

# **Our Mission**

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

### MESSAGE FROM OUR SUPERINTENDENT



Harry Bull, Jr., Ed.D.

### "Our Dedication to Excellence"

We are "dedicated to excellence" every day. During the summer of 2014-15, we worked on making school buildings more safe and ready for the technological demands of today's students. Our teachers have been, and will continue to be preparing quality educational programming, teaching the new academic standards and implementing State requirements.

"After all, the bar of excellence is always changing, and we are working to continuously improve."

More than **75%** of students in the Cherry Creek School District scored proficient and advanced in *reading* on the 2014 Transitional Colorado Achievement Program (TCAP) tests, compared to 69% statewide; at least **62%** scored proficient and advanced in *writing* and more than **65%** were proficient and advanced in *math*. Three-year academic growth scores also showed a continuous pattern of improvement with overall median growth above the State average of 50 for all content areas in almost all grade levels and subgroups.

#### **COLORADO ACT**

The District average composite score for the *Colorado ACT*, given to all 11th graders, is **21.9**, compared to **20.3** statewide.

This is the highest score since 2006, when the State began requiring all high school juniors to take the test, which is a key indicator of college and career readiness.

Despite the progress our District is making in key achievement areas, many students are still struggling, primarily at schools with higher levels of poverty and diversity. We are very concerned about some of the results we are seeing among our high risk populations, and we have already begun implementing strategies to close the opportunity gap for those students by implementing an updated College and Career Framework with the Cherry Creek Curriculum, which includes increased focus on reading proficiency at all grade levels and focus on "Inclusive Excellence" to ensure that every student has the opportunity for academic success.

Your participation in our journey toward excellence is critical to the success of our students. Thank you for your continued support.

### CHERRY CREEK VALUES

# Intellectual Development of Students

#### We commit to:

- ♦ Place the *needs and welfare* of students above all else.
- ♦ Hold *high expectations* for the *growth* and *achievement* of each student.
- Develop meaningful relationships with students and families.
- ♦ Foster a **desire** for **lifelong learning**, **achievement**, and **service** to others.

# Our People in Support of Learning

#### We believe in:

- Attracting quality personnel who reflect the diversity of our community, are knowledgeable, and care deeply about young people.
- Respecting and understanding the diversity of the students and families we serve.
- Encouraging *creativity* and *innovation* to attain the *vision*.
- ♦ Demonstrating a strong *service orientation* to students and parents.

# How We Relate to our Community

### We will always:

- ♦ Engage *students*, *parents*, and *community* members as *partners* in the educational process.
- Promote involvement and empowerment.
- ♦ *Improve* the organization continuously.
- ♦ Provide a *safe* and *caring* environment for learning.

# Our Values are Rooted in our Community

The Cherry Creek Schools community is respected as a leader in advocacy for top quality educational programs. Community efforts have resulted in continued success in funding educational initiatives for our District. Our electorate understands the importance of funding quality educational programs on a sustainable level, while at the same time, the District is accountable to them for fiscally responsible approaches to financing education year to year.







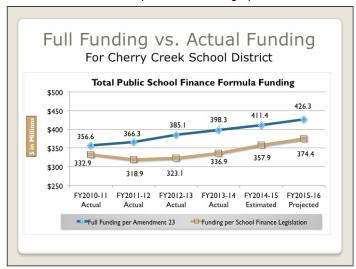




## Amendment 23 vs. Negative Factor

The Cherry Creek School District, as well as school districts across the State, have been impacted by a legislative mechanism known as the "Negative Factor", used by the State to reduce the School Finance Formula funding as a means to balance the State General Fund Budget. The "Negative Factor" as derived from a State Budget Stabilization Factor (later renamed as the "Negative Factor") in HB10-1369 in the 2010 Legislative Session. The imposition of the "Negative Factor" in the School Finance formula continues to be of primary concern to the Cherry Creek School District, as funding has been severely impacted by its effect.

- ♦ In FY2015-16, the Statewide "Negative Factor" is estimated at \$855 million.
- ♦ Cherry Creek's share of the "Negative Factor" is estimated at \$51.9 million;
  - ⇒ -12.13% less that the Total Program Funding prescribed by Amendment 23 as presented in the graph below.



Funding prescribed in the Public School Finance Program formula for Amendment 23, a Constitutional Amendment adopted by the voters in the State of Colorado in 2000, has not been maintained by the State in accordance with the expectations of the level of funding under that measure.

The intent of voters in adopting Amendment 23 was to increase funding for public education.

#### Future Outlook

As we approach the 2015-16 school year, State funding uncertainties are a continuing concern. Superintendents, school leaders, teachers, parents, and community members have placed a profound focus on the importance of restoration of funding lost through the implementation of the "Negative Factor."

The case has been made to the Legislature and the Governor by Superintendents representing 174 of the 178 school districts across the State of Colorado faced with mandated funding reductions during the Great Recession, that with revenue now improving for the State of Colorado, the expectation is that 1) funding should be restored through significant reductions in the Negative Factor without earmarks and 2) no new State educational mandates should occur that would divert resources from student achievement efforts.

## Cherry Creek Board of Education Resolution

The Cherry Creek Board of Education adopted Resolution 045-15 "Approval of Legislative Measures to Eliminate the Negative Factor Funding Cuts" at the April 13, 2015 meeting. This resolution, prepared at the request of the Cherry Creek Board of Education, called for the Colorado Legislature and the Governor to immediately eliminate the negative factor cuts to K-12 education funding. Excerpts from that resolution are presented below:

"Whereas, starting in fiscal year 2010-2011, the legislature added a new "Negative Factor" to make across-the-board cuts to education spending. The Negative Factor applies the same percentage cut to all districts, including the Cherry Creek School District.

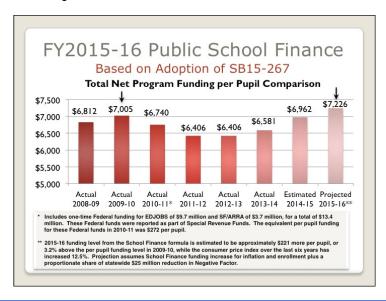
Whereas, in 2000, Colorado voters passed Amendment 23, which was designed to help Colorado's public school funding catch up to the national average and to keep it at that level. In contravention of this expressed will of Colorado voters, the legislature's implementation of the Negative Factor leaves Colorado education spending at 43rd in the country, more than \$2,715 below the national average in per pupil funding.

**Whereas**, in the 2014-2015 fiscal year alone, the Negative Factor extracted more than \$880.2 million from school districts of the State's support for public education. (Cherry Creek's portion was \$53.5 million in the 2014-15 school year).

Whereas, while the legislature has reduced school funding though the implementation of the Negative Factor, the legislature has passed multiple and significant education reforms without corresponding funding to support these reform efforts ("unfunded mandates"). These unfunded mandates include, but are not limited to, the Preschool to Postsecondary Education Alignment Act (CAP4K - SB08-212), the Education Accountability Act of 2009 (SB09-163), the Educator Effectiveness Law (SB10-191), and the Colorado READ Act (HB12-1238). Thus, these unfunded mandates impose financial burdens on school districts already impacted by reduced funding through the Negative Factor cuts. The cost to the Cherry Creek School District for these unfunded mandates is approximately \$51 million."

### State of Colorado Funding Impacts

The FY2015-16 funding for Cherry Creek is anticipated to be slightly above the 2009-10 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 six years through State funding reductions.

# Cherry Creek's Current Funding Environment

The 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 with the support of our community throughout our history. Through the use of mill levy override funds from the November 2012 election, instructional programs have been preserved from expenditure reductions for FY2015-16. However, future year budgets may require adjustments, without sufficient ongoing increases from sustainable State revenue sources.

The Cherry Creek General Fund Budget for FY2015-16 of \$505.77 million supports the mission with 83% of the expenditure budget devoted to classroom instruction.

## School Finance Legislation Background

The FY2015-16 General Fund Budget is prepared based on the key variables within the School Finance Legislation under the Public School Finance Act of 1994 (as amended), which utilizes the traditional formula for FY2015-16 funding purposes. Senate Bill 15-267 was approved to fund Colorado school districts for FY2015-16, which was based on the combination of estimated per pupil funding, projected funded pupil count, and final approval of the Bill as of May 01, 2015. Net Total Program funding for Cherry Creek School District is reflected in the chart below:

CHERRY CREEK	FY2014-15*	FY2015-16*	NET INCREASE
TOTAL PROGRAM FUNDING	\$411,424,150	\$426,245,782	\$14,821,632
NEGATIVE FACTOR **	(53,505,569)	(51,865,380)	1,640,189
NET TOTAL PROGRAM FUNDING	\$357,918,581	\$374,380,402	\$16,461,821
TOTAL FUNDED PUPILS	51,432.7	51,828.5	395.8
FUNDING PER PUPIL	\$6,962	\$7,226	\$264

#### NET TOTAL PROGRAM FUNDING FOR CHERRY CREEK

The adoption of SB15-267 increases Net Total Program Funding from *\$357,918,581* in FY2014-15 to *\$374,380,402* in FY2015-16.

This is an *increase of \$16,461,821*, or *3.8%*, *from \$6,962 to \$7,226*, or an average *increase of \$264 per pupil*.

Funded pupil counts are expected to increase by *0.77%*, from *51,433* FTE in FY2014-15 to *51,829* in FY2015-16, for an increase of *396 FTE* students.











### **Budget Balancing Measures**

The Cost and Resource Management Plan for FY2015-16 utilizes funds from the School Finance Act and managed use of General Fund reserves to achieve a balanced budget that is consistent with the strategic mission and values of Cherry Creek Schools. The Plan for FY2015-16 utilizes \$10.87 million of General Fund reserves, as a means to offset the funding gap for FY2015-16. The General Fund Budget includes \$494.90 million of revenue (including transfers) and \$505.77 million of expenditures (including transfers) after adjustments.

Expenditures and Transfers are budgeted to increase by \$19.97 million, while Revenue and Transfers are anticipated to increase by \$20.67 million. The combination of these, along with the measured utilization of \$9.89 million of unassigned General Fund reserves and \$0.98 million of assigned reserves maintains a balanced budget for FY2015-16.

Unassigned reserves are a degree of fiscal protection from the uncertainty surrounding the State funding for K-12 education, and also are a protective buffer in the event of unexpected enrollment fluctuations.

# General Fund Budget

#### REVENUE BUDGET

The General Fund Revenue Budget is anticipated to increase by \$20.67 million, from the modified budget of \$474.23 million in FY2014-15 to \$494.90 million in FY2015-16. Net Total Program funding from the School Finance Act increases \$16.46 million, from \$357.92 to \$374.38 million. Net Total Program funding for inflation and enrollment totals \$14.82 million, while reduction of the "Negative Factor" provides \$1.64 million.

# Other increases from State funding provided in the School Finance Act are:

- ◆ \$0.18 million for additional at-risk supplemental allocation
- ◆ \$0.33 million for State Categorical Revenue associated with 2.8% inflation.

#### Other increases to Local Revenue and Transfers:

- ◆ Local Revenue and Transfers is anticipated to increase by **\$0.21** million.
- Property tax abatements are estimated to increase \$3.31 million
- ◆ Specific ownership taxes are estimated to increase by \$0.18 million

## **Budget Balancing Measures**

#### **EXPENDITURE BUDGET**

Total General Fund Expenditures and Transfers Budget increases by **\$19.97** million, or 4.1%, from **\$485.80** million in FY2014-15 to **\$505.77** million in FY2015-16. The increase in expenditures and transfers is concentrated on the resources to serve our student population, maintain class sizes in our schools, and provide for anticipated increases under compensation policies.

#### Included in the Expenditures Budget are increases/(decreases) of:

- \$20.88 million for estimated teacher and other staffing compensation and benefits
- \$1.60 million for 25.4 FTE instructional staffing positions associated with additional enrollment of 396 FTE students
- (\$2.00) million for (decreases) of 32.0 FTE teaching staff to align with actual enrollment in FY2014-15
- \$3.02 million for Public Employees Retirement Association (PERA) statutory contribution rate changes
- ◆ \$0.20 million for 2.8% increase in instructional materials at the schools
- \$0.45 million for 3.5 FTE in school mental health staff and 2.5 FTE in English Language Learner teaching staff
- (\$2.27) million for (decreases) to base budget related to one-time purchase costs for math curriculum incurred in FY2014-15 and other related adjustments
- (\$2.94) million for reallocations and efficiencies in order to contain expenditures and reduce the funding gap

#### Included in the Transfers Budget are increases of:

 \$1.03 million for financing high-priority instructional technology and student transportation capital needs to ensure schools are equipped to serve our student population in FY2015-16

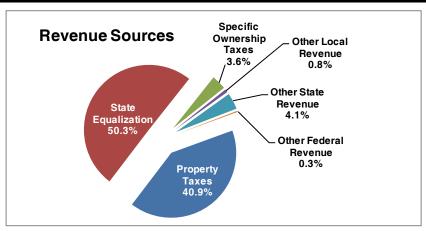






## GENERAL FUND REVENUE

REVENUE SOURCES	
Property Taxes	\$201,891,962
State Equalization	248,281,317
Specific Ownership Taxes	17,959,100
Other Local Revenue	3,767,400
Other State Revenue	20,117,622
Other Federal Revenue	1,457,699
Total Revenue	493,475,100
Plus Transfers	1,425,000
General Fund Revenue and Transfers	494,900,100
Use of General Fund Reserves	10,866,300
General Fund Resources	\$505,766,400

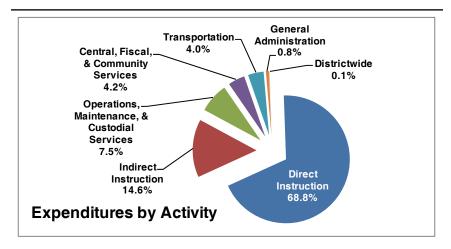


FY2015-16 Revenue Per Student FTE-\$9,549

STUDENT ENROLLMENT HISTORY					
Students	Actual 2011-12	Actual 2012-13	Actual 2013-14	Actual 2014-15	Projected 2015-16
Enrollment	51,820	52,681	53,584	53,818	54,223
FTE*	49,788	50,435	51,198	51,433	51,829
FTE Growth	0.79%	1.30%	1.51%	0.46%	0.77%
* Funded Stu	udents				

#### GENERAL FUND EXPENDITURES

General Fund operating expenditures are spent primarily on instruction, which includes direct instruction and indirect instruction. Direct instruction costs are associated with delivery of instructional services to students, including teachers, supplies, and equipment for education programs. Indirect instruction costs pertain to student support services, instructional staff, curriculum, staff development, and school-level administration.



Instruction Costs are 83.4% of Total Expenditures

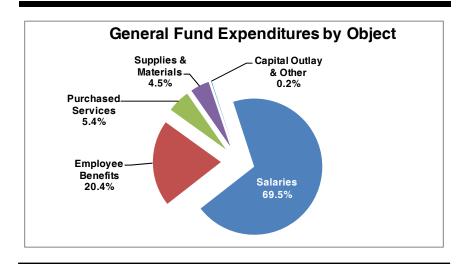
FY2015-16 Expenditures Per Student FTE—\$9,758

BUDGETED EXPENDITURES		
Direct Instruction	\$343,074,508	
Indirect Instruction	73,241,365	
Operations, Maintenance, & Custodial Services	37,627,080	
Central, Fiscal, & Community Services	21,184,800	
Transportation	19,771,632	
General Administration	3,853,715	
Districtwide	274,000	
General Fund Expenditures	499,027,100	
Plus Transfers	6,739,300	
Total General Fund Expenditures & Transfers	\$505,766,400	

#### FY2015-16 BUDGET APPROPRIATION

The Cherry Creek School District FY2015-16 budget is comprised of 8 separate funds. The Operating Fund is the General Fund. Special Revenue funds include Designated Purpose Grants, Extended Child Services, Pupil Activities, and Food Services. Capital Improvement funds include Capital Reserve and Building funds. The Debt Services fund includes Bond Redemption.

FUND	Expenditures & Transfers	Per Student FTE
General Fund	\$505,766,400	\$9,758
Designated Purpose Grants Fund	26,200,600	506
Extended Child Services Fund	16,718,500	323
Pupil Activities Fund	14,187,000	274
Food Services Fund	17,648,200	340
Capital Reserve Fund	10,126,800	195
Building Fund	30,891,600	596
Bond Redemption Fund	52,070,018	1,005
Total Expenditures & Transfers	\$673,609,118	\$12,997
Appropriated Reserves	19,535,077	377
Total Appropriation	\$693,144,195	\$13,374



## PROPERTY TAXES & MILL RATES

The assessed valuations of real estate properties in the District are being reassessed in 2015 by the Arapahoe County Assessor. School taxes on a residence valued at \$350,000 in 2015 are estimated to be \$1,394.



# \* 2015 Property Value and Taxes are estimated.

Mill levy is the rate of taxation based on dollars per thousand of taxable assessed value. Local tax rates for property are always computed in mills. 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 2015.

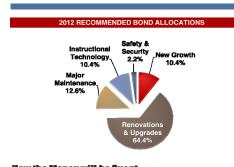
	IV	lill Rates			
	2011	2012	2013	2014	*2015
State Required	25.712	25.712	25.712	25.712	22.370
Hold Harmless Override	1.594	1.595	1.548	1.548	1.303
1991, 1998, 2003, 2008, & 2012 Budget Elections	12.295	18.133	17.587	17.588	14.814
Abatements, etc.	2.066	1.337	1.194	0.406	0.991
Bond Redemption	<u>12.700</u>	<u>11.260</u>	<u>11.451</u>	<u>11.448</u>	<u>10.571</u>
Total	54.367	58.037	57.492	56.702	50.049
* 2015 Mill Pates are Estimated					

<sup>\* 2015</sup> Mill Rates are Estimated

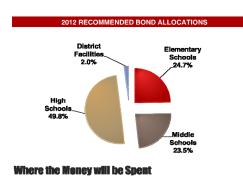
#### 2012 BUDGET & BOND ELECTION

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** authorized the District to sell \$125 million in bonds for capital costs of renovations and new school construction, which includes 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.



# How the Money will be Spent

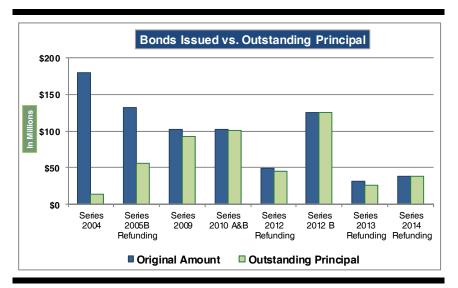




2012 BOND FUNDS PROJECT ESTIMATES		
New Growth	\$13,104,900	
Renovations/ Upgrades	85,201,600	
Major Maintenance	15,207,800	
Instructional Technology	5,965,800	
Safety & Security	5,519,900	
TOTAL \$125,000,000		

### **BONDS PAYABLE**

The Bond Redemption Fund is used to account 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, 2015	
Series 2004	\$179,750,000	\$13,525,000	
Series 2005B Refunding	132,215,000	55,765,000	
Series 2009	101,775,000	92,050,000	
Series 2010 A & B	101,775,000	101,015,000	
Series 2012 Refunding	48,855,000	44,940,000	
Series 2012 B	125,000,000	125,000,000	
Series 2013 Refunding	31,215,000	25,640,000	
Series 2014 Refunding	37,585,000	37,585,000	
Total Bonds Payable	\$758,170,000	\$495,520,000	

#### RECOGNITION FOR FISCAL RESPONSIBILITY

The District received an unqualified, clean audit opinion from independent auditor CliftonLarsonAllen LLP, conducted in accordance with auditing standards generally accepted in the U.S. and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the U.S.



Since 1994, the Cherry Creek School District Office of Fiscal Services has received, annually, the *Government Finance Officers Distinguished Budget Presentation Certificate of Excellence Award* from the Government Finance Officers Association (GFOA), reaching 21 consecutive years.

The Cherry Creek School District has been honored by the Association of School Business Officials International (ASBO) as one of only 23 school districts nationwide to receive the *Meritorious Budget Award* for excellence in the preparation and issuance of our school entity's budget for at least 15 consecutive years. We have received this award annually since 1997, or for 18 consecutive years. This award recognizes school entities that demonstrate excellence and transparency in school budget presentation.



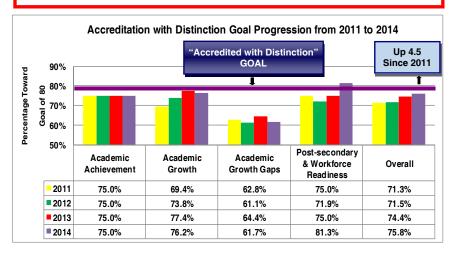
The District has also received the *Certificate of Achievement for Excellence in Financial Reporting* from GFOA and the *Certificate of Excellence in Financial Reporting* from ASBO each year since 1993.



#### CHERRY CREEK'S HIGH PERFORMANCE

The District's objective is to become the first, large diverse school district in Colorado to be "*Accredited with Distinction*" by CDE. As of the 2014-15 school year, the District earned 75.8%, up 1.4 percentage points from the previous year, and 4.2 percentage points below the 80% objective threshold.

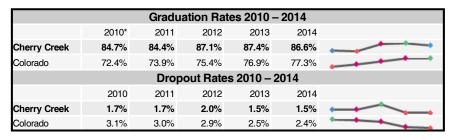
The following graph reflects an upward trend of progress over the past four years in each of the performance categories towards reaching 80% for the "Accredited with Distinction" status.



#### **ACCOUNTABILITY**

# GRADUATION RATES CONTINUE TO EXCEL SURPASSING STATE AVERAGES FOR ON-TIME GRADUATION RATES

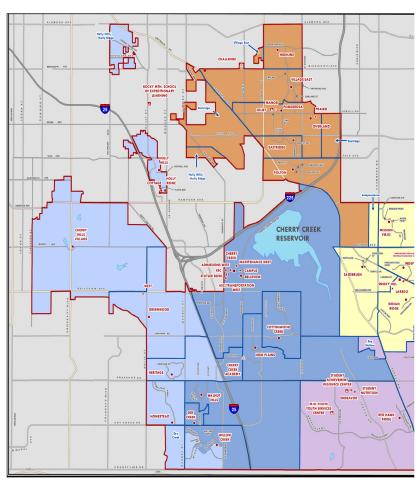
#### DROPOUT RATES REMAIN LOWER THAN STATE AVERAGES



<sup>\*</sup>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."

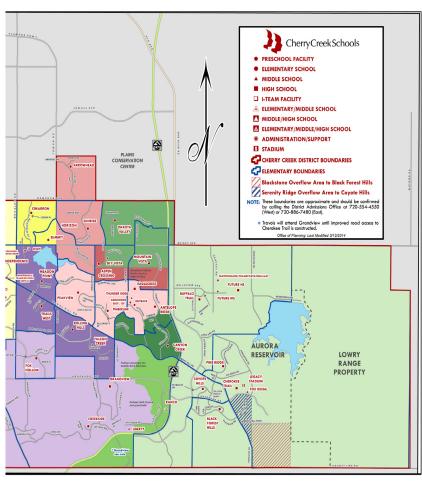
# CHERRY CREEK DISTRICT MAP

# 2014-2015 School Year



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

# 2014-2015 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 COMMUNITY

The Cherry Creek School District No. 5 is projected to educate about 54,500 children in FY2015-16 and serves over 301,000 residents within 108 square miles that spread across eight communities in the southeast portion of the Denver Metropolitan area. The communities served include Glendale, Foxfield, Greenwood Village, and portions of Aurora, Centennial, Cherry Hills Village, and Englewood. Certain areas of unincorporated Arapahoe County are served as well.











## **Schools and Facilities**

- 42 Elementary Schools
- 2 K-8 Schools

10 Middle Schools

- 9 Other School Programs
- 7 High Schools 2 Stadiums
- 11 Student Support Facilities











### FINANCIAL PLANS AVAILABLE

You are encouraged to review and comment on the District's budget and financial plans. Your support is important to provide the education our children deserve. The complete Financial Plan is available at the following locations:

Educational Services Center 4700 South Yosemite Street Greenwood Village, CO 80111



Auxiliary Services Center 4850 South Yosemite Street Greenwood Village, CO 80111

Also available on the District Website: www.cherrycreekschools.org/FiscalServices/Budget

Questions may be directed to: Guy Bellville, Chief Financial Officer 720-554-4344

June 2015