

Fiscal Year 2016-17



Dedicated to Excellence
Cherry Creek Schools

GUIDE TO UNDERSTANDING THE BUDGET



CHERRY CREEK SCHOOL DISTRICT #5 – ARAPAHOE COUNTY, COLORADO

ACKNOWLEDGMENTS

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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INTRODUCTION



This guide is designed to help you understand the Cherry Creek School District budget and how it was developed. It will provide information about the budget's main components: **revenue** and **expenditures**. You will learn about the District's funding sources, see how resources are used to fund educational success for our students, and learn how you can be involved in budgeting decisions.

This booklet was prepared to answer the following questions:

- ◆ How is the budget approved?
- ◆ Where does the funding (revenue) come from?
- ◆ How does the Cherry Creek School District distribute funding to provide for educational excellence and equity for all students, enabling students to be successful in post-secondary education and careers?
- ◆ How are resources managed?
- ◆ How can you get involved?

THE ANNUAL BUDGET

The budget is a financial plan for the successful attainment of the District's strategic mission. Schools and departments develop a staffing plan that considers the resources available based on enrollment and funding permitted under the School Finance Act. The Cherry Creek School District's (CCSD) annual budget allocates resources for the purpose of teaching students, transporting them to and from school, feeding them breakfast and lunch, and maintaining school buildings and grounds. These funds provide salary, benefits, and professional development training for teachers and support staff, as well as necessary services, supplies, and equipment to enhance our student's educational experience. It also provides funding for special education and other programs such as English Language Acquisition. Bond funds, which voters approve in local elections, pay for building new schools, renovating and modernizing existing facilities and upgrading the schools' technology infrastructure.

BUDGET APPROVAL

The Cherry Creek School District must adopt an annual budget by June 30th for the following school year. The administrative staff of the District works together to recommend a budget to the Board of Education that considers the needs and values of students, parents, employees, and taxpayers. Our Board members are the fiscal stewards for the community who manage our educational resources in an effective and prudent manner consistent with District values.

Each year the Superintendent and District staff members build a budget based on the School Finance Act funding in accordance with policy guidelines established by the Board of Education. The budget is submitted to the Board for consideration and adoption at the regularly scheduled monthly Board meeting in June of each fiscal year.

Considerations during the budget process include:

- ◆ Level of state funding that the General Assembly authorizes under the School Finance Act
- ◆ Compensation agreements with instructional and support staff groups
- ◆ Cost and Resource Management Plan based on current funding and cost assumptions
- ◆ Capital outlay expenditures for schools and support facilities
- ◆ Projected student enrollment for the coming year
- ◆ Additional operations and maintenance costs for new schools and facilities
- ◆ Projected federal grants for programs including Every Student Succeeds Act (ESSA) and Individuals with Disabilities Education Act (IDEA).



EFFECTIVE USE OF FUNDS FOR ACADEMIC ACHIEVEMENT

An independent study by The Center for American Progress has ranked the Cherry Creek School District among the highest in Colorado for effective use of funds for academic achievement.

The District received a “Green” rating indicating the highest return on investment (ROI) in the use of funding for student success. The return on investment measure rates the academic achievement of school districts for each dollar spent compared to other districts in the State.

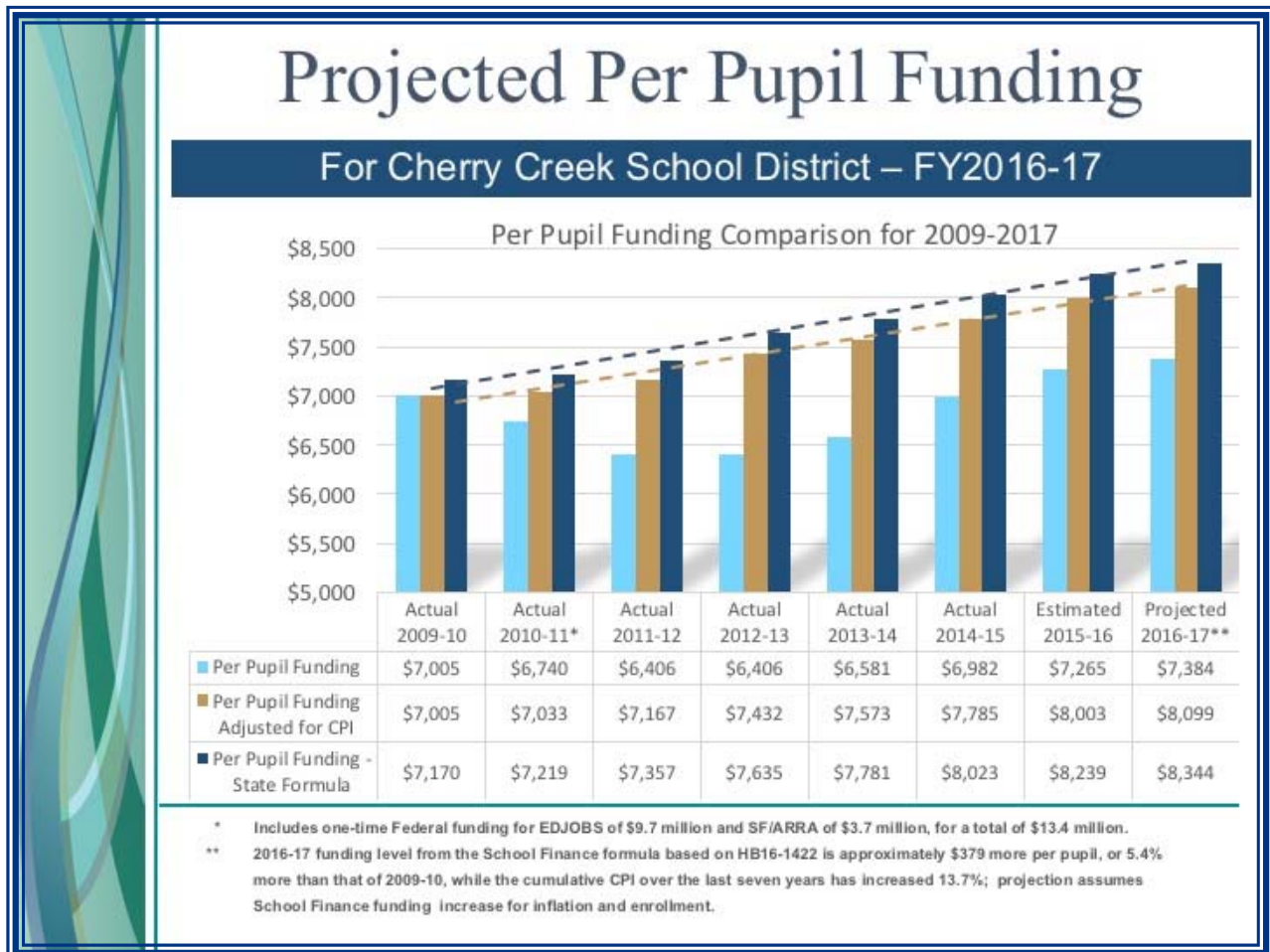
Overall, the study found that school districts that target more dollars to the classroom and less on administration fared much better. Cherry Creek School District spends 83% of its General Fund budget on direct and indirect instruction and less than 5% on central administration costs.

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 FY2016-17 of \$519.61 million supports the mission with about 83% of the expenditure budget devoted to classroom instruction. As the budget has been affected by the declines in State funding, Cherry Creek has delivered on a firm effort to maintain classroom instruction and programs despite funding shortfalls from the State of Colorado.

Public School Finance Act

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. In May 2016 House Bill 16-1422 was passed for the 2016-17 school year.



CURRENT PROJECTED FUNDING

The chart below illustrates the negative impact to the Cherry Creek School District per pupil funding resulting from statewide reductions in K-12 education funding. The “*Negative Factor*” is the mechanism by which funding for school districts statewide is reduced as a means to balance the State budget.

FY2016-17 Public School Finance			
Based on HB16-1422			
CHERRY CREEK	ACTUAL FY2015-16*	PROJECTED FY2016-17*	NET INCREASE
TOTAL PROGRAM FUNDING	\$424,995,689	\$430,414,676	\$5,418,987
NEGATIVE FACTOR **	(50,278,163)	(49,560,959)	717,204
NET TOTAL PROGRAM FUNDING	\$374,717,526	\$380,853,717	\$6,136,191
TOTAL FUNDED PUPILS	51,581.7	51,581.7	-
FUNDING PER PUPIL	\$7,265	\$7,384	\$119
* Funding Assumption – Budget Scenario – 1.2% Inflation + Enrollment; FY2016-17 figures are adjusted to reflect Cherry Creek’s budget projection for funded pupil growth. ** Negative Factor is -11.83% for FY2015-16 and -11.51% for FY2016-17.			

Budget Balancing Measures

The Cost and Resource Management Plan for FY2016-17 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 FY2016-17 utilizes **\$14.88 million** of General Fund reserves, as a means to offset the funding gap for FY2016-17. The General Fund Budget includes **\$504.73 million** of revenue (including transfers) and **\$519.61 million** of expenditures (including transfers) after adjustments.

1. As part of the budget balancing plan, cost efficiencies in Transportation of **\$540,000** continue through a Bus Replacement Plan, which reduced equipment parts expenditures and other savings occurred through market price changes in fuel costs.
2. Additional cost savings of **\$610,000** reduced budget expenditures for Workers’ Compensation insurance.

PUBLIC SCHOOL FINANCE ACT

The Cherry Creek School District receives the majority of funding from the State of Colorado through the Public School Finance Act of 1994. This Act uses a formula to determine state and local funding amounts for school districts to provide PreK-12 public education. Each year, during the Legislative session, the General Assembly authorizes a Per Pupil Revenue (PPR) amount for each school district in the State. The formula begins with a statewide base per pupil funding amount. For FY2016-17, the base is \$6,368 which is a 1.2% increase from FY2015-16. This base amount is modified for each district to account for differences among the state's school districts. This Net Total Program Funding is budgeted in the General Fund.

Refer to the chart below for the calculation of the per pupil funding using the School Finance Act formula.

FY2016-17 SCHOOL FINANCE ACT FORMULA	
Statewide base per pupil funding	\$6,368
Multiplied by District personnel costs factor	X .905
Multiplied by District cost-of-living factor	X 1.262
PLUS	+
Statewide base per pupil funding	\$6,368
Multiplied by District non-personnel costs factor	X .095
TOTAL	\$7,878
Multiplied by District size factor	X 1.0297
Funding per pupil <i>without</i> At-Risk Pupils	\$8,112
Statutory funding per pupil <i>with</i> At-Risk Pupils	\$8,344
Negative Factor—Formula Reduction of –11.51%	(\$960)
Net per pupil funding under HB16-1422	\$7,384

The following factors are considered in the calculation.

1. Statewide base per pupil funding 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.
2. District personnel costs factor is formula driven and differs by districts based on enrollment size. Districts with the largest enrollments receive the largest adjustments.
3. District cost of living factor reflects differences in the cost of housing, goods, and services within each of Colorado's 178 school districts. This factor is applied to the percentage of the statewide base allocated for personnel costs.
4. District non-personnel costs factor is the difference between 100 and the district's personnel costs factor.
5. District size factor compensates for the economies of scale created by differences in district enrollments. The districts with the smallest enrollments receive the largest size adjustments, although districts with over 32,000 students receive an increased rate adjustment.
6. –11.51% Negative Factor is the mechanism by which funding for school districts statewide is reduced as a means to balance the State budget. This Negative Factor decreased from –11.83% in FY2015-16

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 \$973 per at risk pupil in FY2016-17.

ENROLLMENT

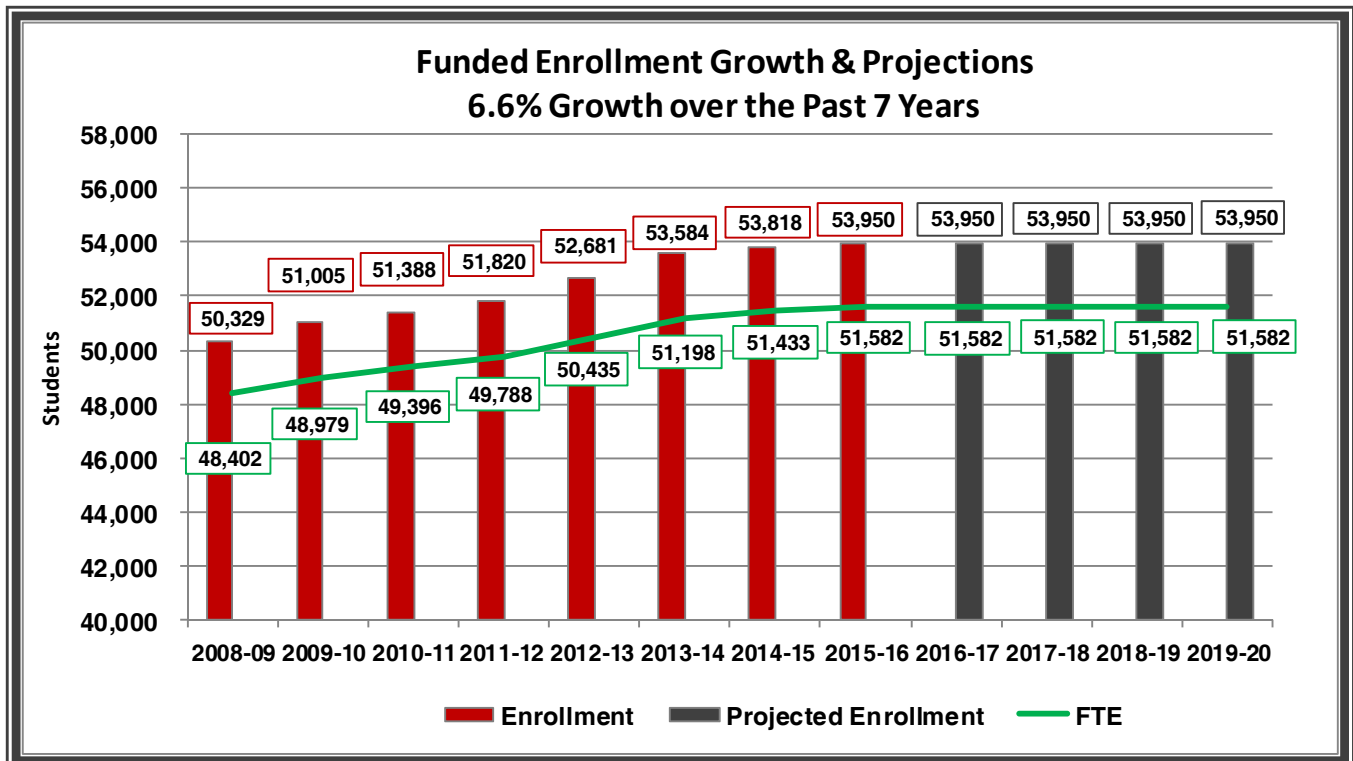


Enrollment

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 6.6% over the past seven years, however, enrollment is expected to grow at a gradual rate over the next four years.

The official state count of enrollment is conducted in October of each school year. The number of students enrolled in the District during the count period is the basis used for determining the amount of funding authorized by the School Finance Act. For the 2016-17 school year, the current funding formula estimate provides for \$7,384 per full time student, a 1.6% increase from \$7,265 per full-time student in the 2015-16 school year.

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.



DISTRICT REVENUE SOURCES GENERAL FUND

District revenue is generated primarily from property taxes, other local taxes, and state equalization funding. A small amount comes from the federal government through the American Recovery & Reinvestment Act (ARRA).

LOCAL REVENUE – \$226.89 MILLION IN 2016-17

PROPERTY TAXES

Every homeowner and business owner in Colorado pays property taxes for schools, along with taxes for other public services. Each year, the budget crafted by the governor and legislature determines how much of the total budget is allocated to education. The portion for K-12 education is then divided among the 178 school districts in Colorado using the School Finance Act funding formulas. These formulas determine how much money each district receives per student as well as how much of that funding is paid by the state and how much is paid through local taxes. Currently property taxes make up 40.4% of the District's General Fund revenue.

LOCAL REFERENDA

Colorado law allows local school districts to ask voters, within statutory limits, to approve additional funding through local tax increases referred to as mill levy overrides. Cherry Creek School District voters have approved such overrides as follows:

<u>1991</u>	\$10,263,000
<u>1998</u>	\$10,500,000
<u>2003</u>	\$14,000,000
<u>2008</u>	\$18,000,000
<u>2012</u>	\$25,000,000

OTHER LOCAL REVENUE

The District also receives revenue from the Specific Ownership Tax, investment income, tuition, and miscellaneous fees (including rent for the use of District facilities).

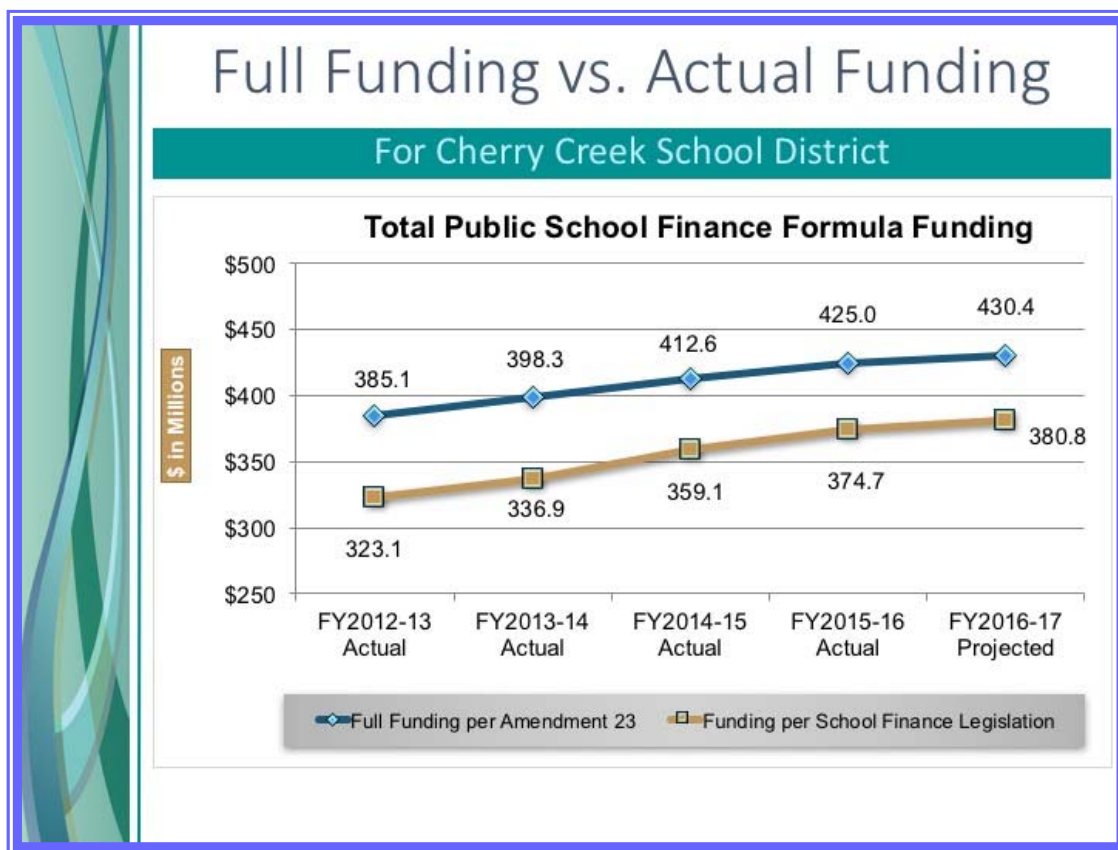


DISTRICT REVENUE SOURCES GENERAL FUND

STATE REVENUE – \$274.93 MILLION IN 2016-17

As previously explained in the “Public School Finance Act” section, the School Finance Act Program Funding authorized by the State Legislature for the General Fund is based on a per pupil allocation with adjustment for each district based on personnel, non-personnel, cost-of-living, size, and a “-11.51% Negative Factor.” This Negative Factor, enacted through a legislative legal opinion, offsets the Amendment 23 funding formula, which was adopted by voters in 2000. The Colorado Department of Education distributes funding to the state’s 178 school districts based on this allocation. Per pupil funding for Cherry Creek School District is estimated to be \$7,384 for FY2016-17.

Cherry Creek Net Total Program Funding for FY2016-17 is projected to be \$380.85 million based on the anticipated funded pupil count in October 2016 of 51,582. This is an increase of \$6.13 million from the FY2015-16 funding of \$374.72 million. This level of funding is still substantially lower, by \$49.6 million, than Amendment 23 full funding. The graph below illustrates the gap between full and actual funding since FY2012-13.



The State of Colorado also provides categorical State revenue sources for special education, pupil transportation, gifted and talented programming, vocational education and English Language Acquisition programs.

FEDERAL REVENUE – \$1.46 MILLION IN 2016-17

The amount shown above is ongoing revenue from the American Recovery and Reinvestment Act funding, received in the General Fund as part of the Build America Bonds program.

LOCAL PROPERTY TAXES

PROPERTY TAX ASSESSMENTS

Local tax money goes to the county treasurer who distributes it to each governmental entity in the county. State law sets the property tax assessment rate. Property is reassessed every two years by the Arapahoe County Assessor. In 2016, homeowners will have an assessment rate of 7.96% of the market value of their home, while businesses will have a 29% assessment rate. Property taxes are based on mill rate times the taxable value of property.

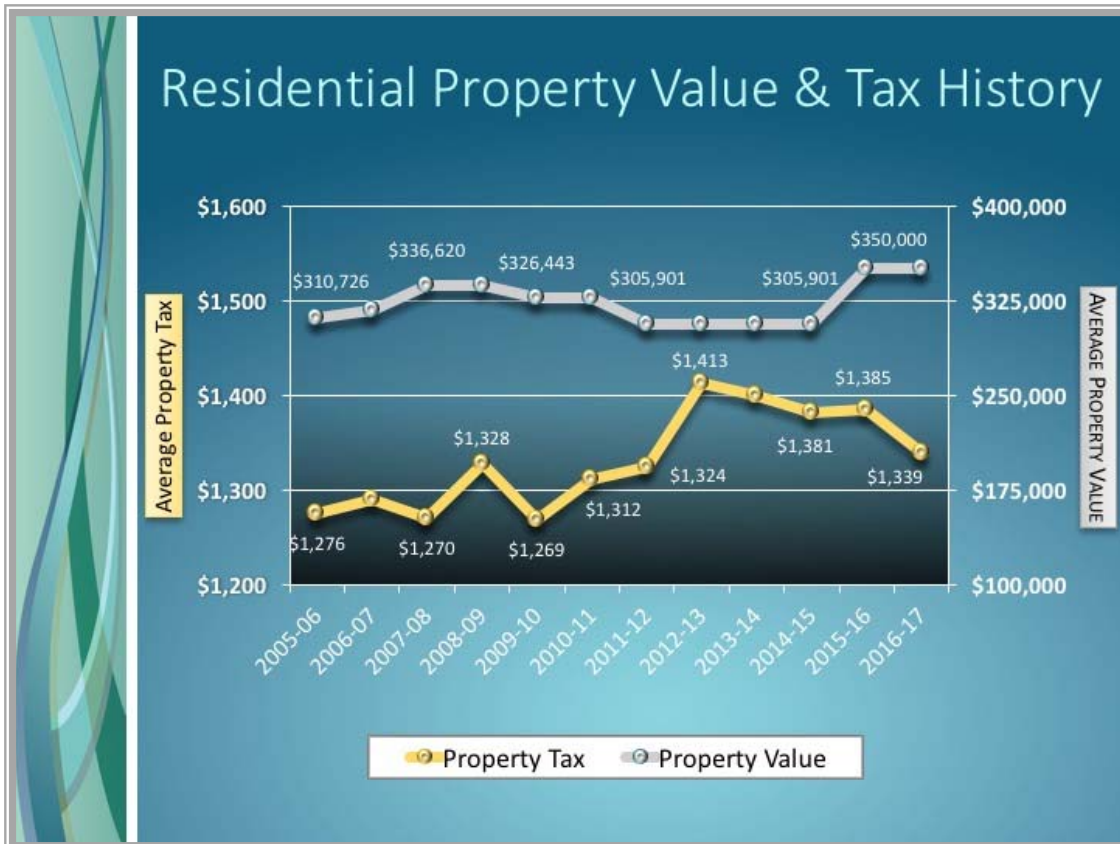
A mill rate of one mill means \$1 of taxes per \$1,000 of taxable assessed value.

RESIDENTIAL PROPERTY TAXES

To estimate how much the school district portion of your property tax bill is, use the following formula example:

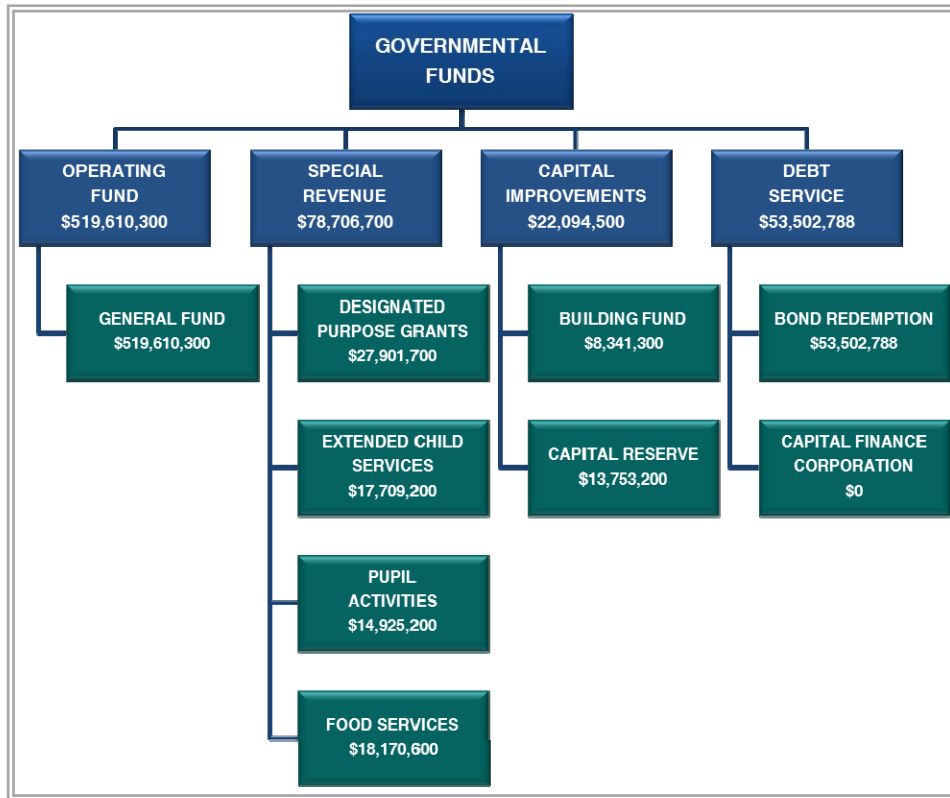
Residential Property Value	X	Assessment Rate	X	School Tax Mill Rate - Estimated	/1000=	School Property Tax
\$350,000		7.96%		48.044 for 2016		\$1,339

The following graph presents an historical look at the property tax a homeowner pays based on the “average value” of a residence. Actual school mill levy and taxes are determined in December 2016 based on final assessed values.



CHERRY CREEK SCHOOL DISTRICT BUDGET FOR FY2016-17

BUDGETED EXPENDITURES AND TRANSFERS \$673,914,288



The Cherry Creek School District budget reflects the costs to educate a projected 53,950 students in 61 schools and 9 programs. The funds of the District are classified as Operating, Special Revenue, Capital Improvement, and Debt Service. The following describes each fund:

- ◆ **General Fund** pays for day-to-day expenses of running the school system and includes salaries, benefits, supplies, purchased services, transportation, maintenance, and utilities.
- ◆ **Designated Purpose Grants Fund** accounts for the restricted or categorically funded grants; most of the funding comes from the federal government.
- ◆ **Extended Child Services Fund** provides enrichment programs for preschool, kindergarten, before and after school child care, academic summer school, sports camps, and instrumental music.
- ◆ **Pupil Activities Fund** accounts for financial transactions related to certain school-sponsored pupil athletics and activities.
- ◆ **Food Services Fund** provides food services to all District schools. Breakfasts and lunches are served to students and staff and are partially funded by state and federal programs.
- ◆ **Capital Reserve Fund** accounts for the ongoing capital outlay needs of the District.
- ◆ **Building Fund** is the capital improvements fund that accounts for the construction and renovation of facilities with the proceeds from District bonds.
- ◆ **Bond Redemption Fund** is the debt service fund, accounting for property tax revenue to repay the annual principal and interest on outstanding bonds.

GENERAL FUND BUDGET EXPENDITURES BY ACTIVITY

The largest share of the General Fund, **83 cents out of every dollar**, is allocated to direct and indirect instruction. This includes salaries and benefits paid to teachers, para-educators, school-level administration, and learning support provided by counselors, librarians, nurses, and other professional personnel.

INSTRUCTION SERVICES



DIRECT INSTRUCTION

Costs associated with the delivery of instructional services to students, which include teachers, supplies, & equipment for regular & special education programs

69¢



INDIRECT INSTRUCTION

Student support services, instructional staff services, curriculum, staff development, and school-level administration

14¢

83¢

OPERATIONS & SUPPORT SERVICES



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OPERATIONS & MAINTENANCE

Facility maintenance, operations, utilities, & custodial services

8¢

TRANSPORTATION

Bus transportation for students & vehicle maintenance

4¢

17¢

CENTRAL, FISCAL, & COMMUNITY SERVICES

Fiscal services, county treasurer's fees, purchasing, information systems, community services, interest, & transfers

4¢



GENERAL ADMINISTRATION

Board of Education, executive administration, & instructional administration

1¢

DESCRIPTION OF EXPENDITURES BY OBJECT

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

SALARIES in the General Fund alone make up 69.42% of the operating fund budget. Staff salaries are not paid from the Bond Redemption Fund, or Capital Reserve Fund.

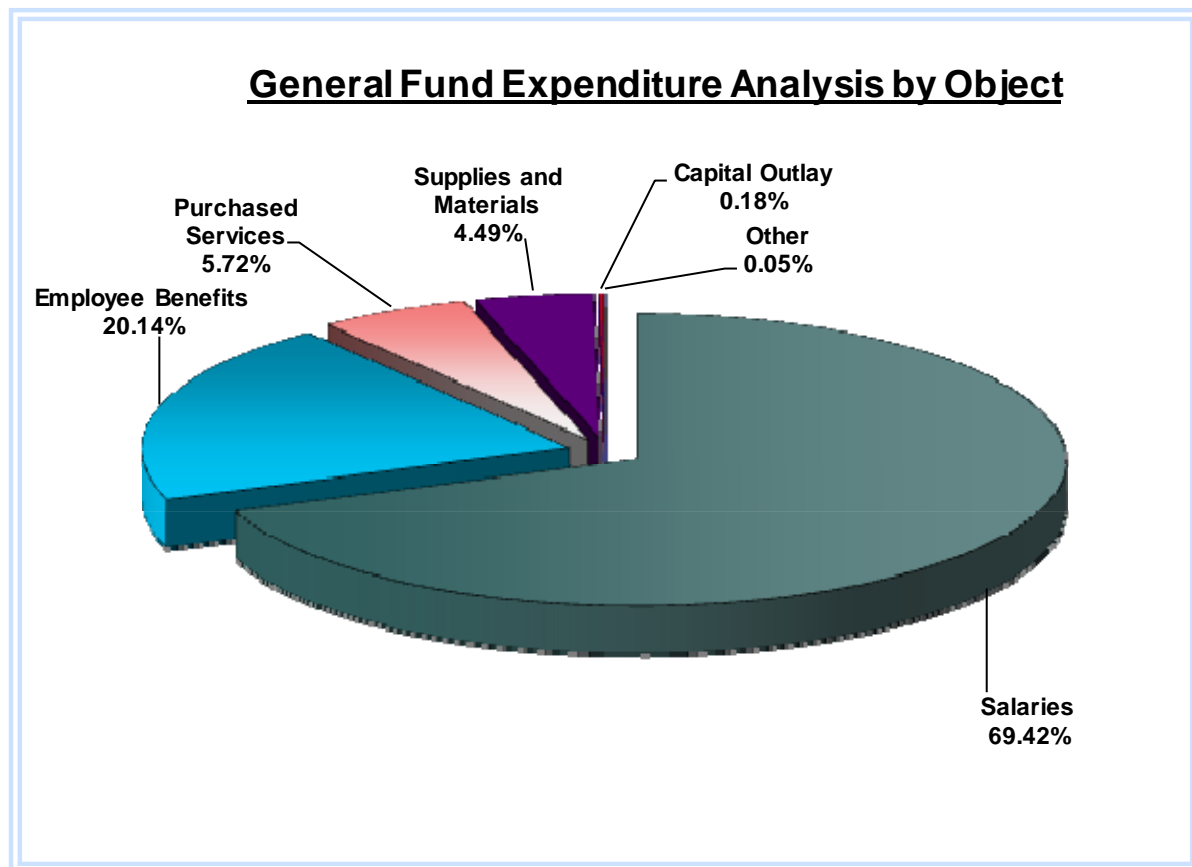
BENEFITS consist of District PERA contributions, Medicare, health and life insurance, as well as short and long term disability payments. The PERA employer contribution rate will increase each year to January 2018 when it will be set at 20.15%. Health insurance costs have increased and are expected to continue the upward trend. The District recurring contribution for health insurance costs will remain at the same contribution level for FY2016-17.

CAPITAL OUTLAY includes planned expenditures for renovations of schools and support facilities. The successful \$125 million bond election in November 2012 will finance these projects, including the planned additions to Grandview and Cherokee Trail High Schools.

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

BOND PRINCIPAL AND INTEREST REPAYMENT is the repayment of bonds issued by the District to build and renovate schools and other facilities in the District.

SUPPLIES AND MATERIALS expenditures include textbooks and library books as well as other classroom supplies.

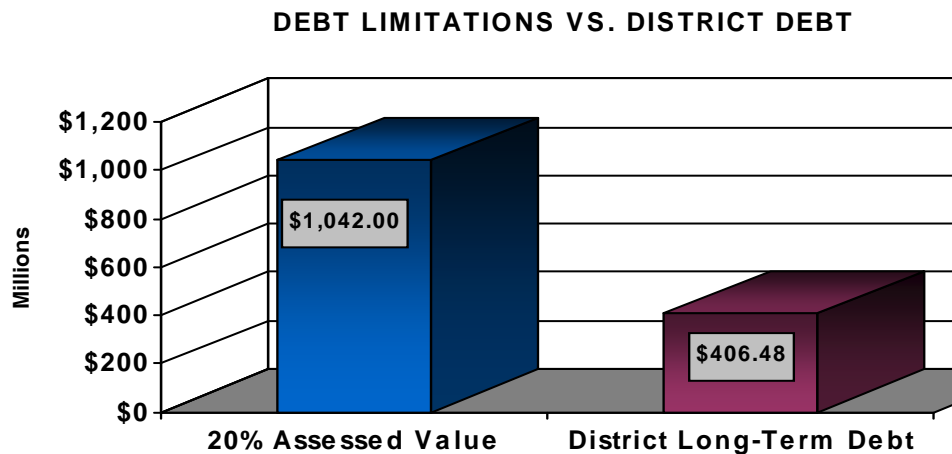


BONDED GENERAL OBLIGATION DEBT FOR SCHOOL FACILITIES

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 39.0% of the legal debt limit.
- ♦ The following graph represents the legal debt limitations versus the current long-term debt of the District.



2012 BOND ISSUE

The District continues to receive support from the community and has been successful in the passage of bond issues to provide funding for construction and renovation of schools and facilities. In November 2012, voters approved the issuance of \$125 million in general obligation school bonds. In December 2012, \$125 million bonds were issued.

Numerous features are planned for the constructed schools and facilities from the 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

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. Thirty-nine District elementary schools 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.

SOME ELEMENTS OF ENERGY EFFICIENCY UTILIZED IN CCSD

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**
 - Roof 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

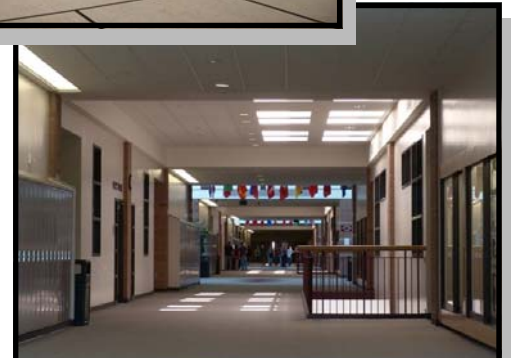
- ◆ **Converting to More Efficient Electrical Lighting**
 - Transitioning from T12 to T8 ballasts, reducing the number of ballasts, & transitioning from magnetic to electronic ballasts

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



ACCOUNTABILITY FOR PUBLIC EDUCATION RESOURCES

The Cherry Creek School District Board of Education is accountable to the community (the taxpayers) for wisely and efficiently using public funds to support District schools. The Board holds the Superintendent responsible for developing and properly managing the District's budget. The State of Colorado also monitors District spending to a certain degree. Federal grants are regulated at the national and state level. Independent auditors, who report their findings to the Board of Education and the public, audit the District's budget and financial condition annually.

The District has been awarded the Distinguished Budget Presentation Award by the Government Finance Officers Association (GFOA) every year since 1994 and the Meritorious Budget Award from the Association of School Business Officials International (ASBO) every year since 1997. In addition, the District has received both 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.

The financial plan is available for review on the District website or at the following District locations:

District web site – www.cherrycreekschools.org/FiscalServices/Budget

LOCATIONS	
Educational Services Center	Auxiliary Services Center
4700 S. Yosemite Street Greenwood Village, CO 80111	4850 S. Yosemite Street Greenwood Village, CO 80111

PARTICIPATING IN THE BUDGET PROCESS

Schools are successful only if they have public support. We encourage the Cherry Creek School District Community to get involved. Parents can join their school's Accountability Committee to learn about budget decisions at the school level. All community members are invited to the monthly School Board meetings to share their opinions.

To obtain more information about the Cherry Creek School District's budget process or to find out when public meetings are being held, call 720-554-4629, or access the District's web site at www.cherrycreekschools.org.

For information on Colorado state education policy and budget, call the Colorado Department of Education at 303-866-6600 or access their web site at <http://www.cde.state.co.us>.





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