,127,834.00		1,676,370.00	290,000.00		
Federal Sources	4000 - 4999	1,434,692.00				19,634,600.00		
<b>TOTAL REVENUES</b>		446,784,485.00	3,374,095.00	0.00	1,676,370.00	22,674,600.00	11,590,200.00	16,441,098.00
<b>TOTAL BEGINNING FUND BALANCE &amp; REVENUES</b>		495,395,712.00	4,578,095.00	0.00	1,676,370.00	22,674,600.00	16,775,603.00	19,504,741.00
<b>TOTAL ALLOCATIONS TO/FROM OTHER FUNDS</b>	5600,5700, 5800							
<b>TRANSFERS TO/FROM OTHER FUNDS</b>	5200 - 5300	(3,022,438.00)		4,222,388.00				80,500.00
Other Sources	5100,5400, 5500,5900, 5990, 5991							
<b>AVAILABLE BEGINNING FUND BALANCE &amp; REVENUES (Plus or Minus (if Revenue) Allocations and Transfers)</b>		492,373,274.00	4,578,095.00	4,222,388.00	1,676,370.00	22,674,600.00	16,775,603.00	19,585,241.00
<b>EXPENDITURES</b>								
Instruction - Program 0010 to 2099								
Salaries	0100	228,450,586.00	1,472,625.00		1,346,538.00	12,050,350.00	178,000.00	8,597,198.00
Employee Benefits	0200	63,629,514.00	390,316.00		275,027.00	2,805,288.00	32,840.00	1,810,569.00
Purchased Services	0300,0400, 0500	3,500,048.00	284,941.00		18,150.00	1,862,831.00	4,864,000.00	910,206.00
Supplies and Materials	0600	7,332,784.00	119,062.00		30,655.00	2,378,168.00	5,781,000.00	1,216,541.00
Property	0700	466,707.00	25,000.00		5,000.00	730,900.00	166,000.00	343,600.00
Other	0800, 0900	640,387.00	20,000.00		1,000.00	54,250.00	568,360.00	2,578,303.00
<b>Total Instruction</b>		304,020,026.00	2,311,944.00	0.00	1,676,370.00	19,881,787.00	11,590,200.00	15,456,417.00



**FY2013-14 SUMMARY  
BUDGET**

CHERRY CREEK SCHOOL DISTRICT #5	DISTRICT CODE 0130	10 General Fund	11 Charter School Fund	18 Insurance Reserve / Risk-Management	19 Colorado Preschool Program	22 Governmental Designated Grants Fund	23 Pupil Activity	(26-29) Other Special Revenue
Supporting Services								
Students - Program 2100								
Salaries	0100	20,095,505.00				382,349.00		
Employee Benefits	0200	5,934,664.00				73,683.00		
	0300,0400,							
Purchased Services	0500	212,865.00				146,445.00		
Supplies and Materials	0600	181,408.00				193,168.00		
Property	0700	10,900.00				105,000.00		
Other	0800, 0900	26,052.00				31,556.00		
<b>Total Students</b>		<b>26,461,394.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>932,201.00</b>	<b>0.00</b>	<b>0.00</b>
Instructional Staff - Program 2200								
Salaries	0100	8,950,703.00				1,196,859.00		123,000.00
Employee Benefits	0200	2,548,228.00				311,956.00		22,695.00
	0300,0400,							
Purchased Services	0500	1,153,675.00				25,600.00		32,600.00
Supplies and Materials	0600	556,896.00				6,564.00		19,000.00
Property	0700	105,998.00				0.00		500.00
Other	0800, 0900	58,679.00				1,500.00		7,001.00
<b>Total Instructional Staff</b>		<b>13,374,179.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,542,479.00</b>	<b>0.00</b>	<b>204,796.00</b>
General Administration - Program 2300								
Salaries	0100	2,232,635.00				581.00		
Employee Benefits	0200	603,514.00				108.00		
	0300,0400,							
Purchased Services	0500	934,074.00						
Supplies and Materials	0600	111,471.00						
Property	0700	5,000.00						
Other	0800, 0900	74,368.00						
<b>Total General Administration</b>		<b>3,961,062.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>689.00</b>	<b>0.00</b>	<b>0.00</b>
School Administration - Program 2400								
Salaries	0100	16,663,602.00	249,400.00					
Employee Benefits	0200	5,437,744.00	69,515.00					
	0300,0400,							
Purchased Services	0500	309,200.00	140,495.00					
Supplies and Materials	0600	326,279.00	7,000.00					
Property	0700	16,400.00	2,000.00					
Other	0800, 0900	40,905.00	5,000.00					
<b>Total School Administration</b>		<b>22,794,130.00</b>	<b>473,410.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Business Services - Program 2500								
Salaries	0100	2,625,316.00	24,700.00					273,513.00
Employee Benefits	0200	793,703.00	5,957.00					63,427.00
	0300,0400,							
Purchased Services	0500	364,619.00	28,000.00					0.00
Supplies and Materials	0600	347,509.00						64,488.00
Property	0700	6,000.00						0.00
Other	0800, 0900	(618,169.00)						(2,287,578.00)
<b>Total Business Services</b>		<b>3,518,978.00</b>	<b>58,657.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>(1,886,150.00)</b>



**FY2013-14 SUMMARY  
BUDGET**

CHERRY CREEK SCHOOL DISTRICT #5	DISTRICT CODE 0130	10 General Fund	11 Charter School Fund	18 Insurance Reserve / Risk-Management	19 Colorado Preschool Program	22 Governmental Designated Grants Fund	23 Pupil Activity	(26-29) Other Special Revenue
<b>Operations and Maintenance - Program 2600</b>								
Salaries	0100	8,876,602.00	36,175.00					
Employee Benefits	0200	3,096,541.00	10,567.00					
	0300,0400,							
Purchased Services	0500	12,520,781.00	126,790.00	640,000.00				
Supplies and Materials	0600	9,907,875.00	60,952.00					
Property	0700	3,491.00						
Other	0800, 0900	9,280.00						
<b>Total Operations and Maintenance</b>		<b>34,414,570.00</b>	<b>234,484.00</b>	<b>640,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Student Transportation - Program 2700</b>								
Salaries	0100	11,704,991.00						
Employee Benefits	0200	3,896,162.00						
	0300,0400,							
Purchased Services	0500	1,316,283.00		95,000.00				
Supplies and Materials	0600	3,042,078.00						
Property	0700	30,500.00						
Other	0800, 0900	(985,271.00)						
<b>Total Student Transportation</b>		<b>19,004,743.00</b>	<b>0.00</b>	<b>95,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Central Support - Program 2800</b>								
Salaries	0100	6,600,448.00		129,447.00				
Employee Benefits	0200	1,825,212.00		39,357.00				
	0300,0400,							
Purchased Services	0500	1,014,278.00		3,314,909.00				
Supplies and Materials	0600	313,182.00		2,575.00				
Property	0700	10,900.00						
Other	0800, 0900	41,037.00		1,100.00				
<b>Total Central Support</b>		<b>9,805,057.00</b>	<b>0.00</b>	<b>3,487,388.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Other Support - Program 2900</b>								
Salaries	0100							
Employee Benefits	0200							
	0300,0400							
Purchased Services	0500							
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900							
<b>Total Other Support</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Food Service Operations - Program 3100</b>								
Salaries	0100							
Employee Benefits	0200							
	0300,0400							
Purchased Services	0500							
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900							
<b>Total Other Support</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



**FY2013-14 SUMMARY  
BUDGET**

CHERRY CREEK SCHOOL DISTRICT #5	DISTRICT CODE 0130	10 General Fund	11 Charter School Fund	18 Insurance Reserve / Risk-Management	19 Colorado Preschool Program	22 Governmental Designated Grants Fund	23 Pupil Activity	(26-29) Other Special Revenue
Enterprise Operations - Program 3200								
Salaries	0100							
Employee Benefits	0200							
	0300,0400							
Purchased Services	,0500							
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900							
<b>Total Enterprise Operations</b>		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Services - Program 3300								
Salaries	0100	250,956.00				151,092.00		209,612.00
Employee Benefits	0200	61,365.00				31,723.00		52,755.00
	0300,0400							
Purchased Services	,0500	87,579.00				33,074.00		2,935.00
Supplies and Materials	0600	10,751.00				86,572.00		21,282.00
Property	0700	2,026.00				8,096.00		0.00
Other	0800, 0900	1,560.00				6,887.00		47,803.00
<b>Total Community Services</b>		414,237.00	0.00	0.00	0.00	317,444.00	0.00	334,387.00
Education for Adults - Program 3400								
Salaries	0100							
Employee Benefits	0200							
	0300,0400							
Purchased Services	,0500							
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900							
<b>Total Education for Adults Services</b>		0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Supporting Services</b>		133,748,350.00	766,551.00	4,222,388.00	0.00	2,792,813.00	0.00	(1,346,967.00)
Property - Program 4000								
Salaries	0100	172,765.00						
Employee Benefits	0200	40,686.00						
	0300,0400							
Purchased Services	,0500	100.00						
Supplies and Materials	0600	6,863.00						
Property	0700							
Other	0800, 0900	1,079.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Property</b>		221,493.00	0.00	0.00	0.00	0.00	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		295,600.00					
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900	5,772,178.00						1,199,950.00
<b>Total Other Uses</b>		5,772,178.00	295,600.00	0.00	0.00	0.00	0.00	1,199,950.00



**FY2013-14 SUMMARY  
BUDGET**

CHERRY CREEK SCHOOL DISTRICT #5	DISTRICT CODE 0130	10 General Fund	11 Charter School Fund	18 Insurance Reserve / Risk-Management	19 Colorado Preschool Program	22 Governmental Designated Grants Fund	23 Pupil Activity	(26-29) Other Special Revenue
<b>TOTAL EXPENDITURES</b>		443,762,047.00	3,374,095.00	4,222,388.00	1,676,370.00	22,674,600.00	11,590,200.00	15,309,400.00
<b>RESERVES</b>								
Other Reserved Fund Balance - Program 9900	0840							
Reserve for Encumbrance: 9400	0840							
Reserved Fund Balance - Program 9100	0840							
District Emergency Reserve - Program 9315	0840							
Reserve for TABOR 3% - Program 9310	0840	13,450,000.00					347,706.00	459,300.00
Res. for TABOR - Multi-Year Obligations Program 9320	0840	2,333,000.00						
<b>TOTAL RESERVES</b>		15,783,000.00	0.00	0.00	0.00	0.00	347,706.00	459,300.00
<b>TOTAL EXPENDITURES &amp; RESERVES</b>		459,545,047.00	3,374,095.00	4,222,388.00	1,676,370.00	22,674,600.00	11,937,906.00	15,768,700.00
<b>NON-APPROPRIATED RESERVE - Program 9200</b>		32,828,227.00	1,204,000.00				4,837,697.00	3,816,541.00
<b>TOTAL AVAILABLE BEGINNING FUND BALANCE &amp; REVENUES LESS TOTAL EXPENDITURES &amp; RESERVES LESS NON- APPROPRIATED RESERVES (Should Equal Zero (0))</b>		0.00	0.00	0.00	0.00	0.00	0.00	0.00



**FY2013-14 SUMMARY  
BUDGET**

CHERRY CREEK SCHOOL DISTRICT #5	DISTRICT CODE 0130	30 Debt Service Fund	31 Bond Redemption	41 Building Fund	43 Capital Reserve Capital Projects	51 Food Service	TOTAL
Budgeted Pupil Count	50,915.3						
BEGINNING FUND BALANCE (Includes ALL Reserves)	Object/ Source	0.00	47,336,048.00	126,261,360.00	274,116.00	5,871,900.00	237,807,697.00
<b>REVENUES</b>							
Local Sources	1000 - 1999	0.00	50,539,133.00	450,000.00		9,558,170.00	309,725,936.00
Intermediate Sources	2000 - 2999						0.00
State Sources	3000 - 3999					216,070.00	232,508,993.00
Federal Sources	4000 - 4999					7,779,460.00	28,848,752.00
<b>TOTAL REVENUES</b>		0.00	50,539,133.00	450,000.00	0.00	17,553,700.00	571,083,681.00
<b>TOTAL BEGINNING FUND BALANCE &amp; REVENUES</b>		0.00	97,875,181.00	126,711,360.00	274,116.00	23,425,600.00	808,891,378.00
<b>TOTAL ALLOCATIONS TO/FROM OTHER FUNDS</b>	5600,5700, 5800						0.00
<b>TRANSFERS TO/FROM OTHER FUNDS</b>	5200 - 5300				4,675,000.00	327,950.00	6,283,400.00
<b>Other Sources</b>	5100,5400, 5500,5900, 5990, 5991						0.00
<b>AVAILABLE BEGINNING FUND BALANCE &amp; REVENUES (Plus or Minus (if Revenue) Allocations and Transfers)</b>		0.00	97,875,181.00	126,711,360.00	4,949,116.00	23,753,550.00	815,174,778.00
<b>EXPENDITURES</b>							
Instruction - Program 0010 to 2099							
Salaries	0100						252,095,297.00
Employee Benefits	0200						68,943,554.00
Purchased Services	0300,0400, 0500						11,440,176.00
Supplies and Materials	0600						16,858,210.00
Property	0700						1,737,207.00
Other	0800, 0900						3,862,300.00
<b>Total Instruction</b>		0.00	0.00	0.00	0.00	0.00	354,936,744.00



**FY2013-14 SUMMARY  
BUDGET**

CHERRY CREEK SCHOOL DISTRICT #5	DISTRICT CODE 0130	30 Debt Service Fund	31 Bond Redemption	41 Building Fund	43 Capital Reserve Capital Projects	51 Food Service	TOTAL
Supporting Services							
Students - Program 2100							
Salaries	0100						20,477,854.00
Employee Benefits	0200						6,008,347.00
	0300,0400,						
Purchased Services	0500						359,310.00
Supplies and Materials	0600						374,576.00
Property	0700						115,900.00
Other	0800, 0900						57,608.00
<b>Total Students</b>		0.00	0.00	0.00	0.00	0.00	27,393,595.00
Instructional Staff - Program 2200							
Salaries	0100						10,270,562.00
Employee Benefits	0200						2,882,879.00
	0300,0400,						
Purchased Services	0500						1,211,875.00
Supplies and Materials	0600						582,460.00
Property	0700						106,498.00
Other	0800, 0900						67,180.00
<b>Total Instructional Staff</b>		0.00	0.00	0.00	0.00	0.00	15,121,454.00
General Administration - Program 2300							
Salaries	0100						2,233,216.00
Employee Benefits	0200						603,622.00
	0300,0400,						
Purchased Services	0500						934,074.00
Supplies and Materials	0600						111,471.00
Property	0700						5,000.00
Other	0800, 0900						74,368.00
<b>Total General Administration</b>		0.00	0.00	0.00	0.00	0.00	3,961,751.00
School Administration - Program 2400							
Salaries	0100						16,913,002.00
Employee Benefits	0200						5,507,259.00
	0300,0400,						
Purchased Services	0500						449,695.00
Supplies and Materials	0600						333,279.00
Property	0700						18,400.00
Other	0800, 0900						45,905.00
<b>Total School Administration</b>		0.00	0.00	0.00	0.00	0.00	23,267,540.00
Business Services - Program 2500							
Salaries	0100						2,923,529.00
Employee Benefits	0200						863,087.00
	0300,0400,						
Purchased Services	0500						392,619.00
Supplies and Materials	0600						411,997.00
Property	0700						6,000.00
Other	0800, 0900						(2,905,747.00)
<b>Total Business Services</b>		0.00	0.00	0.00	0.00	0.00	1,691,485.00



**FY2013-14 SUMMARY  
BUDGET**

CHERRY CREEK SCHOOL DISTRICT #5	DISTRICT CODE 0130	30 Debt Service Fund	31 Bond Redemption	41 Building Fund	43 Capital Reserve Capital Projects	51 Food Service	TOTAL
<b>Operations and Maintenance - Program 2600</b>							
Salaries	0100						8,912,777.00
Employee Benefits	0200						3,107,108.00
	0300,0400,						
Purchased Services	0500				183,000.00		13,470,571.00
Supplies and Materials	0600						9,968,827.00
Property	0700						3,491.00
Other	0800, 0900						9,280.00
<b>Total Operations and Maintenance</b>		0.00	0.00	0.00	183,000.00	0.00	35,472,054.00
<b>Student Transportation - Program 2700</b>							
Salaries	0100						11,704,991.00
Employee Benefits	0200						3,896,162.00
	0300,0400,						
Purchased Services	0500						1,411,283.00
Supplies and Materials	0600						3,042,078.00
Property	0700						30,500.00
Other	0800, 0900						(985,271.00)
<b>Total Student Transportation</b>		0.00	0.00	0.00	0.00	0.00	19,099,743.00
<b>Central Support - Program 2800</b>							
Salaries	0100						6,729,895.00
Employee Benefits	0200						1,864,569.00
	0300,0400,						
Purchased Services	0500						4,329,187.00
Supplies and Materials	0600						315,757.00
Property	0700						10,900.00
Other	0800, 0900						42,137.00
<b>Total Central Support</b>		0.00	0.00	0.00	0.00	0.00	13,292,445.00
<b>Other Support - Program 2900</b>							
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
<b>Total Other Support</b>		0.00	0.00	0.00	0.00	0.00	0.00
<b>Food Service Operations - Program 3100</b>							
Salaries	0100					5,563,339.00	5,563,339.00
Employee Benefits	0200					1,675,202.00	1,675,202.00
	0300,0400						
Purchased Services	0500					386,500.00	386,500.00
Supplies and Materials	0600					8,243,409.00	8,243,409.00
Property	0700					807,950.00	807,950.00
Other	0800, 0900					860,500.00	860,500.00
<b>Total Other Support</b>		0.00	0.00	0.00	0.00	17,536,900.00	17,536,900.00



**FY2013-14 SUMMARY  
BUDGET**

CHERRY CREEK SCHOOL DISTRICT #5	DISTRICT CODE 0130	30 Debt Service Fund	31 Bond Redemption	41 Building Fund	43 Capital Reserve Capital Projects	51 Food Service	TOTAL
<b>Enterprise Operations - Program 3200</b>							
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
<b>Total Enterprise Operations</b>		0.00	0.00	0.00	0.00	0.00	0.00
<b>Community Services - Program 3300</b>							
Salaries	0100						611,660.00
Employee Benefits	0200						145,843.00
	0300,0400						
Purchased Services	,0500						123,588.00
Supplies and Materials	0600						118,605.00
Property	0700						10,122.00
Other	0800, 0900						56,250.00
<b>Total Community Services</b>		0.00	0.00	0.00	0.00	0.00	1,066,068.00
<b>Education for Adults - Program 3400</b>							
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
<b>Total Education for Adults Services</b>		0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Supporting Services</b>		0.00	0.00	0.00	183,000.00	17,536,900.00	157,903,035.00
<b>Property - Program 4000</b>							
Salaries	0100			384,944.00			557,709.00
Employee Benefits	0200			76,551.00			117,237.00
	0300,0400						
Purchased Services	,0500			2,209,800.00	3,276,000.00		5,485,900.00
Supplies and Materials	0600						6,863.00
Property	0700			48,008,805.00	1,216,000.00		49,224,805.00
Other	0800, 0900	0.00	0.00	0.00	0.00	0.00	1,079.00
<b>Total Property</b>		0.00	0.00	50,680,100.00	4,492,000.00	0.00	55,393,593.00
<b>Other Uses - Program 5000s - including Transfers Out and/or Allocations Out as an expenditure</b>							
Salaries	0100						0.00
Employee Benefits	0200						0.00
	0300,0400						
Purchased Services	,0500						295,600.00
Supplies and Materials	0600						0.00
Property	0700						0.00
Other	0800, 0900	0.00	50,648,535.00	327,950.00		250,000.00	58,198,613.00
<b>Total Other Uses</b>		0.00	50,648,535.00	327,950.00	0.00	250,000.00	58,494,213.00



**FY2013-14 SUMMARY  
BUDGET**

CHERRY CREEK SCHOOL DISTRICT #5	DISTRICT CODE 0130	30 Debt Service Fund	31 Bond Redemption	41 Building Fund	43 Capital Reserve Capital Projects	51 Food Service	TOTAL
<b>TOTAL EXPENDITURES</b>		0.00	50,648,535.00	51,008,050.00	4,675,000.00	17,786,900.00	626,727,585.00
<b>RESERVES</b>							
Other Reserved Fund Balance - Program 9900	0840						0.00
Reserve for Encumbrance: 9400	0840						0.00
Reserved Fund Balance - Program 9100	0840						0.00
District Emergency Reserve - Program 9315	0840						0.00
Reserve for TABOR 3% - Program 9310	0840				140,250.00	300,223.00	14,697,479.00
Res. for TABOR - Multi-Year Obligations Program 9320	0840						2,333,000.00
<b>TOTAL RESERVES</b>		0.00	0.00	0.00	140,250.00	300,223.00	17,030,479.00
<b>TOTAL EXPENDITURES &amp; RESERVES</b>		0.00	50,648,535.00	51,008,050.00	4,815,250.00	18,087,123.00	643,758,064.00
<b>NON-APPROPRIATED RESERVE - Program 9200</b>		0.00	47,226,646.00	75,703,310.00	133,866.00	5,666,427.00	171,416,714.00
<b>TOTAL AVAILABLE BEGINNING FUND BALANCE &amp; REVENUES LESS TOTAL EXPENDITURES &amp; RESERVES LESS NON- APPROPRIATED RESERVES (Should Equal Zero (0))</b>		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, 2013 and ending June 30, 2014.  
(Note if Adopted or Revised Budget)

FUND	APPROPRIATION AMOUNT	EXPENDITURES + APPROPRIATED RESERVES
1. General Fund	1 459,545,047	459,545,047
1a. Charter Schools	1a. 3,374,095	3,374,095
1b. Insurance Reserve Fund	1b. 4,222,388	4,222,388
1c. Pre-School Fund	1c. 1,676,370	1,676,370
Special Revenue Funds:		
2. Capital Reserve Special Revenue Fund	2 0	0
3. Governmental Designated-Purpose Grants Fund	3 22,674,600	22,674,600
4. Pupil Activity Special Revenue Fund	4 11,937,906	11,937,906
5. Full Day Kindergarten Mill Levy Override Fund	5 0	0
6. Transportation Fund	6 0	0
7. Other Special Revenue Funds	7 15,768,700	15,768,700
Capital Projects Funds:		
8. Debt Service Fund	8 0	0
9. Building Fund	9 51,008,050	51,008,050
10. Special Building and Technology Fund	10 0	0
11. Capital Reserve Capital Projects Fund	11 4,815,250	4,815,250
12. Bond Redemption Fund	12 50,648,535	50,648,535
Enterprise Funds:		
13. Food Service Fund	13 18,087,123	18,087,123
14. Other Enterprise Funds	14 0	0
Internal Service Funds:		
15. Risk-Related Activity Fund	15 0	0
16. Other Internal Service Funds	16 0	0
Trust/Agency Funds:		
17. Fiduciary Fund	17 0	0
18. Private Purpose Trust Funds	18 0	0
19. Agency Fund	19 0	0
20. Pupil Activity Agency Fund	20 0	0
21. Foundations	21 0	0
22. Component Units	22 0	0
<b>TOTAL APPROPRIATION</b>	<b>23 643,758,064</b>	<b>643,758,064</b>

The Adopted Budget Appropriation Resolution was approved by Cherry Creek School District No. 5 Board of Education on  
June 17, 2013 at the regular monthly meeting.

June 17, 2013  
Date of Adoption

Signature on File in Resolution #144-13  
Signature of Board President - Jennifer Churchfield

June 17, 2013  
Date of Adoption

Signature on File in Resolution #144-13  
Signature of Board Secretary - Claudine McDonald