Financial Plan

Budget for Fiscal Year:

July 1, 2011 - June 30, 2012



2011 - 2012

Cherry Creek School District No. 5

Arapahoe County, Colorado

Dedicated to Excellence

Cherry Creek School District No. 5
Arapahoe County, Colorado

FINANCIAL PLAN AND BUDGET

2011-12

Fiscal Year
July 1, 2011 – June 30, 2012

Prepared by
Fiscal Services Division

Guy G. Bellville
Chief Financial Officer

Dan Huenneke
Director of Budget

Dedicated to Excellence

Acknowledgments

We are honored to display the cover graphic design produced by

Sean Poelma

as an example of the quality work of our high school students in the Cherry Creek School District Career and Technical Education Program.

Thank you to the members of the Budget Department for their dedicated efforts in preparing the Financial Plan and to the other staff members of the Fiscal Services Division who assisted in this process.

Our utmost appreciation is extended to the members of the Board of Education for the many hours contributed in providing direction to the Cherry Creek School District and to the community for their continued support.

CHERRY CREEK SCHOOL DISTRICT
FINANCIAL PLAN
FISCAL YEAR 2011-12

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Cherry Creek Schools

Dedicated to Excellence

Cherry Creek School District No. 5

Arapahoe County, Colorado



BOARD OF EDUCATION

Standing left to right:

Jennifer Churchfield	**Vice President**
Claudine McDonald	**Secretary**

Seated left to right:

Randy Perlis	**Assistant Secretary/Treasurer**
Aagje C. Barber	**President**
Jim O'Brien	**Treasurer**

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

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

Cherry Creek School District No. 5

Mary F. Chesley
Superintendent



DISTRICT LEADERSHIP TEAM

Mary F. Chesley	**Superintendent**
Eric Flor	**Assistant Superintendent**
Dr. Elliott Asp	**Assistant Superintendent**
Dr. Harry C. Bull, Jr.	**Assistant Superintendent**
Dr. Scott Siegfried	**Assistant Superintendent**
Guy G. Bellville	**Chief Financial Officer**
Amanda Hesterman	**Internal Legal Counsel**

"We believe that public education is the best hope for our country, so we must become the best example of that best hope."

Mary F. Chesley

A Message From the Superintendent

Our Mission

"To inspire every student



to think,

to learn,



to achieve,

to care"

"In Cherry Creek it is not about averages, it is about individuals."

Mary F. Chesley

Introduction

Cherry Creek's Financial Plan is presented here as a comprehensive financial profile of District budgets for FY2011-12, as well as to display current and prior budget information for schools and departments. The budget is recommended for adoption at the June 13, 2011 regular meeting of the Board of Education.

The Financial Plan for FY2011-12 is developed in the best interests of the strategic mission and values of Cherry Creek School District.

"THE BEST EXAMPLE OF THE BEST HOPE"

In looking forward to FY2011-12, my feeling is that Cherry Creek School District is positioned well to advance the academic achievement of our 51,000 students so that they may be successful and prepare them for college and post-secondary endeavors.

Our staff and community have a special emphasis on educating the whole child and maintaining neighborhood schools that support families in a way that differentiates the educational experience for each child. Our schools are nationally known for their focus on excellence.

We are committed to meeting the individual needs of each and every student by supporting individual strengths and needs in traditional schools and classrooms, as well as in alternative learning environments. We further meet our students' diverse needs through special programming such as Gifted and Talented Education, Special Education, and English Language Acquisition.

During the 2010-11 school year, eight of our Cherry Creek schools received the "Governor's Distinguished Improvement Award" which recognizes the top 8% of public schools that demonstrate the highest rates of student longitudinal growth, as measured by the Colorado Growth Model. Also, thirteen of our schools received the "John Irwin Schools of Excellence Award" that recognizes the top 8% of public schools for highest student achievement on statewide assessments.

Our 51,000 students are a family of learners, and it is a special privilege for teachers, support staff, and principals to lead them to a distinctive place where their talents can be explored and cherished. I am so thankful for the contributions that our staff makes each day toward our Cherry Creek School District Culture of Excellence.

In the words of Thomas Jefferson…"Educate and inform the whole mass of people… They are the only sure reliance for the preservation of our liberty."

Cherry Creek's Goals for Student Success

Cherry Creeks' 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."*

ACCOMPLISHMENT OF OUR GOALS IS WHAT BEING *"THE BEST EXAMPLE OF THE BEST HOPE"* MEANS:
⇒ 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

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 also 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, 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.

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 by 2012-13 in conjunction with the opening of the Institute of Science and Technology (IST) at the Overland/Prairie campus.

We are eagerly anticipating the opening of the Cherry Creek IST in August of 2011. This facility will be the springboard for the reinforcement of our increased emphasis on preparing students for careers in STEM fields of interest. The IST will provide 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 will be introduced to science curriculum enhancements as part of an accelerated preparation for middle and high school programs. Students will be exposed to new concepts and use of materials that spark their discovery of scientific knowledge. Science materials will be added in the area of Physical Sciences, with later phase-in of materials for Earth and Life Sciences.

State Accreditation System

In September 2010, the State of Colorado moved to a new system of accreditation for schools.

Senate Bill 09-163, the Education Accountability Act of 2009, established the Colorado School Performance Framework (SPF). The SPF established the following four categories for schools:

* Performance
* Improvement
* Priority Improvement
* Turnaround

COLORADO STATE FACTORS

State Accreditation & Budget

We are proud to report that 94% of Cherry Creek Schools are in the top *"Performance"* category for accreditation purposes compared to 62% of schools statewide. Only 6% of schools are in the next to highest *"Improvement"* category, compared to 21% of schools statewide.

Cherry Creek has taken a more proactive approach by working with staff and parents to establish ratings of schools by using locally developed *"Key Performance Indicators"* (KPI)(s), which are more rigorous and consistent with the District vision, mission, and goals than the statewide indicators. The District identified targets for schools on six Key Performance Indicators for each District goal area (Excellence, Equity, and College Preparedness). Individual schools are monitored for each target area.

State Budget

The $7.0 billion State General Fund Budget is allocated specifically amongst six primary areas in decreasing order of magnitude:
⇒ K-12 Education (typically represents slightly over 40% of the State Budget)
⇒ Human Services and Health Care
⇒ Corrections and Judicial
⇒ Higher Education
⇒ State Support Service Departments
⇒ General Government

The State budget has been affected by a combination of a declining revenue base as a result of the economic recession and an increasing State population in need of State-supported services.

Revenue for the State of Colorado has been impacted by a legislative action that lowered State income tax and sales tax rates during good economic times in 2000 and 2001, respectively. The combination of these rate reductions, along with the 2008 downturn in the economy, has caused State revenue to regress to levels of 10 years ago. At the same time, Colorado's population has grown 17% in the last ten years and now exceeds 5 million people.

Colorado is in a constitutional dilemma with its revenue problem, as the Legislature is restricted from raising the tax rates again to restore revenue without a separate initiative referred to the voters for consideration. A constitutional amendment, known as TABOR, approved by the voters in 1992, requires statewide voter approval to increase tax rates.

PUBLIC SCHOOL FINANCE

K-12 Education

Amendment 23

A statewide vote in November 2000 approved Amendment 23, that was intended to require the Legislature to grant funding increases for K-12 education, that compensate for serious deficiencies in funding from 1988 to 2000. Voters approved increases in funding based on the increases in the Consumer Price Index (CPI), plus 1% plus enrollment growth for FY2000-01 through FY2010-11. Beginning in FY2011-12, funding was based on the CPI plus enrollment growth.

However, beginning in FY2008-09, the State of Colorado obtained a legislative legal opinion to permit new rescissions to State K-12 funding, primarily due to declining State revenue.

The School Finance Act formula was adjusted with a *"negative"* State Budget Stabilization Factor, which reduced funding for Colorado K-12 education in a substantial way.

The disparity between Cherry Creek funding prescribed in Amendment 23 and actual funding authorized by the Legislature for fiscal years 2008-09 through 2011-12 has grown to a cumulative figure of $81.0 million, including the anticipated impacts of Senate Bill 11-230.

School Finance Act

Governor Hickenlooper introduced a State Budget Balancing Plan for FY2011-12 on February 15, 2011. The Plan addressed a projected $1.1 billion statewide shortfall in funding and recommended a $332.0 million reduction in net Total Program Funding for K-12 education.

The School Finance Act, Senate Bill 11-230, was introduced on April 5, 2011. The School Finance Act is the annual legislative action that determines K-12 education funding for the following fiscal year. The Bill was approved with an amended $227.5 million reduction in net Total Program Funding for K-12 Education for FY2011-12. This represents the fourth consecutive year that funding reductions have been made to schools. The amount of these reductions is determined through a *"Negative Factor"* that is applied in the School Finance formula. For FY2011-12, the factor is a –12.97%, which equates to $47.5 million for Cherry Creek. Total Program Funding statewide for K-12 education, including State and local sources of formula funding as calculated in accordance with Amendment 23, should be $5.987 billion. A *"Negative Factor"* of –12.97%, when deducted from the formula, yields a reduction of $776 million from the formula, resulting in net statewide funding of $5.211 billion.

Cherry Creek funding from the School Finance Act in FY2011-12 is estimated to decline by $14.7 million, when compared to FY2010-11. Cherry Creek net Total Program Funding in FY2010-11 is $332.9 million. This figure for FY2011-12 is estimated to be $318.2 million. Cherry Creek per pupil funding decreases 5%, from $6,740 in FY2010-11 to $6,400 in FY2011-12.

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) of 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 more than 83% of its General Fund budget on direct and indirect instruction and less than 5% on central administration costs.

Cost and Resource Management Plan

The Cost and Resource Management Plan is designed to summarize the key issues and challenges presented by State funding reductions, and to determine budget solutions that are consistent with the strategic mission and values of Cherry Creek Schools.

PUBLIC SCHOOL FINANCE

K-12 Education

Senate Bill 11-230, the School Finance Act, reduces K-12 statewide net Total Program Funding for FY2011-12 by $227.5 million, from $5.438 billion to $5.211 billion. Net Total Program Funding for Cherry Creek is anticipated to decline $14.7 million, from $332.9 million in FY2010-11 to $318.2 million in FY2011-12. Funding per pupil is reduced from $6,740 per pupil in FY2010-11 to $6,400 per pupil in FY2011-12. The decline in total revenue of $15.2 million, coupled with anticipated expenditure increases of $11.9 million, mostly associated with negotiated personnel policies and State pension statutes, is offset by an estimated $3.0 million operating margin for FY2010-11, resulting in a $24.1 million funding gap.

The Cherry Creek School District developed a $25.8 million Cost and Resource Management Plan that identifies changes in revenue and expenditures for the purpose of developing a balanced budget for FY2011-12. This Plan identifies $14.9 million in expenditure budget reductions and the use of up to $10.9 million in General Fund Reserves.

State funding reductions have reduced the capacity of Cherry Creek to serve our student population and address student achievement initiatives throughout the District. Funding per pupil has been diluted by funding reductions. Funding per pupil is declining and will be at levels slightly higher than that experienced in FY2007-08.

Although our strategic mission and values remain strong, our ability to meet growing Federal and State mandates is being compromised as funding reductions are growing in cumulative magnitude.

Student Enrollment and General Fund Budget Growth

The October 2011 District enrollment is projected to be 23,488 in elementary schools, 11,620 in middle schools, 15,190 in high schools, and 1,413 in other programs. Total enrollment is expected to be 51,711, as compared to actual enrollment of 51,388 in October 2010. The October 2011 funded enrollment is expected to grow by 323 students, a 0.65% increase.

General Fund budgeted expenditures, including transfers, decreased from $419.6 million in FY2010-11 to $416.7 million in FY2011-12, a decrease of $2.9 million, or 0.7%. The General Fund budget growth was largely affected by State funding reductions associated with the economic downturn and negative trends in employment and retail sales, which impacted overall revenue in the State budget.

Increases in the General Fund budget were concentrated on the resources to serve our student population and contractual increases for teachers. Included in the budget are $7.0 million of teacher compensation increases. Statutory increases in PERA and unemployment increases total $4.0 million. Also included is $1.1 million of cost increases associated with the opening of the Institute of Science and Technology.

General Fund revenue and transfers are budgeted to decline from $422.7 million in FY2010-11 to $407.5 million in FY2011-12. General Fund reserves of up to $10.9 million are to be utilized to offset the effect of the State funding reductions and provide resources that maintain educational programs in place.

Local Property Taxes

The Cherry Creek School District mill levy is set based on provisions within the School Finance Act and TABOR and is calculated based on assessed valuations. The property tax levy for collection year 2011 was 50.497 mills, as compared to the 48.825 mills in collection year 2010. The Cherry Creek property tax levy increased 1.672 mills, or 3.42% in 2011. The property tax levy is anticipated to increase in collection year 2012, dependent on assessed valuation determinations in December 2011.

Recent Legislative Actions

Education Initiatives

Senate Bill 10-191

Senate Bill 10-191, also known as *"Ensuring Quality Instruction through Educator Effectiveness"* was enacted by the Legislature. This measure is designed to set up a different means of evaluating teacher and principal effectiveness. A State Council for Educator Effectiveness was established in 2010 to formulate recommendations to the Colorado State Board of Education for a new statewide teacher and principal evaluation system.

The Council is proposing statewide definitions of effective teachers and principals, performance standards, performance rating categories, and evaluation scoring frameworks.

The legislation included provisions stating that up to 50% of teacher and principal evaluations would be based on criteria for how well they meet performance standards and fulfill District priorities. The other 50% of evaluation criteria would be based on their students' academic growth.

The Council presented their recommendations to the State Board of Education in April 2011. The legislation states that the State Board of Education shall promulgate rules with respect to the evaluation criteria and submit those for review and consideration in the Legislative Session that begins in January 2012.



HIGH QUALITY INSTRUCTION

Dedicated to Excellence
Cherry Creek Schools



District Community Events

For Our Students

Community Support

The 17th annual "*Leadership for Tomorrow*" luncheon, sponsored by the Cherry Creek Schools Foundation benefitting Cherry Creek Schools, was held on March 17, 2011. Community members honored high school students with special recognition for noted achievements through the AVID Student Scholarships and the Monte Moses Future Educator Scholarship.

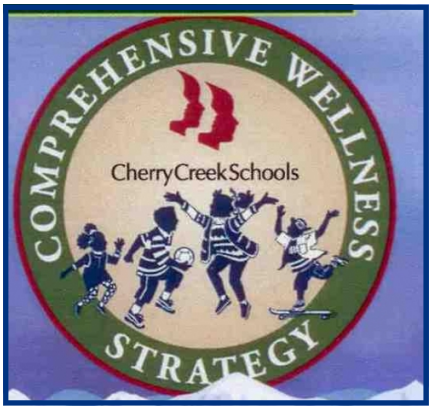
Our local parent and community support from the budget and bond election in November 2008 has been critical to Cherry Creek, enabling the District to maintain our focus on the strategic mission and values of the District during a time when the recession has impacted K-12 funding at the State level. Citizen support keeps our focus on long-range financial stability and minimizes impacts of State funding reductions on the classroom.

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

Cherry Creek has reinforced our focus on wellness through the annual First American State Bank Fitness Festival; the annual Family Wellness Summit is held each spring and hosted by Grandview High School. The wellness focus was expanded in 2010-11 through the Flat 14er's Challenge, which encouraged students and instructional staff to log their physical activity on a daily basis and put increased emphasis on healthy habits. All of these efforts complement our work in the areas of Bullying Prevention and Positive Behavior Supports. Our comprehensive wellness strategy includes a focus on physical, psychological, and environmental wellness in our schools.

Federal law for school nutrition has also recently changed. The Healthy, Hunger-Free Kids Act of 2010 authorized funding for child nutrition programs and increased access to healthy food for low-income children. It set new nutritional standards for all foods regularly sold in schools during the school day.



November 2008 Election

School & Facility Projects

The 2008 Election Projects

The voter approval at the November 2008 election is paving the way to the Cherry Creek School District students' success. We are grateful to the voters in the community for their support which has given the District critical financial resources needed to fund academic programs, maintain and improve existing schools (many of which were built before 1982), and build new schools to accommodate enrollment growth.

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

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

PROJECTS FUNDED WITH THE 2008 BOND ISSUE*

Project Renovations Completed	Date Completed	Projects Scheduled	Estimated Completion Date
West Middle School— HVAC & Energy Efficiency Lighting System	08/09	14 Elementary School Renovations (Schools Built Prior to 1982)	08/10
Eaglecrest & Cherry Creek High Schools— HVAC & Mechanical Upgrades	08/09	West Middle School— Classrooms, Science Lab, Upgraded Technology Infrastructure	08/10
Horizon & Thunder Ridge Middle Schools— Energy Efficiency Lighting Systems	08/09	Pine Ridge Elementary	08/10
I-Team Outback— Transformed into a Preschool Facility	08/09	Smoky Hill High School Renovation	11/10
I-Team Estate— HVAC, Lighting & Plumbing Upgrades	08/09	Special Programs Center (SPC) Renovation	12/10
Arapahoe Park Transportation— School Bus Terminal Facility	02/10	Instructional Support Facility	02/11
		Campus Middle School & Overland High School Renovations	08/11
		Science, Technology, Engineering, & Math (STEM) Program Facility	08/11
		Elementary #42	08/12
		Elementary #43	08/13
		High School #7 (Design only)	TBD

* Projects will be funded from the $203.55 million bond issue approved in the November 2008 Bond Election.

The Cherry Creek School District is among 14 organizations and businesses to receive the " Xcel Expo Energy Efficiency Award" in recognition for "The Most Energy Savings Between Multiple Programs" during 2010 for conservation in lighting, water, and indoor environmental systems.

SELECTED PROJECTS COMPLETED WITH 2008 BOND FUNDS

OLDER SCHOOLS REVITALIZED



31-YEAR OLD CIMARRON ELEMENTARY SCHOOL
FRONT ENTRANCE, FRONT LOBBY, & GYMNASIUM RENOVATIONS ARE SHOWN.





THE RENOVATION PROJECTS INCLUDED NEW CLASSROOMS, REMODEL OF THE ART & MUSIC ROOMS & COMPUTER LAB, REPLACEMENT OF CEILINGS, LIGHTING, FLOORING, & UPGRADES TO ELECTRICAL & HVAC SYSTEMS





HORIZON MIDDLE SCHOOL AND PINE RIDGE
ENERGY EFFICIENT LIGHTING

Educational Programs: Planned Resources

Staffing Initiatives

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

The CARE/PREP programs, offered to students who may be alternative learners and/or who may have "at-risk" behaviors, is 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.

Resources for Targeted Achievement Areas

Cherry Creek takes special strides to maximize funds targeted for academic excellence and has provided allocations to targeted areas where additional emphasis can be directed to student achievement.

Teaching Resources	Budgeted Amount (Thousands)	FTE
♦ K-3 and Middle Grades	$4,661	75.5
♦ Reading Literacy and At-Risk Programs	1,200	18.9
♦ Instructional Program Support	1,806	23.1
♦ Technology Instruction	411	6.5
♦ North Area Achievement	839	9.5
♦ High School Achievement and AVID	481	2.8
Targeted Achievement Resources	**$9,398**	**136.3**

Resources for Instructional Excellence

General Fund resources are dedicated to serve the student population, and provide a level of instructional programming geared to excellence. We provide quality teaching and support staff who reinforce our educational mission, "to inspire every student to think, to learn, to achieve, to care" as shown below:

Area of Resources	Budgeted Amount	Percent of General Fund
♦ Direct Instruction	$283,749,307	68.4%
♦ Indirect Instruction	63,058,727	15.2%
♦ Operations and Maintenance Services	33,618,979	8.1%
♦ Central, Fiscal, and Community Services	15,691,289	3.9%
♦ Transportation	15,220,268	3.7%
♦ General Administration	3,033,230	0.7%
♦ Districtwide	298,100	
General Fund Expenditures	**$414,669,900**	**100.0%**

Annual Budget Appropriation

Year To Year Expenditures Comparison by Fund

FY2010-11 to FY2011-12

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.

	FY2010-11		FY2011-12	
Fund	Budgeted Expenditures & Transfers	Per Student	Budgeted Expenditures & Transfers	Per Student
	(Millions)		(Millions)	
General Fund *	$420.29	$8,509	416.75	$8,382
Designated Purpose Grants Fund	31.16	631	24.15	486
Extended Child Services Fund	17.12	347	15.92	320
Pupil Activities Fund	12.36	250	12.07	243
Sub-Total	**480.93**	**9,737**	**468.89**	**9,431**
Building Fund	124.08	2,512	33.36	671
Bond Redemption Fund	52.03	1,053	52.77	1,061
Capital Reserve Fund	6.94	140	2.67	54
Capital Finance Corporation	0.04	1	0.04	1
Food Services Fund	16.37	331	16.17	325
Total Expenditures & Transfers	**680.39**	**13,774**	**573.90**	**11,543**
Appropriated Reserves	16.34	331	16.57	333
Total Budget Appropriation	**$696.73**	**$14,105**	**$590.47**	**$11,876**

	Enrollment		Enrollment	
Full Student Count	Actual	51,388	Projected	51,711
Full-Time Equivalent (FTE) 🕮	Actual	49,396	Projected	49,719
🕮 Funded Students				

* Per Government Accounting Standards Board (GASB) Statement No. 54, the Adopted Appropriation total for the FY2010-11 General Fund has been adjusted and restated for comparison purposes to include a $6,944,300 transfer to the Capital Reserve Fund, which is now classified as an expenditure transfer rather than a revenue allocation. The Capital Reserve Fund is now classified as a Capital Project Fund and the Capital Finance Corporation Fund is now classified as a Debt Service Fund instead of being included in Special Revenue Funds.

Cherry Creek School District Tradition

Since the Cherry Creek School District was formed in 1950, educational standards have been solid and strong with conviction and purpose; staff members embrace their task in devotion to the needs of children, focused on preparation of the students for their future, with the community realizing the importance of the District mission.

We see the mission in two ways: First of all, the education of the whole child must be focused on realizing the full potential for that child. We are dedicated to a mission that serves that purpose.

Secondly, District staff members exemplify leadership skills as they seek the high bar when teaching children knowing that they are the catalyst for success and aspiring excellence for kids.

Awards

The information included in the budget document is structured to meet the rigorous requirements of the prestigious budget award programs from the Government Finance Officers Association (GFOA) and the Association of School Business Officials International (ASBO). To receive these awards, the budget document must serve as a communication tool that provides not only the financial plan information, but also incorporates policies and an operations guide into the budget document. We believe this financial plan meets these requirements and we will be submitting this document to both ASBO and GFOA for consideration of the awards program.

The District has received the Distinguished Budget Presentation Award from GFOA each year since 1994, and has received the Meritorious Budget Award from ASBO each year since 1997. The District has also received the Certificate of Achievement for Excellence in Financial Reporting from GFOA and the Certificate of Excellence in Financial Reporting from ASBO each year since 1993.

In Conclusion

The annual budget development process is a cooperative staff and community effort, which benefits from the combined efforts of those who participate in it. We continue to appreciate the strong support for schools provided by so many members of the community and invite further participation by anyone who is interested in helping to provide the best education we can for our children.

Sincerely,

Mary F. Chesley
Superintendent

Guy G. Bellville
Chief Financial Officer

"The Best Example of the Best Hope"

OUR MISSION

To inspire every student

to think, to learn, to achieve, to care





Cherry Creek Schools

Cherry Creek's priority goal is to elevate student achievement, close the achievement gap, and lead the path for all students to be prepared for college and post-secondary success.

Association of School Business Officials International®



This Meritorious Budget Award is presented to

Cherry Creek School District No. 5

For excellence in the preparation and issuance
of its school system budget
for the Fiscal Year 2010-2011.
The budget is judged to conform
to the principles and standards of the
ASBO International® Meritorious Budget Awards
Program.

President

Executive Director



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Cherry Creek School District #5, Colorado** for its annual budget for the fiscal year beginning **July 1, 2010**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and are submitting it to GFOA to determine its eligibility for another award.

GUIDE TO USING THE BUDGET DOCUMENT

The FY2011-12 Financial Plan of the Cherry Creek School District is the District's annual budget. The purpose of this guide is to familiarize the reader of this document with the general layout of the budget and to explain the usage of included schedules and summary information.

FINANCIAL PLAN DOCUMENT

❖ **Introductory Section/Executive Summary**

- Includes the Board of Education and District Leadership team members
- Incorporates a Message from the Superintendent of Cherry Creek Schools
- The Budget Awards are included
- Provides a "Guide to Using the Budget Document"
- Executive Summary
  - Includes a summary of the District's programs, goals and achievements, and Board of Education
  - The 2011-12 Budget Resolution proposed for approval by the Board of Directors is presented
  - A graphical revenue and expense summary for all funds is included
  - Each fund used by the District to account for revenue and expenditures is described
  - Legislative impacts on the Budget are detailed
  - Student enrollment, achievement, and staffing information is also included
  - Impact of operations and maintenance expenditures is described
  - A summary of the bonded General Obligation debt for school facilities is provided

❖ **Organizational Section**

- District Profile and Highlights
  - Includes the Cherry Creek School District Mission, Vision, and Values statements
  - An Organization Chart with Administrative Functions under each organization is provided
  - Goals and achievements are included
  - Community organizations that support the District are defined
  - Board of Education information, meeting dates, and a summary of duties is provided
  - National and State awards and recognition are presented
  - A summary of the Cherry Creek School District heritage and quick facts is provided
  - Physical attributes of the District buildings, geographical area of the county, and area maps are included
- Policies and Financial Plan Development
  - Includes a brief overview of District policies and identifies financial plan development steps
  - Lists significant budget process timelines
  - Summarizes the process for budget preparation, amendments and revisions
  - Explains the steps for participation in the budget process
  - Gives a brief overview of the financial planning process
  - Provides general guidelines for revenue, expenditures and fund balance
  - Explains the modified and accrual basis of accounting
  - Identifies specific accounting practices and budget controls

❖ **Financial Section**

- Consolidated Budget Summary
  - Provides an illustration of how funds are set up according to GASB standards
  - Includes expenditures in all funds by object and graphical representation
  - Current year budgeted revenue and expenditures by activity is included
  - Provides descriptions of the largest revenue sources and of expenditures by object
  - Offers a five-year summary of revenue and expenditures by fund type
  - Includes a synopsis of all funds, including revenue, expenditures, and fund balance

- 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 Performance Plan
  - Presents the *"Colorado Growth Model"* information
  - Defines *"Postsecondary and Workforce Readiness"* portion of the Colorado Achievement Plan for Kids
  - Summarizes instructional framework standards of the Teaching/Learning Cycle
  - Highlights the graduation requirements adopted by the District
  - Compares graduation and dropout rates for the District and the State of Colorado
  - Profiles performance and student achievement objectives
  - Includes student achievement test results from various testing tools
- Personnel, Staffing, and Employee Benefits
  - Includes an explanation of the various employee groups
  - Summarizes all District staff by fund
  - Includes a distribution of General Fund staff positions by area and employee group
- Significant Trends in Economy, Demographics, and Elections
  - Colorado economic and demographic information is included
  - Cherry Creek School District enrollment trends and forecast information are included
  - Comparative mill rates and mill levy history details are provided
  - Includes a history of residential property tax values and assessed valuations
  - Tax levy and collection history is provided
  - Details bond and mill levy election information

❖ **Glossary and Appendices**

A comprehensive listing of abbreviations, acronyms and glossary are provided. An appendices sub-section is also provided, which contains documents that are referred to throughout the Financial Plan such as policies and established documentation used to guide the operational aspects of the District.

INDIVIDUAL SCHOOL AND DEPARTMENT BUDGETS (ISDB) DOCUMENT

General Fund Schools and Departments

The District is primarily organized into schools and departments. This budget document includes a separate annual operating budget for each of the schools and departments. Staffing and budget allocations are identified for each. Mission statements have been incorporated and the results of test scores are included for the schools. The document is subdivided into five sections, 1) Elementary Education, 2) Secondary Education, Other Schools and Programs, 3) Student Achievement Services, 4) Executive Administration and Instructional Departments, and 5) Other Support Departments.



Cherry Creek Schools

Dedicated to Excellence

EXECUTIVE SUMMARY
INTRODUCTION

The Cherry Creek School District educates over 51,000 children and serves over 267,000 residents in 108 square miles that spread across eight municipalities: Foxfield, Glendale, Greenwood Village, portions of Aurora, Cherry Hills Village, Centennial, and Englewood. Certain areas of unincorporated Arapahoe County are 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 671 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

SCHOOLS AND FACILITIES :

- 39 Elementary Schools (6 Yr.-round)
- 2 K-8 Schools
- 10 Middle Schools
- 6 High Schools—2 Stadiums
- 9 Alternative 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 39 elementary schools in the District, 6 of which operate on a 4-track, year-round schedule, serving 23,488 students. The three Executive Directors of the Elementary Education department serve as a resource to the elementary school principals. These directors make on-site visits, review school assessment data, monitor progression of student achievement, and ensure alignment with District goals. At this time, six elementary schools offer full-day kindergarten. Additional services at the elementary level Include Before-and-After School Care, Extended-day Kindergarten Enrichment Program at the schools where full-day kindergarten is not offered, and Intersession. Preschool services are also offered at 27 elementary schools. Further details can be found in the Extended Child Services Fund within the Financial Section.

Middle School Education - There are 10 middle schools in the District, all of which operate on a traditional schedule, serving 11,620 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.



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)



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Cherry Creek Schools

High School Education - The District has 6 high schools, which also operate on a traditional schedule and serve 15,190 students. The Executive Director of High School Education consults with and assists the principals in the development of educational programs to ensure *"College and Postsecondary Preparedness and Success"* for all graduating students. Beginning in 2009, graduates were required to successfully complete 22 units of coursework in preparation for postsecondary pursuits.

EXECUTIVE SUMMARY
INTRODUCTION

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.

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

- **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.

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

- **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 720-554-4539.

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
INTRODUCTION

Leadership Excellence

Leadership Excellence is the key to achieving the District's established goals. Instructional departments are charged by the Superintendent with general supervision of administrators, ongoing review of school assessment data, and alignment with the District's strategic goals. Site-based management at the school level will continue with aligned empowerment to prepare all students for *"College and Postsecondary 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. Ranked among the highest in Colorado for effective use of funds for academic achievement by the Center for American Progress
2. Developed and began implementation of a District Performance Plan to evaluate yearly student progress and set achievement goals
3. Increased number and quality of security cameras at all schools
4. Held the 2nd "Passport to Health" Family Wellness Summit to encourage improved focus on health
5. Developed a Cost & Resource Management Plan for the Board of Education, Employees, and the Public
6. Five teachers achieved National Board Certification in 2010 for a total of 76 District licensed teachers being certified

Board of Education

The State Board of Education is authorized by Article IX of the Constitution of the State of Colorado with the general supervision of public schools and to provide guidance on education issues. The State Board of Education is the governing board of the Colorado Department of Education (CDE). The CDE provides leadership, consultation, and administrative services to Colorado's 178 local school districts on a statewide and regional basis. Colorado is a "local control" state, which allows many PreK-12 decisions on issues such as curriculum, personnel, school calendars, graduation requirements, and classroom policy to be made by the state's school districts and their local school boards. Accreditation, teacher licensing, transportation, nutrition, special education, and early childhood education are supervised at the state level. [1]

The District was formed in 1950 and is currently governed by a five-director 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.

GOVERNANCE HIERARCHY:

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

[1] From the Colorado Department of Education (CDE) website; *www.cde.state.co.us.*

EXECUTIVE SUMMARY
INTRODUCTION

DESCRIPTION OF MAJOR REVENUE SOURCES

Revenue is generated from property and specific ownership taxes, state equalization aid, federal programs, investment income, tuition fees, rental of facilities, student activity fees, and gate receipts. The following sources provide revenue for the General Fund and are defined in more detail below:



Local Funding

State Funding



Federal Funding

LOCAL FUNDING:

Property Taxes – Property Taxes are collected from local residential and commercial property owners for CCSD by the local county treasurer's office, the Arapahoe County Treasurer. The treasurer distributes the collections to the school district. The Colorado Division of Property Taxation reevaluates the residential assessment rate every two years. The amount of property taxes is calculated by taking the mill rate and multiplying it by the taxable value of the property, as assessed by the County Assessors office. A mill rate of 1 mill means $1 of taxes per $1,000 of taxable assessed value. The formula to calculate the District portion of property taxes on a residence is: *Property Value x Assessment Rate x Estimated Mill Rate / 1000 = School Property Tax.* (Property taxes are calculated for the General Fund and Bond Redemption Fund).

Specific Ownership Taxes – These are the taxes collected based on the sales of motor vehicles in the county and are collected when vehicles are purchased and registered. Projections for Specific Ownership Taxes are based on actual previous collections adjusted for current economic conditions.

Other Revenue – Other Revenue includes investment earnings, beverage contract revenue, and fees for athletics, activities, parking, and rental of District facilities.

STATE FUNDING:

State Equalization Aid – This is the funding that is allocated from the State of Colorado to fund educational programs authorized by the Public School Finance Act of 1994. Funding is provided on a 'per-pupil' basis from enrollment figures generated by the October 1 official school district count. There are a variety of factors that influence the projected enrollments for the upcoming school year that must be considered carefully in order to determine how a budgeted revenue figure is determined.

Categorical (State) Funding – Categorical programs include Special Education, Transportation, Vocational Education, English Language Acquisition and Gifted and Talented education programs. Amendment 23 specifies that funding for these programs provided by the State increases each year at the rate of inflation plus 1% through 2010-11. For FY2011-12 and later years, the increase is for the rate of inflation only.

FEDERAL FUNDING:

Federal Funding – Federal funds provide support for the Designated Purpose Grants Fund through Title programs under the *"No Child Left Behind Act"* and funding for special needs programs. The Food Services Fund is also funded by Federal sources. The two largest amounts the District receives are for *"Education of the Handicapped"* and federal reimbursement for the school breakfast and lunch programs. In FY2010-11, funding was received under the American Recovery and Reinvestment Act for Special Education, Title Grants, and State Equalization Aid.

DESCRIPTION OF EXPENDITURES

Expenditures cover salaries, benefits, and daily operational costs for running the District. The following provides a more detailed explanation of what each type of expenditure includes:

Direct Instruction
Cherry Creek School District spends 68.4% of the total General Fund operating expenditures on direct instruction. Direct instruction costs are associated with delivery of instructional services to students, including teacher compensation, supplies, and equipment for educational programs to provide learning opportunities for regular education, gifted and talented, activities and athletics, and programs for students with disabilities.

Indirect Instruction
Indirect instruction includes support services within the school to assist the students in areas of attendance and records, guidance, assessment and evaluation, health and audiology, as well as provides mental health and social worker services. School administration includes management and clerical support.

Operations, Maintenance and Custodial Services
These are costs associated with the operations and maintenance of the District facilities. This includes costs for utilities, repair and maintenance of buildings and grounds, as well as equipment. Funding in this area supports the students in providing a safe environment in which they can learn.

Central, Fiscal and Community Services
Central Services include Districtwide departments such as Risk Management, Planning, Communication, Human Resources and Information Systems. Areas included in Fiscal Services are accounting, payroll, bookkeeping, budgeting, printing, purchasing and warehousing services. These Central and Fiscal Services Departments, in addition to Community Services, provide support for the schools and students to enhance their learning opportunities.

Transportation Services
Transportation Services operates buses to transport students to and from school and activities, conducts training for drivers, and inspects and maintains buses in order to provide safe transportation for students.

General Administration
General Administration provides leadership throughout the District to support students and staff. Included in these costs are those for the Superintendent, Executive Administration, and federal, state, and staff relations.



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Cherry Creek Schools





EXECUTIVE SUMMARY
FINANCIAL PLAN BUDGET RESOLUTION

Approval of 2011-12 Fiscal Year Budget

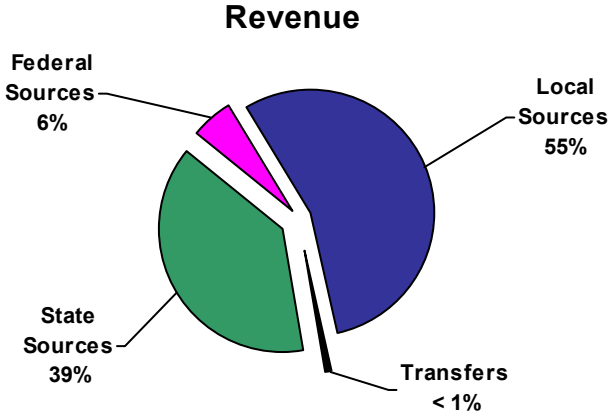
RESOLVED, That the 2011-12 Fiscal Year Budget of Cherry Creek School District No. 5 in Arapahoe County, as presented to the Board of Education, for the Fiscal Year beginning July 1, 2011 and ending June 30, 2012 be adopted, and that there be appropriated to each fund of the School District the following amounts by fund, as recommended by the Superintendent and the Chief Financial Officer:

Funds	Budget
Operating Fund	
General Fund	$432,124,400
Special Revenue Funds	
Designated Purpose Grants Fund	24,147,300
Extended Child Services Fund	16,399,800
Pupil Activities Fund	12,437,250
Building, Debt Service, & Capital Project Funds	
Building Fund	33,362,600
Bond Redemption Fund	52,771,433
Capital Reserve Fund	2,750,596
Capital Finance Corporation	41,000
Enterprise Fund	
Food Services Fund	16,439,546
TOTAL APPROPRIATION	**$590,473,925**

The 2011-12 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 13th, 2011 at Aspen Crossing Elementary, 4655 S. Himalaya St., Aurora, Colorado.

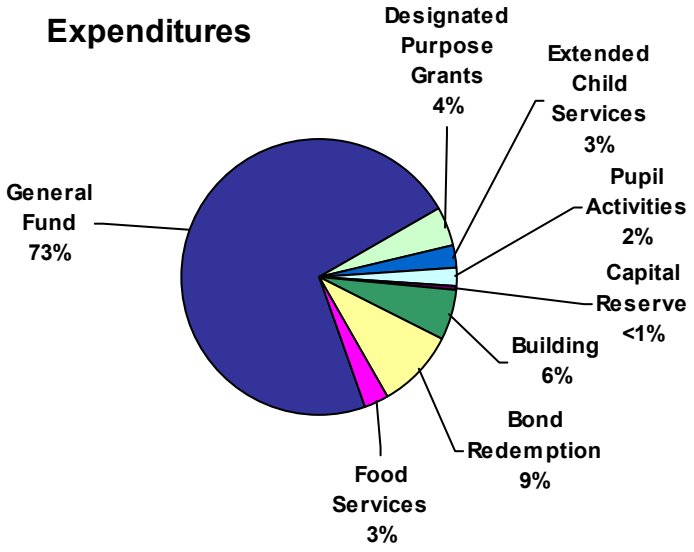
The total annual Adopted Budget is proposed to be $590,473,925. This amount includes planned expenditures and transfers of $573,907,415 plus appropriated reserves of $16,566,510.

EXECUTIVE SUMMARY
REVENUE AND EXPENSE BUDGETS FOR ALL FUNDS



Revenue Sources	(In Millions)
Beginning Fund Balance	**$175.66**
Property Taxes	$234.10
State Equalization	189.81
Specific Ownership Taxes	14.53
Other Local Revenue	44.98
Other State Revenue	15.37
Federal Revenue	30.05
Transfers In	3.78
Total Revenue and Transfers	**$532.62**
Funds Available	**$708.28**

Budgeted Expenditures & Transfers	(In Millions)
General Fund	$416.75
Designated Purpose Grants Fund	24.15
Extended Child Services Fund	15.92
Pupil Activities Fund	12.07
Building Fund	33.36
Bond Redemption Fund	52.77
Capital Reserve Fund	2.67
Capital Finance Corporation	0.04
Food Services Fund	16.17
Total Expenditures & Transfers	**$573.90**
Appropriated Reserves	**$16.57**
Total Appropriation	**$590.47**



BUDGET OVERVIEW

The planned annual operating expenditures decreased by 0.7% compared to the prior year's budget, primarily due to expenditure reductions in the Cost and Resource Management Plan that were developed in response to declines in State funding under SB11-230, the School Finance Act. The General Fund includes the annual operating budgets for all District schools and the majority of the supporting departments.

Planned spending in the Building Fund is for the school facility construction projects, which are being funded by $203.55 million of school bonds approved by District voters in November 2008.

In the FY2011-12 budget, revenue and available reserves equal or exceed planned expenditures in accordance with District policy.

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 $497.12 million as of June 30, 2011. The Bond Redemption Fund has projected revenue of $54.44 million, a beginning balance of $42.48 million and budgeted expenditures of $52.77 million. The scheduled principal and interest payments total $52.77 million, an increase of $0.74 million for FY2011-12.

The property tax levy for principal and interest on bonds is estimated to be 11.658 mills for 2011, which is approximately 22.8% of the total projected tax levy of 51.129 mills. The annual principal and interest payments on the currently outstanding bonds are expected to remain steady from FY2011-12 through FY2014-15.

The fiscal year-end balance of $44.15 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 2011 payment of principal and interest will be much higher than the June 2012 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 $33.36 million for FY2011-12. Financial resources include a beginning fund balance of approximately $37.98 million. The source of the construction funds is primarily from the issuance of $203.55 million of bonds approved by the voters in November 2008.



Capital Finance Corporation

Certificates of Participation in the total amount of $8.83 million were issued in October 2002 by the Cherry Creek School District Capital Finance Corporation, which is considered to be a component unit for financial reporting purposes. The District is leasing school buses which were purchased using the proceeds of the certificates issued by the Capital Finance Corporation. One hundred and seven buses were purchased through FY2005-06, which completed the fourth and final year of the planned upgrade to the pupil transportation fleet. The Security & Trust Agreement required reserves to be held to apply to the last debt service payments for COPS issued in 1997 and 2002 in the amounts of $663,500 and $883,000 respectively, plus earned interest. Final payment for COPS issued in 1997 was paid on 12/15/2007. Final payment for COPS issued in 2002 will be due on 12/15/2012.



Capital Reserve Fund

The Capital Reserve Fund is used for building repair, major maintenance, and equipment acquisition. Financial resources consist of a projected beginning fund balance of $0.82 million and revenue sources of $2.04 million. The primary annual revenue source is the transfer of $2.00 million from the General Fund. It excludes insurance and risk related expenditures.

This fund has projected expenditures of $2.67 million in FY2011-12. These expenditures include $0.96 million for network infrastructure, $0.72 million for student software & system support, and $0.99 million for Certificates of Participation principal and interest.

Designated Purpose Grants Fund

The Designated Purpose Grants Fund is balanced with revenue and expenditures of $24.15 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 $21.39 million. The District receives federal funds pursuant to Public Law 94-142 and other federal statutes. These funds are intended to fund a portion of the costs to educate the handicapped and educationally deprived and to provide educational program improvements.

Federal Grant funds of $0.99 million from the American Recovery and Reinvestment Act (ARRA) for Title I, Part A, Title I, Part D, Title II-D, IDEA Part B, and IDEA Preschool are included in these totals. These ARRA funds are one-time funds and the funding period ends September 30, 2011.

Extended Child Services Fund

The Extended Child Services (ECS) Fund is used to budget and account for the self-supporting financial activities of Preschool Education, Kindergarten Enrichment, Before and After School, Intersession/Year Round School Enrichment, academic and non-academic Summer School recreational, and Instrumental Music programs.

Dedicated to Excellence
Cherry Creek Schools

Anticipated revenue totals $15.96 million and the expenditures total $15.92 million. An operating transfer to the General Fund of $1.67 million is included. Ending fund balance for FY2011-12 is projected to be approximately $4.13 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 $7.01 million. With meal sales and federal cost reimbursement revenue and transfers totaling $16.33 million and expenditures of $16.17 million, ending retained earnings for FY2011-12 are projected to be $7.17 million.

General Fund

The General Fund is the largest of the funds, which represents approximately 73% of the total District budget expenditures. It is used to account for all financial operations, except those required to be accounted for in another fund. This fund includes the individual detailed operating budgets for each of the schools and the majority of the departments in the District. The ongoing operations of most of the District's educational, educational support, and administrative activities are budgeted and recorded in this fund.

The General Fund expenditure budget, including transfers, is $416.75 million for school and departmental operations and appropriated reserves of $15.37 million for a total budget appropriation of $432.12 million. An amount of $2.00 million is budgeted for the transfer to the Capital Reserve Fund. An operating transfer of $1.67 million will be transferred from the ECS Fund for student achievement program costs, overhead costs, and reimbursements to the schools for facility usage by the programs.

Pupil Activities Fund

This fund accounts for the self-supporting financial activities associated with elementary school, middle school, and high school extracurricular activities. The sale of athletic and activity tickets, fund-raising events, user and club fees, and fund-raising retail grocery store certificates generate revenue. Funding resources for FY2011-12 include a beginning fund balance of $5.33 million and estimated revenue and expenditures of $12.07 million. The ending fund balance is projected to remain at $5.33 million.

EXECUTIVE SUMMARY
LEGISLATIVE IMPACTS

Constitutional Amendment Effects on the Budget

An important school and governmental funding issue in Colorado is the financial restrictions and limitations of state constitutional amendments. Below are events that have had an impact on revenue and further definition of the associated amendments.

Gallagher Amendment

The Gallagher Amendment, which was passed in 1982, requires that the residential property share of the total assessed value in the state be stabilized at approximately 45% of the total. However, by limiting the residential share of property taxes, with increasing residential property values, a significant portion of the tax burden continues to be shifted to the commercial and nonresidential property owners.

TABOR Amendment

The percentage increase in revenue and expenditures is limited by the TABOR amendment, which was passed in 1992, to the total of the inflation rate and the rate of increase in student enrollment. If revenue exceeds this restricted level, the excess must be refunded to the taxpayers. The TABOR amendment requires voter approval for tax increases of more than the limitation.

Amendment 23

The Amendment 23, approved in November 2000, provides for annual base funding per pupil increases of at least the Denver-Boulder-Greeley CPI rate plus 1% through FY2010-11. For FY2011-12 and later years, the increase is for the rate of inflation only.

Denver-Boulder-Greeley CPI rate for 2010	Total FY2011-12
1.9%	1.9%

Due to State budget shortfalls for FY2010-11 and FY 2011-12, the State Legislature adopted legislation reducing funding from Amendment 23 entitlement statewide for K-12 education by 6.35% and 12.97% 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 and $47.5 million for FY2011-12.

Referendum C

In November 2005, the voters of Colorado approved Referendum C. This allows the state to spend the money it collects over the TABOR limitation through FY2009-10. The excess monies that are retained would be used for:

⇒ Pre-K to grade 12 education

⇒ Higher Education – Community colleges and other institutions of higher education

⇒ Health Care – Low-income, disabled, and elderly Coloradoans

Public School Finance Act

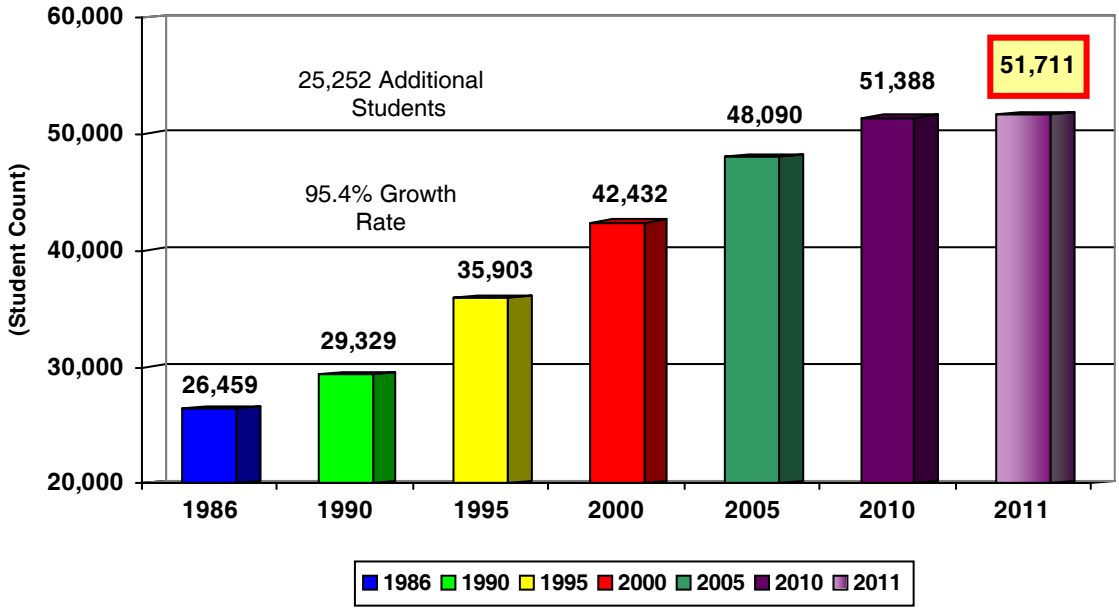
The majority of operating revenue for the District is provided by the School Finance Act that was enacted by the Colorado General Assembly in 1994. This provision is subject to review and revision each year by the State legislature and has been amended by SB11-230. More complete information regarding the School Finance Act can be found in the General Fund section.

EXECUTIVE SUMMARY
STUDENT ENROLLMENT

Enrollment in the Cherry Creek School District is expected to grow at a slower rate over the next three years. The total enrollment is projected to increase by 0.65% for the October 2011 student count, with similar rates of growth projected for the next three years.

Since 1986, student enrollment has nearly doubled. On average, the District enrollment has increased by an average of 1,010 students each year. This represents a growth rate of 95% from 1986 to 2011. An historical summary is reflected in the graph below.

Cherry Creek School District #5
Enrollment Growth Trend Since 1986



TOTAL ENROLLMENT

21st CENTURY LEARNING

LANGUAGE ARTS

SCIENCE



SOCIAL STUDIES

MATH

FOR A SUCCESSFUL FUTURE

EXECUTIVE SUMMARY
SCHOOL DISTRICT STAFFING

The majority of the District's employees are *instructional staff* members who are involved with the students on a daily basis. This staff strives to help students achieve their maximum potential and focuses on tightening the achievement gap. The *administrative staff* provides leadership and direction for each of the schools and all departments within the District. The *support staff* assists the schools by providing services that enhance educational opportunities for the students.

INSTRUCTIONAL



7,636 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



POSITIONS	STAFF (FOR ALL DISTRICT FUNDS)
Teachers and Para-Educators	4,280
Administrators	145
Bus Drivers	222
Custodians, Maintenance, and Mechanics	180
Mental Health Staff	107
Nurses	71
Secretaries	359
Security Specialists	84
Staff Support	359
Food Service Staff	225
Hourly Staff	873
Substitutes	731
TOTAL STAFF	**7,636**

EXECUTIVE SUMMARY
OPERATIONS AND MAINTENANCE EXPENDITURE IMPACT

As the District's enrollment continues to increase, so does the need for additional schools. The District continues to receive support from the community and has been successful in the passage of bond issues to provide funding for construction of new schools and facilities.

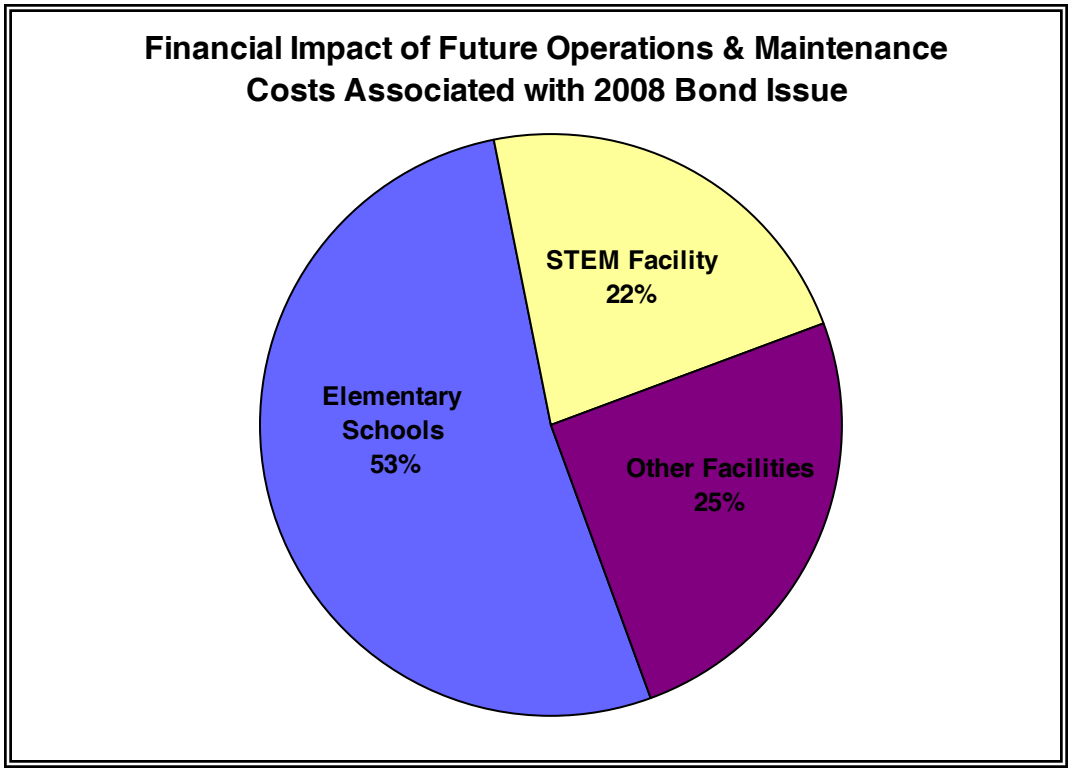
Operations and maintenance costs of new facilities include salaries and benefits for administration, secretarial support, security specialists, bus drivers and custodial, nursing, and mental health services. Other operations and maintenance costs are contracted building cleaning services, utility costs for electricity, gas, telephone, water, sewer and trash services, and costs associated with athletic and activity programs for the new schools.

As new facilities are constructed to accommodate enrollment growth, *additional* costs are incurred for the operations and maintenance of the new schools. These *additional* costs can have a significant impact on the general operating fund.

ADDITIONAL OPERATIONS AND MAINTENANCE COSTS

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

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



(in millions) Facility	Future Costs
3 Elementary Schools	$2.64
STEM Facility	1.13
Other Facilities	1.25
TOTAL	**$5.02**

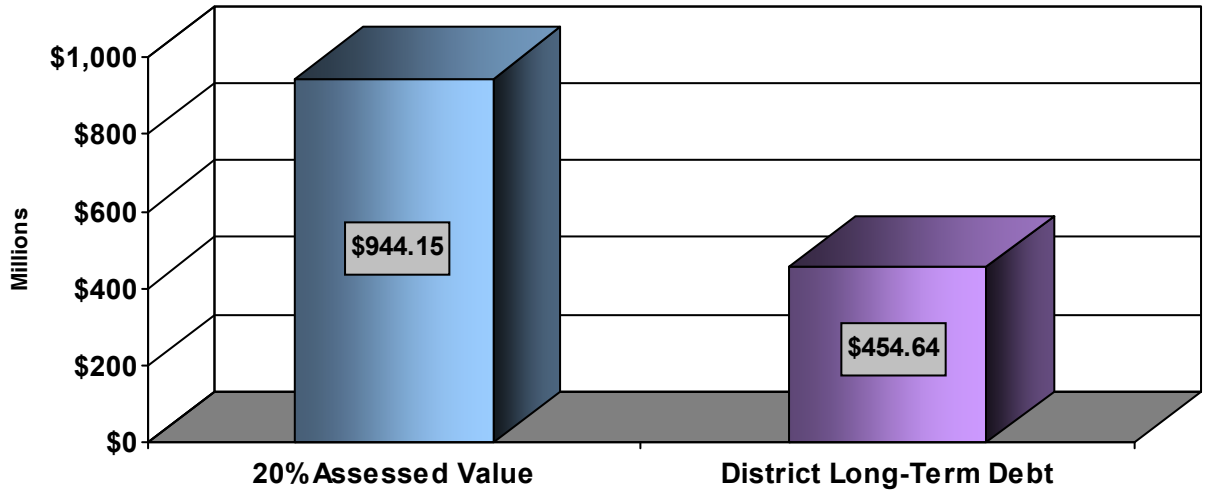
EXECUTIVE SUMMARY
BONDED GENERAL OBLIGATION DEBT FOR SCHOOL FACILITIES

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

The 1994 school finance legislation 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 48.2% of the legal debt limit.
- The following graph represents the legal debt limitations versus the current long-term debt of the District.

DEBT LIMITATIONS VS. DISTRICT DEBT



AUGUST 2010



PINE RIDGE ELEMENTARY

CHERRY CREEK SCHOOL DISTRICT
ORGANIZATIONAL SECTION

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Cherry Creek Schools

Dedicated to Excellence

Dedicated to Excellence

District Profile and Highlights

CHERRY CREEK SCHOOL DISTRICT
VISION, MISSION, AND VALUES

The Cherry Creek Vision and Mission

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

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

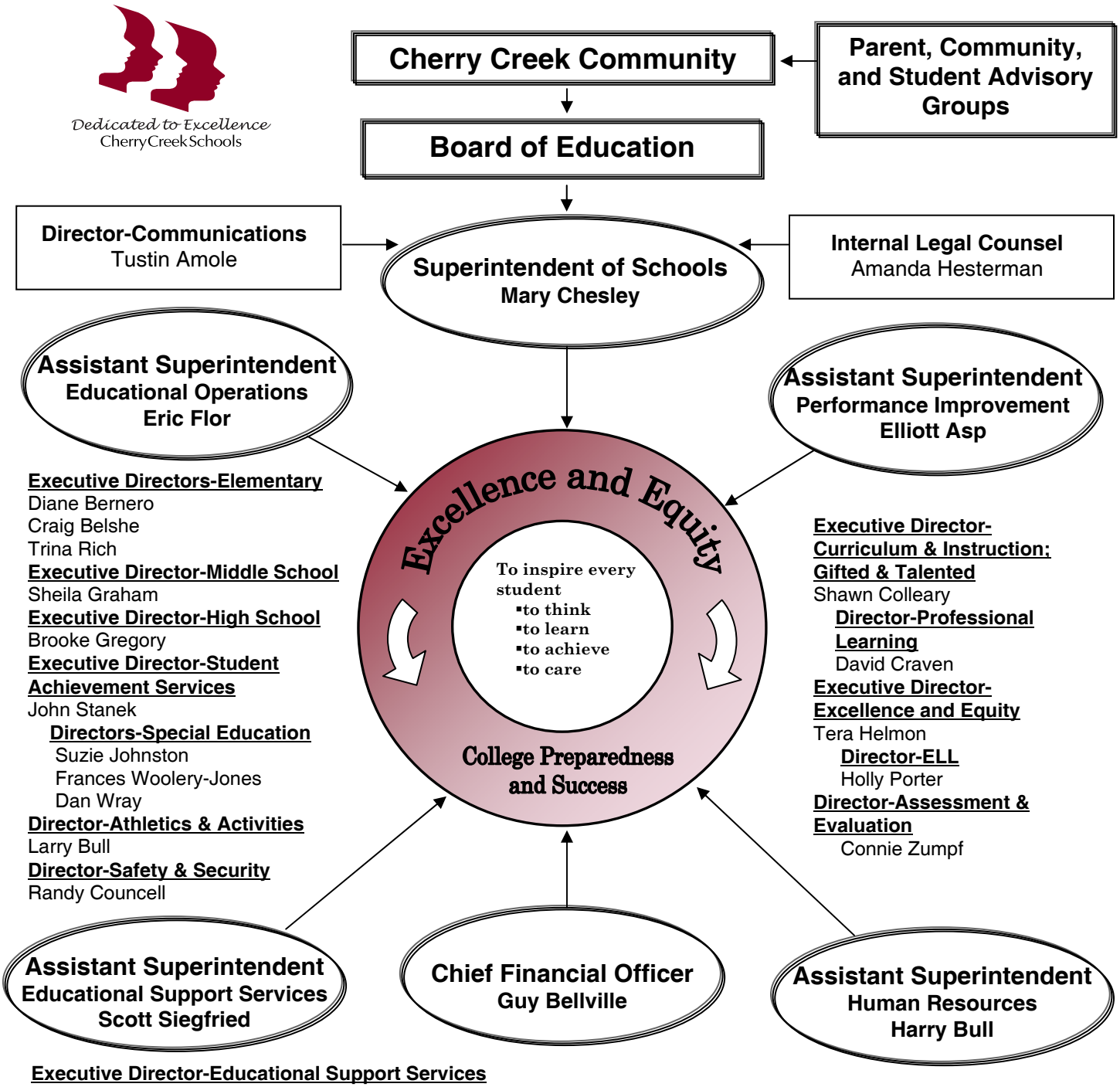
Dedicated to Excellence
Cherry Creek Schools

Cherry Creek's Values

As a district, we are committed to:

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

CHERRY CREEK SCHOOL DISTRICT
ORGANIZATIONAL CHART



CHERRY CREEK SCHOOL DISTRICT
ADMINISTRATIVE FUNCTIONS

Assistant Superintendent Educational Operations Eric Flor

Supervision of Schools

Elementary
Elementary School Principals
Challenge School
Cherry Creek Academy
Extended Child Services

Middle School
Middle School Principals
C.A.R.E.

High School
High School Principals
North Area Achievement Support
P.R.E.P.
Institute of Science & Technology

Athletics & Activities

Career & Technical Education

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

Security
Security Teams
Crisis Response

Assistant Superintendent Human Resources Harry Bull

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

Assistant Superintendent Performance Improvement Elliott Asp

Supervision of Departments
Federal/State Grants

Curriculum & Instruction
Content Coordinators
Reading Recovery®
New Teacher Orientation

Gifted & Talented

Professional Learning
Media Services
On-Line Learning
STAR Mentor Program

Excellence & Equity
AVID
English Language Acquisition
Multicultural Services
Civil Rights Compliance

Assessment & Evaluation
Districtwide Testing
Performance Improvement Report

Chief Financial Officer Guy Bellville

Elections
Fiscal Services
Legislative Liaison

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

Budget
Budget Preparation
Financial Planning/Projections
Financial Systems

Risk Management
Property & Casualty Insurance
Workers' Compensation Claims Mgmt.
Printing Services
Purchasing
Risk Assessment
Workforce & Facility Safety Programs
Warehouse/Mail Delivery

Assistant Superintendent Educational Support Services Scott Siegfried

Supervision of Educational Support Services

Facilities Maintenance
Construction/Renovation
Custodial Maintenance
Facility Planning
Grounds/Carpentry

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

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

Safety
School Safety Planning
Safe Schools Design Team

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 51,000 students. We have embraced an organizational model that centers on three main elements*: Excellence, Equity,* and *Post-secondary Preparedness*. The premises of this model assume 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.

- **Strengthen the Organization**
  - Define and communicate District direction within a strategic framework of vision, mission, goals, objectives, and actions; use the framework to drive organizational improvement
  - 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
  - Enhance development of current and aspiring leaders
  - Develop and implement a comprehensive and futuristic technology plan that significantly expands the use of technology to improve achievement and increase productivity

- **Elevate Student Achievement, Close the Achievement Gap, and Prepare all Students for College Access and Success**
  - Reduce the achievement gap by 5% on each CSAP and ACT test annually while improving the District average score on each assessment
  - 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

- **Bolster School Safety and Security**
  - 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
  - Reduce risk-taking behaviors by increasing prevention and intervention programs, while holding students accountable for their actions

- **Develop Citizenship, Civility, and Character**
  - Increase the percentage of seniors who indicate they are prepared for participation in a democratic society and intend to engage in various civic activities
  - 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

- **Fuel our Vision of Excellence**
  - Prepare annual financial plans that are aligned with the achievement focus of the District
  - Plan for facility needs and procure resources to meet those needs

- **Recruit, Retain, and Develop the Finest Licensed Personnel and Support Staff**
  - 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
  - Align compensation and professional development with the District vision and goals

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:

EXCELLENCE GOAL – **OBJECTIVE**	◈ High academic performance and growth for every student. – Every school will meet or exceed District and State targets for academic performance and growth by 2012-13. *(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 – **OBJECTIVE**	◈ 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 2012-13. *(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 & SUCCESS – **OBJECTIVE**	◈ 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 2012-13. *(Schools can meet these targets by increasing the percent of students who meet specified bench-marks on CSAP Reading at grade 3 and on Explore and Colorado ACT tests at grades 8 and 11)* – Every high school will meet or exceed District and State graduation rate targets by 2012-13. *(Schools can meet these targets by increasing the graduation rates for all racial groups)*

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.

Strategic Goals	*Current Year Highlights*
Strengthen the Organization	◈ As a result of the passage of the November 2008 Election, completed the District's School and Facility Improvement Plan to upgrade and renovate existing schools, open the Pine Ridge Elementary School and the Institute of Science & Technology, and planned the construction of two additional new elementary schools
	◈ Continued test and implementation of the integrated Enterprise Resource Planning (ERP) Financial and Human Resource system, which will replace the existing 20 year old system, optimizing the District's business processes, providing newer technology, enhanced access to information required by key stakeholders, with flexibility and operational capacity to support expanding growth requirements
Elevate student achievement, close the achievement gap, and prepare all students for college access and success	◈ Five Cherry Creek high schools were selected by NEWSWEEK as the best high schools in the country based on how hard school staffs work to challenge students with advanced-placement college-level courses and tests
	◈ 17 District schools scored among the top 10% of schools in the State on the School Performance Framework (SPF); the State's new evaluation system
	◈ 100% of Cherry Creek schools are in the top two categories (94% Performance & 6% Improvement) of the SPF, as compared to the statewide figures of 62% and 21% respectively; no schools were in the bottom two categories
	◈ Based on CDE results of the spring 2010 CSAP tests, the Cherry Creek School District recorded gains in all areas for fifth and eighth graders; third and ninth grade math; and fourth, seventh, and ninth grade reading
	◈ Thirty-seven students from the Cherry Creek School District, among 16,000 students nationwide, have been named 2011 National Merit Scholarship Semifinalists by the National Merit Scholarship Corporation
	◈ The 2010 Cherry Creek graduating class scored above the Colorado and national averages on the ACT and SAT tests; ACT composite score was 22.1 compared to Colorado score of 20.6 and national score of 21.0; SAT composite score was 1752 compared to Colorado score of 1695 and national score of 1509
	◈ The District graduation rate for the Class of 2010 was 84.7%

Strategic Goals	*Current Year Highlights*
Elevate student achievement, close the achievement gap, and prepare all students for college access and success *(Continued)*	◈ Beginning in the Fall of 2011, students taking Automotive Skills classes at Overland and Smoky Hill high schools will simultaneously earn elective credits for their high school diplomas and credit toward post-secondary certification through Arapahoe Community College. This is in alignment with the *"Post-secondary and Workforce Ready"* District Academic Goal ◈ Coordinated grant opportunities at over 20 District schools to expand the Wellness Pilot Program for the 2011-12 school year

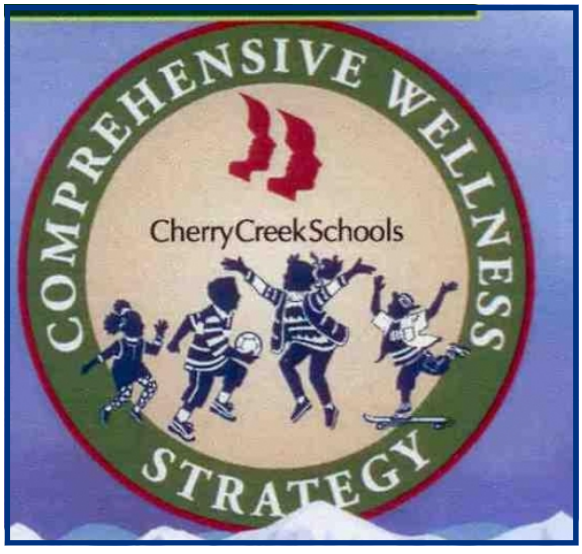
Dedicated to Excellence
Cherry Creek Schools



Dedicated to Excellence
Cherry Creek Schools

Bolster school safety and security	◈ Transitioned from the Emergency Response & Crisis Management (ERCM) model to the Readiness Emergency Management for Schools (REMS) model ◈ Increased the number and quality of security cameras at all schools and responded to after-hour security alarms to provide support for students during after-hours activities ◈ Maintained doorbell entry systems at elementary schools and upgraded Public Address Systems

Strategic Goals	*Current Year Highlights*
Develop citizenship, civility, and character	◈ Held the 10th Annual First American State Bank Fitness Festival to benefit the Cherry Creek School District Community Asset Project, which raised $90,000; nearly $700,000 was raised over the last decade ◈ Held the 4th Annual "Walk for Sudan", which was founded and organized by Eaglecrest High School; funds raised were divided between the Nuba Water Project and Ngaathaje Development Organization to help the people in Sudan ◈ Organized the Annual "Empty Bowls" event, which has raised more than $30,000 over the past four years for the Food Bank of the Rockies ◈ Held the 17th annual "Leadership for Tomorrow" luncheon honoring 14 outstanding diverse senior students with varied talents for their hard work, dedication, vision, and passion; these students have demonstrated success in every aspect of their lives, many overcoming difficult obstacles and serving as role models for others ◈ West Middle School organized the "Operation Gratitude" project over the holiday season for the U.S. Troops serving in Afghanistan and elsewhere around the world; donated items were collected, packaged in 127 boxes (25 boxes of which were donated by Dry Creek Elementary), and shipped overseas ◈ Held the 2nd 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



2nd Annual Family Wellness Summit



Annual Empty Bowls Event

Annual Events

Strategic Goals	*Current Year Highlights*
Fuel our vision of excellence	◈ In order to manage resources and effectively deal with State funding reductions, Cherry Creek Schools developed a $26 million Cost and Resource Management Plan consistent with the District's strategic mission and values in order to achieve a balanced budget ◈ Prepared and presented a comprehensive Financial Plan to the Board of Education and published on the District website: *http://www.ccsd.k12.co.us/Budget/* ◈ Received a *"Green"* rating by the Center for American Progress indicating the highest return on investment (ROI) for effective use of funding for academic achievement; this ranks the Cherry Creek School District among the highest in Colorado for effective use of school funds
Recruit, retain, and develop the finest licensed personnel and support staff	◈ Five teachers achieved National Board Certification in 2010 for a total of 76 District licensed teachers being certified, placing the District 3rd in the State for the number of certified educators ◈ Mentored over 100 first year teachers through the Staff Training Assistance and Renewal (STAR) program to accelerate teachers' growth and success ◈ Over 99% of licensed teachers in the District are considered highly qualified as defined by the No Child Left Behind (NCLB) Act requiring that teachers have taken 24 or more college credits in the subject area they teach and have demonstrated competency in that content ◈ 72% of Cherry Creek teachers have advanced degrees and 70% have more than 7 years of experience

Nurturing, Supporting, & Fostering the Professional Development of New Teachers



2010 STAR MENTORS

CHERRY CREEK SCHOOL DISTRICT
COMMUNITY INVOLVEMENT RESOURCES

THANKS TO OUR COMMUNITY

Parents and other citizens in the Cherry Creek School District hold quality education as a high priority and show it through their support and involvement. Thousands of parents and community members are involved by volunteering at school, serving on a District committee or task force, and participating in parent/teacher organizations. Working together, community members, parents, students, and staff have built Cherry Creek's reputation for excellence.

District Accountability Committee (DAC)

The District Accountability Committee has broad responsibilities for ensuring the District's continued educational success, cost-effective management, and a safe and caring learning environment. This group is composed of parents, community members, taxpayers, students, teachers, and administrators, and is organized in compliance with Colorado State law. Members of this committee advise Board members on spending priorities, review applications for charter schools, and report the effectiveness of District programs. The DAC reviews school improvement plans and prepares an annual report for the Board of Education summarizing the year's activities and accomplishments. Meetings are on the 2nd Wednesday of each month, September through May. For details, contact the Office of Assessment and Evaluation at *720-554-4244.*

Parents' Council

The Parents' Council fosters communication and the exchange of ideas among parents, teachers, administrators, and the Board of Education. Membership includes PTO/PTCO presidents, representatives from each school, and members-at-large. Parents' Council offers training for each school's PTO/PTCO Board. A library of information and resources is also maintained and available for use by any school. Meetings are held the 1st Monday of each month. For information, contact Linda Kiefer at *303-870-7644.*

Long-Range Facility Planning Committee

This committee is composed of District residents and administrators established by the Board of Education to study the effective utilization of the District's facilities and make recommendations to the Board of Education for long -range planning. Considerations include construction of new facilities, alternate use of existing facilities, and adjustments to attendance boundaries. The Board appoints two residents of each Director District and three resident members-at-large. Also serving are two elementary school principals (one from a traditional calendar school and one from a year-round school), a resident representative of the Homebuilder's Association, and a member from the Board of Education, DAC and SEAC. Monthly meetings are held. Contact Educational Support Services at *720-554-4453* for further details.

Special Education Advisory Committee (SEAC)

The SEAC focuses on the educational needs of students with disabilities. The committee is composed of parents of children with special needs, as well as professionals, administrators, and interested community members. This group serves in an advisory capacity to Student Achievement Services and the Board of Education. Generally, meetings are held the 2nd Thursday of each month, August through May, excluding December. For more information, contact Student Achievement Services at *720-554-4490.*

Medical Advisory Board

The Medical Advisory Board is composed of physicians and other health care professionals from the community. The board serves in an advisory capacity to the schools, school nurses, and the administration on health issues.. The Board usually meets from 7 p.m. to 9 p.m. the 2nd Wednesday in September, January, and May. Details can be obtained by contacting Health Services at *720-554-5064.*



Medicaid Advisory Committee

This committee is comprised of community agencies, parent representatives and District staff. Committee members meet to discuss issues that pertain to the District's Medicaid Reimbursement Program. They also share information to better coordinate health services for all Cherry Creek School District students. For further information, contact the District Medicaid Office at *720-554-5060.*

Multicultural Advisory Council

Established through Board of Education policy, the Multicultural Advisory Council works with the Office of Excellence and Equity and advises the Board of Education. This council works to eliminate prejudice, racism, sexism, and discrimination within the District, and assists with improving academic achievement of specific students in the District. For information, contact the Office of Excellence and Equity at *720-554-4527.*

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*

Gifted/Talented Advisory Council

The Cherry Creek Gifted/Talented Advisory Council is composed of teachers, parents, community members, and administrators to share best practices, discuss pertinent issues facing gifted education and report on available staff development opportunities. The council also undertakes numerous other endeavors designed to refine and enrich the comprehensive gifted and talented (G/T) programs available in the Cherry Creek Schools. A Districtwide progress and needs assessment is also the periodic responsibility of the advisory council providing valuable data on the effectiveness of the G/T programs for grades K-12. This council meets three times during the traditional school year. For further details, contact the Gifted and Talented office at *720-554-4257.*

Parent Information Network (PIN)

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

Community Asset Project, Inc. (CAP)

The members of this group actively support healthy lifestyles and drug prevention efforts throughout the Cherry Creek School District in partnership with the Prevention Office. They share the responsibility of planning, funding, and implementing prevention strategies, programs, and training in the District and its community. The mission of this group is to build community partnerships that promote developmental assets and ensure that all children maximize their life skills and academic potential. For further details, contact the Prevention Office at *720-554-4247.*

School Safety Teams

Each District school has a Safety Team composed of staff, parents, students, law enforcement, personnel, and community members. They work to plan both psychological and physical safety interventions. Assessment, prevention, intervention, and crisis response are the primary areas addressed by each school Safety Team. These teams work closely with the District Safe Schools Design Team and may be contacted at *720-554-4234*.

THE DISTRICT'S CARELINE

720-554-CARE

CARELINE@CHERRYCREEKSCHOOLS.ORG

To report known or potentially unsafe situations requiring school intervention

CHERRY CREEK SCHOOL DISTRICT
BOARD OF EDUCATION

The State Board of Education is authorized by Article IX of the Constitution of the State of Colorado with the general supervision of the public schools and to provide guidance on education issues. The State Board of Education is the governing board of the Colorado Department of Education (CDE). The CDE provides leadership, consultation, and administrative services to Colorado's 178 local school districts on a statewide and regional basis. Colorado is a "local control" state, which allows many PreK-12 decisions on issues such as curriculum, personnel, school calendars, graduation requirements, and classroom policy to be made by the state's school districts and their local school boards. Accreditation, teacher licensing, transportation, nutrition, special education, and early childhood education are supervised at the state level.[1]

More information regarding the Colorado Department of Education may be accessed at their website:
www.cde.state.co.us

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

The Board is a policy-making body whose functions are to:

- 🕮 establish policies for the District
- 🕮 provide direction for the general operation and personnel of the District
- 🕮 oversee the property, facilities, and financial affairs of the District

Board members delegate the management of day-to-day operations to the Superintendent and her staff. The obligation to plan the best possible program for all students, however, is a responsibility all must share. Thus, the Board of Education and the staff encourage all residents to make their desires known. Suggestions and constructive criticism are welcomed.

Board meetings are open to the public and are usually held the second Monday of each month at 7:00 p.m. in schools throughout the District. Locations are listed in the District's annual calendar and are posted at the Educational Services Center, no less than 24 hours prior to the meeting. The schedule for the 2011-12 fiscal year, subject to change, is shown in the chart on the right.



Board of Education Meeting Schedule

2011	
August 15th	Institute of Science & Technology
September 12th	Instructional Support Facility
October 10th	Holly Ridge Primary School
November 14th	Sagebrush Elementary
December 12th	High Plains Elementary
2012	
January 9th	Smoky Hill High School
February 13th	Eastridge Elementary
March 12th	Heritage Elementary
April 16th	Fox Hollow Elementary
May 14th	Challenge School
June 11th	Liberty Middle School

This schedule is also available on the CCSD website:
www.ccsd.k12.co.us/Superintendent/BOE

[1] State Board of Education and Colorado Department of Education information was acquired from the CDE website.

CHERRY CREEK SCHOOL DISTRICT
SCHOOL DISTRICT GOVERNANCE AND AUTHORITY



The District is a corporate body with perpetual existence and may hold property in its name for any purpose authorized by law, may sue and be sued, and may be a party to contracts for any purpose authorized by law. State statutes grant to the Board the power to govern the District.

General Duties which the Board is required to perform include, but are not limited to, the following:

- Adopt policies and prescribe rules and regulations necessary and proper for the administration of the District
- Employ all personnel required to maintain the operations and carry out the educational programs of the District
- Establish and pay personnel compensation
- Determine the educational programs to be provided by the District
- Prescribe the textbooks for any course of instruction or study in such programs
- Adopt written policies, rules and regulations relating to study, discipline, conduct, safety, and the welfare of all pupils
- Comply with all the rules and regulations adopted by the State Board of Education

The Board is also granted specific powers to be exercised in its judgment. Notable among these are the power to:

- Purchase, lease, or rent undeveloped or improved property located within the District boundaries as the Board deems necessary for use as school sites, buildings, structures, or for any school purpose authorized by law
- Sell District properties, which may not be needed in the foreseeable future for any purpose authorized by law, upon such terms and conditions as the Board may approve
- Determine the location of each school site, building, or structure
- Construct, erect, repair, alter, and remodel buildings and structures
- Provide furniture, equipment, library books, and such other items as may be needed to carry out the District's educational programs
- Discharge or otherwise terminate the employment of any personnel
- Procure group life, health, or accident insurance covering employees of the District
- Establish attendance boundaries
- Procure appropriate property damage, casualty, public liability, and accident insurance
- Provide for the transportation of pupils enrolled in the District's public schools

CHERRY CREEK SCHOOL DISTRICT
NATIONAL AND STATE AWARDS AND RECOGNITION

- **Eight Cherry Creek School District** schools received the *"Governor's Distinguished Improvement Award",* out of 153 schools statewide, which recognizes the top eight percent of public schools that demonstrate the highest rates of student longitudinal growth, as measured by the Colorado Growth Model.
- **Thirteen Cherry Creek School District** schools received the *"John Irwin Schools of Excellence Award",* out of 151 schools statewide, which recognizes the top eight percent of public schools that demonstrate the highest achievement on statewide assessments.
- **Cherry Creek School District** was a recipient of two 2011 *"Commissioner's Choice Awards"*; **1) Cherry Hills Village Elementary** was recognized with a *"Teacher Leadership Award"* for innovative leadership models that empower teachers to achieve consistent, sustained student growth, and **2) The District STAR Mentor Program** was recognized with the *"Excellence in Induction Award"* for a program that exemplifies the strongest elements of a process for introducing new educators into the profession in a manner that is most likely to make them effective educators.
- **Sky Vista Middle School** teacher, Carrie Heaney, was honored with the Presidential Award for Excellence in Mathematics and Science Teaching at an awards ceremony in Washington D.C. and a $10,000 award from the National Science Foundation.
- **The Cherry Creek High School** Library was recognized as Colorado's Outstanding School Library by the Colorado Association of School Libraries and the American Association of School Libraries. Every year since 1998, it has been recognized by the Colorado Department of Education and Colorado State Library as a *"High Performing Power Library".*
- **The Cherokee Trail High School** Technology Education Program was recognized and awarded the prestigious "Program Excellence Award" by the International Technology and Engineering Educators Association (ITEEA).
- The **Cherry Creek School District Special Education Advisory Committee (SEAC),** received the "Power of Partnership" award from the Colorado Department of Education (CDE) and the Colorado Special Education Advisory Committee (CSEAC) for a decade of work on behalf of special needs students.

◆ ◆ ◆ ◆ ◆ ◆ ◆ ◆ ◆ ◆

- 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

TEACHING & LEADERSHIP EXCELLENCE



Human Resources Director, Lyndal Brookhart, was honored with the 2009-10 Sandra Shreve Award for Excellence in Human Resources by the Colorado Association of School Personnel Administrators.

Cherokee Trail High School math teacher, Dotty Dady, was the recipient of the "Richard E. Lomax National Teaching Excellence Award" for her consistent excellent instruction, strategy, and moral support.

ACADEMICS



Cherry Creek High School student, Connie Liu, was featured on Colorado's 9News as one of 20 top winners in the 2010 Siemens Competition in math, science, and technology and awarded a $40,000 scholarship for her presentation on changing the DNA of cancer cells. Her research involved using microRNA as a therapeutic agent to potentially make cancer-like behavior of cells disappear.

Cherokee Trail High School student, Jiyong Shim, took first place in the Richard E. Lomax National Trig-Star competition. This was the first time in 26 years that a Colorado student garnered top honors in a national trigonometry competition.

Challenge School student, Dhivya Senthil Murugan, won the State Spelling Bee title, taking her to the National Spelling Bee in Washington DC.

Of nearly 500 students participating In the State Speech and Debate Tournament, **Overland High School** student, Tyler Allen, took 1st place in Poetry. **Cherry Creek High School** had three students who placed 1st in the State; Matt Iritani in the Lincoln Douglas debate and Llana Urman, and Nick Shaffer in Public Forum.

SPORTS



Overland High School's Blazer Pom Squad took top honors in the 5A Hip Hop category and **Grandview High School** earned first place in both the 5A Cheer and 5A Pom events at the 2010 State Spirit Championships held in Denver, Colorado. **Eaglecrest High School** placed third and **Smoky Hill High School** placed sixth in the 5A Cheer competition.

Smoky Hill High School student, Caroline Piehl, a two-time Class 5A State champion top female swimmer, won the prestigious Hoyt Brauner Award.

Smoky Hill High School student, Lyndey Brooks, received Honorable Mention for the 2010 All-State Field Hockey Team.

Eaglecrest High School student, Marcus Harris, Jr., was named the world's 2nd fastest sprinter in his age group after running in the Simplot Games 60 meter dash. This makes him a leading candidate to run for the USA Youth Team to be held in France in July of 2011.

Eaglecrest High School student, Lindsay Mable, claimed 1st place in all around (vault, beam, and floor) at the Regional Gymnastic Competition held in Texas. She now qualifies for the national competition in California.

FBLA, DECA, & OTHER CLUBS



Of 26 top ten winners in the National FBLA Conference, **Grandview High School** students, Chris Bach and Sharon Kim, placed 8th in Word Processing I and 9th in Introduction to Business Communications respectively.

Overland High School students, Ashleigh Kanack and Sarah Holmes, claimed State Championship in Emerging Business Issues and Dalal Jad took State Championship in Healthcare Administration at the FBLA State Competition. All three students are now national qualifiers.

Eaglecrest High School student, Austin Brown, developed a 3D video game called “Flow” and placed 4th in the computer game and simulation programming event in the National FBLA Conference competition.

Cherry Creek High School students Kayla Wiggin, Alex Gillett, and Aaron Bugh, won 1st, 3rd, and 4th place respectively in the 44th Annual State Bridge Building Competition. Kayla received a $1,000 scholarship to the Engineering school of her choice as 1st place winner.

Smoky Hill High School student, Darren Kim, won the world championship in “Spin Top” at the World Yo-Yo competition in Florida.



OVERLAND HIGH SCHOOL
POM SQUAD
5A STATE HIP HOP WINNERS





GRANDVIEW HIGH SCHOOL
POM SQUAD
5A STATE CHEER & POM WINNERS

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 currently, the oldest standing school building in the Cherry Creek School District. It was the first common one-room schoolhouse built in the Melvin Community on the east side of the Cherry Creek which ran through the Cherry Creek Valley. The Melvin Community was about 12 miles southeast of Denver. This school established a new school district designated as School District No. 19. The building was actively used until closing in 1951. It was moved to Cherry Creek High School property in 1969 and restored as a museum.

- **In 1922**, the Melvin School was the 2nd school built in the Melvin community, which also created a new school district. This school was located on the west side of the Cherry Creek.
- **By 1924**, there were 8 school districts in Arapahoe County made up of 9 rural schools. Each school operated autonomously in separate districts except for District No. 69, which was comprised of 2 schools.
- **In 1949**, the Melvin Community was given condemnation papers by the government when Congress authorized building the Cherry Creek Dam to protect Denver from flooding. The Melvin School District was dissolved. The School District Reorganization Act mandated a consolidation plan to reorganize the remaining school districts within Arapahoe County.
- **In 1950**, the 7 remaining rural school districts were consolidated into Cherry Creek School District No. 5. The following districts consolidated:

DISTRICT	SCHOOL
School District No. 5	Castlewood
School District No. 12	Sullivan
School District No. 19	Cherry Creek
School District No. 35	Ash Grove
School District No. 36	Cherry Hills
School District No. 54	Mountain View
School District No. 69	Maple Grove & Cunningham





The Cherry Creek School
Established in 1874

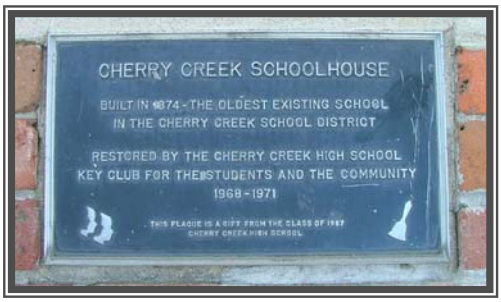


CHERRY CREEK SCHOOL DISTRICT

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 2008, enrollment increased to over 50,000.
- The District's assessed valuation increased from $7 million in 1951 to $4.72 billion in 2010.
- 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.







MILESTONE SCHOOL CELEBRATIONS

2011 Congratulations to:

Fox Hollow Elementary School on 10 years – 2001-2011

Peakview Elementary School on 20 years – 1991-2011

Village East Elementary School on 40 years – 1971-2011

Holly Ridge Elementary School on 50 years – 1961-2011

2012 Congratulations to:

Canyon Creek Elementary School on 10 years – 2002-2012

Liberty Middle School on 10 years – 2002-2012

Thunder Ridge Middle School on 20 years – 1992-2012

Horizon Middle School on 30 years – 1982-2012

Meadow Point Elementary School on 30 years – 1982-2012

Dry Creek Elementary School on 40 years – 1972-2012

Polton Elementary School on 40 years – 1972-2012

CHERRY CREEK SCHOOL DISTRICT

ELEMENTARY SCHOOLS — YEAR OPENED		
Antelope Ridge - 1999	Arrowhead - 1977	Aspen Crossing - 2005
Belleview - 1954	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	High Plains - 1978
Highline - 1991	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		
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		
Cherokee Trail - 2003	Cherry Creek - 1955	Eaglecrest - 1990
Grandview - 1998	Overland - 1978	Smoky Hill - 1975
OTHER SCHOOLS — YEAR OPENED		
Challenge - 1996	Cherry Creek Academy - 1995 Institute of Science & Technology - 2011	CARE/PREP - 1993

PHYSICAL ATTRIBUTES

In 2011-12 the District will be operating with two central administration facilities, thirty-nine elementary schools, two K-8 schools, ten middle schools, six high schools, nine alternative 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	2.4 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.

Stadiums

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



Stutler Bowl

Stutler Bowl has an 8-lane all-weather track and a new Astro-play synthetic playing field marked for football, lacrosse, soccer, and field hockey.

Legacy Stadium has a 9-lane Mondo track and an Astro-play synthetic field 70 meters wide marked for football, lacrosse, soccer, and field hockey.



Legacy Stadium

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

Other Facilities

Educational support and auxiliary services facilities have over 320,000 square feet of building space and include administrative, financial, maintenance, nutrition, transportation, and other District services.

CHERRY CREEK SCHOOL DISTRICT
GENERAL DESCRIPTION

GEOGRAPHICAL AREA

The District includes approximately 108 square miles and is located in Arapahoe County approximately 10 miles southeast of downtown Denver, Colorado. Included within the District are the cities of:

- Portions of Cherry Hills Village
- Glendale
- Foxfield
- Portions of Englewood
- Portions of Aurora
- Portions of Centennial
- Greenwood Village
- Certain unincorporated areas of Arapahoe County

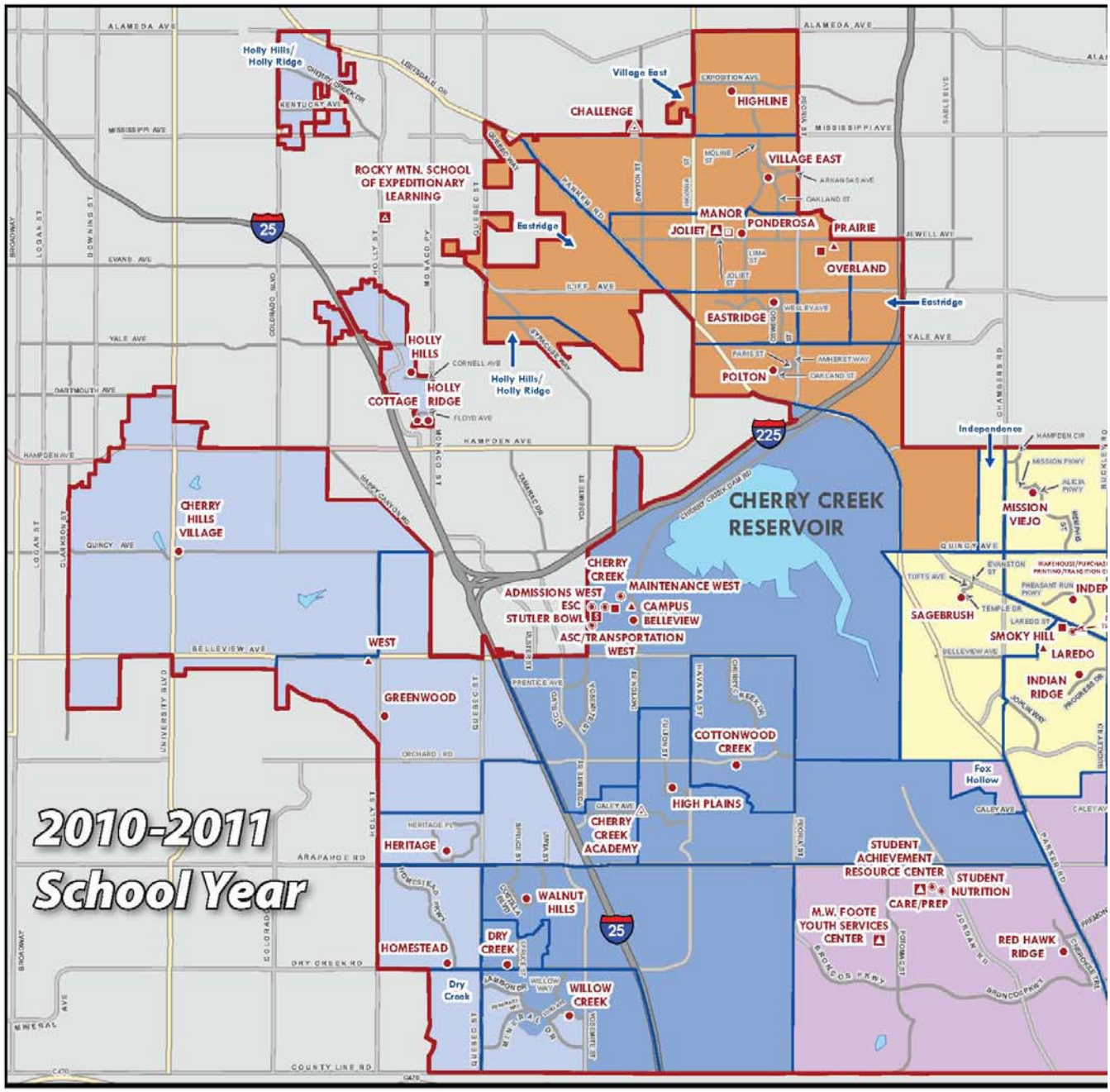
The District geographical area includes two major highways, Interstate 25 running north and south on the west side and E/C-470 on the south and east sides. For geographical relationship to the Denver metropolitan area, refer to the Denver Metro School District Area Map on page 62.

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

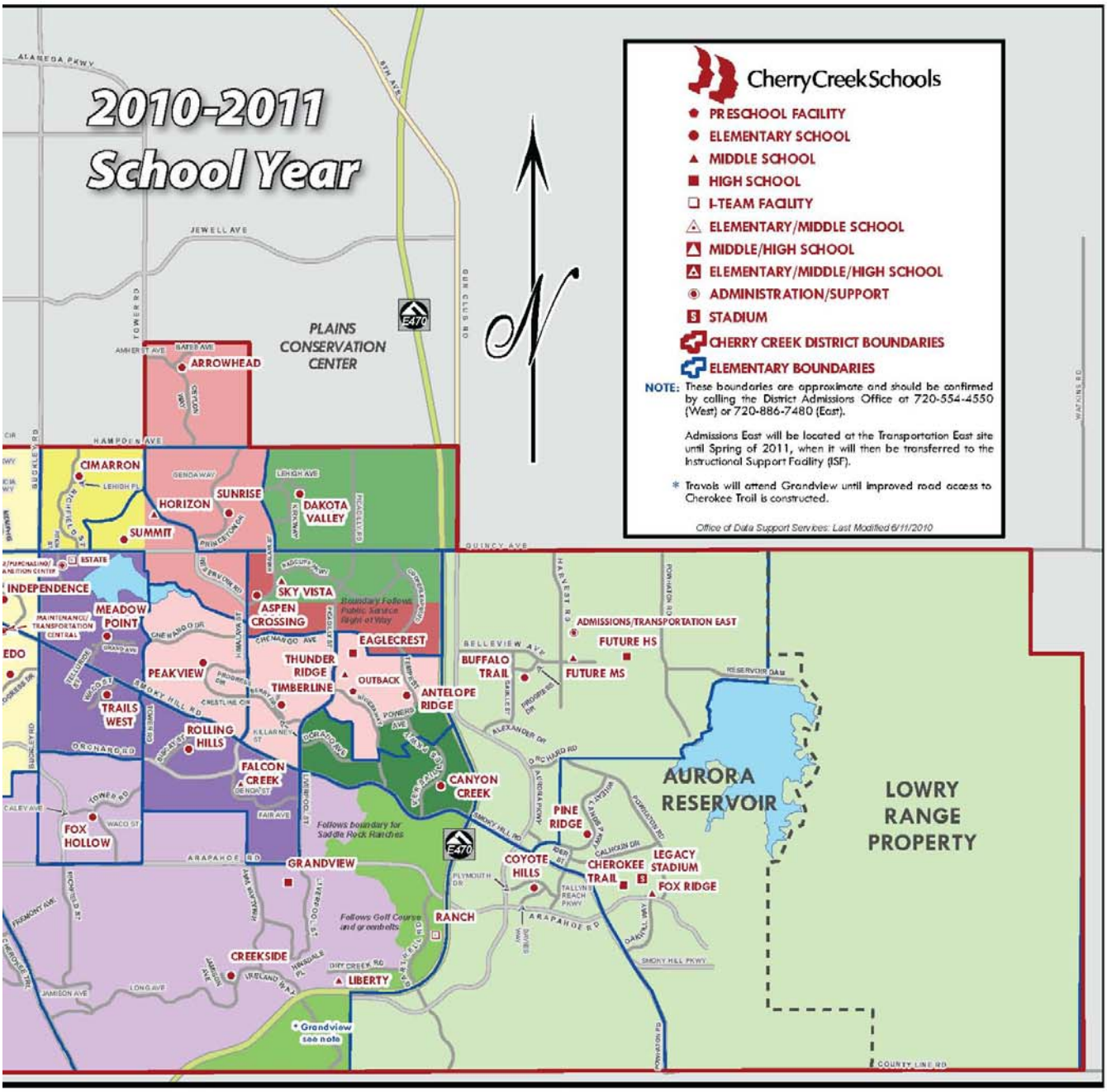
Arapahoe County Estimate for 2010	
Population	572,003
Number of Households	238,301

The District is the fourth largest of the State's 178 school districts. Neighboring metro area school districts include Denver, Aurora, Littleton, Englewood, and Douglas County. The following unaudited information, which includes some regular pre-school students not normally included in the official Cherry Creek School District's October 2010 student count, was obtained from the Colorado Department of Education. It lists the ten largest school districts in the State of Colorado with Cherry Creek School District No. 5 being the fourth largest.

School District	2010 Pupil Membership
Jefferson County R-1	85,938
Denver County 1	78,317
Douglas County RE 1	61,465
Cherry Creek 5	52,166
Adams 12 Five Star Schools	41,957
Adams-Arapahoe 28J	38,605
Boulder Valley RE 2	29,526
Colorado Springs 11	29,459
St. Vrain Valley RE 1J	27,379
Poudre R-1	26,923

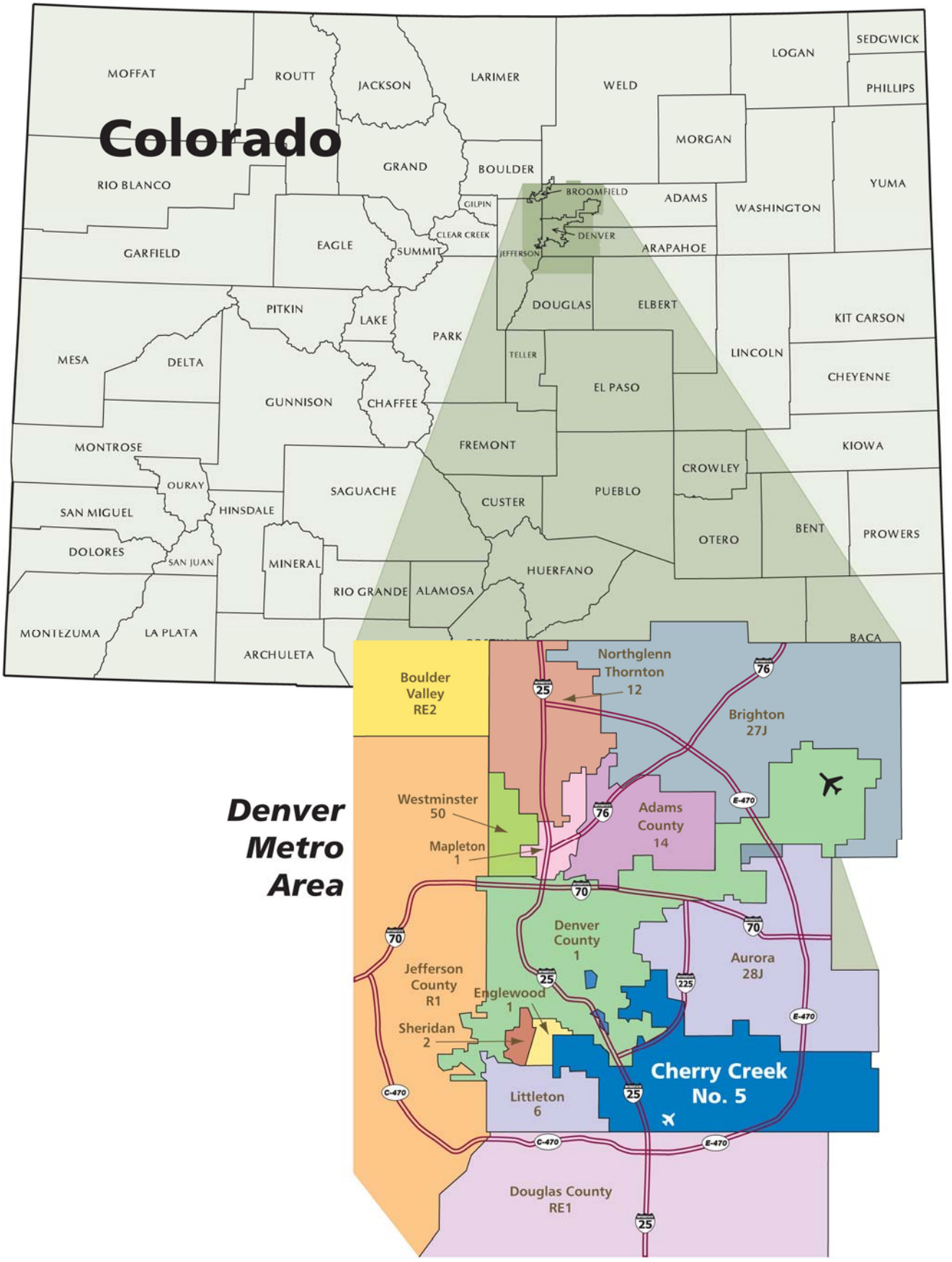


Cherry Creek/Campus	Grandview/Falcon Creek
Cherry Creek/West	Grandview/Liberty
Overland/Prairie	Smoky Hill/Laredo



Eaglecrest/Horizon	Cherokee Trail/Fox Ridge
Eaglecrest/Sky Vista	Cherokee Trail/Liberty
Eaglecrest/Thunder Ridge	Cherokee Trail/Sky Vista
Smoky Hill/Horizon	Cherokee Trail/Thunder Ridge

CHERRY CREEK SCHOOL DISTRICT
DENVER METRO SCHOOL DISTRICT AREA MAP



Dedicated to Excellence

POLICIES AND FINANCIAL PLAN DEVELOPMENT

CHERRY CREEK SCHOOL DISTRICT
SUMMARY OF BOARD POLICIES

The financial plan of the Cherry Creek School District is developed in accordance with policies and procedures adopted by the Board of Education. The District has a vast array of policies from which to operate. The Board of Education approves policies after careful deliberations, which are then implemented through specific regulations and procedures.

The policies referenced throughout this document may be found on the District website at:
www.cherrycreekschools.org

The following is an overview of the various policies that guide Cherry Creek School District through the budget development and implementation process as well as policies that direct operational procedures of the District.

Board Policy Manual Volume I

- **Section A: Foundations and Basic Commitments**
  - Contains policies, regulations and exhibits regarding the District's legal role in providing public education and the basic principles underlying School Board governance. These policies provide a setting for all of the School Board's policies and regulations.
- **Section B: School Board Governance and Operations**
  - Includes policies regarding the school board – how it is appointed or elected; how it is organized; how it conducts meetings; and how the board operates. This section includes bylaws and policies establishing the board's internal operating procedures.
- **Section C: General School Administration**
  - Contains policies, regulations, and exhibits on school management, administrative organization, and school building and department administration, including the administrative aspect of special programs and system-wide reforms such as school or site-based management. All phases of policy implementation, procedures, or regulations, are properly located in this section.
- **Section D: Fiscal Management**
  - Includes the policies on school finances and the management of funds. Policies on the financing of school construction and renovations are included in Section F, Facilities Development.
- **Section E: Support Services**
  - Policies on non-instructional services and programs, particularly those on business management such as safety, building and grounds management, office services, transportation, and food services are included.
- **Section F: Facilities**
  - Contains policies on facility planning, financing, construction, and renovation. Also includes the topics of temporary facilities and school closing.
- **Section G: Personnel**
  - Contains policies that pertain to all school employees.

POLICIES THAT GUIDE DISTRICT OPERATIONS TO

"STRENGTHEN THE ORGANIZATION"

CHERRY CREEK SCHOOL DISTRICT
SUMMARY OF BOARD POLICIES

- **Section H: (Cherry Creek School District has chosen to designate the Collective bargaining agreements and specific personnel policies as Volume II in lieu of the standard 'Section H').** (See below)

- **Section I: Instruction**
  - Contains policies regarding the instructional program, basic curricular subjects, special programs, instructional resources and academic achievement.

- **Section J: Students**
  - Student policies, regarding admissions, attendance, rights and responsibilities, conduct, discipline, health and welfare, and school-related activities are included.

- **Section K: School and Community Relations**
  - Contains policies, regulations, and exhibits on parent and community involvement in schools. Except for policies concerning education agencies, statements on public sector relations with the school district are located in this section, as well.

- **Section L: Education Agency Relations**
  - Policies include school district's relationship with other education agencies –including other school systems, regional or service districts, private schools, colleges and universities, education research organizations, and state and national education agencies.

Board Policy Manual Volume II

Policies for each employee group are included in a separate employee section, Volume II of the policies, located on the Cherry Creek School District website, *www.ccsd.k12.co.us/Publications*, which includes collective bargaining agreements and policies specifically pertaining to individual employee groups.

General personnel policies address such issues as:	Policies for each employee group include the following various items:
– Equal Employment Opportunity and Affirmative Action	– Recruitment, Selection and Filling Vacancies
– Employee – Board of Education Relationships	– Term of Employment
– Publication of Articles	– Transfers – Voluntary and Involuntary
– Political Activities	– Resignation/Retirement
– Travel Reimbursement	– Professional Growth
– Organizational Membership	– Grievance Procedures
– Transfer Procedures	– Insurance Benefits
– Communicable or Life Threatening Diseases	– Leave Requests
– Drug Free Work Place	– Salary
– Leaves – Military, Jury Duty, Subpoenaed Witness	– Reduction in Work Force

CHERRY CREEK SCHOOL DISTRICT
SUMMARY OF BOARD POLICIES

Specifically identified policies that pertain to the development and implementation of the Financial Plan are described below, and the entire policy statements have been included in Appendix F.

- **Policy: BBA – Board Powers and Responsibilities**
  - Powers and mandatory duties of the Board are defined in state statutes. Included in the policy are the functions that the Board considers most important.

- **Policy: DB – Annual Budget**
  - The annual budget is the financial plan for the operation of the school system. It provides the framework for both revenue and expenditures for the year. The budget translates into financial terms the educational programs and priorities of the District.

- **Policy: DBG – Budget Adoption**
  - Identifies the specific procedures that must be followed when adopting the budget.

- **Policy: DBI – Budget Implementation**
  - Allows the superintendent to expend funds in any amount authorized in the approved budget, unless specifically defined in the policy.

- **Policy: DC – Taxing and Borrowing**
  - When it becomes evident early in the fiscal year before substantial tax moneys have been received that the cash balances will not meet anticipated obligations, the Board of Education shall negotiate, under the provisions of Colorado statutes, for a loan in such amounts as may be required to meet such obligations.

- **Policy: DEAA – Mill Levy Elections**
  - This policy is subject to applicable state law, and allows the Board of Education to seek voter approval for mill levy elections.

- **Policy: DI – Fiscal Accounting, Reporting and Inventories**
  - Addresses the procedures for receiving and properly accounting for all funds of the District.

- **Policy: DIE – Audits/Financial Monitoring**
  - Identifies procedures to follow in accordance with state law, for all funds and accounts of the District to be audited annually.

- **Policy: DJ – Purchasing/Purchasing Authority**
  - Specifies the areas of responsibility for the purchasing of materials, equipment and

- **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 Schools
Dedicated to Excellence

CHERRY CREEK SCHOOL DISTRICT
BUDGET PROCESS TIMELINE

JULY 2010						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

July 2010

► **July 1 –** Fiscal year 2010-11 begins.

► **July 1 –** 2010-11 Financial Plan documents are finalized and published on the District web site, *www.cherrycreekschools.org*

► **July 1 –** FY2010-11 Budget Summary Report required by Colorado Department of Education per HB10-1013 is posted on District web site.

AUGUST 2010						
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

August 2010

► **August 27 –** School and department Staffing Verification Reports completed for FY2010-11.

SEPTEMBER 2010						
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

September 2010

► Preliminary work begins for the development of the FY2011-12 Financial Plan.

OCTOBER 2010						
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

October 2010

► **October 13 –** "Profile of Student-Based Budgeting for Schools" posted to District website.

NOVEMBER 2010						
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

November 2010

► Three-year Financial Planning Projections for FY2011-12 through FY2013-14 prepared for the District Leadership Team and Board of Education.

DECEMBER 2010						
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

December 2010

► **December 2** – Board of Education study session held for review of financial planning and budget development parameters. Three-year Financial Planning Projections FY2011-12 through FY2013-14 reviewed.

CHERRY CREEK SCHOOL DISTRICT
BUDGET PROCESS TIMELINE

January 2011

►**January 12 –** State Legislature convenes and begins consideration of the funding formula requirements of the Public School Finance Act and related legislation regarding State budget reductions.

February 2011

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

March 2011

► Lawson Budgeting & Planning (LBP) tutorial developed and training provided to schools and departments.

► CSAP and Unified Improvement Plan (UIP) data updated.

► **March 21 –** District Leadership Team & BOE review of State funding reduction impacts and presentation of proposed Cost and Resource Management Plan for FY2011-12.

► **March 31 –** School and department budgets input into LBP for review and verification by the Budget Department.

April 2011

► **April 11 –** School staffing designs submitted to the Instructional Division.

► **April 28 –** District Leadership Team & BOE review an update on the School Finance Act, its impact on the Cherry Creek School District, and the proposed Cost and Resource Management Plan for FY2011-12.

► All funds information prepared and included in the financial plan.

May 2011

► **May 11 –** State Legislative session adjourns.

► **May 11 –** District Accountability Committee review of proposed Cost and Resource Management Plan for FY2011-12.

► **May 27 –** Proposed FY2011-12 Financial Plan posted to the District website for public review.

June 2011

► **June 9 –** Board of Education review of proposed FY2011-12 Financial Plan.

► **June 13 –** FY2011-12 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 FY2011-12 Financial Plan is adopted.

JANUARY 2011

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23	24	25	26	27	28	29
30	31					

FEBRUARY 2011

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20	21	22	23	24	25	26
27	28					

MARCH 2011

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27	28	29	30	**31**		

APRIL 2011

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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 2011

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 2011

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5	6	7	8	**9**	10	11
12	**13**	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

CHERRY CREEK SCHOOL DISTRICT
FINANCIAL PLAN DEVELOPMENT

The District's annual budget, *referred to as the Financial Plan,* provides the framework for both budgeted expenditures and projected revenue for the year. It translates into financial terms the anticipated use of District resources to provide for the educational programs and services of the District.

General Fund Budget Preparation

The General Fund budget development is based on projected funding and enrollment and considers District values as the primary criteria for resource allocations.

The Board of Education assigns to the Superintendent the overall responsibility for budget preparation, presentation, and administration. This responsibility is then delegated, as appropriate, to administrative personnel who have supervisory responsibilities for the operations of schools and departments. The individual school and department budgets are prepared, primarily on a decentralized management basis, by the principal or department head in cooperation with the faculty of the school or the departmental staff. The participation and involvement at the schools of the advisory committees to the District are also valued and encouraged.

District Leadership provides the following budget development parameters to the schools and departments under the direction of the Superintendent. Requirements to be considered in the preparation of the budget include:

- Student enrollment projections
- Student-to-staff ratios
- School decentralized allocations per student
- Guidelines and Instructions

During the budget development process, opportunities are provided for community members, interested groups, and staff members to become familiar with current financial issues that must also be considered in preparing the budget. The school administration works closely with the School Accountability Committee members to offer opportunities for input into the priorities for the schools.

A review of State funding reductions and the impact on Cherry Creek School District was presented to the Board of Education, District Leadership Team, and District Accountability Committee with a proposed Cost and Resource Management Plan.

Staffing budgets are compiled based on existing ratios where applicable. Requests for new positions are evaluated and estimated costs of salary and benefits are prepared. The District Leadership Team reviews the requests and approves the positions they feel will most benefit the District, within the cost constraints of the budget.

Capital Improvements Budget Preparation

The majority of revenue provided for the Capital Reserve Fund comes from state funding through State Equalization Aid. Investment income and cash in lieu of land contribute to capital reserve funding, as well. The total allocation, which is transferred from the General Fund, is provided to the Educational Support Services Department by the Budget Department. Project improvement requests are submitted by schools and departments annually to the Educational Support Services department. Requests are reviewed, prioritized and approved by the District Leadership Team. Approved projects are then submitted to the Budget Department to enter into the Financial System.

Notification And Approvals

In accordance with State statutes and District policy, the annual budget for the ensuing fiscal year is submitted to the Board of Education at least thirty days prior to July 1st, which is the beginning of the next fiscal year. Refer to Appendix F, Policy DBG, Budget Adoption for further detail.

- Within ten days after the budget is submitted, the required public notification of the availability of the budget and the public hearing date(s) is posted within the District. It is also published in a newspaper having general circulation within the District.
- The Board of Education then conducts one or more public budget hearings to present and explain the budget, inviting questions and discussions from those in attendance.
- Following consideration of the proposed budget presented by the administration as well as the comments and discussion of those providing input, the Board of Education approves the budget, with such changes or revisions, as it considers appropriate.
- The Board of Education then officially adopts the budget and its accompanying appropriations resolution before the end of the current fiscal year, June 30th.

CHERRY CREEK SCHOOL DISTRICT
FINANCIAL PLAN AMENDMENTS

Amendments or Revisions as Identified in Policy

The Board of Education or management may amend the District's financial plan adopted in June of the year prior to the budget year. Management may only amend individual school, department, and program line item amounts within the budget. However, the Board of Education may revise the total budget for any of the funds due to unforeseen circumstances, which did not exist at the time of the original budget adoption, such as emergencies or unanticipated revenue. Refer to Appendix F, Policy DBG, Budget Adoption, and Policy DBI, Budget Implementation, for further detail.

Amendments of the total budget amount or changing the amount appropriated by fund needs the approval of the Board of Education. The description of the reasons that necessitated the budget amendment and the related amount(s) to be revised are included on a Board of Education Resolution. An opportunity for public comment is provided at a scheduled meeting of the Board of Education. Following consideration of the resolution and comments of the public, the Board of Education approves or amends as necessary the budget resolution, or does not approve the resolution. If approved, the revised budget amounts are then incorporated into the District's budget, accounting system and controls.

In accordance with State of Colorado Revised Statutes, after the adoption of the budget, the Board of Education may review and change the budget, with respect to both revenue and expenditures, at any time prior to *January 31st* of the fiscal year for which the budget was adopted. After *January 31st*, the budget may not be changed; except where funds for a specific purpose, from other than ad valorem taxes, subsequently become available to meet a contingency need, the Board of Education may adopt a supplemental budget appropriation.

PARTICIPATION IN THE BUDGET PROCESS

Invitation to Participate

All interested individuals are invited and encouraged to participate in the annual budget development process. Community members' suggestions and input can add much to the decision-making processes involved in developing the budget.

Parents, other community members, staff members, and students may become involved in a number of ways.

- The parent teacher organizations in the schools work closely with principals.
- Advisory groups and committees exist which focus on a number of common concerns and interests, and many of these groups and committees can make budget development suggestions and recommendations for the next fiscal year.
- The Board of Education conducts a public hearing in June during which the budget recommendations are reviewed and discussed in detail. Public testimony at these meetings is very important and is strongly encouraged.

Contact Information

For more information on how to provide suggestions or to contact the groups that are currently working with the Cherry Creek School District, please contact

- the principal of a neighborhood school
- the Communication Services office at 720-554-4475

The District web site also provides contact information as well as schools, departments, programs, and financial data.

The web site address is *www.cherrycreekschools.org*

CHERRY CREEK SCHOOL DISTRICT
GENERAL GUIDELINES

Financial Planning

- Three-year financial planning projections will be prepared each year as part of the annual General Fund budget development process to:
  - Enhance the policy making flexibility of the Board of Education
  - Assist in planning for future financial needs
  - Assist in providing financial stability for educational programs
  - Incorporate the anticipated additional operations and maintenance costs of new facilities into the General Fund operating budget
- Financial planning projections for future years are updated semi-annually, based upon the most recent information available regarding revenue sources and expenditure trends. Economic outlooks are monitored closely to estimate the impact they may have on the District financial status. Reporting tools and projection methods have been developed which help to monitor anticipated revenue and expenditures for the year.

Projection Assumptions

Revenue and Expenditures

- Projected revenue plus available reserves must equal or exceed budgeted expenditures.
- Revenue Projections will be in compliance with current School Finance Act legislation.
- Per-pupil-based revenue, to be received under the State's equalization program, will be projected with funding as authorized in the School Finance Act.
- State funding reductions adopted by the legislature are being applied through a "***Negative Factor"***, which is a 12.97% 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 TO SUPPORT CHERRY CREEK STUDENTS

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 unreserved fund balances as a measure of available, spendable resources. Under the modified accrual basis, revenue is recognized in the fiscal year or accounting period in which it becomes both measurable and available to finance the expenditures. *"Measurable"* means the amount of the transaction can be determined and *"available"* means collectible within the current period or soon enough thereafter to pay liabilities of the current period.

Revenue is considered available if collected within 60 days after year-end. Expenditures rather than expenses are recorded to show the decreases in net financial resources of the current period. Debt service requirements are accounted for as expenditures in the year of payment. Expenditures are recognized when funds are either expended or encumbered. Appropriations not spent or encumbered lapse at the end of the fiscal year. Encumbrances represent financial commitments for goods and services, including construction, not yet received. Encumbrances are treated as expenditures for budgeting purposes in those funds using the modified accrual basis and are documented by purchase orders or contracts. Salaries earned, but unpaid, compensated absence accruals, and depreciation allocations are not included in the governmental fund budgets. Fund equity is referred to as fund balance under this basis of accounting and budgeting.

Accrual Basis - Proprietary Enterprise Funds

The District's only proprietary fund is an enterprise fund. Under the accrual basis of budgeting, most transactions are recorded when they occur, regardless of when cash is received or disbursed. This recording is essentially the same as in commercial accounting. Under the accrual basis, revenue is recorded when earned and the related income is collected or considered collectible. Revenue or income is considered to be earned when the related services have been performed or goods have been sold. Under the accrual basis of budgeting, expenses are recorded when liability for the payment of the expense is incurred. Encumbrances are not considered to be expenses. Depreciation of capital assets is budgeted as an expense of the budgeting period. Purchases of capital assets are not recorded as expenditures. The measurement focus in these funds is on the flow of economic resources and emphasizes the determination of net income. Fund equity is referred to as retained earnings or net assets under this basis of accounting and budgeting.

The following list summarizes the basis used for accounting purposes for each fund of the District.

Cherry Creek Schools
Dedicated to Excellence

Governmental Funds	Accounting Basis
General Fund	Modified Accrual
Designated Purpose Grants Fund	Modified Accrual
Extended Child Services Fund	Modified Accrual
Pupil Activities Fund	Modified Accrual
Capital Reserve Fund	Modified Accrual
Capital Finance Corporation	Modified Accrual
Building Fund	Modified Accrual
Bond Redemption Fund	Modified Accrual
Proprietary Funds	**Accounting Basis**
Food Services Fund	Accrual

Salaries and Benefits Earned But Unpaid

Teachers and certain other employees have contracts of less than twelve months, but are paid over the entire twelve-month fiscal year. These salaries and the related benefits unpaid as of the fiscal year-end on June 30th are recorded in the Comprehensive Annual Financial Report (CAFR) as a liability according to generally accepted accounting principles. Colorado statutes do not require salaries and benefits earned, but unpaid at June 30th, to be funded. Accordingly, for budgetary purposes, the District considers the accrued salaries and benefits liability of the General Fund to be permanently deferred, and therefore available for budgetary purposes. As of June 30th, 2010, this earned, but unpaid liability, was $35.9 million and is the largest component of the budgetary basis fund balance of the General Fund.

Budget Controls

- The District is committed to balancing the expenditures with available revenue sources.
- In FY2008-09, FY2009-10 and FY2010-11, the District implemented several cost containment measures and experienced reductions in staffing and the decentralized budget.
- A Cost and Resource Management Plan, which includes expenditure budget reductions and use of General Fund reserves, was developed and is the basis for a balanced budget for FY2011-12.
- Both the revenue and expenditures are continuously monitored to ensure the financial stability of the District.
- System controls are in place to monitor available balance within each fund. Spending controls are placed on all schools and departments to prevent overspending of the budget allocation.

ENSURING FINANCIAL STABILITY

BALANCING THE BUDGET

IMPLEMENTING COST CONTAINMENT MEASURES

ENSURING FISCAL RESPONSIBILITY

PREPARING AN ANNUAL FINANCIAL PLAN

PROVIDING FINANCIAL INFORMATION

CONTINUOUS MONITORING OF REVENUE AND EXPENDITURES

MANAGING EXPENDITURE LEVELS

CHERRY CREEK SCHOOL DISTRICT
FINANCIAL SECTION

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FINANCIAL SECTION

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Cherry Creek Schools

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Dedicated to Excellence

CONSOLIDATED BUDGET SUMMARY

CHERRY CREEK SCHOOL DISTRICT
CONSOLIDATED BUDGET SUMMARY INTRODUCTION

The Consolidated Budget Summary is designed to present summaries for all Cherry Creek School District resources. The District funds are categorized as:

Governmental Funds

Operating Fund - General Fund

Special Revenue - Designated Purpose Grants
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.

FY2011-12 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.

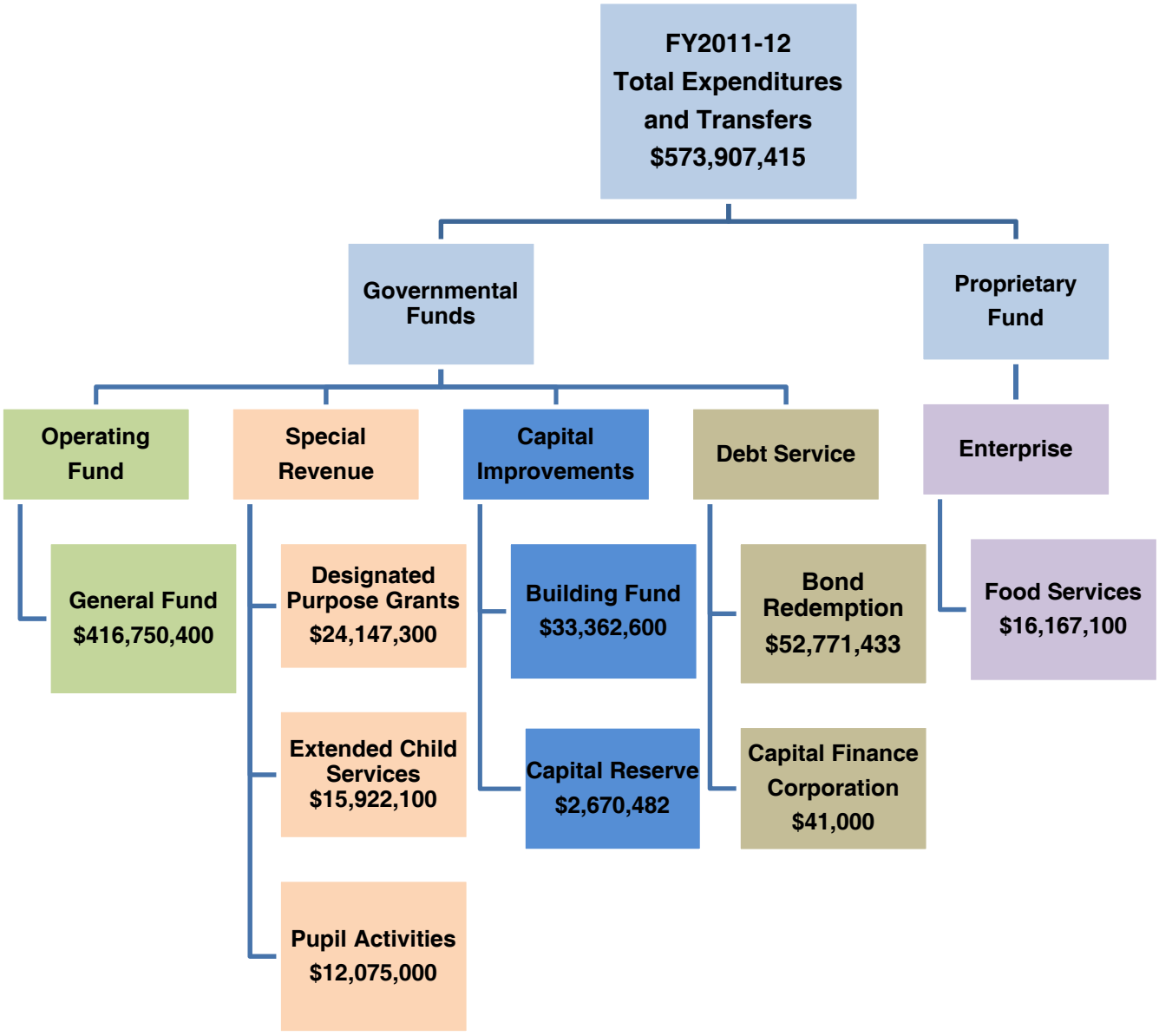
Expenditures by Fund Type provides five-year history (three actual and two budget) of expenditures by fund.

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

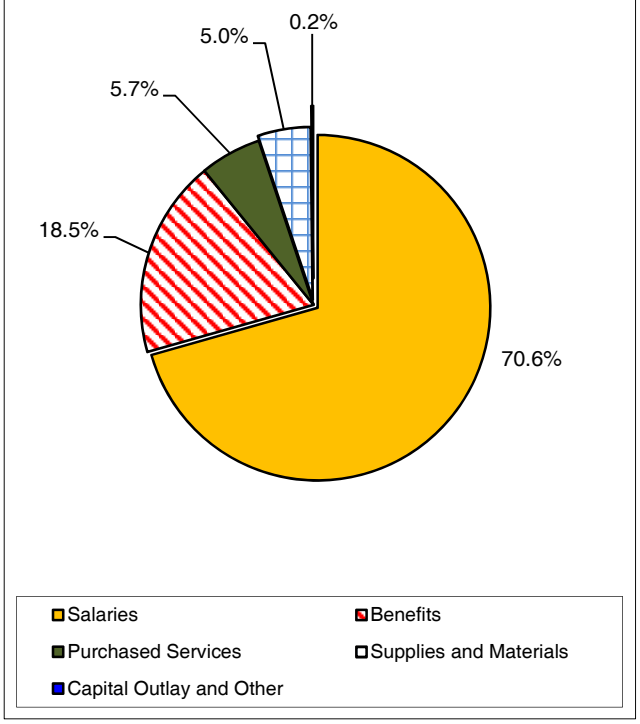
District Funds by Type

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 FY2011-12 are listed below, showing appropriated expenditures, which include transfers.

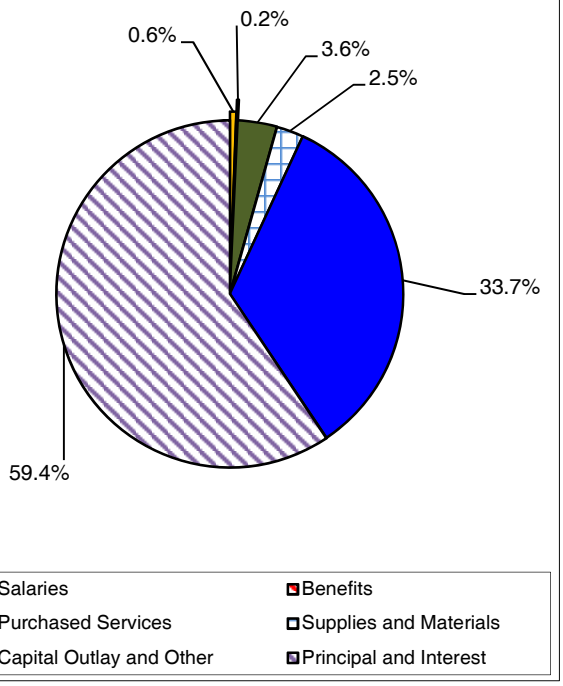


CHERRY CREEK SCHOOL DISTRICT
FY2011-12 EXPENDITURES IN ALL FUNDS BY OBJECT

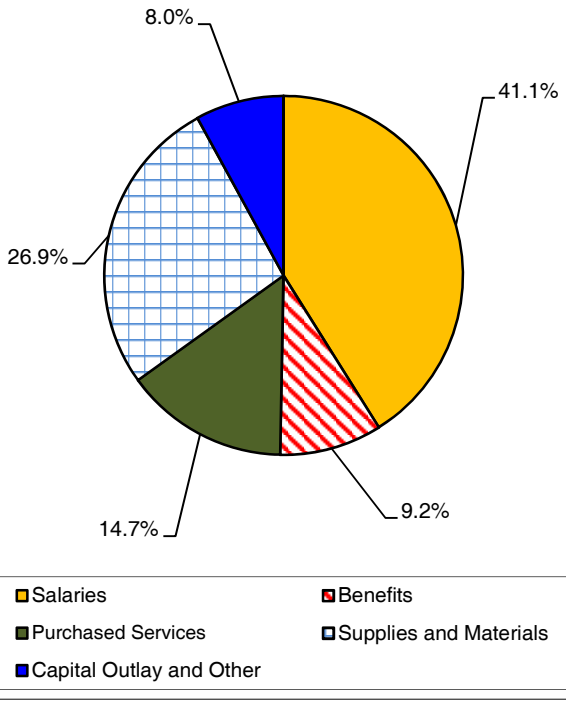
Operating Fund



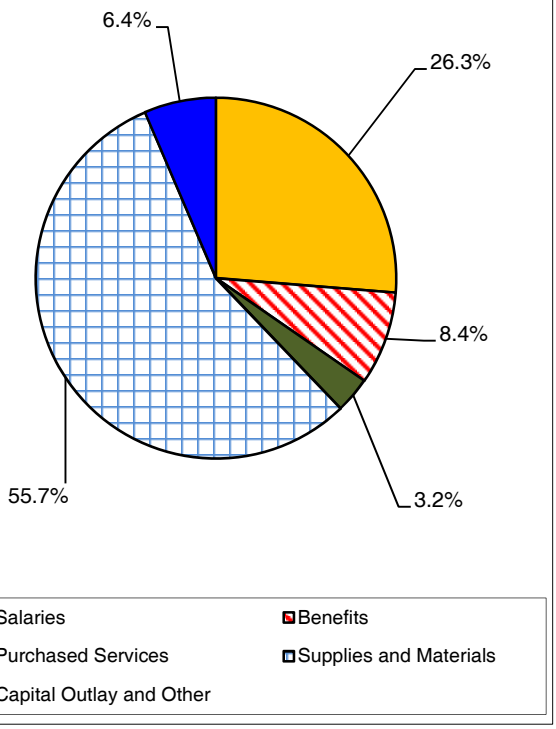
Capital Improvements/ Debt Service Funds



Special Revenue Funds



Enterprise Fund



CHERRY CREEK SCHOOL DISTRICT
FY2011-12 ALL FUNDS - BUDGETED REVENUE

(In Millions)	General Fund	Special Revenue Funds	Capital Improvements/ Debt Service	Food Services Fund	Total All Funds
Beginning Fund Balance	**$77.04**	**$9.42**	**$82.19**	**$7.01**	**$175.66**
Local Sources					
Property Tax	179.72	-	54.38	-	234.10
Specific Ownership Tax	14.53	-	-	-	14.53
Tuition	0.78	-	-	-	0.78
Investment Income	0.36	0.01	0.16	-	0.53
Fees	0.99	27.92	-	-	28.91
Other	3.06	2.69	-	9.01	14.76
Total Local Sources	199.44	30.62	54.54	9.01	293.61
State Sources					
State Equalization	189.81	-	-	-	189.81
Vocational Education	1.71	-	-	-	1.71
Special Education	8.43	-	-	-	8.43
Transportation	3.94	-	-	-	3.94
Other	0.96	0.10	-	0.24	1.30
Total State Sources	204.85	0.10	-	0.24	205.19
Federal Sources					
Special Education	-	13.78	-	-	13.78
Other	1.57	7.61	-	7.08	16.26
Total Federal Sources	1.57	21.39	-	7.08	30.04
Total Revenue	**405.86**	**52.11**	**54.54**	**16.33**	**528.84**
Transfers In	1.66	0.08	2.04	-	3.78
Total Revenue and Transfers	**407.52**	**52.19**	**56.58**	**16.33**	**532.62**
Total Funds Available	**$484.56**	**$61.61**	**$138.77**	**$23.34**	**$708.28**
Budgeted Revenue Per Funded Pupil*					
(Not in millions)	**$8,197**	**$1,050**	**$42**	**$328**	**$9,617**

*Estimated 2011-12 Funded Pupil Count is 49,719

CHERRY CREEK SCHOOL DISTRICT
FY2011-12 ALL FUNDS - BUDGETED EXPENDITURES BY ACTIVITY

(In Millions)	General Fund	Special Revenue Funds	Capital Improvements/ Debt Service	Food Services Fund	Total All Funds
Instruction Services					
Direct Instruction	$283.75	$45.43	$-	$-	$329.18
Instructional Support Services	39.10	3.45	1.68	-	44.23
School Management	23.96	0.24	-	-	24.20
Instruction Services Subtotal	**346.81**	**49.12**	**1.68**	**-**	**397.61**
Districtwide Support Services					
General Administration	3.03	-	-	-	3.03
Fiscal Services	3.39	0.62	-	-	4.01
Operations and Maintenance	33.62	-	-	-	33.62
Pupil Transportation	15.22	-	-	-	15.22
Central Services	12.00	-	-	-	12.00
Other Support Services	-	-	33.36	16.17	49.53
Districtwide Support Services Subtotal	**67.26**	**0.62**	**33.36**	**16.17**	**117.41**
Community Services	0.30	0.74	-	-	1.04
Debt Services	0.30	-	53.76	-	54.06
Districtwide Subtotal	**0.60**	**0.74**	**53.76**	**-**	**55.10**
Total Expenditures	**414.67**	**50.48**	**88.80**	**16.17**	**570.12**
Transfers Out	2.08	1.66	0.04	-	3.78
Total Expenditures and Transfers	**416.75**	**52.14**	**88.84**	**16.17**	**573.90**
Ending Fund Balance	**$67.81**	**$9.47**	**$49.93**	**$7.17**	**$134.38**
Revenue over (under) Expenditures	**($9.23)**	**$0.05**	**($32.26)**	**$0.16**	**($41.28)**

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

Budgeted Expenditures Per Funded Pupil*					
(Not in millions)	**$8,382**	**$1,049**	**$1,787**	**$325**	**$11,543**

*Estimated 2011-12 Funded Pupil Count is 49,719

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.

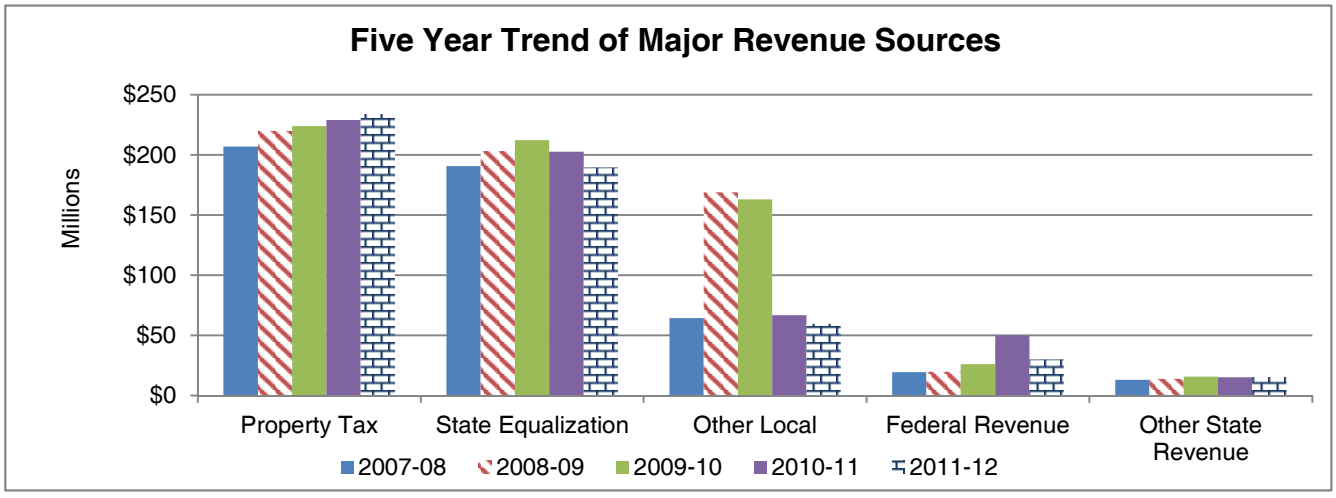
Property Tax funds both the General Fund and the Bond Redemption Fund. Property values are being reassessed in 2011. The Board of Education approves the mill levy each December based on the assessed valuation from Arapahoe County. The budgeted revenue from property taxes in FY2011-12 is $234.10 million.

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 87-89. The graph shows that State Equalization increased yearly until FY2009-10. The State had a decline in revenue due to the recession. It is expected that trend will continue through FY2012-13. The amount budgeted for state equalization revenue in FY2011-12 is $189.81 million.

Other Local Revenue is comprised of multiple revenue sources. The graph shows a spike in both FY2009-10 and FY2010-11. New construction bonds authorized through the successful 2008 Bond election 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-five 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 FY2011-12 is $14.53 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 FY2011-12 is $30.04 million. The District is allocated $1.57 million in the General Fund for other Federal revenue available under ARRA Build America Bonds. Revenue for Food Service includes both reimbursements for the school breakfast and lunch program and USDA donated commodities. Since FY2007-08, this revenue has increased 33% (page 168). Budgeted Food Service federal reimbursement revenue for FY2011-12 is $7.09 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 show little or no growth for the foreseeable future.



CHERRY CREEK SCHOOL DISTRICT
DESCRIPTION OF EXPENDITURES BY OBJECT

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

Salaries in the General Fund alone make up over 70% of the operating fund budget. Staff salaries are not paid from the Bond Redemption Fund, Capital Finance Corporation, or Capital Reserve Fund.

Benefits consist of District PERA contributions, Medicare, health and life insurance, as well as short and long term disability payments. The PERA employer contribution rate will increase each year to January 2018 when it will be set at 20.15%. Health insurance costs have increased and are expected to continue the upward trend. The District contribution for health insurance costs will remain the same for FY2011-12.

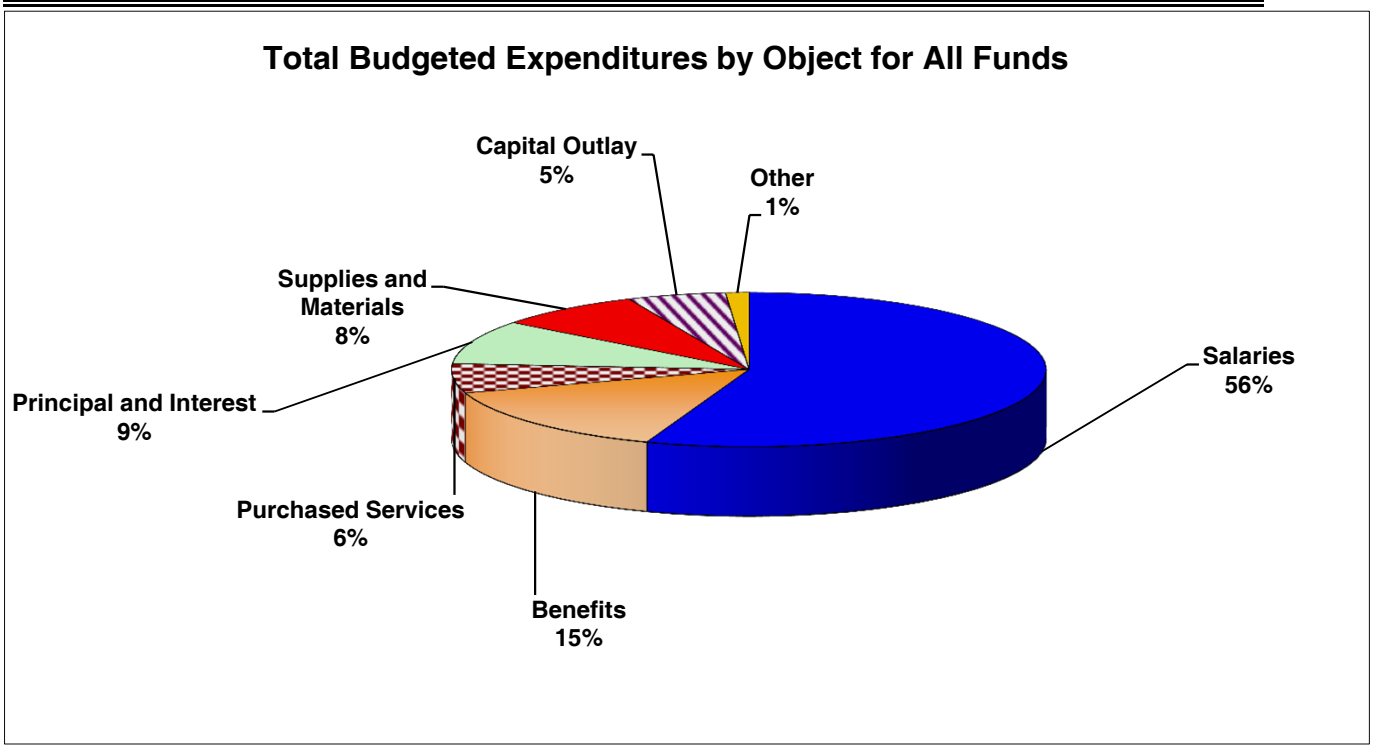
Capital Outlay includes planned expenditures for new construction and renovations of schools and support facilities. The successful $203.55 million bond election in November 2008 will finance some of these projects in FY2011-12 and beyond.

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

Bond Principal and Interest Repayment is the repayment of bonds issued by the District to build and renovate schools and other facilities in the District. The repayment schedule is found on pages 161-163.

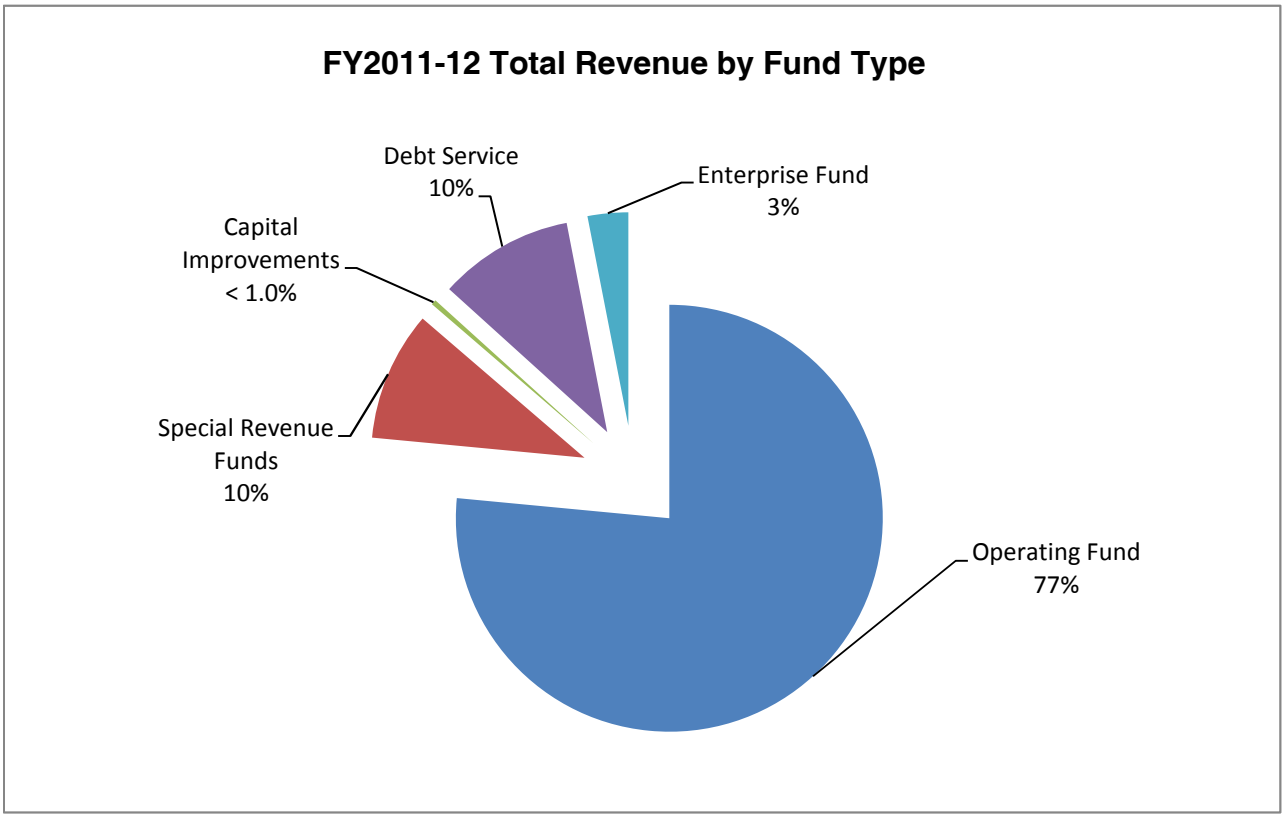
Supplies and Materials expenditures include textbooks and library books as well as other classroom supplies.

(In Millions)	General Fund	Special Revenue Funds	Capital Improvements/ Debt Service	Enterprise Fund	Total Expenditures
Salaries	$292.71	$21.42	$0.52	$4.25	$318.90
Benefits	$76.86	4.81	0.13	1.35	83.15
Principal and Interest	-	-	52.77	-	52.77
Purchased Services	23.78	7.70	3.24	0.52	35.24
Supplies and Materials	20.54	14.05	2.23	9.01	45.83
Capital Outlay	0.66	0.96	28.92	0.18	30.72
Other	2.20	3.20	1.03	0.86	7.29
Total	**$416.75**	**$52.14**	**$88.84**	**$16.17**	**$573.90**



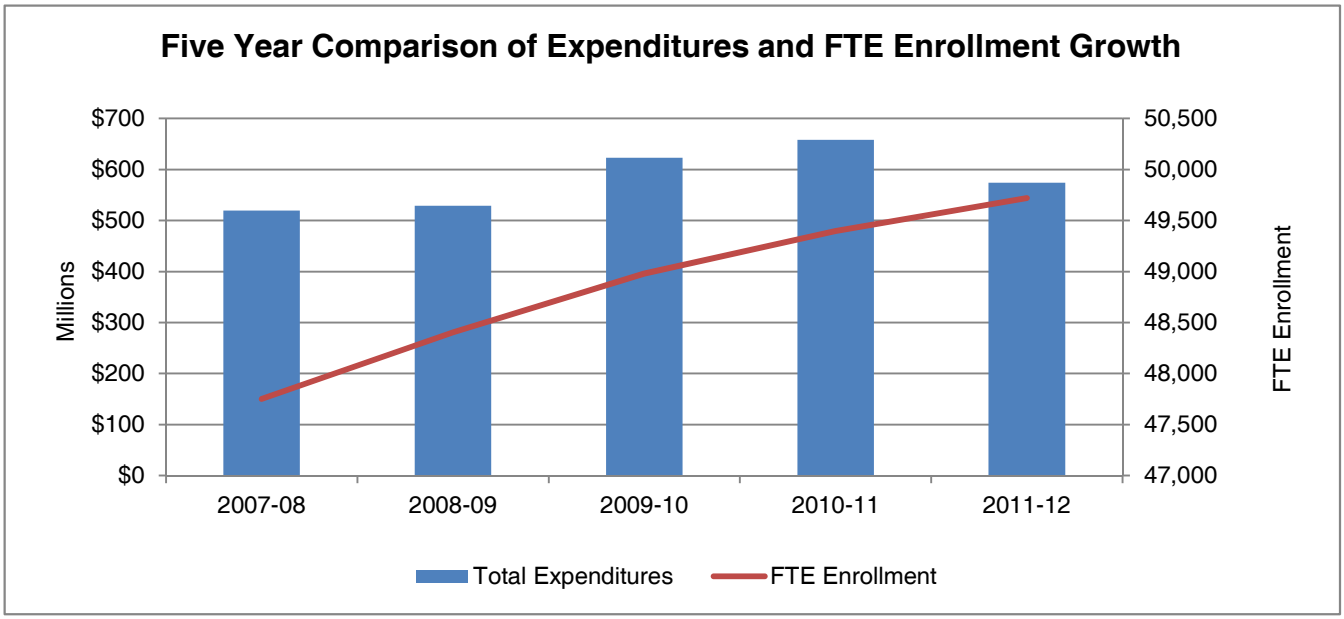
CHERRY CREEK SCHOOL DISTRICT
REVENUE BY FUND TYPE

(In Millions)	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
REVENUE					
Operating Fund	**$384.26**	**$417.35**	**$429.07**	**$422.67**	**$407.52**
Designated Purpose Grants	16.64	16.29	21.47	44.71	24.15
Extended Child Services	15.70	15.25	15.59	17.24	15.96
Pupil Activities	11.72	11.54	11.26	12.36	12.08
Special Revenue Funds					
Total Revenue	**44.06**	**43.08**	**48.32**	**74.31**	**52.19**
Capital Reserve	11.09	10.79	7.48	6.98	2.04
Capital Finance Corporation	0.05	0.03	0.03	0.04	0.04
Building Fund	0.79	107.92	104.23	0.20	0.06
Bond Redemption	52.22	44.42	45.34	51.66	54.44
Capital Improvements/					
Debt Service Revenue	**64.15**	**163.16**	**157.08**	**58.88**	**56.58**
Food Services	14.37	14.45	15.30	16.55	16.33
Enterprise Fund					
Total Revenue	**14.37**	**14.45**	**15.30**	**16.55**	**16.33**
All Funds Total Revenue	**$506.84**	**$638.04**	**$649.77**	**$572.41**	**$532.62**



CHERRY CREEK SCHOOL DISTRICT
EXPENDITURES BY FUND TYPE

(In Millions)	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
EXPENDITURES					
Operating Fund	**$389.91**	**$406.98**	**$413.23**	**$419.63**	**$416.75**
Designated Purpose Grants	16.64	16.30	21.47	44.71	24.15
Extended Child Services	15.82	16.18	14.88	17.12	15.92
Pupil Activities	11.85	11.52	10.98	12.36	12.07
Special Revenue Funds					
Total Expenditures	**44.31**	**44.00**	**47.33**	**74.19**	**52.14**
Capital Reserve	11.29	9.78	7.99	6.94	2.67
Capital Finance Corporation	0.72	0.03	0.03	0.04	0.04
Building Fund	12.75	10.18	91.29	89.09	33.36
Bond Redemption	46.86	43.52	48.41	52.03	52.77
Capital Improvements/					
Debt Service Expenditures	**71.62**	**63.51**	**147.72**	**148.10**	**88.84**
Food Services	13.84	14.39	14.56	16.37	16.17
Enterprise Fund					
Total Expenditures	**13.84**	**14.39**	**14.56**	**16.37**	**16.17**
All Funds					
Total Expenditures	**$519.68**	**$528.88**	**$622.84**	**$658.29**	**$573.90**



The graph above illustrates the effect of the successful November 2008 construction bond election providing CCSD with $203.55 million in funds to build three elementary schools, a science-math center, and renovations for many District schools. A total of $33.36 million of these funds has been allocated in FY2011-12.

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

(In Millions)	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Beginning Fund Balance	**$138.26**	**$125.43**	**$234.60**	**$261.54**	**$175.66**
REVENUE by TYPE					
Local Sources					
Property Tax	207.01	220.13	223.90	229.01	234.10
Specific Ownership Tax	16.77	15.90	15.36	14.90	14.53
School Bonds - New	-	107.04	103.06	-	-
Fees	28.03	27.63	27.59	30.50	28.91
Other Local Revenue	19.45	18.30	17.08	21.22	16.07
State Sources					
State Equalization	190.62	203.16	212.35	202.81	189.81
Vocational Education	1.49	1.08	1.89	1.45	1.71
Special Education	7.51	7.78	8.20	8.17	8.43
Transportation	3.09	3.58	3.92	3.82	3.94
Other State Revenue	0.95	1.20	1.69	1.55	1.30
Federal Sources					
Special Education	8.25	8.07	10.04	16.84	13.78
Other Federal Revenue	11.02	11.50	16.04	33.22	16.26
Transfers In	12.65	12.67	8.65	8.92	3.78
Total Revenue	**506.84**	**638.04**	**649.77**	**572.41**	**532.62**
Available Balance	**645.10**	**763.47**	**884.37**	**833.95**	**708.28**
EXPENDITURES by ACTIVITY					
Instruction Services	348.10	367.16	382.70	415.21	397.61
Support Services	108.21	103.43	180.89	179.42	117.41
Community Services	1.20	0.80	0.90	1.42	1.04
Debt Services	49.51	44.81	49.69	53.32	54.06
Transfers Out	12.65	12.67	8.65	8.92	3.78
Total Expenditures	**519.67**	**528.87**	**622.83**	**658.29**	**573.90**
Ending Fund Balance	**$125.43**	**$234.60**	**$261.54**	**$175.66**	**$134.38**
RESERVES					
TABOR Amendment Reserve	12.90	13.40	13.57	13.79	13.63
Designated Reserve	2.11	2.15	2.65	2.55	2.94
Contingency Reserve	1.00	1.00	1.00	-	-
Total Appropriated Reserves	16.01	16.55	17.22	16.34	16.57
Unappropriated Reserves	109.42	218.05	244.32	159.32	117.81
Total Reserves	**$125.43**	**$234.60**	**$261.54**	**$175.66**	**$134.38**

Fund Balance is the excess of assets (revenue) over liabilities (expenditures) of a fund. Fund balance is sometimes referred to as Reserves. Note: In the chart above, most of the money listed as fund balance comes from the Building Fund proceeds from the 2008 bond issue that are being utilized for school building projects.

Dedicated to Excellence

GENERAL FUND

GENERAL FUND
INTRODUCTION

The General Fund is commonly referred to as the operating fund for the District, as it contains the majority of revenue and expenditures for the general operations of the District. The General Fund includes all of the functional units presented in the Financial Plan - Individual School and Department Budgets (ISDB) document. Account detail for each of the schools and departments is presented in the ISDB as well as entity-specific mission, goals, and general information.

The resources that support the activities financed through the General Fund Budget primarily come from state, federal, and local sources. Each of these resources is examined in the budget development process in an effort to forecast future funding. Three year projections are completed in June and December of every year. Financial projections for revenue and expenditures are analyzed and adjusted based on new information received.

REVENUE & EXPENDITURES ARE AFFECTED BY:

REVENUE	EXPENDITURES
◈ Changes in student population ◈ Changes in economic and demographic factors ◈ Valuation of District property as determined by the local county assessor's office ◈ Cost of living increases (decreases) for Denver, Boulder and Greeley (CPI-U) ◈ State budget impacts due to revenue shortfalls caused by economic conditions	◈ Changes in student population ◈ Inflationary cost increases ◈ Student achievement programs ◈ Funding issues ◈ Salaries, benefits & facility changes

PUBLIC SCHOOL FINANCE ACT SUMMARY

The Colorado General Assembly enacted the Public School Finance Act of 1994, which replaced the funding setting category concept contained in the previous 1988 act with individually determined school district per pupil funding amounts. The school finance provisions are subject to revision each year in the state legislative session.

Program Funding

As defined by state statute, C.R.S. 22-54-104, funding per pupil is calculated on a base per pupil allocation, plus adjustment factors that vary for each district, based on personnel, cost-of-living, 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 78% of the General Fund revenue.

Pupil Count

Funding under the School Finance Act provisions will be based on the October 2011 enrollment count, which is within the school district budget year. The FY2011-12 projected October 2011 FTE pupil count is 49,719.

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:

FY2011-12 SCHOOL FINANCE ACT FORMULA	
Statewide base per pupil funding [1]	$5,635
Multiplied by District personnel costs factor [2]	X .905
Multiplied by District cost-of-living factor [3]	X 1.260
PLUS	+
Statewide base per pupil funding [1]	$5,635
Multiplied by District non-personnel costs factor [4]	X .095
TOTAL	$6,960
Multiplied by District size factor [5]	X 1.0297
Funding per pupil *without* At-Risk Pupils	$7,167
Statutory funding per pupil *with* At-Risk Pupils	$7,356
Net per pupil funding under SB11-230 (School Finance Act) [6]	**$6,400**

1. **Statewide base per pupil funding** — Under the formula, the statewide base per pupil funding amount of $5,635 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 FY2011-12, the statewide base per pupil was increased for inflation by 1.9 percent from $5,530 to $5,635, an increase of $105 per pupil.

2. **District personnel costs factor** — The personnel costs factor is formula driven and differs by school district based on enrollment size. This factor increases as enrollment increases, from a low of 79.9 percent to 90.5 percent in a district with 30,000 pupils or more. The district personnel costs factor for the Cherry Creek School District is 90.5 percent.

3. **District cost-of-living factor — A cost-of-living factor is certified by the Legislative Council Staff to the** Department of Education for each school district based on the cost-of-living analysis. The cost-of-living factor reflects differences among the state's 178 districts in costs of housing, goods, and services among regions in which the districts are located. A new cost-of-living analysis is required of the Legislative Council Staff every two years. The cost-of-living is applied only to the percentage of the statewide base per pupil funding amount allocated for personnel costs. The district cost-of-living factor for the Cherry Creek School District was increased from 1.259 in FY2005-06 to 1.260 in FY2006-07 and remains 1.260 in FY2011-12.

4. **Non-personnel costs factor** — Each district's non-personnel costs factor is the difference between 100 and the district's personnel costs factor. The non-personnel costs factor for Cherry Creek School District is 9.5 percent.

5. **District size factor** — The 1994 Act included a formula for calculating a size adjustment for each district. The size adjustment is based on historical data regarding district enrollment and per pupil expenditures. The smallest enrollment districts receive the largest size adjustment, but the size adjustment also increases for the largest districts, with a maximum size adjustment of 3.42 percent for districts with 32,193 or more pupils through FY2003-04. The rate was reduced to 2.97 percent for FY2004-05 and FY2005-06. The district size adjustment for the Cherry Creek School District is 2.97 percent for FY2011-12.

6. Refer to the chart on the next page for the calculated formula of the "Negative State Budget Stabilization Factor."

At-Risk Funding

The School Finance Act provides additional revenue for school districts based on their number of at-risk youth. This includes students that are considered under the category of "English Language Learner" (ELL), and are not eligible for free lunch. The additional funding for at-risk students is estimated to be $860 per at-risk pupil in FY2011-12.

At-Risk Preschoolers

The Colorado Preschool Program (CPP) provides funding for children to be served under the state's preschool program. HB 08-1388 provides for an additional 6,254 children to participate in this program statewide, bringing the total to 14,360. Cherry Creek Schools is authorized for 336 CPP Preschool students to be served or 168 FTE.

Full-Day Kindergarten

The full-day kindergarten program is also changed to have a separate factor that determines funded students by district. For FY2011-12, the funded projected full-day kindergarten FTE for the Cherry Creek School District is 297.5.

School Finance Funding Per Pupil Estimate

DESCRIPTION	FY2010-11	DESCRIPTION	FY2011-12
TOTAL PROGRAM (49,395.8 FTE)	$356,578,281	TOTAL PROGRAM (49,718.8 FTE)	$365,729,130
LESS:		**LESS:**	
-6.6% "STATE BUDGET STABILIZATION FACTOR"	(23,547,185)	-12.97% "NEGATIVE FACTOR"	(47,435,068)
FEDERAL FUNDS RESCISSION - ED JOBS - SFSF ARRA	 (9,708,777) (3,727,878)		
PLUS:			
FEDERAL FUNDS DISTRIBUTION - ED JOBS - SFSF ARRA	 9,708,777 3,727,878		
LESS:		**LESS:**	
SCHOOL FINANCE ADMIN. RESCISSION	(104,177)	SCHOOL FINANCE ADMIN. RESCISSION	(104,177)
NET TOTAL PROGRAM	**$332,926,919**	**NET TOTAL PROGRAM**	**$318,189,885**
DIVIDED BY FUNDED PUPIL COUNT (FTE)	/ 49,395.8	DIVIDED BY ESTIMATED FUNDED PUPIL COUNT (FTE)	/ 49,718.8
EQUALS FUNDING PER PUPIL ESTIMATE	**$6,740**	**EQUALS FUNDING PER PUPIL ESTIMATE**	**$6,400**

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 49,396 student FTE in FY2010-11 to 49,719 student FTE for FY2011-12, a 0.65% increase, for 323 additional funded pupils
- Inflation of 1.9% for funding in FY2011-12, based on the 2010 calendar year CPI-U increase
- The base mill rate remains at 25.712 mills in accordance with TABOR and the School Finance Act.
- Per pupil funding is projected to decrease by 5% from $6,740 in FY2010-11 to $6,400 in FY2011-12
- Funding for at-risk pupils is included.

Other Revenue Sources

- $59.6 million of tax revenue is from voter-approved overrides, these taxes do not increase with inflation or student enrollment growth
- Specific Ownership Tax collection is projected to decrease.
- Categorical State revenue sources – Special Education, Pupil Transportation, Gifted and Talented, Vocational Education and English Language Acquisition are projected to increase by CPI of 1.9%, a total of about $280,000.
- Revenue for each major source is estimated based on the above factors.

GENERAL FUND
INTRODUCTION

COST AND RESOURCE MANAGEMENT PLAN

State funding reductions for the fourth year in a row, continue to deteriorate funding per pupil in Cherry Creek, resulting in budget expenditure reductions. Senate Bill 11-230, the School Finance Act, reduces K-12 statewide net total program funding for FY2011-12 by $227.5 Million from $5.438 Billion to $5.211 Billion. For FY2011-12, Cherry Creek funding reductions total $14.7 Million, and reduce funding per pupil 5% from $6,740 in FY2010-11 to $6,400 in FY2011-12. In addition, anticipated expenditure increases of $12 Million, mostly associated with negotiated personnel policies and State pension statutes, offset by an estimated $3 Million operating margin for FY2010-11, result in a $24 Million funding gap.

Cherry Creek Schools has developed a $26 Million Cost and Resource Management Plan that provides a budget planning solution for FY2011-12. The District has developed a Cost and Resource Management Plan consistent with the strategic mission and values of Cherry Creek School District to address the State funding reductions and to achieve a balanced budget for FY2011-12.

ADMINISTRATIVE

DESCRIPTION	BUDGET REDUCTION	FTE REDUCTION	FY2010-11 BUDGET	REDUCTION % OF PROGRAM
- Superintendent/Board of Education	$47,910	-	$593,886	8.1%
- Communication Services	58,930	1.0	601,983	9.8%
- Legal Services	2,170	-	286,162	0.8%
- Human Resources	208,200	2.0	3,842,962	5.4%
- Health/Risk Insurance Adjustments	1,269,100	-	11,508,624	11.0%
- Curriculum & Instruction	225,500	2.5	1,278,799	17.6%
- Professional Learning/Media Services	292,000	5.6	2,155,268	13.5%
- Excellence & Equity	159,500	1.0	951,256	16.8%
- Assessment & Evaluation	5,000	-	759,819	0.7%
- Performance Improvement	18,000	0.2	535,562	3.4%
School Administrative Staffing				
- School Administrative Staffing	1,231,900	34.5	24,285,137	5.1%
School Support Departments				
- Elementary Education	40,000	-	641,826	6.2%
- Middle School Education	30,000	-	277,067	10.8%
- High School Education	40,000	-	473,323	8.5%
- Student Achievement Services	50,000	-	2,260,436	2.2%
- Educational Operations	50,000	-	408,261	12.2%
TOTAL ADMINISTRATIVE REDUCTIONS	**$3,728,210**	**46.8**		

REFINANCING

DESCRIPTION	BUDGET REDUCTION	FTE REDUCTION	FY2010-11 BUDGET	REDUCTION % OF PROGRAM
- Refinancing of Major Maintenance	$4,944,300	-	$6,944,300	71.2%
TOTAL REFINANCING REDUCTIONS	**$4,944,300**	**-**		

GENERAL FUND
INTRODUCTION

COST AND RESOURCE MANAGEMENT PLAN

SUPPORT SERVICES

DESCRIPTION	BUDGET REDUCTION	FTE REDUCTION	FY2010-11 BUDGET	REDUCTION % OF PROGRAM
- Maintenance	$243,979	5.0	$7,270,766	3.4%
- Custodial	40,000	-	6,182,906	1.6%
- Transportation	40,000	-	14,933,468	0.3%
- Admissions	50,000	1.0	526,906	9.5%
- Information Systems	155,000	-	5,279,589	2.9%
- Safety & Security	25,000	-	305,921	8.2%
TOTAL SUPPORT SERVICES REDUCTIONS	**$553,979**	**6.0**		

SCHOOL-BASED

DESCRIPTION	BUDGET REDUCTION	FTE REDUCTION	FY2010-11 BUDGET	REDUCTION % OF PROGRAM
- Elementary Education	$571,000	9.9	$106,079,965	0.5%
- Secondary Education	515,000	9.5	116,953,373	0.4%
- Student Achievement Services	394,400	5.0	41,697,716	0.9%
- Athletics/Activities	271,000	-	5,419,645	5.0%
- School Non-Staffing Allocations	186,750	-	7,469,453	2.5%
TOTAL SCHOOL-BASED REDUCTIONS	**$1,938,150**	**24.4**		
SCHOOL STAFFING ALLOCATIONS				
- Change School Instructional Staffing Ratio from 18:1 to 18.5:1	$3,688,900	72.3	$262,599,604	1.4%
TOTAL SCHOOL STAFFING ALLOCATION	**$3,688,900**	**72.3**		

TOTAL BUDGET EXPENDITURE REDUCTIONS	**$14,853,539**	**149.5**		

OTHER RESOURCES

DESCRIPTION	OTHER RESOURCES			
- Use of General Fund Reserves	$10,900,000	-	-	-
TOTAL OTHER RESOURCES	**$10,900,000**	**-**		

TOTAL COST & RESOURCE MANAGEMENT PLAN	**$25,753,539**			

GENERAL FUND
INTRODUCTION

SYNOPSIS OF GENERAL FUND REVENUE

Local Revenue

Property Taxes

Property taxes represent 44.3% of the General Fund Revenue. The FY2011-12 budgeted revenue for property taxes of $179.72 million includes $119.94 million to be received based on the required base mill levy of 25.712 mills, $4.58 million for FY2010-11 tax abatements and credits, $59.60 million voter-approved and hold harmless override taxes, less FY2011-12 estimated tax abatements and credits of $4.40 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 FY2011-12 is approximately $92.43 million. The adjustments for the previously approved property tax override revenue is $59.60 million. For FY2011-12, the amount eligible for override election is estimated at $32.83 million.

The $59.60 million of additional property taxes consists of:

- 2008 tax override amount of $18 million
- 2003 tax override amount of $14 million
- 1998 tax override amount of $10.5 million
- 1991 tax override amount of $10.26 million
- Pre-1988 hold harmless and excess tax override of $6.84 million

Specific Ownership Taxes

Specific ownership taxes are collected by the county when vehicles are purchased and registered. These taxes are budgeted for FY2011-12 in the amount of $14.53 million. Approximately 55% 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 FY2010-11 specific ownership taxes to be used by the state in FY2011-12 is estimated to be $8.44 million. This estimate is based on projected specific ownership tax receipts from FY2010-11 of $14.90 million.

Other Local Revenue

Funding sources such as investment income, rental of facilities, tuition, and services provided to other units and school districts account for approximately 1.2% of General Fund revenue.

Federal Revenue

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

State Revenue

State Equalization Program Revenue — 1994 School Finance Act as Amended

State Equalization Program revenue of $189.81 million represents 46.8% of General Fund Revenue. Net total program funding for FY2011-12 is projected to be $318.19 million based on the anticipated funded pupil count in October 2011 of 49,719. This is a decrease of $14.74 million from the adjusted FY2010-11 funding of $332.93 million. The net total program funding will decrease by 5% or $340 per pupil, from $6,740 to $6,400.

Transfers and Allocations

For FY2011-12, SB09-256 no longer requires school districts to allocate at least $184 per pupil for instructional supplies and materials. Per pupil minimum allocation for Capital Reserve and Insurance of $298 is no longer required although Cherry Creek maintains a substantial allocation for these needs.

The Capital Reserve Fund transfer and insurance and risk related allocations total $5.23 million. The transfer to the Capital Reserve Fund, which provides for school technology costs and school equipment, will be funded at $2.00 million for FY2011-12—$3.23 million is allocated for insurance and risk management expenditures.

GENERAL FUND
INTRODUCTION

SYNOPSIS OF GENERAL FUND REVENUE

Local, Federal, State Share of Equalization Funding

The first portion of the $318.19 million of Equalization Program funding, which must be provided by local property taxes, will be $119.94 million. A second local portion of $8.44 million is provided by specific ownership taxes received in the previous year. The balance of the funding to be provided by State sources is $189.81 million. This decrease in State Equalization Aid reflects the funding reductions under SB11-230.

Public School Transportation

The District is also reimbursed by the State for part of the costs of transporting students to and from school for the previous school year pursuant to the Public School Transportation Act, Title 22, Article 51 of Colorado Revised Statutes. The District receives approximately $.38 per mile, plus approximately 34% of the total student transportation operation costs remaining after the per-mile reimbursement. Total revenue in the amount of $3.94 million is budgeted for FY2011-12.

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 FY2010-11 is $1.45 million. The anticipated revenue for FY2011-12 is $1.72 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 $8.17 million in FY2010-11 to $8.43 million in FY2011-12.

English Language Proficiency

The English Language Proficiency Act (ELPA) provides funding to support programs for students who are limited-English proficient. The funding is based on three classifications of eligible students. Category A students speak languages other than English and do not comprehend or speak English; Category B students comprehend or speak some English, but their predominant language is other than English; and Category C students have dominant languages which are difficult to determine as they comprehend and speak English and at least one other language. The estimated state revenue provided to address English language proficiency is $439,700, an increase of $8,200.

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 FY2011-12 an estimated $481,200 is included for state support of the gifted and talented program.



GENERAL FUND
INTRODUCTION

GENERAL FUND EXPENDITURE ASSUMPTIONS

Staffing Factors

- Teachers are budgeted at a student to teacher ratio of 18.5:1 in FY2011-12
- Special Education teaching positions are staffed by formulas based on services provided
- There was no salary schedule increase, however there was a step increase and education increases for teachers and mental health staff
- There were no salary increases for all other employee groups

The staffing allocation formula for determining the number of teaching positions provides staffing funding for:

Regular Classroom Teachers	Gifted/Talented Teachers
Art Teachers	Physical Education Teachers
Music Teachers	Media and Library Teachers
Deans	Counselors
Responsibility Factors-Additional Salary	Activities/Athletic Directors
Extended Contracts-Additional Salary	Para-Educators

Benefit Factors

- Health insurance contributions by the District maintained at existing funding level
- Annual Public Employee Retirement Association (PERA) increases
  - 14.75% for employees from January – December 2011
  - 15.65% for employees from January – December 2012
- 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

SYNOPSIS OF GENERAL FUND EXPENDITURES

General Fund accounts for approximately 73% of the total expenditures of the District. FY2011-12 General Fund budgeted operating expenditures, including transfers, of $416.75 million represents a decrease of $2.88 million, or .7%, as compared with $419.63 million of expenditures including transfers, budgeted for the fiscal year ending June 30, 2011. The projected cost per pupil, on a full-time equivalent basis, for general operations is budgeted to decrease by $113 per pupil or 1.3%, from $8,495 in FY2010-11 to $8,382 for FY2011-12.

Expenditures by Object

As a school district, salaries and benefits are the largest expenditure for General Fund and account for approximately 89.1% of the operating expenditures. Salaries for FY2011-12 total approximately $292.71 million, while benefits account for $76.86 million.

Utility costs including electricity, natural gas, water, sewer, trash removal and telephone total about $12.17 million. The cost increases associated with the utilities have been managed with District energy conservation efforts.

Expenditures by Activity

Instruction Services
Cherry Creek School District spends almost 84 cents of every dollar, on instruction. This includes direct instruction, instruction support and school administration. This funding allocation provides support for the District mission "*To inspire every student to think, to learn, to achieve, to care.*" Direct instruction services provide learning opportunities for regular education, gifted and talented, activities and athletics, as well as programs for students with disabilities. Instruction support provides services within the school to assist the students in areas of attendance and records, guidance, health and audiology, as well as provides mental health and social worker services. School administration includes management and clerical support.

Operations, Maintenance and Custodial Services
Costs associated with the operations and maintenance of the District facilities are approximately 8.1% of the total General Fund operating expenditures. This includes costs for utilities, repair and maintenance of buildings and grounds, as well as equipment. This provides funding to support the students in providing a safe environment in which they can learn.

Central, Fiscal and Community Services
Central, Fiscal and Community Services account for approximately 3.9% 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 3.7% of the budget. Buses travel over 3.2 million miles a year to 57 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 51,000 students and a staff in excess of 7,600 employees. The total cost for General Administration is less than 1% of the total General Fund expenditures.

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

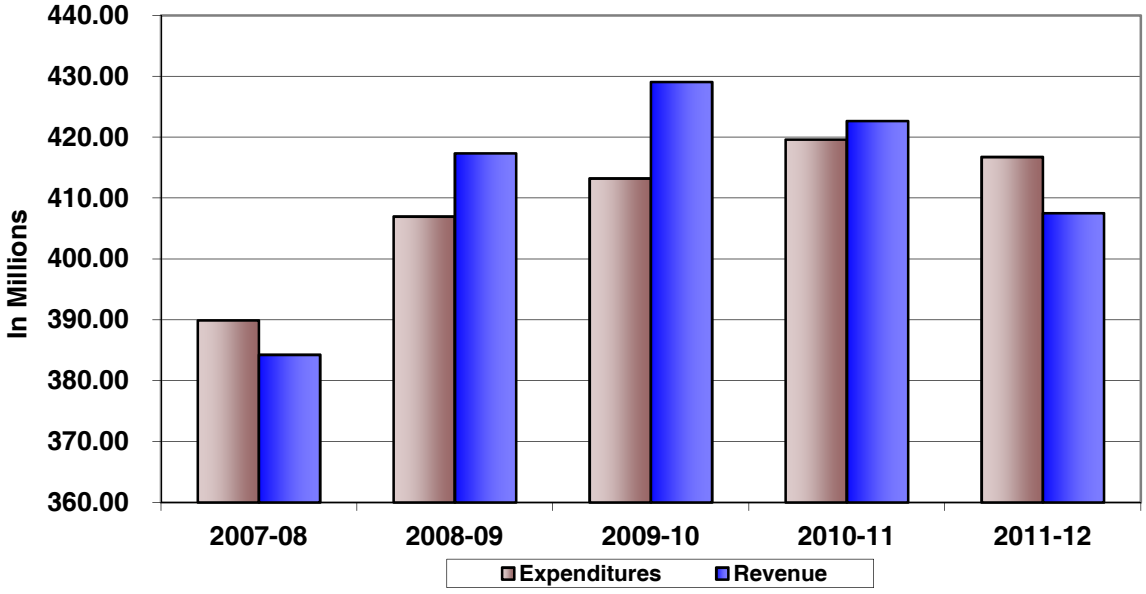
	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Beginning Unappropriated Operating Reserves	$40,923,939	$33,208,096	$42,994,564	$58,028,753	$62,096,789
Reservations of Fund Balance	12,509,260	14,578,449	15,164,000	15,973,000	14,945,000
Beginning Fund Balance - Budgetary Basis-Revised	**53,433,199**	**47,786,545**	**58,158,564**	**74,001,753**	**77,041,789**
Revenue					
Local Sources	179,284,329	199,132,469	200,103,555	202,137,767	199,439,836
State Sources	203,425,588	216,397,306	227,320,256	217,186,149	204,845,139
Federal Sources	-	-	441,171	1,572,500	1,572,500
Total Revenue	**382,709,917**	**415,529,775**	**427,864,982**	**420,896,416**	**405,857,475**
Operating Transfers					
Extended Child Services Fund	1,550,709	1,820,015	1,207,687	1,774,320	1,665,320
Total Revenue and Other Financing Sources	**384,260,626**	**417,349,790**	**429,072,669**	**422,670,736**	**407,522,795**
Total Funds Available	**437,693,825**	**465,136,335**	**487,231,233**	**496,672,489**	**484,564,584**
Expenditures					
Total Instruction Expenditures	308,763,894	324,120,345	336,743,502	344,830,761	346,808,034
Other Expenditures	70,839,976	72,159,586	69,077,311	67,775,139	67,861,866
Total Expenditures	**379,603,870**	**396,279,931**	**405,820,813**	**412,605,900**	**414,669,900**
Transfers	10,303,410	10,697,840	7,408,667	7,024,800	2,080,500
Total Expenditures and Transfers	**389,907,280**	**406,977,771**	**413,229,480**	**419,630,700**	**416,750,400**
Revenue more (less) than Expenditures and Transfers (1)	(5,646,654)	10,372,019	15,843,189	3,040,036	(9,227,605)
Ending Fund Balance	**$47,786,545**	**$58,158,564**	**$74,001,753**	**$77,041,789**	**$67,814,184**
Total Expenditures and Transfers	**$389,907,280**	**$406,977,771**	**$413,229,480**	**$419,630,700**	**$416,750,400**
TABOR Amendment Reserves	11,470,000	12,014,000	12,323,000	12,400,000	12,440,000
Designated Reserve (2)	2,108,449	2,150,000	2,650,000	2,545,000	2,934,000
Contingency	1,000,000	1,000,000	1,000,000	-	-
Total Appropriated Reserves	**14,578,449**	**15,164,000**	**15,973,000**	**14,945,000**	**15,374,000**
Total Expenditures and Appropriated Reserves	**404,485,729**	**422,141,771**	**429,202,480**	**434,575,700**	**432,124,400**
Unappropriated Reserves					
General Fund	31,810,137	41,647,283	56,630,415	60,697,789	51,041,184
Charter School	1,397,959	1,347,281	1,398,338	1,399,000	1,399,000
Unappropriated Reserves	**33,208,096**	**42,994,564**	**58,028,753**	**62,096,789**	**52,440,184**
Total Appropriations and Unappropriated Reserves	**$437,693,825**	**$465,136,335**	**$487,231,233**	**$496,672,489**	**$484,564,584**

(1) 2007-08 planned use of available fund balance resources for additional funding to provide for improved classroom instruction strategies in the effort to increase student achievement.

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

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

Revenue and Expenditures Comparison



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

- ***FY2007-08*** - Expenditures exceeded revenue by $5.65 million. Available fund balance was used as additional funding for student achievement initiatives.
- ***FY2008-09*** – Revenues exceeded expenditures by approximately $10.37 million.
- ***FY2009-10*** – Revenues exceeded expenditures by approximately $15.84 million.
- ***FY2010-11*** – Revenues are expected to exceed expenditures by an estimated $3.04 million. Fund balance is increased mostly due to budget reductions made in anticipation of future uncertainty associated with state revenues.
- ***FY2011-12*** – Expenditures are expected to exceed revenues by an estimated $9.23 million.

CHERRY CREEK SCHOOL DISTRICT
FIVE YEAR REVENUE SUMMARY

Local Sources	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget	2011-12 Incr (Decr)	
Property Taxes	$155,259,786	$175,925,923	$178,630,982	$182,122,024	$179,721,813	($2,400,211)	
Specific Ownership Taxes Available	16,768,029	15,903,660	15,360,501	14,900,000	14,529,100	(370,900)	(1)
Subtotal Taxes	**172,027,815**	**191,829,583**	**193,991,483**	**197,022,024**	**194,250,913**	**(2,771,111)**	
Other Local							
Investment Income	1,334,130	529,944	392,882	358,600	362,200	3,600	
Rental of Facilities	418,604	424,815	393,454	579,600	585,400	5,800	
Tuition:							
Cherry Creek Academy	54,868	110,234	66,313	76,400	78,750	2,350	
M. W. Foote Youth Services Center	679,192	683,098	700,986	508,438	534,473	26,035	(2)
Other Tuition	184,634	134,141	141,898	163,165	164,800	1,635	
Activity/Athletic Fees	987,348	916,851	854,336	979,500	989,300	9,800	(3)
Program Billings	98,471	140,738	138,824	109,800	110,900	1,100	
Parking Fees	163,137	162,567	149,496	165,800	167,500	1,700	
Coca Cola Revenue Guarantee	720,560	849,699	63,324	63,300	63,300	-	(4)
Indirect Cost	1,476,044	1,385,940	1,576,975	1,450,000	1,464,500	14,500	(5)
E-Rate	331,268	380,117	384,661	178,000	179,800	1,800	
Other Local	808,258	1,584,742	1,248,923	483,140	488,000	4,860	
Subtotal Other Local	**7,256,514**	**7,302,886**	**6,112,072**	**5,115,743**	**5,188,923**	**73,180**	
Total Local Sources	**179,284,329**	**199,132,469**	**200,103,555**	**202,137,767**	**199,439,836**	**(2,697,931)**	
Local Percent of Total Before Transfers	46.85%	47.92%	46.77%	48.03%	49.14%		
State Sources							
State Equalization Aid/Federal	190,624,989	203,162,804	212,350,170	202,806,286	189,807,289	(12,998,997)	(6)
Vocational Education	1,491,395	1,078,451	1,892,460	1,447,470	1,715,900	268,430	(7)
Special Education	7,507,649	7,778,024	8,196,245	8,173,300	8,427,000	253,700	(7)
Pupil Transportation	3,086,331	3,576,970	3,921,767	3,823,700	3,935,800	112,100	(7)
English Language Acquisition	233,410	305,451	446,200	431,500	439,700	8,200	(7)
Gifted and Talented	432,032	448,073	474,300	476,200	481,200	5,000	(7)
Other State	49,782	47,533	39,114	27,693	38,250	10,557	
Total State Sources	**203,425,588**	**216,397,306**	**227,320,256**	**217,186,149**	**204,845,139**	**(12,341,010)**	
State Percent of Total Before Transfers	53.15%	52.08%	53.13%	51.60%	50.47%		
American Recovery & Reinvestment Act	-	-	441,171	1,572,500	1,572,500	-	(8)
Federal Revenue	-	-	**441,171**	**1,572,500**	**1,572,500**	-	
Federal Percent of Total Before Transfers	-	-	.10%	.37%	.39%		
Total Revenue- Before Transfers	**382,709,917**	**415,529,775**	**427,864,982**	**420,896,416**	**405,857,475**	**(15,038,941)**	
Transfers In	1,550,709	1,820,015	1,207,687	1,774,320	1,665,320	(109,000)	
Percent of Total	.41%	.44%	.28%	.42%	.41%		
Total Revenue and Fund Sources	**$384,260,626**	**$417,349,790**	**$429,072,669**	**$422,670,736**	**$407,522,795**	**($15,147,941)**	
Percent Change of Total Revenue Before Transfers	4.77%	8.58%	2.97%	(1.63%)	(3.57%)		

CHERRY CREEK SCHOOL DISTRICT
FIVE YEAR REVENUE SUMMARY

(1) Specific Ownership Taxes are based on sales of motor vehicles in the county. Revenue has declined in 2007-08, 2008-09 and 2009-10. In 2010-11 this revenue is estimated to decline 3%. This revenue is anticipated to decline further in 2011-12.

(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 FY2011-12 reflects anticipated enrollment and associated instructional or support services.

(4) In 1998-99 the District contracted with the Coca Cola Bottling Company of Denver to exclusively market its beverage products in the District. This contract has been continued and will yield revenue in the General Fund for 2011-12.

(5) Indirect cost revenue is to be provided by the Extended Child Services, the Food Services, and Grants Funds for use of District facilities and services.

(6) The decrease in the State Equalization Aid results from the state funding reductions due to the effects of declining revenue in the State budget under SB11-230 (School Finance Act). Amendment 23, which was approved by the Colorado voters in November 2000, provides for an increase in funding for enrollment growth, inflationary increase, and an additional 1% above inflation through FY2010-11. An increase in the base per pupil funding for 2011-12 is calculated based on the calendar year 2010 inflation rate increase of 1.9% (CPI-U) for Denver, Boulder, and Greeley. The new base funding per pupil for 2011-12 is $5,634.77.

SB11-230 includes a Negative Factor of -12.97% for FY2011-12 which reduces the formula by $47.5 million.

The District's cost of living factor in the school finance formula remains unadjusted at 1.260 for 2011-12. A cost of living study is completed by Legislative Council every two years. In 2009 the study was completed with no adjustments to the factor.

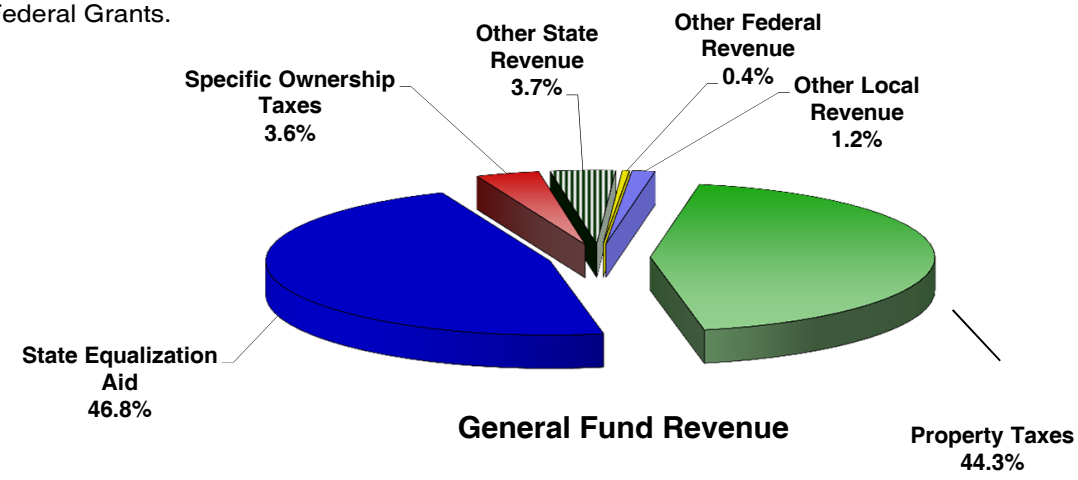
The base mill rate remains at 25.712 mills in accordance with TABOR law and the School Finance Act.

Due to the availability of Federal Moneys 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 budget.

(7) Increased revenue projected for 2011-12 reflects an estimated increase in State of Colorado funding for categorical programs based on a figure-setting process by the Department of Education and the Joint Budget Committee.

(8) AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA)

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



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

	2007-08 Actual	Percent of Total	2008-09 Actual	Percent of Total
Expenditures - By Activity				
Elementary Education	$88,889,617	23.42%	$96,272,188	24.29%
Middle School Education	43,236,051	11.39%	45,939,050	11.59%
High School Education	62,380,674	16.43%	63,985,615	16.15%
Other Regular Education	17,987,659	4.74%	18,700,335	4.72%
Special Programs	37,884,290	9.98%	39,780,234	10.04%
Subtotal - Direct Instruction	**250,378,291**	**65.96%**	**264,677,422**	**66.79%**
Indirect Instruction				
Pupil Support Services	21,814,124	5.75%	22,031,236	5.56%
Instructional Staff Services	14,357,283	3.78%	14,397,876	3.63%
School Administration	22,214,196	5.85%	23,013,811	5.81%
Subtotal - Indirect Instruction	**58,385,603**	**15.38%**	**59,442,923**	**15.00%**
Total Instruction	**308,763,894**	**81.34%**	**324,120,345**	**81.79%**
Other Expenditures				
General Administration	3,190,012	0.84%	3,210,126	0.81%
Fiscal Services	3,595,214	0.95%	3,716,453	0.94%
Facility Construction Services	195,416	0.05%	208,841	0.05%
Operations/Maintenance/Custodial	34,685,244	9.13%	35,113,502	8.85%
Pupil Transportation	17,053,845	4.49%	17,421,579	4.40%
Central Services	11,564,609	3.05%	11,963,818	3.02%
Community Services	263,390	0.07%	227,061	0.06%
Debt Service	292,246	0.08%	298,206	0.08%
Total Other Expenditures	**70,839,976**	**18.66%**	**72,159,586**	**18.21%**
Interfund Transfers	10,303,410	-	10,697,840	-
Total Expenditures and Transfers	**$389,907,280**	**100.00%**	**406,977,771**	**100.00%**

2009-10 Actual	Percent of Total	2010-11 Budget	Percent of Total	2011-12 Budget	Percent of Total
$101,670,714	25.05%	$105,847,344	25.65%	$104,508,647	25.20%
47,328,035	11.66%	49,784,543	12.07%	48,825,620	11.77%
66,440,626	16.37%	66,742,451	16.18%	68,076,006	16.42%
19,206,151	4.73%	19,223,612	4.66%	19,285,794	4.65%
41,085,554	10.12%	41,664,216	10.09%	43,053,240	10.38%
275,731,080	**67.93%**	**283,262,166**	**68.65%**	**283,749,307**	**68.42%**
23,476,043	5.78%	23,104,701	5.60%	24,026,344	5.79%
14,427,249	3.56%	14,178,757	3.44%	15,072,076	3.63%
23,109,130	5.69%	24,285,137	5.88%	23,960,307	5.78%
61,012,422	**15.03%**	**61,568,595**	**14.92%**	**63,058,727**	**15.20%**
336,743,502	**82.96%**	**344,830,761**	**83.57%**	**346,808,034**	**83.62%**
2,999,235	0.74%	2,975,325	0.72%	3,033,230	0.73%
3,783,476	0.93%	3,760,397	0.91%	3,387,904	0.82%
216,705	0.05%	215,723	0.05%	338,651	0.08%
34,152,249	8.44%	34,362,420	8.33%	33,280,328	8.05%
17,317,543	4.27%	14,726,349	3.57%	15,220,268	3.67%
10,040,567	2.47%	11,124,591	2.70%	11,998,920	2.89%
270,575	0.07%	312,334	0.08%	304,465	0.07%
296,961	0.07%	298,000	0.07%	298,100	0.07%
69,077,311	**17.04%**	**67,775,139**	**16.43%**	**67,861,866**	**16.38%**
7,408,667	-	7,024,800	-	2,080,500	-
$413,229,480	**100.00%**	**$419,630,700**	**100.00%**	**$416,750,400**	**100.00%**

CHERRY CREEK SCHOOL DISTRICT
GENERAL FUND
EXPENDITURES BY ACTIVITY AND OBJECT

Item	Salaries	Employee Benefits
Regular Instruction		
Elementary School	$79,708,163	$21,286,547
Middle School	37,872,116	9,907,270
High School	52,186,966	13,475,535
Gifted and Talented	2,723,339	688,781
Integrated Education, English Language Acquisition, and AVID	6,012,716	1,646,697
Activities and Athletics	3,636,670	532,622
Other Regular Instruction	1,735,135	495,007
Regular Instruction Total	**183,875,105**	**48,032,459**
Special Programs		
Multiple Disabilities	10,539,639	3,110,396
Hearing and Vision	1,217,418	315,413
Speech Language	4,008,783	995,487
Emotional Disabilities	4,410,782	1,072,550
Learning Disabilities	6,043,641	1,527,478
Early Childhood	5,558,143	1,383,113
Special Programs Total	**31,778,406**	**8,404,437**
Grand Total Instruction	**215,653,511**	**56,436,896**
Support Services - Pupils		
Administration	23,873	3,931
Attendance and Records	3,327,509	923,585
Social Worker	1,680,282	451,555
Guidance	6,860,691	1,747,064
Health	2,730,687	744,863
Psychological Services	3,740,692	961,316
Audiology	306,194	76,415
Pupils Total	**18,669,928**	**4,908,729**
Support Services - Instructional Staff		
Assessment and Evaluation	436,688	96,807
Curriculum Development	817,927	189,814
Instructional Staff Training	1,482,779	369,796
Other Instructional Staff Services	8,370,137	1,253,589
Educational Media	304,826	96,677
Instructional Staff Total	**11,412,357**	**2,006,683**
Support Services - General Administration		
Board of Education and Executive Administration	2,123,333	(148,964)
General Administration Total	**2,123,333**	**(148,964)**
Support Services - School Administration		
Office of the Principal - all schools	18,537,718	4,716,936

Purchased Services	Supplies/ Materials	Capital Outlay	Other Expenses	Transfers	Total
$71,299	$3,360,210	$20,982	$61,446	$-	$104,508,647
139,734	777,292	93,692	35,516	-	48,825,620
462,927	1,631,899	212,453	106,226	-	68,076,006
42,250	31,382	6,500	9,500	-	3,501,752
59,429	147,219	11,957	36,271	-	7,914,289
163,331	485,994	16,472	341,200	-	5,176,289
269,283	104,696	49,043	40,300	47,000	2,740,464
1,208,253	**6,538,692**	**411,099**	**630,459**	**47,000**	**240,743,067**
402,844	236,730	123,814	170,227	-	14,583,650
95,850	4,600	-	-	-	1,633,281
2,000	200	-	-	-	5,006,470
1,636,037	21,016	-	-	-	7,140,385
1,425	1,125	-	-	-	7,573,669
51,651	36,878	5,000	81,000	33,500	7,149,285
2,189,807	**300,549**	**128,814**	**251,227**	**33,500**	**43,086,740**
3,398,060	**6,839,241**	**539,913**	**881,686**	**80,500**	**283,829,807**
-	32,997	-	6,848	-	67,649
104,585	46,748	1,500	16,811	-	4,420,738
18,580	4,550	-	200	-	2,155,167
17,128	58,678	2,399	11,763	-	8,697,723
6,524	53,640	3,030	1,230	-	3,539,974
36,957	12,059	-	660	-	4,751,684
6,600	3,200	1,000	-	-	393,409
190,374	**211,872**	**7,929**	**37,512**	**-**	**24,026,344**
483,770	3,654	-	1,190	-	1,022,109
110,793	60,843	-	22,047	-	1,201,424
65,231	54,518	1,500	6,300	-	1,980,124
239,943	284,514	68,647	31,192	-	10,248,022
170,755	46,839	-	1,300	-	620,397
1,070,492	**450,368**	**70,147**	**62,029**	**-**	**15,072,076**
887,011	99,832	1,000	71,018	-	3,033,230
887,011	**99,832**	**1,000**	**71,018**	**-**	**3,033,230**
338,861	292,001	23,578	51,213	-	23,960,307

CHERRY CREEK SCHOOL DISTRICT
GENERAL FUND
EXPENDITURES BY ACTIVITY AND OBJECT

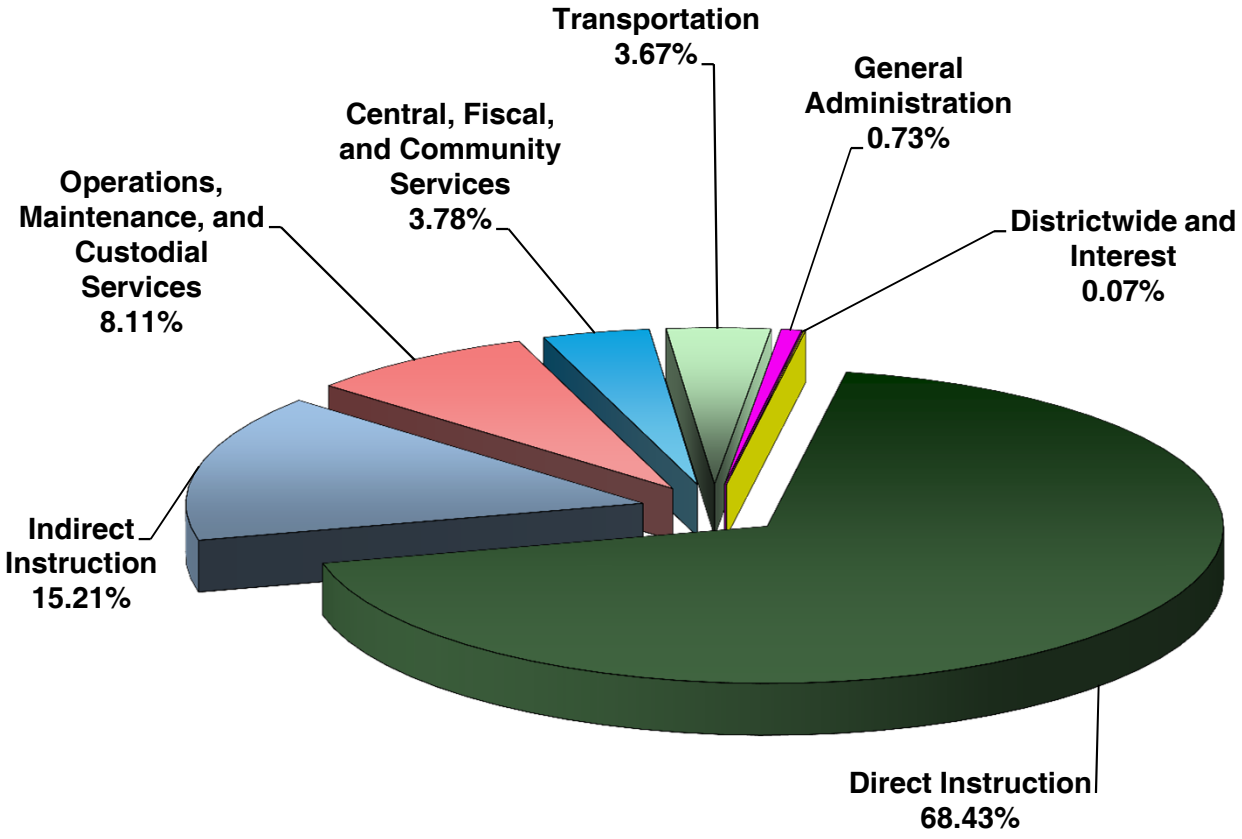
Item	Salaries	Employee Benefits
Support Services - Fiscal Services		
Fiscal Services	1,387,875	397,360
County Treasurer Fees	-	-
Printing, Purchasing, and Warehouse*	940,953	239,869
Fiscal Services Total	**2,328,828**	**637,229**
Support Services - Construction and Facilities Acquisition	**192,509**	**49,856**
Support Services - Operations/Maintenance/Custodial		
Administration	135,381	40,583
Care and Upkeep of Buildings	1,929,315	714,767
Care and Upkeep of Grounds	1,067,088	309,135
Other Operation and Maintenance Services	3,101,087	881,980
Security Services	2,092,174	695,889
Utilities	-	-
Operations/Maintenance/Custodial Total	**8,325,045**	**2,642,354**
Support Services - Transportation		
Administration	1,371,578	409,783
Vehicle Operations**	7,130,282	2,130,296
Vehicle Service and Maintenance	1,338,361	399,859
Transportation Total	**9,840,221**	**2,939,938**
Support Services - Central Services		
Risk Management	201,952	42,608
Planning Services	192,509	49,856
Communication Services	226,132	60,248
Human Resources	1,663,665	1,677,457
Information Systems	3,118,992	796,746
Other Support Services	-	-
Central Services Total	**5,403,250**	**2,626,915**
Grand Total Support Services	**76,833,189**	**20,379,676**
Community Services	225,967	42,697
Debt Services	-	-
Reserve for Contingency	-	-
Total General Fund	**$292,712,667**	**$76,859,269**

* 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.

Purchased Services	Supplies/ Materials	Capital Outlay	Other Expenses	Transfers	Total
142,085	34,688	-	198,945	-	2,160,953
455,000	-	-	-	-	455,000
-	223,573	6,000	(638,444)	-	771,951
597,085	**258,261**	**6,000**	**(439,499)**	**-**	**3,387,904**
72,539	**22,668**	**-**	**1,079**	**-**	**338,651**
109,568	53,640	-	619	-	339,791
5,849,660	427,894	-	619		8,922,255
261,388	227,552	-	866	-	1,866,029
2,481,872	855,941	-	10,329	-	7,331,209
130,573	30,252	964	3,203	-	2,953,055
3,733,634	8,134,355	-	-	-	11,867,989
12,566,695	**9,729,634**	**964**	**15,636**	**-**	**33,280,328**
293,841	76,026	-	9,200	-	2,160,428
99,196	23,990	-	(939,399)	-	8,444,365
571,753	2,298,827	925	5,750	-	4,615,475
964,790	**2,398,843**	**925**	**(924,449)**	**-**	**15,220,268**
2,137,968	3,075	-	1,900		2,387,503
72,539	22,668	-	1,079	-	338,651
178,416	54,325	2,200	13,400	-	534,721
200,896	30,331	4,000	11,558	-	3,587,907
792,890	104,062	-	-	-	4,812,690
-	-	2,500	-	2,000,000	2,002,500
3,382,709	**214,461**	**8,700**	**27,937**	**2,000,000**	**13,663,972**
20,070,556	**13,677,940**	**119,243**	**(1,097,524)**	**2,000,000**	**131,983,080**
9,011	22,904	2,026	1,860	-	304,465
298,100	-	-	-	-	298,100
-	-	-	334,948		334,948
$23,775,727	**$20,540,085**	**$661,182**	**$120,970**	**$2,080,500**	**$416,750,400**

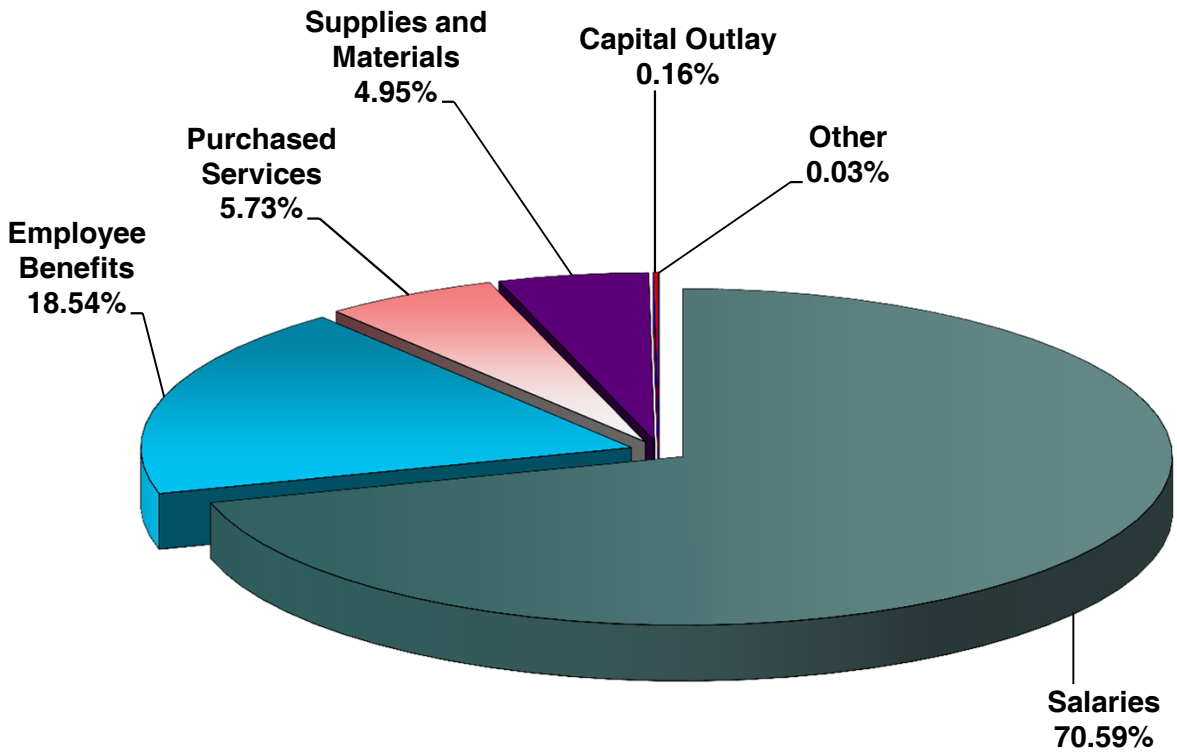
CHERRY CREEK SCHOOL DISTRICT
GENERAL FUND
EXPENDITURE ANALYSIS BY ACTIVITY



Total Instruction
83.64%

Summary of General Fund Expenses by Activity		
Direct Instruction	$283,749,307	68.43%
Indirect Instruction	63,058,727	15.21%
Operations, Maintenance, and Custodial Services	33,618,979	8.11%
Central, Fiscal, and Community Services	15,691,289	3.78%
Transportation	15,220,268	3.67%
General Administration	3,033,230	0.73%
Districtwide and Interest	298,100	0.07%
	$414,669,900	100.00%

CHERRY CREEK SCHOOL DISTRICT
GENERAL FUND
EXPENDITURE ANALYSIS BY OBJECT



Total Salaries & Benefits 89.13%

Summary of General Fund Expenses by Object		
Salaries	$292,712,667	70.59%
Employee Benefits	76,859,269	18.54%
Purchased Services	23,775,727	5.73%
Supplies and Materials	20,540,085	4.95%
Capital Outlay	661,182	0.16%
Other	120,970	0.03%
	$414,669,900	100.00%

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

School/ Department	ISDB Page No.	Projected Pupil FTE Enrollment	FTE Staff Total	Total Expenditure Allocation	Cost per Pupil
Elementary Schools					
Antelope Ridge *	6	659.0	47.17	$3,966,838	$6,019
Arrowhead	8	561.5	39.78	3,530,522	6,288
Aspen Crossing	10	479.0	33.00	2,613,239	5,456
Belleview	12	520.5	35.09	3,354,382	6,445
Buffalo Trail	14	478.0	33.08	2,454,108	5,134
Canyon Creek	16	599.5	41.53	3,429,178	5,720
Cherry Hills Village	18	573.5	37.96	3,332,404	5,811
Cimarron	20	441.0	32.29	2,754,386	6,246
Cottonwood Creek	22	614.5	42.11	3,578,386	5,823
Coyote Hills	24	771.0	51.79	3,718,411	4,823
Creekside	26	665.0	44.61	3,781,270	5,686
Dakota Valley *	28	730.0	51.15	4,262,499	5,839
Dry Creek	30	389.0	27.17	2,193,975	5,640
Eastridge *	32	778.7	54.90	4,567,309	5,865
Fox Hollow *	34	779.0	53.31	4,525,027	5,809
Greenwood	36	365.0	26.03	2,416,113	6,619
Heritage	38	267.5	21.19	1,726,153	6,453
High Plains	40	477.0	33.11	2,794,689	5,859
Highline Community	42	570.3	42.43	3,571,685	6,263
Holly Hills/Holly Ridge	44	596.4	45.65	3,754,743	6,296
Homestead	46	474.5	32.37	2,875,329	6,060
Independence	48	468.5	34.17	3,029,673	6,467
Indian Ridge	50	532.0	36.17	3,175,173	5,968
Meadow Point	52	369.0	28.00	2,529,862	6,856
Mission Viejo	54	563.0	40.30	3,517,936	6,249
Peakview	56	515.5	34.39	3,121,467	6,055
Pine Ridge	58	531.0	36.80	2,904,305	5,470
Polton	60	399.0	29.32	2,363,817	5,924
Ponderosa	62	685.1	47.84	4,028,041	5,879
Red Hawk Ridge	64	640.0	44.63	3,326,874	5,198
Rolling Hills *	66	622.5	44.76	4,019,459	6,457
Sagebrush	68	504.0	35.50	2,969,874	5,893
Summit	70	427.0	30.64	2,619,624	6,135
Sunrise	72	579.0	41.04	3,346,333	5,780
Timberline	74	545.5	39.47	3,580,613	6,564
Trails West	76	498.0	34.03	3,012,128	6,048
Village East *	78	816.5	57.50	4,513,914	5,528
Walnut Hills Community	80	327.0	23.40	2,068,273	6,325
Willow Creek	82	499.0	33.50	3,048,411	6,109
Total - Elementary Schools		**21,311.5**	**1,497.18**	**126,376,423**	**5,930**

* Four-Track Schools

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

School/ Department	ISDB Page No.	Projected Pupil FTE Enrollment	FTE Staff Total	Total Expenditure Allocation	Cost per Pupil
Middle Schools					
Campus	88	1,397.0	97.88	8,305,916	5,946
Falcon Creek	90	992.0	73.64	6,579,751	6,633
Fox Ridge	92	815.0	59.92	4,553,557	5,587
Horizon Community	94	952.0	74.30	6,058,577	6,364
Laredo	96	1,162.0	85.06	6,883,316	5,924
Liberty	98	1,062.0	77.64	6,265,043	5,899
Prairie	100	1,642.0	122.75	9,602,806	5,848
Sky Vista	102	813.0	61.56	4,647,274	5,716
Thunder Ridge	104	1,177.0	85.50	7,333,407	6,231
West	106	1,107.0	80.23	7,247,147	6,547
Total - Middle Schools		**11,119.0**	**818.48**	**67,476,794**	**6,069**
High Schools					
Cherokee Trail	108	2,360.0	168.41	14,237,147	6,033
Cherry Creek	110	3,385.0	237.34	21,093,256	6,231
Eaglecrest	112	2,313.0	165.87	14,763,303	6,383
Grandview	114	2,530.0	179.90	16,560,191	6,546
Overland	116	2,145.0	157.72	13,685,807	6,380
Smoky Hill	118	2,266.0	161.51	14,687,598	6,482
Total - High Schools		**14,999.0**	**1,070.75**	**95,027,302**	**6,336**
Other Schools					
C.A.R.E./P.R.E.P.	120	461.0	36.69	2,923,364	6,341
Career and Technical Education	122		47.86	4,661,114	
Challenge School	124	522.5	38.16	3,110,122	5,952
Cherry Creek Academy	126	450.5	35.50	3,071,848	6,819
Expulsion School	128		2.75	236,401	
Foote Youth Services Center	130		8.77	739,171	
Total Other Schools		**1,434.0**	**169.73**	**14,742,020**	
Student Achievement Services					
Administration	134		15.26	1,840,920	
Audiology Services	136		3.99	393,409	
Child Find	138		11.21	849,269	
Early Childhood	140		53.82	6,344,560	
Emotional Disabilities	142		70.00	7,213,321	
Learning Disabilities	144		94.96	7,574,369	
Low Incidence/Vision/Hearing	146		19.82	1,635,781	
Multiple Disabilities	148		176.94	12,774,431	
Speech/Language	150		56.54	5,006,670	
Total Student Achievement Services			**502.54**	**43,632,730**	

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

School/ Department	ISDB Page No.	Projected Pupil FTE Enrollment	FTE Staff Total	Total Expenditure Allocation	Cost per Pupil
Board of Education and Superintendent					
Board of Education	154		0.30	85,367	
Office of Superintendent	156		1.70	463,141	
Total Board of Education and Superintendent			**2.00**	**548,508**	
Instructional Departments					
Division of Educational Operations	158		2.00	405,449	
Elementary Education	160		5.00	950,981	
Middle School Education	162		2.00	239,250	
High School Education	164		2.00	382,891	
Activities and Athletics	166		2.00	501,815	
North Area Student Achievement	172		10.37	1,066,645	
Safety and Security	174		4.00	286,347	
Division of Performance Improvement	176		3.96	514,660	
Curriculum and Instruction	178		10.70	1,202,374	
Gifted and Talented	180		2.81	426,386	
Professional Learning	182		21.25	2,052,223	
Media Services	184		8.44	620,747	
Excellence and Equity	186		4.05	858,814	
English Language Acquisiton	188		75.23	6,224,809	
Assessment and Evaluation	190		6.00	978,709	
Total - Instructional Departments			**159.81**	**16,712,100**	

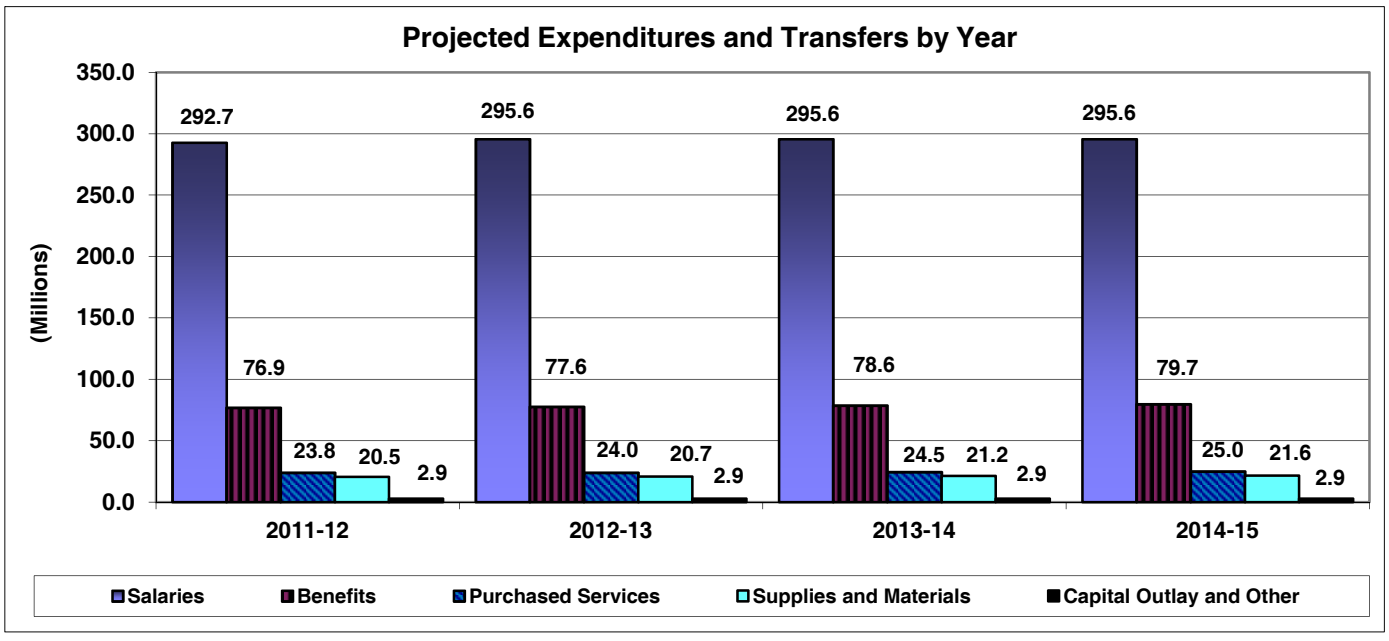
CHERRY CREEK SCHOOL DISTRICT
GENERAL FUND STAFFING AND EXPENDITURES
INDIVIDUAL SCHOOL AND DEPARTMENT BUDGETS

School/ Department	ISDB Page No.	Projected Pupil FTE Enrollment	FTE Staff Total	Total Expenditure Allocation	Cost per Pupil
Educational Support Services					
Educational Support Services	194		2.00	378,331	
Facility Planning and Construction	196		3.00	448,121	
Grounds Maintenance and Carpentry	198		29.00	2,035,406	
Maintenance and Custodial	200		69.00	5,043,035	
Health/Wellness/Facility Support	202		8.21	932,863	
Transportation	204		366.25	15,318,693	
Planning	206		3.00	314,306	
Admissions	208		8.00	472,819	
Information Systems	210		53.00	5,194,344	
Office of Facility Rentals	212		1.00	198,488	
Total - Educational Support Services			**542.46**	**30,336,406**	
Communication Services	214		4.00	534,721	
Fiscal Services					
Fiscal Services	216		25.00	2,868,249	
Insurance and Risk Management	218		2.00	3,232,635	
Printing/Purchasing and Warehouse	220		25.00	1,629,235	
Total - Fiscal Services			**56.00**	**8,264,840**	
Human Resources	222		27.75	3,548,137	
Districtwide	224	855.3		8,004,640	
ORGANIZATION GRAND TOTAL		**49,718.8**	**4,846.70**	**$414,669,900**	

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

	2011-12 Budget	2012-13 Projected	2013-14 Projected	2014-15 Projected
Unappropriated Reserves	$62,096,789	$52,440,184	$42,007,341	$31,734,221
Appropriated Reserves: 3% TABOR, and Other Reservations	14,945,000	15,374,000	15,374,000	15,374,000
Total Beginning Fund Balance - Budgetary Basis	**77,041,789**	**67,814,184**	**57,381,341**	**47,108,221**
Revenue by Source				
Local Sources - Including Property Taxes	199,439,836	199,801,969	199,602,177	199,602,177
State Sources - Including State Aid	204,845,139	207,512,542	209,683,199	211,853,856
Federal Sources	1,572,500	1,572,500	1,572,500	1,572,500
Total Revenue	**405,857,475**	**408,887,011**	**410,857,876**	**413,028,533**
Operating Transfers - Extended Child Services Fund	1,665,320	1,598,050	1,691,250	1,290,650
Total Funds Available	**484,564,584**	**478,299,245**	**469,930,467**	**461,427,404**
Expenditures				
Salaries	292,712,667	295,639,794	295,639,794	295,639,794
Benefits	76,859,269	77,627,862	78,637,024	79,659,305
Purchased Services	23,775,727	24,013,484	24,493,754	24,983,629
Supplies and Materials	20,540,085	20,745,486	21,160,396	21,583,603
Capital Outlay and Other	2,862,652	2,891,279	2,891,279	2,891,279
Total Expenditures and Transfers	**416,750,400**	**420,917,904**	**422,822,246**	**424,757,610**
Ending Fund Balance	**$67,814,184**	**$57,381,341**	**$47,108,221**	**$36,669,794**
Number of Students (FTE)	49,719	50,069	50,419	50,769



Dedicated to Excellence

DESIGNATED PURPOSE GRANTS FUND

Local/Private Grants

PTO/PTCO

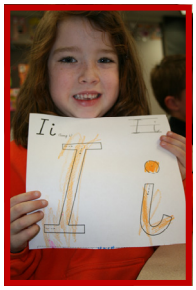
Each PTO/PTCO (Parent Teacher Organization/Parent Teacher Community Organization) in the District raises money to augment programs in its own school. Funds may be given to the school to purchase an item not funded by the District due to budgetary constraints or to provide an enhancement requested by a committee of staff, parents, and students.





Cherry Creek Foundation

The Cherry Creek Foundation was formed in 1994 to raise and distribute funds to create and enhance instructional programs for District students and teachers. The Foundation's mission is "**to expand excellence in education by funding initiatives that impact student achievement**." In school year 2010-11, the Foundation supported the literacy program, "Reading Together" in elementary schools throughout the District. Other projects that have been funded, in part, by the Foundation include: on-line course development, Honor A Teacher Awards program, and the Monte Moses Future Educator Scholarship program.


Community Asset Project

For more than 20 years, the Community Asset Project (CAP) has worked to promote developmental assets as a means to maximizing 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, other drug use and violent behavior. CAP works in partnership with the District Health and Wellness Office.





5 Alive Wellness

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.

State Grants

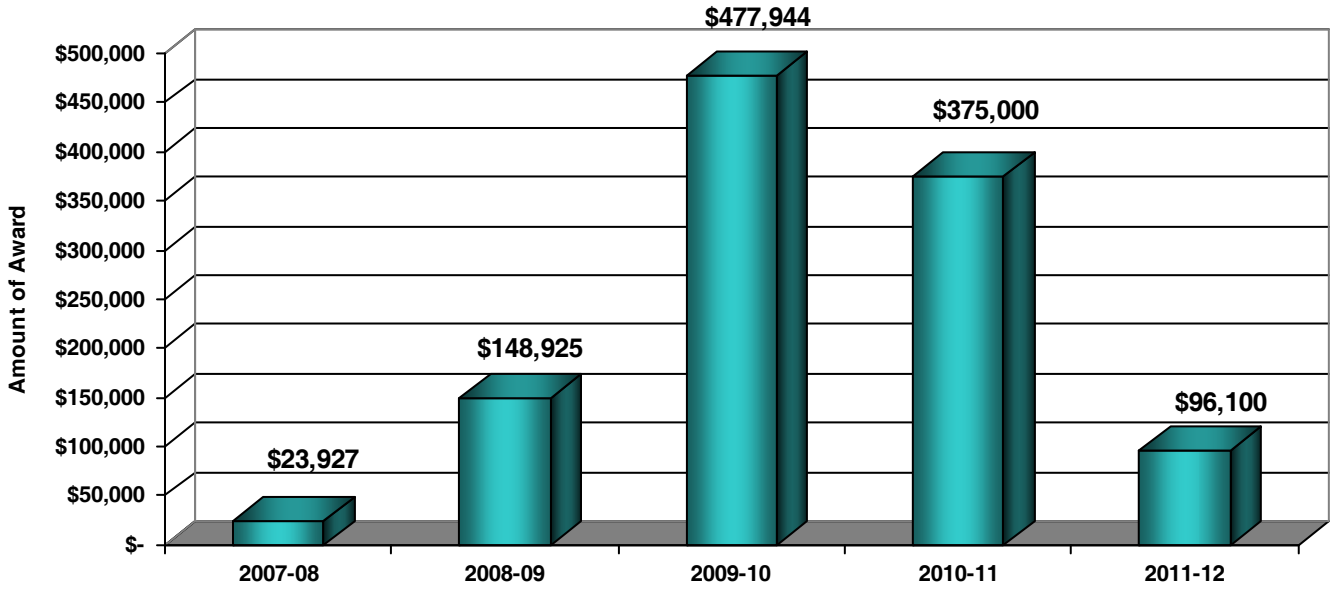
School Counselor Corps
The funding from this grant has allowed the District to place four additional counselors in the middle schools. The state recognizes the need for counselors in the secondary schools with the increased emphasis on improving the graduation rate and preparing students for postsecondary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

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

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

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

State Grants Awarded to the Cherry Creek School District
FY2007-08 to FY2011-12



No Child Left Behind

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

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



Title II, Part A: 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, paraeducators, 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.

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.

Other Federal Grants

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



Aviation Simulator

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 to their families.

School to Work Alliance Program (SWAP)
The purpose of SWAP is to provide successful employment outcomes, increased community linkages, and new patterns of service for young people. Students who need assistance going from school to the working world receive services each year. The SWAP staff helps place students in apprenticeship programs through Vocational Rehabilitation.

CHERRY CREEK SCHOOL DISTRICT
DESIGNATED PURPOSE GRANTS FUND
AMERICAN RECOVERY AND REINVESTMENT ACT (ARRA) FEDERAL GRANTS

The Cherry Creek School District was awarded federal funds under the American Recovery and Reinvestment Act (ARRA) beginning in 2009-10 and extending through September 30, 2011. 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 to be used for improving academic achievement of disadvantaged students. Ninety percent of these funds will be used in the nine elementary Title I schools with specific one-time program expenditures such as:

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

ARRA Title I, Part D: Neglected and Delinquent
These funds will be used to support targeted assistance and educational support for students enrolled at the Excelsior Youth Center.



ARRA Title II-D: Enhancing Education Through Technology
These funds will be used for the improvement of academic achievement through the use of technology. A "learning management" pilot will provide a single portal for teachers to track student progress, design lessons, and access instructional resources.

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

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

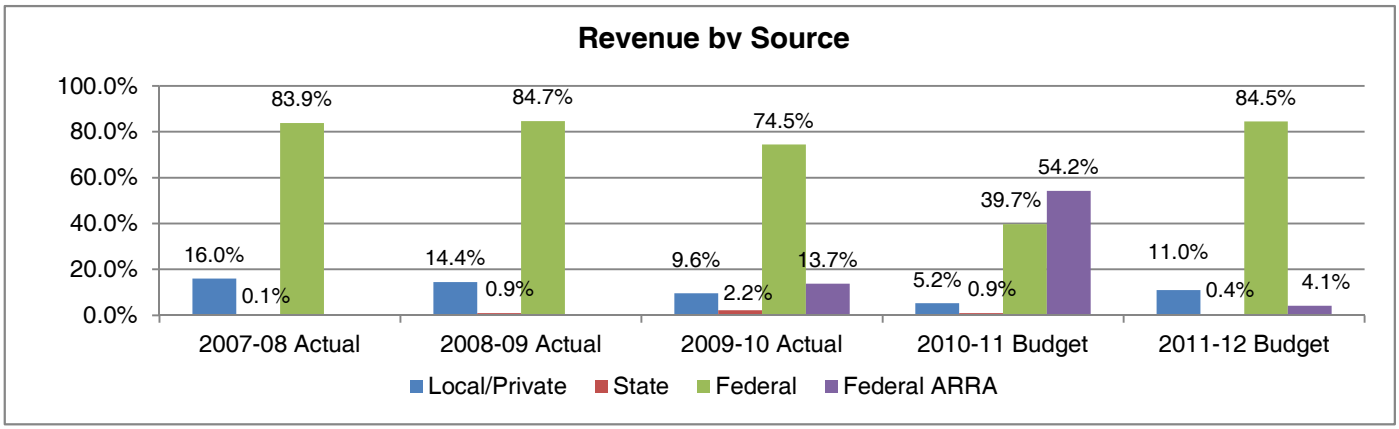


ARRA IDEA Preschool
These ARRA funds allow the District to enhance the instruction and support skills of its early childhood staff, serving students with disabilities. The educational program for parents of preschool children with disabilities will also be supported with these funds. A short-term vision/hearing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

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Beginning Fund Balance	**$-**	**$-**	**$-**	**$-**	**$-**
Revenue					
Local/Private	2,660,992	2,351,693	2,050,164	2,330,000	2,660,000
State	23,927	148,925	477,944	375,000	96,100
Federal	13,956,561	13,795,224	15,996,778	17,766,000	20,396,900
Federal ARRA (Title I and IDEA)	-	-	2,755,108	10,687,000	994,300
Federal ARRA (Ed Jobs)	-	-	-	9,660,342	-
Federal State Fiscal Stabilization-ARR	-	-	187,330	3,890,508	-
Total Revenue	**16,641,480**	**16,295,842**	**21,467,324**	**44,708,850**	**24,147,300**
Transfer from General Fund	-	-	-	-	-
Total Funds Available	**16,641,480**	**16,295,842**	**21,467,324**	**44,708,850**	**24,147,300**
Expenditures					
Salaries	10,758,180	11,059,738	12,524,843	12,336,700	11,536,400
Benefits	2,279,327	2,465,334	3,003,150	3,150,650	2,925,300
Purchased Services	1,371,153	922,510	756,509	899,400	1,944,400
Supplies and Materials	1,261,832	966,561	1,456,856	3,576,550	5,899,800
Other	795,690	881,699	783,528	507,700	847,100
Total Non-ARRA Expenditures	**16,466,182**	**16,295,842**	**18,524,886**	**20,471,000**	**23,153,000**
ARRA Expenditures					
Salaries	-	-	475,846	20,660,850	493,900
Benefits	-	-	85,185	1,238,300	125,600
Purchased Services	-	-	770,420	753,700	83,400
Supplies and Materials	-	-	1,321,992	1,417,900	254,700
Other	-	-	288,995	167,100	36,700
Total ARRA Expenditures	**-**	**-**	**2,942,438**	**24,237,850**	**994,300**
Total Expenditures	**16,466,182**	**16,295,842**	**21,467,324**	**44,708,850**	**24,147,300**
Transfer to Other Funds	175,298	-	-	-	-
Total Expenditures and Transfers	**16,641,480**	**16,295,842**	**21,467,324**	**44,708,850**	**24,147,300**
Ending Fund Balance	**$-**	**$-**	**$-**	**$-**	**$-**

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 to be spent over a two-year period for Title I, Title II, and IDEA Special Education programs through September 2011. The appropriated amounts shown in FY2011-12 are the carryover funds from FY2010-11 that will be spent by September 2011.



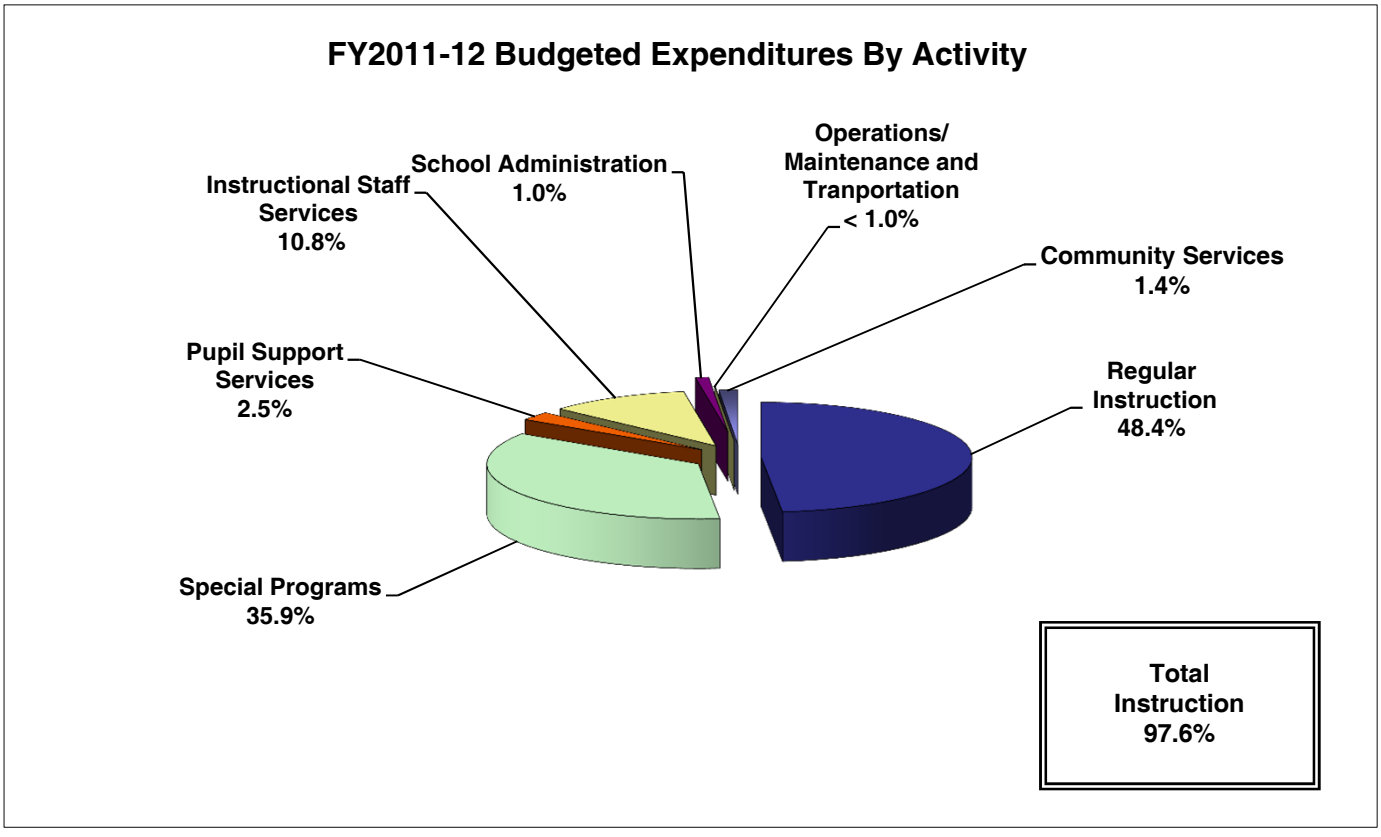
CHERRY CREEK SCHOOL DISTRICT
DESIGNATED PURPOSE GRANTS FUND
FIVE YEAR SUMMARY BY GRANT

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Local/Private					
PTO/Cherry Creek Foundation	$1,971,015	$2,088,911	$1,770,457	$2,000,000	$2,480,000
Reading Recovery (1)	227,003	211,110	219,056	-	-
Other Local Grants	163,767	55,079	60,651	330,000	180,000
Total Local/Private	**2,361,785**	**2,355,100**	**2,050,164**	**2,330,000**	**2,660,000**
State					
State Grants	23,927	146,628	477,944	375,000	96,100
Total State	**23,927**	**146,628**	**477,944**	**375,000**	**96,100**
Federal					
No Child Left Behind Act					
Title I A-Improving Basic Programs	3,266,416	3,023,777	4,156,401	5,900,000	4,854,400
Title I D-Excelsior Youth Center	161,128	204,319	212,788	225,000	188,600
Title II A-Teacher Quality	932,873	1,122,979	1,044,147	1,103,500	902,100
Title II D-Technology (2)	15,543	-	56,840	38,000	-
Title III-English Language Acquisition	476,942	303,825	558,987	467,600	460,000
Title IV-Safe Drug Free Schools/ Communities (3)	124,925	100,177	98,957	10,000	-
Title V-Innovations in Education (4)	58,019	34,480	-	-	-
Subtotal-No Child Left Behind Act	**5,035,846**	**4,789,557**	**6,128,120**	**7,744,100**	**6,405,100**
Carl Perkins Vocational Education Program	203,955	201,464	234,349	210,000	173,000
Head Start	205,645	256,956	226,087	240,800	340,800
Medicaid	198,624	250,932	327,266	420,000	300,000
PL94-142-Education of the Handicapped (5)	7,892,600	7,926,390	8,766,173	8,689,300	12,846,800
PL99-457-Handicapped Preschool	154,217	148,241	137,827	149,300	152,000
School To Work Alliance Program (SWAP)	168,081	173,142	176,956	177,500	179,200
Other Federal Grants	221,502	47,432	-	135,000	-
Total Other Federal Grants	**9,044,624**	**9,004,557**	**9,868,658**	**10,021,900**	**13,991,800**
Title I A - ARRA Improving Basic Programs	-	-	1,606,424	2,503,000	375,500
Title I D - ARRA Excelsior Youth Center	-	-	11,537	60,000	900
Title II D - ARRA	-	-	-	119,000	17,900
IDEA - ARRA	-	-	1,132,407	7,700,000	500,000
IDEA Preschool - ARRA	-	-	4,740	305,000	100,000
ARRA Ed Jobs	-	-	-	9,660,342	-
State Fiscal Stabilization - ARRA	-	-	187,330	3,890,508	-
Total Federal ARRA Grants	**-**	**-**	**2,942,438**	**24,237,850**	**994,300**
Total All Federal Grants	**14,080,470**	**13,794,114**	**18,939,216**	**42,003,850**	**21,391,200**
Interfund Transfers (6)	**175,298**	**-**	**-**	**-**	**-**
Grand Total	**$16,641,480**	**$16,295,842**	**$21,467,324**	**$44,708,850**	**$24,147,300**

(1) There will be no Reading Recovery grant received in FY2010-11 or FY2011-12.
(2) No Title II D – Technology grant will be funded in FY2011-12.
(3) Federal funding for Title IV was discontinued for FY2010-11. The expenditures in FY2010-11 are from FY2009-10 carryover funds.
(4) Federal funding for Title V was discontinued for school districts in FY2008-09. The expenditures in FY2008-09 are from the FY2007-08 carryover funds.
(5) The funding for PL94-142 Education of the Handicapped in FY2011-12 includes $4,000,000 in carryover from FY2010-11.
(6) The FY2007-08 transfer is to the General Fund.

CHERRY CREEK SCHOOL DISTRICT
DESIGNATED PURPOSE GRANTS FUND
EXPENDITURES BY ACTIVITY

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Direct Instruction					
Elementary Education	$4,436,443	$4,129,084	$5,171,313	$16,493,692	$8,805,300
Middle School Education	296,613	254,283	312,660	322,400	172,100
High School Education	233,725	749,681	539,475	4,479,808	2,570,800
Special Programs	7,430,124	7,762,618	9,869,890	16,035,050	8,660,400
Other Regular Education	206,167	257,175	226,526	240,800	128,600
Subtotal - Direct Instruction	**12,603,072**	**13,152,841**	**16,119,864**	**37,571,750**	**20,337,200**
Indirect Instruction					
Pupil Support Services	772,541	531,924	600,925	1,154,650	616,400
Instructional Staff Services	2,360,109	2,215,975	3,973,892	4,873,850	2,601,900
School Administration	316,123	298,689	565,120	449,700	240,100
Subtotal - Indirect Instruction	**3,448,773**	**3,046,588**	**5,139,937**	**6,478,200**	**3,458,400**
Total Instruction	**16,051,845**	**16,199,429**	**21,259,801**	**44,049,950**	**23,795,600**
Other Expenditures					
Operations/Maintenance & Pupil Transportation	-	5,760	7,166	7,000	3,700
Community Services	414,337	90,653	200,357	651,900	348,000
Total Other Expenditures	**414,337**	**96,413**	**207,523**	**658,900**	**351,700**
Interfund Transfers	**175,298**	**-**	**-**	**-**	**-**
Grand Total Expenditures	**$16,641,480**	**$16,295,842**	**$21,467,324**	**$44,708,850**	**$24,147,300**

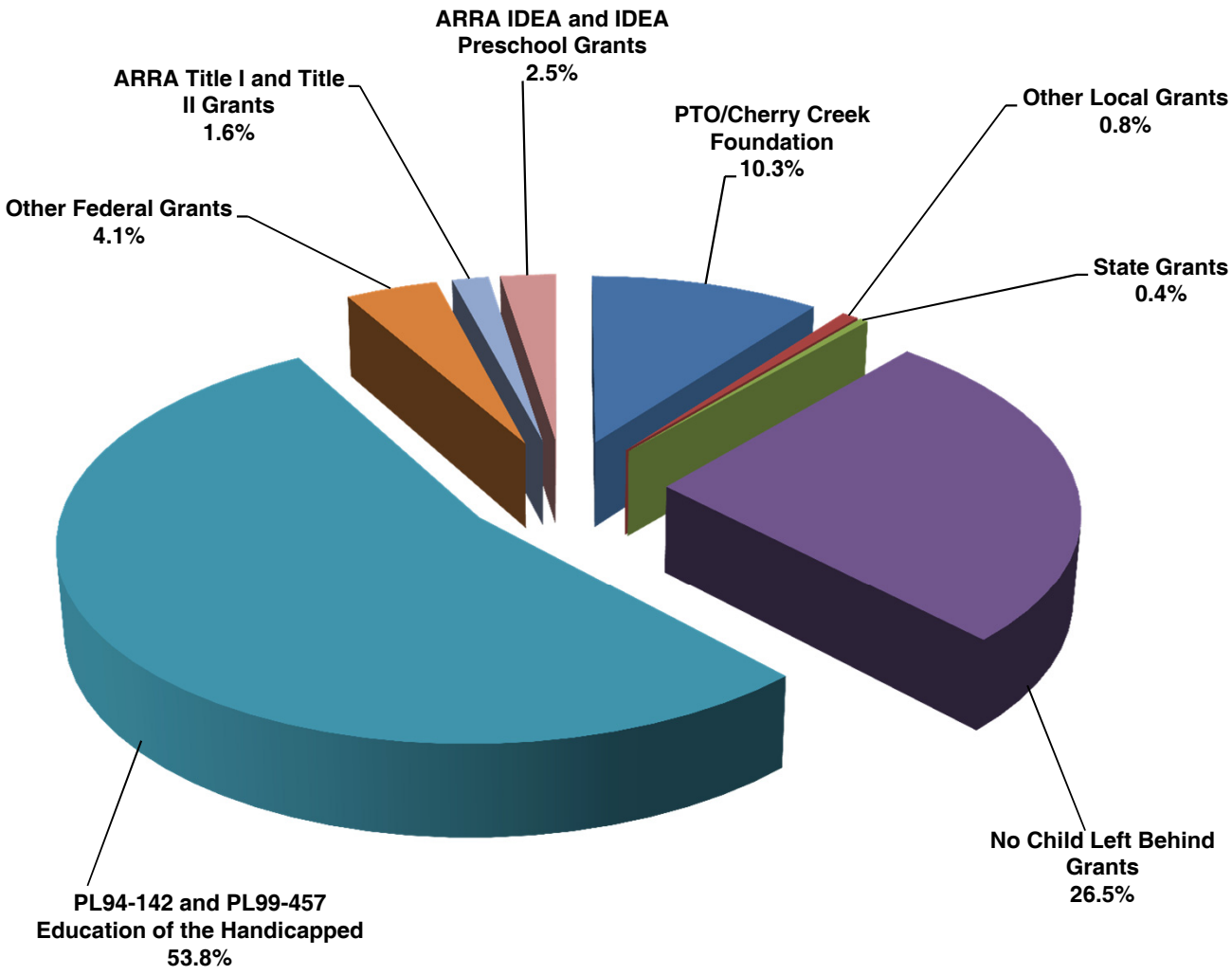


CHERRY CREEK SCHOOL DISTRICT
DESIGNATED PURPOSE GRANTS FUND
BUDGETED EXPENDITURES BY GRANT AND OBJECT

FY2011-12 Grants	Salaries	Benefits	Purchased Services	Supplies	Other	Total
Local/Private:						
PTO/Cherry Creek Foundation	$912,500	$150,200	$70,300	$1,009,200	$337,800	$2,480,000
Other Local Grants	107,400	26,200	14,900	31,100	400	180,000
Total Local/Private	**1,019,900**	**176,400**	**85,200**	**1,040,300**	**338,200**	**2,660,000**
State						
Other State Grants	26,500	7,800	200	61,600	-	96,100
Total State	**26,500**	**7,800**	**200**	**61,600**	**-**	**96,100**
Federal						
No Child Left Behind Act						
Title I-Improving Basic Programs	2,475,700	618,900	153,900	1,586,100	19,800	4,854,400
Title I-Excelsior Youth Center	-	-	167,900	20,700	-	188,600
Title II A-Teacher Quality	536,300	109,900	82,400	136,000	37,500	902,100
Title III-English Language Acquisition	283,000	74,100	5,000	96,800	1,100	460,000
Subtotal-No Child Left Behind Act	**3,295,000**	**802,900**	**409,200**	**1,839,600**	**58,400**	**6,405,100**
Carl Perkins Vocational Education Program	86,900	12,200	27,800	42,500	3,600	172,999
Head Start	141,400	45,700	20,100	113,800	19,800	340,800
Medicaid	114,900	32,300	53,900	89,800	9,100	299,999
PL94-142-Education of the Handicapped	6,630,600	1,796,500	1,301,800	2,700,000	417,900	12,846,800
PL99-457-Handicapped PreSchool	95,200	19,500	25,000	12,200	100	152,000
School To Work Alliance (SWAP)	126,000	32,000	21,200	-	-	179,200
Total Federal	**10,364,000**	**2,709,100**	**1,837,800**	**4,797,900**	**508,900**	**20,396,900**
Title I A - ARRA - Improving Basic Programs	292,900	75,100	1,900	5,600	-	375,500
Title I D - ARRA Excelsior Youth Center	-	-	900	-	-	900
Title II D - ARRA	-	-	-	17,900	-	17,900
IDEA - ARRA	151,300	37,900	72,200	205,600	33,000	500,000
IDEA Preschool - ARRA	49,700	12,600	8,400	25,600	3,700	100,000
Total Federal ARRA	**444,200**	**113,000**	**75,000**	**229,100**	**33,000**	**994,300**
Grand Total	**$11,854,600**	**$3,006,300**	**$1,998,200**	**$6,128,900**	**$880,100**	**$24,147,300**

CHERRY CREEK SCHOOL DISTRICT
DESIGNATED PURPOSE GRANTS FUND
EXPENDITURES BY GRANT

Percent of FY2011-12 Budgeted Expenditures by Grant



Summary of FY2011-12 Expenditures by Grant		
PTO/Cherry Creek Foundation	$2,480,000	10.3%
Other Local Grants	180,000	0.8%
State Grants	96,100	0.4%
No Child Left Behind Grants	6,405,100	26.5%
PL94-142 and PL99-457 Education of the Handicapped	12,998,800	53.8%
Other Federal Grants	993,000	4.1%
ARRA Title I and Title II Grants	394,300	1.6%
ARRA IDEA and IDEA Preschool Grants	600,000	2.5%
Total Expenditures by Grant	**$24,147,300**	**100.0%**

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

	2011-12 Budget	2012-13 Projected	2013-14 Projected	2014-15 Projected
Beginning Fund Balance	**$-**	**$-**	**$-**	**$-**
Revenue				
Local/Private	2,660,000	2,686,600	2,726,899	2,781,465
State	96,100	97,111	98,586	100,568
Federal	20,396,900	16,600,809	16,849,867	17,186,908
Federal ARRA	994,300	-	-	-
Total Revenue	**24,147,300**	**19,384,520**	**19,675,352**	**20,068,941**
Expenditures				
Salaries	12,030,300	8,451,798	8,578,573	8,750,104
Benefits	3,050,900	2,354,496	2,389,781	2,437,580
Purchased Services	2,027,800	1,963,850	1,993,282	2,033,208
Supplies and Materials	6,154,500	5,858,782	5,946,679	6,065,583
Other	883,800	755,594	767,036	782,465
Total Expenditures	**24,147,300**	**19,384,520**	**19,675,351**	**20,068,940**
Ending Fund Balance	**$-**	**$-**	**$-**	**$-**
Number of Students (FTE)	49,719	50,069	50,419	50,769

The Designated Purpose Grants Fund is expected to provide over $24 million in funding for FY2011-12 to support the academic programs in the District. The Federal ARRA grants funding must be spent by September 30, 2011. The $994,300 in these grants is carryover from FY2010-11. 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.



District Spelling Bee Winners

Dedicated to Excellence

EXTENDED CHILD SERVICES FUND

CHERRY CREEK SCHOOL DISTRICT
EXTENDED CHILD SERVICES FUND
Program Profile

The roots of Extended Child Services (ECS) programming in CCSD began in 1989 when an Intersession program was introduced at Mission Viejo Elementary to provide childcare and enrichment programs to students during off-track periods. Kindergarten Enrichment programs began operations at two elementary schools in 1991 and were followed by the Child Development Program at Eaglecrest High School in 1992. Before and After School programs were established in 1992 at four elementary schools. Today there are 82 programs throughout the District that extend learning opportunities for students beyond the regular classroom hours thus supporting the District goals to:

- **Strengthen the organization**
- **Elevate the achievement of all students, close the achievement gap, and prepare all students for college access and success**
- **Develop citizenship, civility, and character**

The ECS program benefits students by offering a variety of services to meet the needs of our community. Each program is designed to enrich the students' academic studies beyond the regular classroom setting. This fee-based special revenue fund provides for the operations of the programs listed below.

Before and After School Care and Intersession
The District makes affordable, quality childcare available to families through before and after school care. Students enjoy an educational setting rather than attend a typical childcare center. The program also provides full-time childcare during the summer. **Intersession** – Four-track elementary schools also offer a variety of special enrichment and academic classes during off-track periods.

Kindergarten Enrichment
The elementary schools, which do not have full-day kindergarten, offer a half-day extension of enrichment activities to their regular half-day kindergarten students. This extension is not part of the District curriculum, but complements the daily educational program.

Preschool Education
Preschool education presents learning opportunities for children as young as age three. This program operates in conjunction with state and federal supported programs run by the District.

Other Enterprise Programs:

Academic Summer School
Academic courses designed to provide remedial assistance for students are offered during the summer months.

Inside/Out (G/T) is an enrichment program presenting discoveries and connections for gifted and high potential learners in elementary through middle school. Classes of engaging and challenging material and instruction are offered for motivated learners.

Driver's Education makes available a certified driving course, including on-road experience, for teenagers who have recently obtained driving permits.

Sports Camps offer a wide variety of sports training for K-12 students during the summer months.

Instrumental Music is a program that gives elementary students the opportunity to learn how to play musical instruments. Third through fifth graders can join First Year Orchestra or Advanced Orchestra. Fourth and fifth grade students can join First Year Band, Advanced Band, Jazz Band, and Percussion Ensemble. Students meet before or after school twice a week.

Staff Development
Staff Development classes for employees are offered throughout the year for a moderate fee. Classes are taken for teacher recertification and other educational advancement as well as to upgrade computer skills.

CHERRY CREEK SCHOOL DISTRICT
EXTENDED CHILD SERVICES FUND
FIVE YEAR SUMMARY OF REVENUE AND EXPENDITURES

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Beginning Fund Balance	**$4,308,837**	**$4,188,850**	**$3,257,315**	**$3,968,896**	**$4,091,196**
Revenue					
Before and After School	6,078,417	6,180,499	6,352,882	7,916,100	7,174,422
Intersession	4,739,512	3,950,471	2,990,809	2,846,200	2,315,971
Kindergarten Enrichment	2,591,465	2,425,793	2,907,638	3,220,700	3,319,380
Preschool Education	1,227,204	1,221,488	1,305,760	1,377,400	1,473,244
Other Enterprise Programs	1,003,994	1,392,928	1,922,399	1,804,000	1,602,000
Total Revenue	**15,640,592**	**15,171,179**	**15,479,488**	**17,164,400**	**15,885,017**
Transfer from General Fund (1)	56,188	76,840	108,667	80,500	80,500
Total Revenue and Transfers	**15,696,780**	**15,248,019**	**15,588,155**	**17,244,900**	**15,965,517**
Total Funds Available	**20,005,617**	**19,436,869**	**18,845,470**	**21,213,796**	**20,056,713**
Expenditures					
Before and After School	5,036,871	5,300,053	5,328,976	6,273,671	5,643,600
Intersession	3,796,943	3,375,134	2,427,018	2,273,044	1,851,800
Kindergarten Enrichment	2,058,265	2,043,279	2,325,437	2,419,391	2,584,180
Preschool Education	1,156,900	1,366,858	1,324,721	1,297,569	1,443,600
Other Enterprise Programs	1,606,367	1,481,496	1,561,039	2,271,035	1,947,400
Utilities and Indirect Costs	786,010	792,719	701,696	813,570	786,200
Total Expenditures	**14,441,356**	**14,359,539**	**13,668,887**	**15,348,280**	**14,256,780**
Transfer to General Fund (2)	1,375,411	1,820,015	1,207,687	1,774,320	1,665,320
Total Expenditures and Transfers	**15,816,767**	**16,179,554**	**14,876,574**	**17,122,600**	**15,922,100**
Revenue and Transfers more (less) than Expenditures and Transfers (3)	(119,987)	(931,535)	711,581	122,300	43,417
Ending Fund Balance	**$4,188,850**	**$3,257,315**	**$3,968,896**	**$4,091,196**	**$4,134,613**
Total Expenditures and Transfers	$15,816,767	$16,179,554	$14,876,574	$17,122,600	$15,922,100
TABOR Reserves	476,000	486,000	446,300	513,700	477,700
Total Expenditures, Transfers, and Appropriated Reserves	**16,292,767**	**16,665,554**	**15,322,874**	**17,636,300**	**16,399,800**
Unappropriated Reserves	3,712,850	2,771,315	3,522,596	3,577,496	3,656,913
Total Appropriations and Unappropriated Reserves	**$20,005,617**	**$19,436,869**	**$18,845,470**	**$21,213,796**	**$20,056,713**

(1) Transfers from the General Fund in FY2007-08 through FY2011-12 are from Special Education to the Preschool Program.

(2) The transfer to the General Fund is for reimbursement to the schools for facility usage by the programs and also includes a transfer from the staff development program. In FY2007-08 an additional $188,706 was transferred to the General Fund to help fund student achievement initiatives and $500,000 was transferred in FY2008-09 and FY2010-11 for the same purpose. In FY2011-12, $391,000 will be transferred to General Fund to provide Physical Science materials for elementary schools.

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

CHERRY CREEK SCHOOL DISTRICT
EXTENDED CHILD SERVICES FUND

2010-11 Program Participation

Before School Program	732	Inside/Out (G/T)	606
After School Program	2,766	Driver's Education	532
BAS Full Day Program	883	Sports Camps	2,462
Intersession Program	181	Instrumental Music	397
Kindergarten Enrichment	1,317	Staff Development	1,373
Preschool Education	1,632	Academic Summer School	1,861
Academic On-Line Summer School	140		

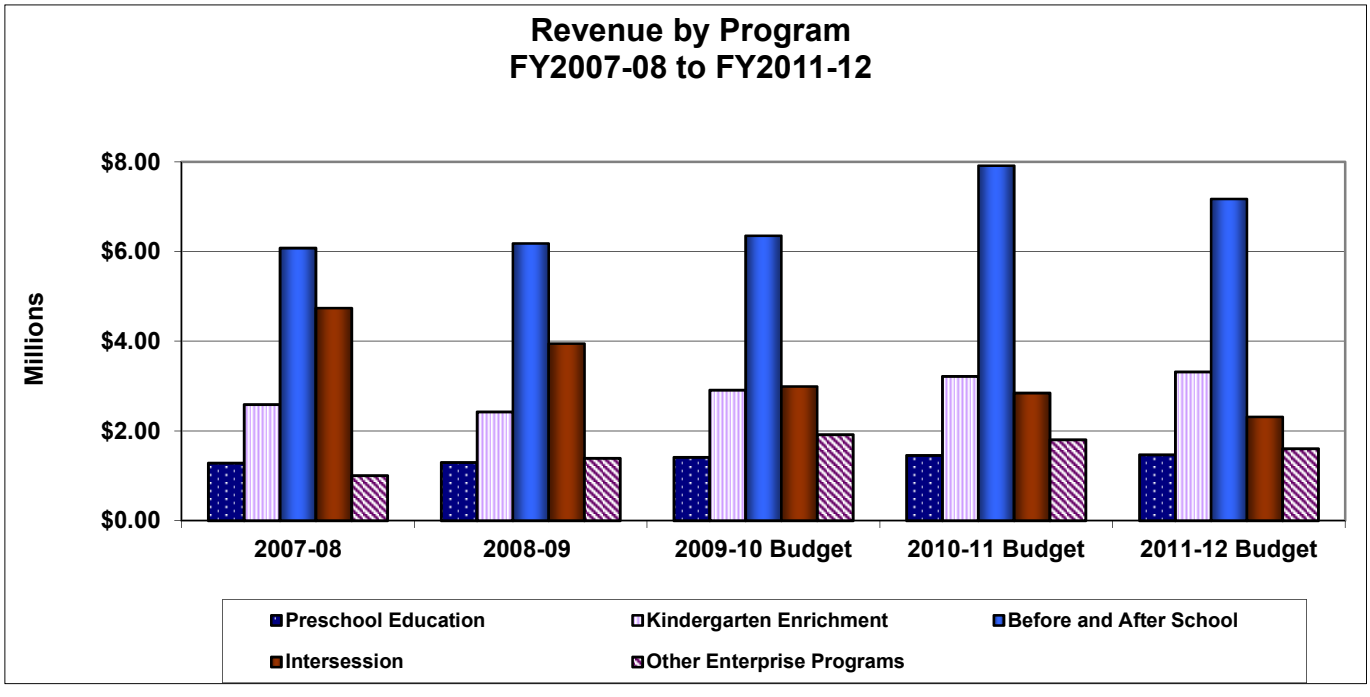






The five year historical perspective of the Extended Child Services (ECS) revenue below shows that the Before and After School (BAS) Program is the largest program in this fund. Revenue for the Intersession Program has decreased since FY2007-08 as some elementary schools move from four-track, year-round calendars to traditional calendars. In FY2011-12 one school moved from a year round calendar to traditional calendar.

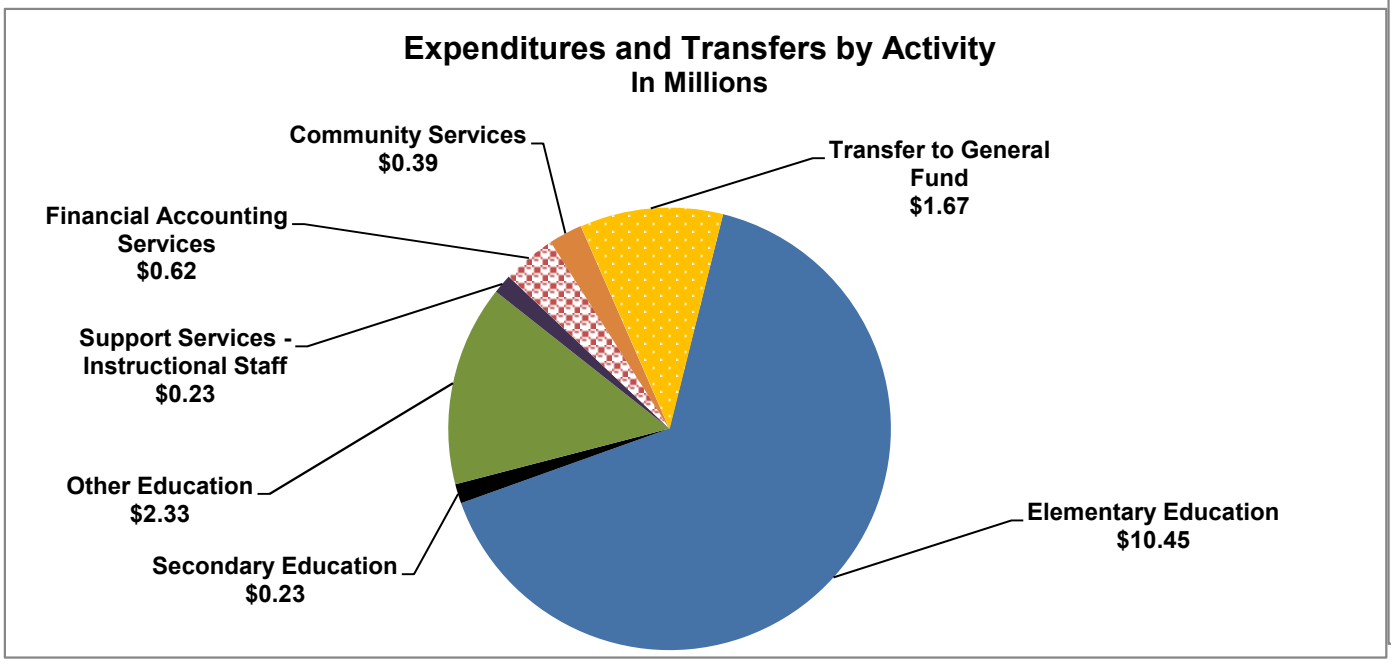
In FY2008-09, six Kindergarten Enrichment Programs were discontinued when full-day academic kindergarten programs were opened at Eastridge, Highline Community, Holly Hills/Ridge, Independence, Ponderosa, and Village East Elementary Schools.



FY2011-12 Budgeted Expenditures and Transfers by Activity and Object

Type of Activity	Salaries	Benefits	Purchased Services
Elementary Education	$6,841,403	$1,330,115	$592,732
Secondary Education	177,500	27,887	5,900
Other Education	1,422,802	233,600	226,555
Support Services - Instructional Staff	159,500	26,557	35,000
Financial Accounting Services	328,139	63,186	9,100
Community Services	250,175	51,640	3,200
Transfer to General Fund	-	-	-
Total Expenditures	**$9,179,519**	**$1,732,985**	**$872,487**

- **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.

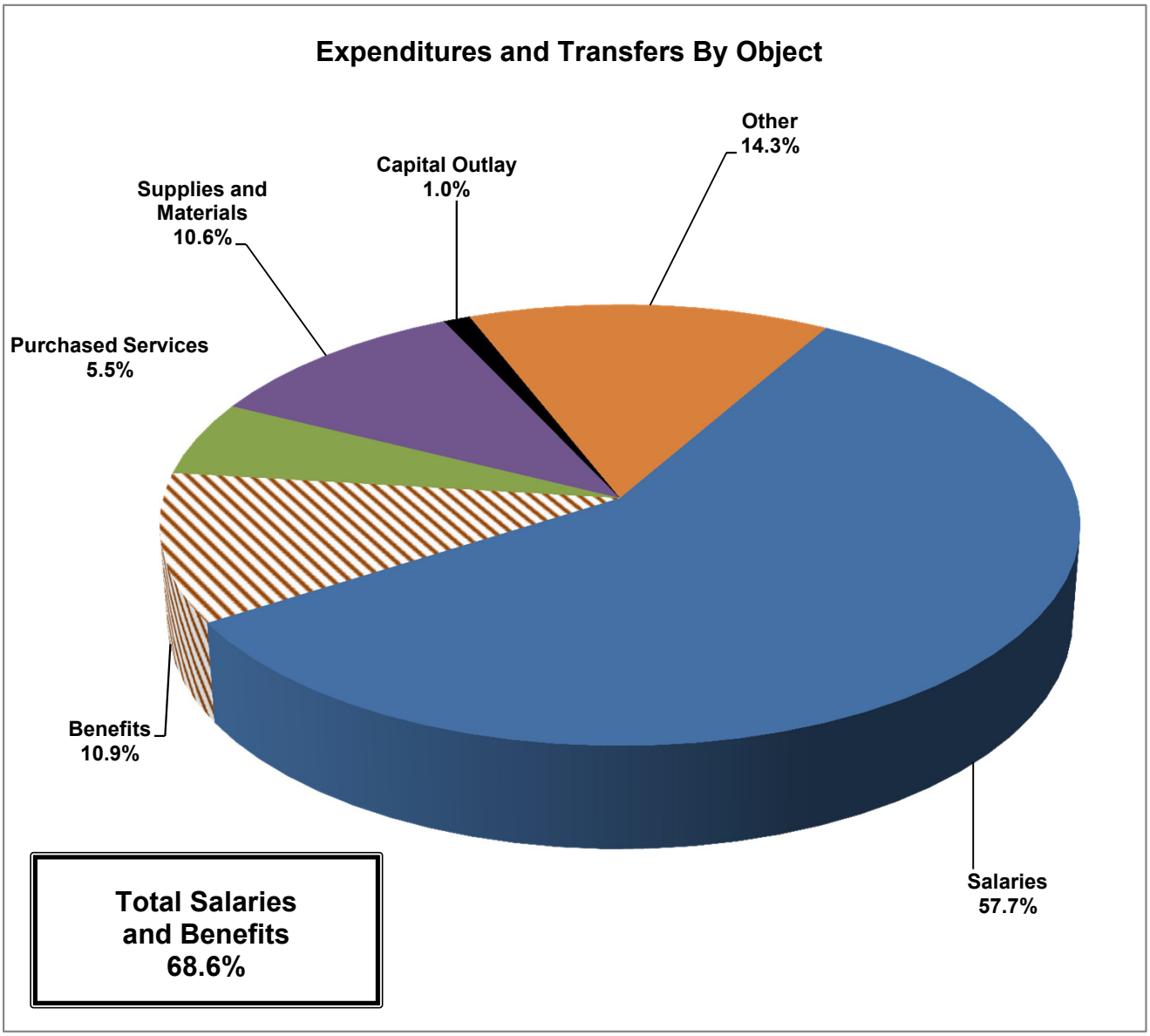


CHERRY CREEK SCHOOL DISTRICT
EXTENDED CHILD SERVICES FUND

FY2011-12 Budgeted Expenditures and Transfers by Activity and Object

Supplies and Materials	Capital Outlay	Other*	Total	Percent of Expenditures
$1,119,276	$154,650	$414,365	$10,452,541	65.7%
7,500	-	10,000	228,787	1.4%
312,507	8,000	132,169	2,335,633	14.7%
5,500		500	227,057	1.4%
218,900	4,000	500	623,825	3.9%
26,023	1,000	56,899	388,937	2.4%
-	-	1,665,320	1,665,320	10.5%
$1,689,706	**$167,650**	**$2,279,753**	**$15,922,100**	**100.0%**

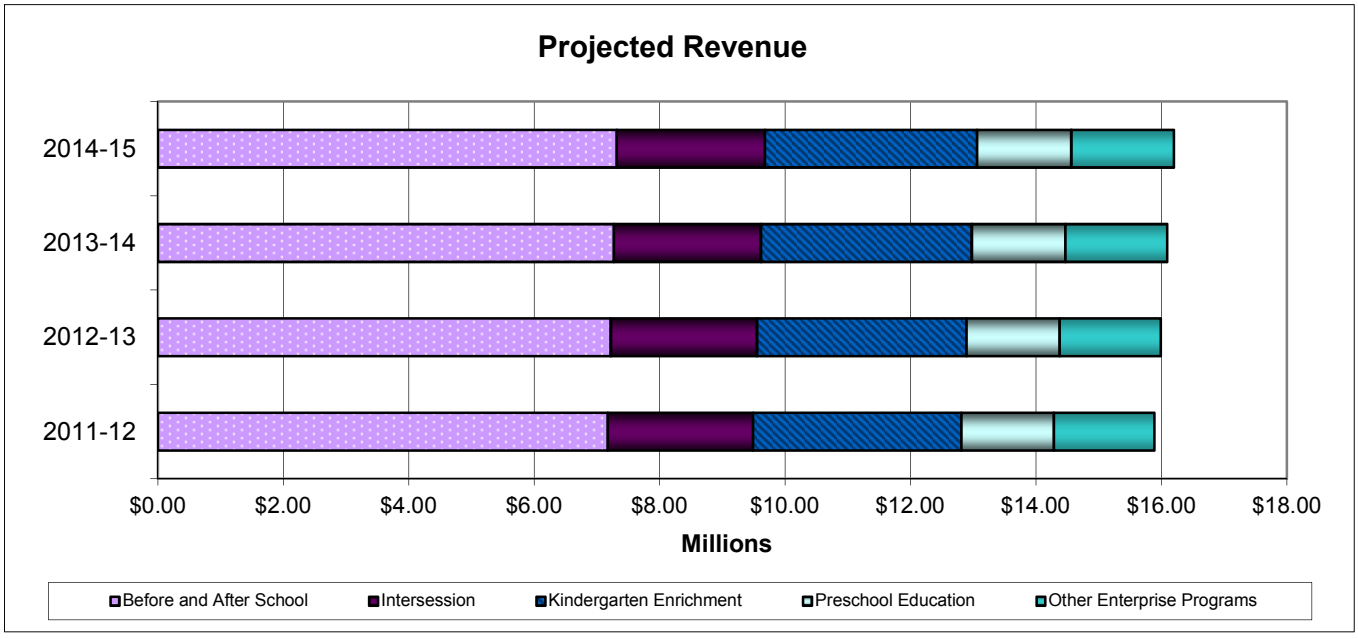
*Other includes fees to outside organizations, District printing charges, indirect and overhead costs, and transfers to the General Fund.



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

	2011-12 Budget	2012-13 Projected	2013-14 Projected	2014-15 Projected
Beginning Fund Balance	**$4,091,196**	**$4,134,613**	**$4,256,363**	**$4,296,713**
Revenue				
Before and After School	7,174,422	7,221,100	7,268,000	7,315,200
Intersession	2,315,971	2,331,000	2,346,100	2,361,300
Kindergarten Enrichment	3,319,380	3,341,000	3,362,700	3,384,600
Preschool Education	1,473,244	1,482,800	1,492,400	1,502,100
Other Enterprise Programs	1,602,000	1,612,400	1,622,800	1,633,300
Total Revenue	**15,885,017**	**15,988,300**	**16,092,000**	**16,196,500**
Transfers from other Funds	80,500	81,000	82,200	83,400
Total Funds Available	**20,056,713**	**20,203,913**	**20,430,563**	**20,576,613**
Expenditures				
Before and After School	5,643,600	5,680,300	5,717,200	5,754,400
Intersession	1,851,800	1,863,800	1,875,900	1,888,100
Kindergarten Enrichment	2,584,180	2,601,000	2,617,900	2,634,900
Preschool Education	1,443,600	1,453,000	1,462,400	1,471,900
Other Enterprise Programs	1,947,400	1,960,100	1,972,800	1,985,600
Utilities and Indirect Costs	786,200	791,300	796,400	801,600
Transfers to General Fund (1)	1,665,320	1,598,050	1,691,250	1,290,650
Total Expenditures & Transfers	**15,922,100**	**15,947,550**	**16,133,850**	**15,827,150**
Ending Fund Balance	**$4,134,613**	**$4,256,363**	**$4,296,713**	**$4,749,463**
Number of Students (FTE)	49,719	50,069	50,419	50,769

(1) In FY2011-12, an additional $391,000 will be transferred to the General Fund for the purchase of Physical Science Kits to be used in the Elementary School Programs. An additional $315,600 will be transferred in FY2012-13 for Earth Science Kits and $400,800 will be transferred in FY2013-14 for Life Science Kits.



Dedicated to Excellence

PUPIL ACTIVITIES FUND

CHERRY CREEK SCHOOL DISTRICT
PUPIL ACTIVITIES FUND

Program Profile

The Pupil Activities Fund supports a variety of rich and diverse extracurricular athletic and activity programs that draw 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

- Activity tickets
- Athletic event admissions
- Fundraising events
- User and club fees
- Concessions and vending sales
- Retail grocery store certificates
- Interest income



BASEBALL

EXPENDITURES ENCOMPASS A VARIETY OF COSTS

- Field Trips
- Transportation
- Registration Fees
- Coach/Club Advisors
- Training
- Equipment Supplies
- Game Officials



CHESS CLUB

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.

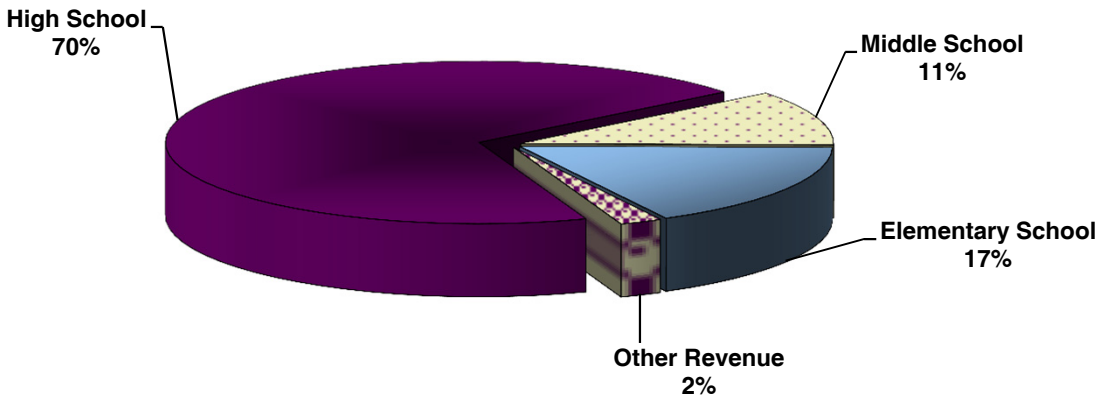
- Stutler Bowl is located on the Cherry Creek High School campus in Greenwood Village. It has been an all-purpose, sports stadium since 1964, with a seating capacity of 7,500. This stadium's events produced gate receipts and vending revenue totaling over $64,000 for fiscal year 2009-10. Concessions revenue was over $27,500.

- 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 $57,400 in fiscal year 2009-10. Concessions resulted in nearly $33,300 of revenue.

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Beginning Fund Balance	**$5,168,487**	**$5,035,939**	**$5,053,125**	**$5,329,574**	**$5,329,574**
Revenue					
High School	8,289,239	8,105,547	8,028,933	8,525,700	8,440,800
Middle School	1,260,108	1,256,805	1,186,500	1,486,500	1,319,200
Elementary School	1,854,654	1,949,815	1,834,301	2,019,600	2,051,600
Other Revenue	316,337	225,586	209,989	323,200	263,400
Total Revenue	**11,720,338**	**11,537,753**	**11,259,723**	**12,355,000**	**12,075,000**
Total Funds Available	**16,888,825**	**16,573,692**	**16,312,848**	**17,684,574**	**17,404,574**
Expenditures					
High School	8,519,438	8,161,599	7,901,867	8,525,700	8,440,800
Middle School	1,287,718	1,256,945	1,190,117	1,486,500	1,319,200
Elementary School	1,808,745	1,923,368	1,711,222	2,019,600	2,051,600
Other Expenditures	236,985	178,655	180,068	323,200	263,400
Total Expenditures	**11,852,886**	**11,520,567**	**10,983,274**	**12,355,000**	**12,075,000**
Ending Fund Balance	**5,035,939**	**5,053,125**	**5,329,574**	**5,329,574**	**5,329,574**
Total Expenditures	11,852,886	11,520,567	10,983,274	12,355,000	12,075,000
TABOR Reserves	355,587	345,617	329,498	370,650	362,250
Total Expenditures & Appropriated Reserves	**12,208,473**	**11,866,184**	**11,312,772**	**12,725,650**	**12,437,250**
Unappropriated Reserves	4,680,352	4,707,508	5,000,076	4,958,924	4,967,324
Total Appropriations & Unappropriated Reserves	**$16,888,825**	**$16,573,692**	**$16,312,848**	**$17,684,574**	**$17,404,574**

FY2011-12 Anticipated Revenue



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

Activity Location	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
High Schools					
Cherokee Trail	$634,458	$806,299	$907,434	$745,300	$920,500
Cherry Creek	3,639,426	3,241,445	2,972,683	3,238,100	3,218,400
Eaglecrest	894,981	1,060,254	937,609	838,400	911,700
Grandview	1,475,585	1,344,669	1,629,659	1,617,100	1,564,900
Overland	715,723	602,220	420,258	782,600	652,100
Smoky Hill	1,159,265	1,106,712	1,034,224	1,304,200	1,173,200
Total High School Activities	**8,519,438**	**8,161,599**	**7,901,867**	**8,525,700**	**8,440,800**
Middle Schools					
Campus	140,870	222,620	210,501	194,300	200,000
Falcon Creek	125,024	92,927	90,034	115,000	112,700
Fox Ridge (1)	-	25,469	33,287	52,900	62,000
Horizon	166,199	119,308	88,455	153,700	100,200
Laredo	121,265	107,971	116,561	130,300	127,700
Liberty	127,268	93,654	61,448	138,800	100,000
Prairie	146,685	130,994	168,091	144,100	141,300
Sky Vista	29,684	56,470	68,759	73,300	71,900
Thunder Ridge	208,536	219,808	177,786	235,800	160,000
West	222,187	187,724	175,195	248,300	243,400
Total Middle School Activities	**1,287,718**	**1,256,945**	**1,190,117**	**1,486,500**	**1,319,200**
Elementary Activities	**1,808,745**	**1,923,368**	**1,711,222**	**2,019,600**	**2,051,600**
Other Activities					
Legacy Stadium	131,470	89,345	77,954	172,000	124,500
Stutler Bowl	99,920	82,832	79,451	144,400	112,200
Other Activities	5,595	6,478	22,663	6,800	26,700
Total Other Activities	**236,985**	**178,655**	**180,068**	**323,200**	**263,400**
Total Activity Expenditures	**$11,852,886**	**$11,520,567**	**$10,983,274**	**$12,355,000**	**$12,075,000**

Object	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Salaries and Benefits	$429,498	$328,369	$216,758	$353,860	$240,260
Purchased Services	4,955,949	4,527,729	4,365,936	4,857,000	4,803,000
Supplies and Materials	5,585,044	5,917,975	5,653,055	6,344,000	6,215,000
Capital Outlay	313,533	208,116	127,019	226,000	140,000
Other Expenditures	568,862	538,378	620,506	574,140	676,740
Total Expenditures	**$11,852,886**	**$11,520,567**	**$10,983,274**	**$12,355,000**	**$12,075,000**

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

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

	2011-12 Projected	2012-13 Projected	2013-14 Projected	2014-15 Projected
Beginning Fund Balance	**$5,329,574**	**$5,329,574**	**$5,329,574**	**$5,329,574**
Revenue				
High School Activities and Athletics	8,440,800	8,508,300	8,593,400	8,679,300
Middle School Activities and Athletics	1,319,200	1,329,800	1,343,100	1,356,500
Elementary School Activities	2,051,600	2,068,000	2,088,700	2,109,600
Other Revenue	263,400	265,500	268,200	270,900
Total Revenue	**12,075,000**	**12,171,600**	**12,293,400**	**12,416,300**
Total Funds Available	**17,404,574**	**17,501,174**	**17,622,974**	**17,745,874**
Expenditures				
High School Activities and Athletics	8,440,800	8,508,300	8,593,400	8,679,300
Middle School Activities and Athletics	1,319,200	1,329,800	1,343,100	1,356,500
Elementary School Activities	2,051,600	2,068,000	2,088,700	2,109,600
Other Expenditures	263,400	265,500	268,200	270,900
Total Expenditures	**12,075,000**	**12,171,600**	**12,293,400**	**12,416,300**
Ending Fund Balance	**$5,329,574**	**$5,329,574**	**$5,329,574**	**$5,329,574**
Number of Students (FTE)	49,719	50,069	50,419	50,769



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

Skills
Relationships
Values
Self-perceptions





Dedicated to Excellence

Capital Improvements Section

CAPITAL RESERVE FUND WITH CAPITAL FINANCE CORPORATION

BUILDING FUND

CHERRY CREEK SCHOOL DISTRICT
CAPITAL RESERVE FUND

Program Profile

The Capital Reserve Fund receives revenue allocations from the General Fund for ongoing capital needs of the District such as site acquisitions, building additions and improvements, as well as purchases of equipment, technology related items, and vehicles.

Due to funding reductions caused by revenue declines in the State budget, transfers from the General Fund to the Capital Reserve Fund have been reduced as part of the District's Cost and Resource Management Plan for FY2009-10, FY2010-11, and FY2011-12. During this time, Capital Reserve funds will be restricted to ***high priority*** needs required to ensure the safety, security, asset preservation, and basic operation of schools and facilities in the District. Selected items identified in the District Technology Plan for the purpose of enhancing existing technology capabilities and meeting student needs are also included in this fund. A portion of the approved 2008 Bond Funds will also be used for preservation of District facilities.

CAPITAL RESERVE ITEMS ARE FOR THE FOLLOWING PURPOSES:

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



CAPITAL RESERVE EXPENDITURES INCLUDE:

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

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 FY2011-12, the payments total $993,008. The financial detail for the Corporation is shown at the end of this sub-section.

- Amounts required to be reserved under the Security & Trust Agreement associated with the purchase of buses under the Certificates of Participation issued in 1997 and 2002 were $663,500 and $883,000 respectively. These amounts, plus interest earned, are to be applied to the last debt service payments for these issuances.
- The last debt service payment for the COPS issued in 1997 was paid on 12/15/07. In FY2007-08, an amount of $663,500 plus earned interest was transferred to the Capital Reserve Fund for this purpose.

The last debt service payment for the COPS issued in 2002 will be due on 12/15/2012.

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Beginning Fund Balance	**$471,352**	**$273,796**	**$1,283,964**	**$781,756**	**$821,756**
Revenue					
Investment Income	30,146	216	17	-	-
Cash in Lieu of Land	90,397	131,413	151,490	-	-
Other Revenue	4,473	5,204	1,980	-	-
Total Revenue	**125,016**	**136,833**	**153,487**	**0**	**0**
Other Financing Sources					
Sale of Land and Other Assets	-	-	-	-	-
Transfer from General Fund for State Equalization Aid (1)	10,247,222	10,621,000	7,300,000	6,944,300	2,000,000
Transfer from Capital Finance (2)	717,826	32,098	32,098	40,000	40,000
Total Revenue and Other Sources	**11,090,064**	**10,789,931**	**7,485,585**	**6,984,300**	**2,040,000**
Total Funds Available	**$11,561,416**	**$11,063,727**	**$8,769,549**	**$7,766,056**	**$2,861,756**
Expenditures					
Land and Building Improvements	5,669,098	5,380,316	5,825,546	2,282,225	-
Equipment and Lease Purchases	3,257,402	3,403,946	1,169,922	3,670,659	1,677,474
Debt Service Principal	2,105,000	795,000	820,000	850,000	885,000
Debt Service Interest	256,120	200,501	172,325	141,416	108,008
Total Expenditures	**11,287,620**	**9,779,763**	**7,987,793**	**6,944,300**	**2,670,482**
Revenue and Transfers more (less) than Expenditures and Transfers(3)	(197,556)	1,010,168	(502,208)	40,000	(630,482)
Ending Fund Balance	**$273,796**	**$1,283,964**	**$781,756**	**$821,756**	**$191,274**
Total Expenditures	$11,287,620	$9,779,763	$7,987,793	$6,944,300	$2,670,482
TABOR Amendment Reserves	338,629	293,393	239,634	208,329	80,114
Total Expenditures and Appropriated Reserves	**11,626,249**	**10,073,156**	**8,227,427**	**7,152,629**	**2,750,596**
Unappropriated Reserves	(64,833)	990,571	542,122	613,427	111,160
Total Appropriations and Unappropriated Reserves	**$11,561,416**	**$11,063,727**	**$8,769,549**	**$7,766,056**	**$2,861,756**

(1) In FY2009-10, FY2010-11, and FY2011-12, the allocation of State Equalization Aid to the Capital Reserve Fund is based on anticipated expenditures.

(2) In FY2007-08, reserved funds were transferred from Capital Finance Corporation. These funds were applied to the FY2007-08 last debt service payment for Certificates of Participation issued in 1997.

(3) For FY2007-08, available fund balance was used as a result of lower than expected enrollment, which reduced revenue allocations from the General Fund for per pupil revenue.

CHERRY CREEK SCHOOL DISTRICT
CAPITAL RESERVE FUND
EXPENDITURES BY ACTIVITY

Activity	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Direct Instruction Services					
Elementary Education (1)	$744,385	$721,418	$459,027	$ -	$ -
Middle School Education (1)	281,938	298,789	194,624	-	-
High School Education (1)	203,601	489,397	341,668	-	-
Other Regular Education	4,175	18,000	-	-	-
Special Education	341,095	428,433	70,420	-	-
Indirect Instruction Services					
Student Support	4,944	19,101	-	-	-
Instructional Support (2)	247,386	287,107	225,141	1,350,000	-
- Information Systems	-	-	148,308	548,474	721,174
- Fiber Optic Network	-	-	358,874	624,000	956,300
School Administration	95,554	109,673	-	-	-
School/Facilities Improvements					
Operation/Maintenance-Plant	4,589,500	3,229,007	3,147,727	2,563,122	-
Facility Acquisition and Construction	1,725,556	1,782,180	1,301,384	497,288	-
Central, Fiscal, Community, and Internal Services					
Support Services-Business	89,206	19,000	1,478	-	-
Support Services-Central	473,654	175,524	402,937	305,000	-
Student Transportation (3)	119,425	1,206,633	343,880	65,000	-
Principal and Interest	2,367,201	995,501	992,325	991,416	993,008
Total Expenditures (4)	**$11,287,620**	**$9,779,763**	**$7,987,793**	**$6,944,300**	**$2,670,482**

(1) A portion of the elementary, middle, and high school Technology budgets were funded from the Building Fund in FY2009-10. The Technology Planning Process was revised for FY2010-11 in order to better support student achievement initiatives.

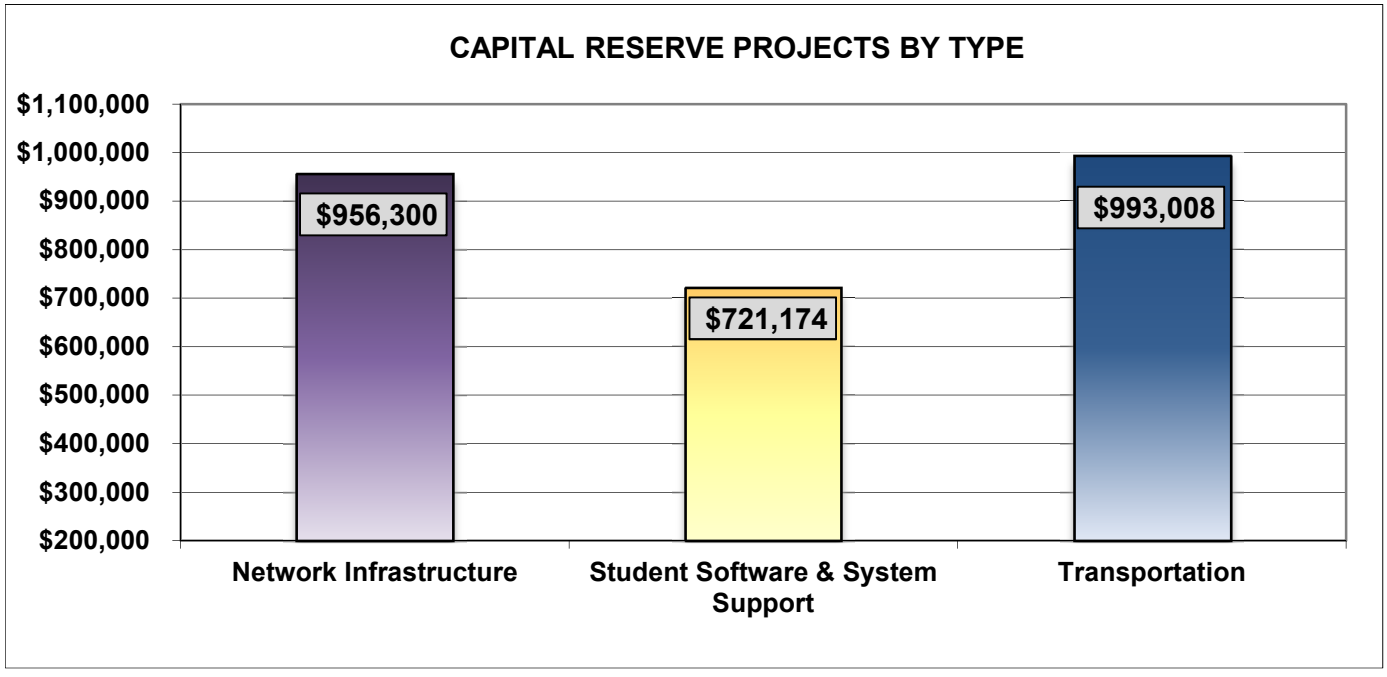
(2) Increase in FY2010-11 is due to infrastructure costs associated with school connectivity and student information systems.

(3) Increase in Student Transportation in FY2008-09 is due to the purchase of additional school buses.

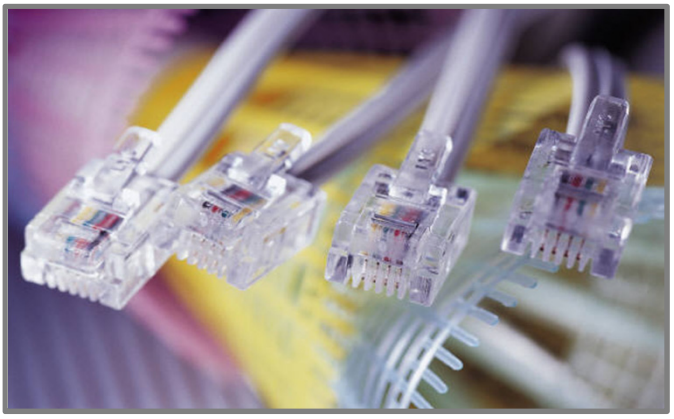
(4) Due to the economic downturn and the need to minimize costs, FY2011-12 capital reserve funds will be used for network infrastructure improvements, new and ongoing maintenance of required student software and systems, and Certificates of Participation Principal and Interest payments. The 2008 Bond Funds will be used for prioritized renovations and other building improvements.

CHERRY CREEK SCHOOL DISTRICT
CAPITAL RESERVE FUND
EXPENDITURES BY PROJECT

Facility	Description	Land & Building Improvements	Furniture, Equipment & Leases	Total
INFORMATION SYSTEMS				
Network Infrastructure	QWEST Fiber Optic Network Service Contract	$ -	$686,300	$686,300
	GTRI Telephone Service	-	270,000	270,000
TOTAL NETWORK INFRASTRUCTURE		$ -	$ 956,300	$ 956,300
Student Software System Support	Powerschool	-	255,674	255,674
	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
	Microsoft Campus Licensing Agreement	-	234,000	234,000
TOTAL STUDENT SOFTWARE & SYSTEM SUPPORT		$ -	$ 721,174	$ 721,174
TRANSPORTATION				
Transportation	Certificates of Participation Principal		885,000	885,000
	Certificates of Participation Interest		108,008	108,008
TOTAL TRANSPORTATION		$ -	$ 993,008	$ 993,008
TOTAL CAPITAL RESERVE ALLOCATIONS		**$ -**	**$2,670,482**	**$2,670,482**

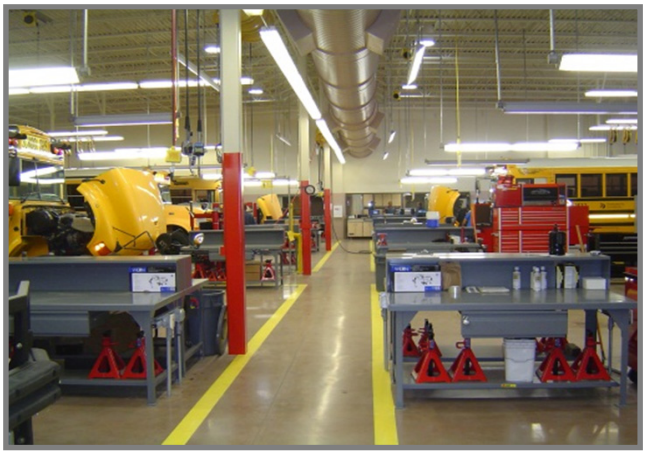


NETWORK INFRASTRUCTURE



STUDENT SOFTWARE & SYSTEMS SUPPORT





SCHOOL TRANSPORTATION

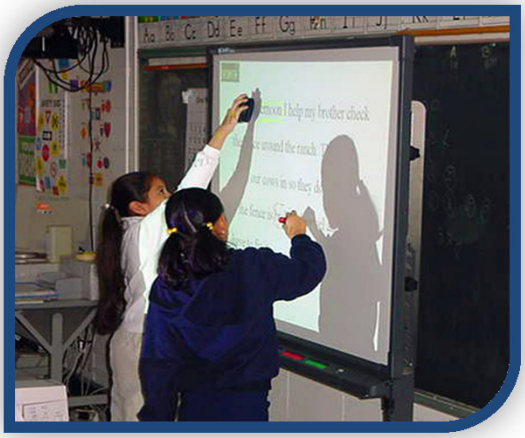
CHERRY CREEK SCHOOL DISTRICT
CAPITAL RESERVE FUND
SUMMARY BUDGET AND THREE YEAR PROJECTIONS

	2011-12 Budget	2012-13 Projected	2013-14 Projected	2014-15 Projected
Beginning Fund Balance	**$821,756**	**$191,274**	**$191,274**	**$191,274**
Revenue				
Investment Income	-	-	-	-
Cash in Lieu of Land	-	-	-	-
Total Revenue	**-**	**-**	**-**	**-**
Other Financing Sources				
Proceeds of Land & Other Assets	-	-	-	-
Transfer from General Fund for State Equalization Aid	2,000,000	2,000,000	2,000,000	2,000,000
Transfer from Capital Finance	40,000	905,771	-	-
Total Revenue and Other Sources	**2,040,000**	**2,905,771**	**2,000,000**	**2,000,000**
Total Funds Available	**2,861,756**	**3,097,045**	**2,191,274**	**2,191,274**
Expenditures				
Buildings and Improvements	-	-	-	-
Equipment and Lease Purchases	1,677,474	1,045,396	2,000,000	2,000,000
Debt Service Principal and Interest	993,008	1,860,375	-	-
Total Expenditures	**2,670,482**	**2,905,771**	**2,000,000**	**2,000,000**
Ending Fund Balance	**$191,274**	**$191,274**	**$191,274**	**$191,274**
Number of Students (FTE)	49,719	50,069	50,419	50,769

Funds to Support School Systems

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







CHERRY CREEK SCHOOL DISTRICT
CAPITAL FINANCE CORPORATION

Program Profile

The Cherry Creek School District Capital Finance Corporation (Corporation) is a nonprofit organization, whose sole purpose is to acquire and lease equipment to the District. The Corporation is governed by a three-member board of directors consisting of District officers: the President of the Board of Education, the Superintendent, and the Chief Financial Officer. The Corporation is a blended component unit of the District, which issues comprehensive, generally accepted accounting principles (GAAP) based annual financial reports. The budget amounts presented in the following statement are not included in the Capital Reserve Fund budget totals.

The Corporation was formed to issue Certificates of Participation (Certificates) to finance the purchase of school buses. These school buses are leased by the Corporation to the District at an amount equivalent to the annual principal and interest payments on the certificates. The lease of the buses is contingent upon the annual budget appropriation and approval of the lease payment. It is subject to annual termination by the District. No provisions of the lease shall be construed or interpreted as creating a debt or other multi-year financial obligation for the District.

Certificates issued in 1997: $6,635,000 Certificates issued in 2002: $8,830,000

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Beginning Fund Balance	**$1,566,211**	**$901,150**	**$904,461**	**$907,771**	**$906,771**
Revenue					
Investment Income	53,923	35,441	35,414	40,000	40,000
Total Revenue	**53,923**	**35,441**	**35,414**	**40,000**	**40,000**
Total Funds Available	**1,620,134**	**936,591**	**939,875**	**947,771**	**946,771**
Expenditures					
Other Expenditures	1,158	32	6	1,000	1,000
Total Expenditures	**1,158**	**32**	**6**	**1,000**	**1,000**
Transfers to Capital Reserve (1)	717,826	32,098	32,098	40,000	40,000
Total Expenditures and Transfers	**718,984**	**32,130**	**32,104**	**41,000**	**41,000**
Revenue and Transfers more (less) than Expenditures and Transfers	(665,061)	3,311	3,310	(1,000)	(1,000)
Ending Fund Balance	**$901,150**	**$904,461**	**$907,771**	**$906,771**	**$905,771**
Reserved Fund Requirement (2)	$901,150	$904,461	$907,771	$906,771	$905,771
Available Reserves	-	-	-	-	-
Total Reserves	**$901,150**	**$904,461**	**$907,771**	**$906,771**	**$905,771**

(1) Reserve amounts transferred to the Capital Reserve Fund to apply to Certificates of Participation debt service payments issued in 1997. The last debt service payment for 1997 issues was paid on 12/15/07. The transfer to the Capital Reserve fund in FY2007-08 is due to a requirement under the Security & Trust Agreement associated with debt service payments for Certificates of Participation issued in 1997.

(2) Required reserves per the Security & Trust Agreement associated with the purchase of buses under the Certificates of Participation. After 12/15/07, reserves will only be required for Certificates of Participation issued in 2002 in the amount of $883,000 plus anticipated earned interest.

CHERRY CREEK SCHOOL DISTRICT
CAPITAL FINANCE CORPORATION - VEHICLE EXPENDITURES

Certificates issued in 1997 provided funds to purchase 90 buses over a five-year period. Due to competitive bid pricing, the District was able to purchase 95 buses, 5% more than originally planned. On 12/15/07, final payment was made.

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

In October 2002, additional certificates were issued to purchase approximately 110 additional buses over a four-year period. Due to rising prices, 107 buses were purchased through FY2005-06. This completed the 4th and final year of the planned upgrade to the pupil transportation fleet.

CERTIFICATES OF PARTICIPATION ISSUED IN 2002					
	2002-03	2003-04	2004-05	2005-06	Total
Regular Route Buses	20	28	14	18	80
Special Needs Buses	4	7	5	11	27
Total	24	35	19	29	107

The annual school bus lease payments, which are expenditures in the Capital Reserve Fund, are used for principal retirement and annual interest costs of the Certificates. These principal and interest payments for fiscal year 2011-12 are budgeted at $993,008. The final payment is scheduled for December 2012.



Total Outstanding

Certificates of Participation Issued in October 2002

$8,830,000

Date	Principal	Interest	Total
12/15/2011	885,000	62,633	-
6/15/2012	-	45,375	993,008
12/15/2012	1,815,000	45,375	1,860,375
Totals	**$2,700,000**	**$153,383**	**$2,853,383**



CHERRY CREEK SCHOOL DISTRICT
BUILDING FUND

Program Profile

The District uses the Building Fund as one of its Capital Improvement Funds to budget and account for the major capital outlays for school facilities. The Building Fund is funded by the issuance of authorized general obligation school bonds.

The District Long-Range Facility Planning Committee develops facility planning recommendations for new schools and other facility projects that accommodate student enrollment and improve instructional programs. These recommendations are presented to the Board of Education for approval and once approved by the Board of Education, the bond issue is placed before the voters for consideration.

In November 1999 voters approved the issuance of $172 million in general obligation school bonds. These bonds were issued in December 1999.

In November 2003, voters approved the issuance of $167.5 million in general obligation school bonds. In January 2004, $100 million of these bonds were issued and the remaining $67.5 million were issued in February 2005.

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

Numerous features are being incorporated into the constructed schools and facilities from the 2008 Bond Issue.

2008 Bond Issue

- 3 New Elementary Schools
- Upgrades to 14 elementary schools, two Middle Schools, and two High Schools built prior to 1982
- Renovations include energy efficient features, safety and environmental systems at 50 schools
- New facility for student achievement services and student support programs
- Technology for instructional improvement
- District Finance and Human Resource System
- GPS systems for buses
- STEM Center (Science, Technology, Engineering and Math Center) Opens Fall 2011
  - Instructional/Learning space to meet the identified programming tools
  - Cutting edge technology integration
  - An environment that is conducive to accelerated learning
  - "Green" / environmentally friendly building as an aspect of programming
  - Responsive to changing technology
  - Supportive of students' needs



SCIENCE



MATH



TECHNOLOGY

CHERRY CREEK SCHOOL DISTRICT
ENERGY SAVINGS EFFORTS

The Cherry Creek School District continues to be committed to conservation, energy-efficiency, and providing a safe and healthy environment for students and staff members based on the concept of green schools. Our District was named an Energy Star Partner by the U.S. Environmental Protection Agency (EPA) for its superior energy efficiency and environmental protection initiatives. The 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.

- Antelope Ridge
- Aspen Crossing
- Buffalo Trail
- Cherry Hills Village
- Cimarron
- Cottonwood Creek
- Coyote Hills
- Creekside
- Dakota Valley
- Dry Creek
- Fox Hollow
- Greenwood
- Heritage
- High Plains
- Highline
- Holly Hills
- Holly Ridge
- Homestead
- Independence
- Indian Ridge
- Meadow Point
- Peakview
- Red Hawk Ridge
- Rolling Hills
- Sagebrush
- Summit
- Timberline
- Village East
- Willow Creek

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

Under the 2008 Bond, three new elementary schools will be built using advanced construction materials and methods to increase utility savings for the District. Some of the products and implementations being considered include:

- Heating, Ventilation and Air Conditioning (HVAC) units to be installed under the building to pull cooler air into the building and require less energy to cool the classrooms
- Roofing materials that reflect heat to be used in the new construction as well as when roofs are replaced on existing facilities
- Double-paned windows and improved insulation in order to seal buildings better and provide additional energy savings

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DESIGN▸▸BUILD▸▸ACHIEVE
INVESTING IN EXCELLENCE
CHERRY CREEK SCHOOLS

CHERRY CREEK SCHOOL DISTRICT
ENERGY SAVINGS EFFORTS

USING ENERGY-EFFICIENT TECHNOLOGIES TO MINIMIZE UTILITY COSTS

Heating Our Facilities

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

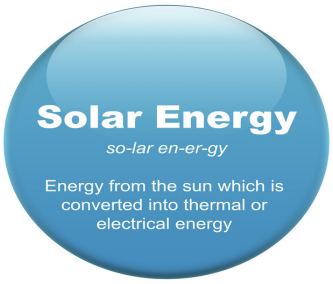
- **Converting to More Efficient Electrical Lighting**
  - Transitioning from T12 to T8 ballasts, reducing the number of ballasts, & transitioning from magnetic to electronic ballasts

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





PINE RIDGE ELEMENTARY



STEM CENTER



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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Beginning Fund Balance	**$28,146,063**	**$16,184,817**	**$113,926,618**	**$126,866,635**	**$37,981,635**
Revenue (1)					
Investment Income	789,500	876,356	1,176,588	200,000	60,000
Other Financing Source					
School Bonds (2)	-	107,044,031	103,055,672	-	-
Total Revenue and Other Financing Source	**789,500**	**107,920,387**	**104,232,260**	**200,000**	**60,000**
Total Funds Available	**28,935,563**	**124,105,204**	**218,158,878**	**127,066,635**	**38,041,635**
Expenditures					
Salaries and Benefits (3)	975,589	570,105	1,293,098	2,666,795	648,420
Professional Services and Other (3)	1,536,257	3,973,384	9,148,795	19,039,968	1,556,522
Land, Buildings, and Improvements (3)	7,664,418	3,167,497	6,831,453	59,317,402	28,922,160
Equipment (3)	2,492,998	1,932,226	72,839,671	7,975,835	2,235,498
Bond Issuance Costs (3)	-	417,538	1,179,226		-
Total Expenditures	**12,669,262**	**10,060,750**	**91,292,243**	**89,000,000**	**33,362,600**
Transfer to Food Services (4)	81,484	117,836		85,000	
Total Expenditures and Transfers	**12,750,746**	**10,178,586**	**91,292,243**	**89,085,000**	**33,362,600**
Ending Fund Balance	**$16,184,817**	**$113,926,618**	**$126,866,635**	**$37,981,635**	**$4,679,035**
Total Expenditures and Transfers	$12,750,746	$10,178,586	$91,292,243	$89,085,000	$33,362,600
TABOR Reserves	-	-	-	-	-
Total Expenditures and Appropriated Reserves	**12,750,746**	**10,178,586**	**91,292,243**	**89,085,000**	**33,362,600**
Unappropriated Reserves	16,184,817	113,926,618	126,866,635	37,981,635	4,679,035
Total Appropriations and Unappropriated Reserves	**$28,935,563**	**$124,105,204**	**$218,158,878**	**$127,066,635**	**$38,041,635**

1. In fiscal year 2007-08, expenditures exceeded revenue as a result of completion of projects funded by the sale of bonds in FY2003-04 and FY2004-05.

2. School bonds of $167,500,000 were approved by the voters in November 2003 and partly issued in January, 2004. Net bond proceeds of $103,308,420 ($100,000,000 plus $3,308,420 bond premium) were received in fiscal year 2003-04. The remaining $67,500,000 of bonds was issued in February, 2005. Net bond proceeds of $69,230,836 ($67,500,000 plus $1,730,836 bond premium) were received in fiscal year 2004-05. School bonds of $203.55 million were approved by the voters in November 2008. $101.775 million was issued in January 2009. Net bond proceeds of $107,044,031 ($101,775,000 plus $5,269,031 bond premium) were received in fiscal year 2008-09. The remaining $101.775 million was issued in February 2010. Net proceeds of $103,055,672 (101,775,000 plus $1,280,672 bond premium) were received in fiscal year 2009-10.

3. The expenditure budget for 2008-09 and 2009-10 was revised to project spending on the 2008 Bond projects in the amount of $417,538 in 2008-09 and $172,190 in 2009-10 of Bond Issuance Costs.

4. Operating Transfer $81,484 for Buffalo Trail Elementary in 2007-08, $117,836 for Fox Ridge Middle School in 2008-09, and $85,000 for Pine Ridge Elementary in 2010-11.

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

School Bond Funded Project	Estimated Completion Date	2008 Bond Allocation	Project * Estimate
2008 Bond Issue			
High School #7 - Design Only		$2,989,003	$2,631,995
Science, Technology, Engineering, and Math Center	August 2011	18,344,437	18,221,842
Smoky Hill High School Renovation	November 2010	10,046,939	10,448,414
Overland High School Renovation	August 2011	9,138,235	8,724,635
Campus Middle School Renovation	August 2011	8,688,872	9,503,983
West Middle School Renovation	August 2010	11,565,145	11,522,588
Pine Ridge Elementary	August 2010	13,498,442	13,498,442
Elementary #42	August 2012	15,920,247	15,264,946
Elementary #43	August 2013	17,016,714	17,016,714
Cottonwood Elementary Renovation	August 2010	2,942,096	3,108,212
Greenwood Elementary Renovation	August 2010	2,162,151	2,227,572
Heritage Elementary Renovation	August 2010	1,530,383	1,471,701
Mission Viejo Elementary Renovation	August 2010	2,558,622	2,494,460
Independence Elementary Renovation	August 2010	1,056,743	1,057,894
Meadow Point Elementary Renovation	August 2010	2,287,350	2,287,897
Cimarron Elementary Renovation	August 2010	3,361,860	3,338,228
Trails West Elementary Renovation	August 2010	3,180,164	3,136,904
Homestead Elementary Renovation	August 2010	3,095,269	3,173,658
Sagebrush Elementary Renovation	August 2010	3,320,452	3,428,400
Willow Creek Elementary Renovation	August 2010	2,927,653	2,957,813
Ponderosa Elementary Renovation	August 2010	3,317,600	3,451,681
Arrowhead Elementary Renovation	August 2010	3,581,552	3,502,522
High Plains Elementary Renovation	August 2010	3,133,841	3,495,782
Mechanical/Electrical/Plumbing	August 2011	11,907,139	11,907,139
Educational Technology - All Schools	April 2011	8,323,866	8,767,639
COMPASS (Comprehensive Operational Management/Planning/Administration Service System)	April 2011	6,400,000	6,400,000
School Safety and Security		1,125,858	1,157,036
Special Programs Center Renovation	December 2010	1,752,485	1,752,485
Outback Pre-School Renovation	August 2009	662,487	662,482
Estate I-Team Renovation	August 2009	482,888	475,467
Instructional Support Facility	February 2011	13,833,270	13,833,270
Arapahoe Campus - East Transportation Facility	February 2010	4,882,038	4,934,023
Arapahoe Campus - East Maintenance Facility	August 2010	4,016,355	3,964,368
Educational Service Center Renovation	August 2011	3,318,725	4,257,874
Other Capital Improvements		1,181,119	3,081,119
Bond Issuance Costs		-	1,599,400
Contingency, Administration, and Other Costs		-	6,535,732
Totals - Building Fund**		**$203,550,000**	**$215,294,317**

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

** Includes 2009 and 2010 Bond Series

CHERRY CREEK SCHOOL DISTRICT
BUILDING FUND 2008 BOND ISSUE
BUDGETED EXPENDITURES BY FACILITY AND PROJECT
FISCAL YEAR 2011-12

Facility	Project Description
High School #7	Programming and design for permitting after 2011
Science, Technology, Engineering, Math Center New Construction	Institute for Science, Technology, Engineering and Math. (New facility will allow an expansion of Overland Institute to include Math and Science programs).
Pine Ridge Elementary New Construction	Construction of elementary school in eastern section of District
Elementary #42 New Construction	Construction of elementary school in eastern section of District
Elementary #43 New Construction	Construction of elementary school in eastern section of District
Smoky Hill High School Renovation	Swimming pool replacement; partial window replacements; restroom upgrades; floor covering upgrades; elevator replacement; remodel athletic areas; doors and hardware upgrades, refurbish lockers.
Overland High School Renovation	Replace older windows; electrical/lighting upgrades; flooring and carpeting upgrades; classroom casework replacement; ceiling replacements; door and hardware replacements.
Campus Middle School Renovation	Front entry, science labs, music room upgrades, lighting, electrical, and plumbing upgrades, floor covering & carpeting upgrades, technology infrastructure upgrades, additional storage, doors and hardware upgrades, original building HVAC renovation, structural upgrades
West Middle School Renovation	Classroom and science area upgrades; technology infrastructure upgrades; flooring and carpeting upgrades; door and hardware upgrades; ceiling replacement, HVAC renovation for the 1990 addition; lighting, electrical and plumbing upgrades.
Cottonwood Elementary Renovation	Remodel classrooms, special education area, corridors, kitchen, music room, gym, cafeteria, library, computer area, art room, student restrooms, & administration offices. Upgrade flooring, replace ceilings, repair asphalt playgrounds, rotomil and install new topping to existing asphalt drives and parking lots, landscape and irrigation work.
Greenwood Elementary Renovation	Replace ceilings, upgrade flooring, landscape work.

Total Project Estimate	Professional Services/ Other	Land/ Improvements	Buildings	Equipment	Fiscal Year 2011-12 Total
$2,631,995	$-	$-	$-	$-	$-
18,221,842	-	-	780,318	-	780,318
13,498,442	-	-	-	150,000	150,000
15,264,946	589,613	-	9,049,524	700,000	10,339,137
17,016,714	900,000	-	11,692,699	-	12,592,699
10,448,414	-	-	50,000	13,036	63,036
8,724,635	-	-	25,000	2,639	27,639
9,503,983	-	-	-	6,000	6,000
11,522,588	-	-	-	40,000	40,000
3,108,212	-	-	-	-	-
2,227,572	-	-	-	-	-

CHERRY CREEK SCHOOL DISTRICT
BUILDING FUND 2008 BOND ISSUE
BUDGETED EXPENDITURES BY FACILITY AND PROJECT
FISCAL YEAR 2011-12

Facility	Project Description
2008 Bond Issue Continued	
Heritage Elementary Renovation	Remodel classrooms, special education area, corridors, kitchen, music room, gym, cafeteria, library, computer area, art room, student restrooms, & administration offices. Upgrade flooring, replace ceilings, repair asphalt playgrounds, rotomil and install new topping to existing asphalt drives and parking lots, landscape and irrigation work.
Mission Viejo Elementary Renovation	Remodel classrooms, special education area, corridors, kitchen, music room, gym, cafeteria, library, computer area, art room, student restrooms, & administration offices. Upgrade flooring, replace ceilings, repair asphalt playgrounds, rotomil and install new topping to existing asphalt drives and parking lots, landscape and irrigation work.
Independence Elementary Renovation	Entry drainage repairs, ceiling repairs, doors and hardware upgrade, flooring upgrades
Meadow Point Elementary Renovation	Remodel classrooms, special education area, corridors, kitchen, music room, gym, cafeteria, library, computer area, art room, student restrooms, & administration offices. Upgrade flooring, replace ceilings, repair asphalt playgrounds, rotomil and install new topping to existing asphalt drives and parking lots, landscape and irrigation work.
Cimarron Elementary Renovation	Remodel classrooms, special education area, corridors, kitchen, music room, gym, cafeteria, library, computer area, art room, student restrooms, & administration offices. Upgrade flooring, replace ceilings, repair asphalt playgrounds, rotomil and install new topping to existing asphalt drives and parking lots, landscape and irrigation work.
Trails West Elementary Renovation	Remodel classrooms, special education area, corridors, kitchen, music room, gym, cafeteria, library, computer area, art room, student restrooms, & administration offices. Upgrade flooring, replace ceilings, repair asphalt playgrounds, rotomil and install new topping to existing asphalt drives and parking lots, landscape and irrigation work.
Homestead Elementary Renovation	Remodel classrooms, special education area, corridors, kitchen, music room, gym, cafeteria, library, computer area, art room, student restrooms, & administration offices. Upgrade flooring, replace ceilings, repair asphalt playgrounds, rotomil and install new topping to existing asphalt drives and parking lots, landscape and irrigation work.

Total Project Estimate	Professional Services/ Other	Land/ Improvements	Buildings	Equipment	Fiscal Year 2011-12 Total
1,471,701	-	-	-	2,000	2,000
2,494,460	-	-	-	10,000	10,000
1,057,894	-	-	-	-	-
2,287,897	-	-	-	-	-
3,338,228	-	-	-	3,314	3,314
3,136,904	-	-	-	2,387	2,387
3,173,658	-	-	-	11,000	11,000

CHERRY CREEK SCHOOL DISTRICT
BUILDING FUND 2008 BOND ISSUE
BUDGETED EXPENDITURES BY FACILITY AND PROJECT
FISCAL YEAR 2011-12

Facility	Project Description
2008 Bond Issue Continued	
Sagebrush Elementary Renovation	Remodel classrooms, special education area, corridors, kitchen, music room, gym, cafeteria, library, computer area, art room, student restrooms, & administration offices. Upgrade flooring, replace ceilings, repair asphalt playgrounds, rotomil and install new topping to existing asphalt drives and parking lots, landscape and irrigation work.
Willow Creek Elementary Renovation	Remodel classrooms, special education area, corridors, kitchen, music room, gym, cafeteria, library, computer area, art room, student restrooms, & administration offices. Upgrade flooring, replace ceilings, repair asphalt playgrounds, rotomil and install new topping to existing asphalt drives and parking lots, landscape and irrigation work.
Ponderosa Elementary Renovation	Remodel classrooms, special education area, corridors, kitchen, music room, gym, cafeteria, library, computer area, art room, student restrooms, & administration offices. Upgrade flooring, replace ceilings, repair asphalt playgrounds, rotomil and install new topping to existing asphalt drives and parking lots, landscape and irrigation work.
Arrowhead Elementary Renovation	Remodel classrooms, special education area, corridors, kitchen, music room, gym, cafeteria, library, computer area, art room, student restrooms, & administration offices. Upgrade flooring, replace ceilings, repair asphalt playgrounds, rotomil and install new topping to existing asphalt drives and parking lots, landscape and irrigation work.
High Plains Elementary Renovation	Remodel classrooms, special education area, corridors, kitchen, music room, gym, cafeteria, library, computer area, art room, student restrooms, & administration offices. Upgrade flooring, replace ceilings, repair asphalt playgrounds, rotomil and install new topping to existing asphalt drives and parking lots, landscape and irrigation work.
High Schools/Middle Schools/ Elementary Schools - Mechanical/Electrical/ Plumbing	School Facility Improvements for classroom comfort and energy efficiency.
Educational Technology	Information Systems Network/telephone system replacements, upgrades, and improvements

Total Project Estimate	Professional Services/ Other	Land/ Improvements	Buildings	Equipment	Fiscal Year 2011-12 Total
3,428,400	-	-	-	8,000	8,000
2,957,813	-	-	-	7,117	7,117
3,451,681	-	-	-	2,199	2,199
3,502,522	-	-	-	-	-
3,495,782	-	-	-	3,806	3,806
11,907,139	415,287	-	543,500	-	958,787
8,767,639	-	-	-	-	-

CHERRY CREEK SCHOOL DISTRICT
BUILDING FUND 2008 BOND ISSUE
BUDGETED EXPENDITURES BY FACILITY AND PROJECT
FISCAL YEAR 2011-12

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

Total Project Estimate	Professional Services/ Other	Land/ Improvements	Buildings	Equipment	Fiscal Year 2011-12 Total
6,400,000	200,000	-	-	700,000	900,000
1,157,036	-	-	-	555,000	555,000
1,752,485	-	-	-	19,000	19,000
662,482	-	-	-	-	-
475,467	-	-	-	-	-
13,833,270	-	-	-	-	-
4,934,023	-	-	-	-	-
3,964,368	-	-	-	-	-
4,257,874	50,000	-	3,700,000	-	3,750,000
3,081,119	-	-	3,081,119	-	3,081,119
1,599,400	-	-	-	-	-
6,535,732	50,042	-	-	-	50,042
$215,294,317	$2,204,942	$-	$28,922,160	$2,235,498	$33,362,600

CHERRY CREEK SCHOOL DISTRICT
ADDITIONAL COSTS OF NEW SCHOOLS AND FACILITIES

Impact of Additional Operations and Maintenance and Activities and Athletics Costs on Operating Budget

Major capital improvements paid for with school bond funds, primarily for new school facilities, and for expansions to existing school facilities are budgeted in the Building Fund of the District. The additional operating cost, which will be incurred when these facilities are completed and put in use, will consist primarily of additional school support, maintenance, and custodial charges, as well as additional utility charges. The General Fund will include the budgeted expenditures considered adequate to cover the expected annual maintenance, custodial, utility, and security costs of the District.

Operations and Maintenance Costs of New Schools

The addition of new schools will increase the annual operations and maintenance costs. The amounts budgeted by school in the General Fund would increase an estimated total of $4,985,890 over the next four years, based on current cost information adjusted for inflation. These estimated costs are based on the assumption that pupil enrollment will be at or near the intended capacity of each school. These additional costs will include additional school support and administrative staff, maintenance and custodial staff, contracted custodial and maintenance services, and building utilities. Costs for additional classroom teachers and other instructional staff are not considered operations and maintenance costs, as these costs would still be incurred to serve students in the existing facilities until the new schools are in full use. Operations and maintenance costs are expected to be less when the schools are first opened and would increase until the full school enrollment is reached.

Activities and Athletics Costs of New Schools

Additional activities and athletics costs are projected and budgeted for new elementary, middle, and high schools. These are additional school level costs to provide for new school athletic teams, school activities, and clubs. The increase for activities and athletics is estimated to be $29,166 over the next four years and are in addition to those that will be necessary because of annual student enrollment increases.

School Additions and Renovations

The school additions and renovations are not expected to add substantial operations and maintenance costs. New, more energy-efficient, more easily maintained HVAC systems as well as new furnishings, lighting, etc. will be installed.

Effect of Building Fund Capital Expenditures on Future Operating Budgets

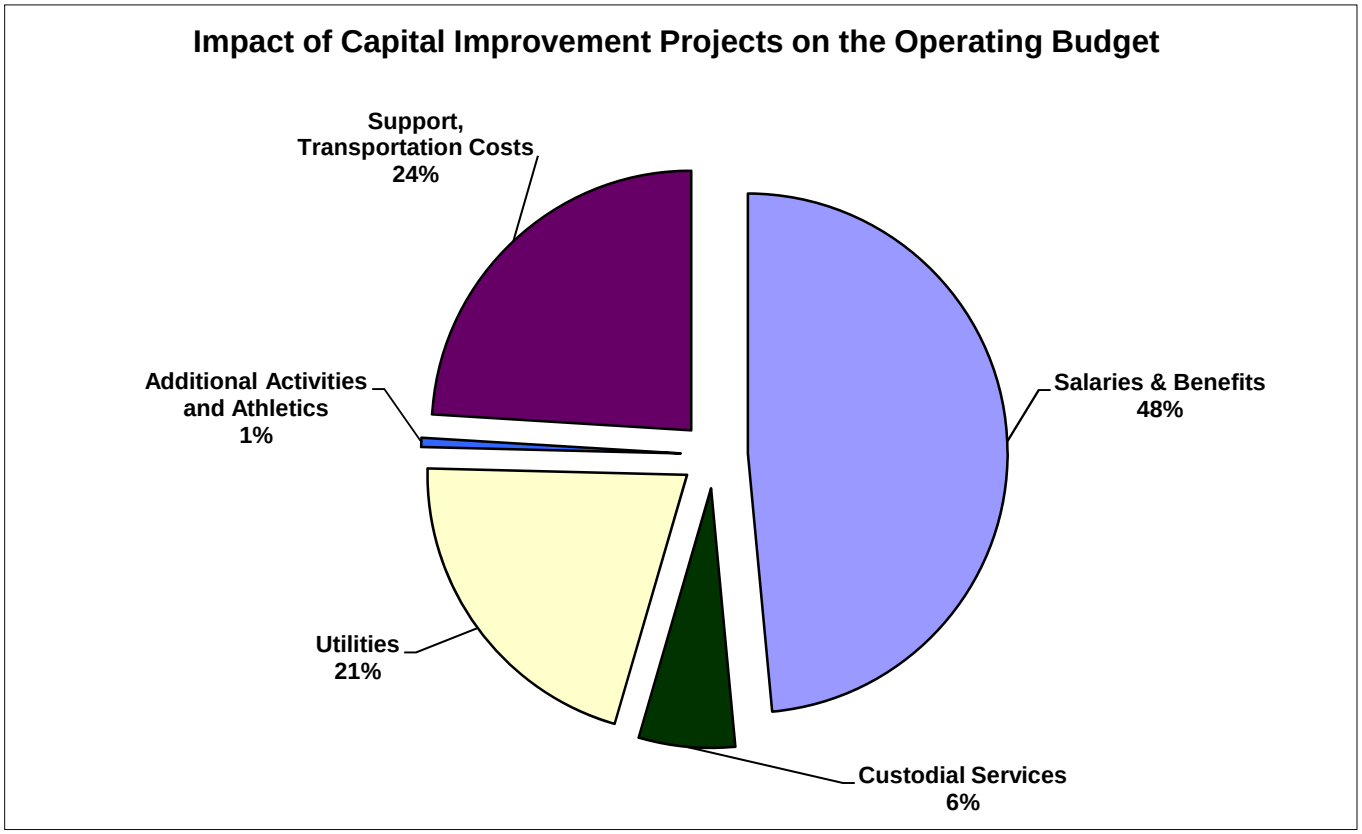
The additional operations and maintenance costs and activities and athletics costs are estimated to be approximately $1,129,486 or 0.27% of the General Fund operating budget in FY2011-12.

2008 Bond Issue - New Facilities Estimated Operation and Maintenance Costs
FY2011-12 Through FY2014-15

General Fund Expenditures & Transfers	**$416,750,400**	
Operations and Maintenance	**4,985,890**	**1.19%**
Activities and Athletics	**29,166**	**0.01%**
		1.20%

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

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



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

	2011-12 Budget	2012-13 Projected	2013-14 Projected	2014-15 Projected
Beginning Fund Balance	**$37,981,635**	**$4,679,035**	**$1,321,835**	**$25,035**
Revenue				
Investment Income	60,000	20,000	5,000	1,000
Total Revenue	**60,000**	**20,000**	**5,000**	**1,000**
Other Financing Sources				
Bond Issues Sold	-	-	-	-
Total Funds Available	**38,041,635**	**4,699,035**	**1,326,835**	**26,035**
Expenditures				
School Facility Bond Funded Projects (1)	33,362,600	3,377,200	1,301,800	
Total Expenditures and Transfers	**33,362,600**	**3,377,200**	**1,301,800**	**0**
Ending Fund Balance	**$4,679,035**	**$1,321,835**	**$25,035**	**$26,035**
Number of Students (FTE)	49,719	50,069	50,419	50,769

(1) Refer to Building Fund budget for additional expenditure information by specific project. FY2011-12 budget and projections for FY2012-13 through FY2014-15 are based on the funding authorization provided by the 2003 and 2008 school construction bonds.



Renovated Cimarron Elementary

RENOVATIONS & UPGRADES

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

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



Transportation East at Arapahoe Park Campus

NEW SCHOOLS

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

NEW FACILITY

- Arapahoe Park Campus

Dedicated to Excellence

BOND REDEMPTION FUND

CHERRY CREEK SCHOOL DISTRICT
BOND REDEMPTION FUND

Program Profile

The Bond Redemption Fund is used to account for property taxes levied, investment income, and bond premium, to provide for payment of general long-term debt principal retirement, semi-annual interest, and related fees.

The District's long-term debt, in the form of general obligation bonds, totals $497,115,000 as of June 30, 2011. The budgeted amount for this debt service in Fiscal Year 2011-12 is $52,766,433.

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 2010 assessed valuation of $4.721 billion, is $944 million. The District refers to the 20% of assessed value limit for purposes of debt issuance limits. This debt limit exceeds the net amount of the District's bonds payable, minus funds available for debt service payment by approximately $490 million.

The District's enrollment has increased approximately 22% over the last ten years and continued annual increases are expected for the next several years. District needs for additional school facilities are expected to continue to increase over the next several years. The need for the issuance of bonds to provide for these school facilities is carefully considered with the assistance of the Long-Range Facilities Planning Committee.

The Board of Education approved a bond issue request for the November 2003 ballot and the voters approved $167.5 million of additional school bonds in November 2003. The bonds were issued in January 2004 in the amount of $100 million, and $79.75 million of existing bonds (series 1995B) were refunded and reissued to reduce interest expense. The remaining $67.5 million of bonds, approved in November 2003, were issued in February 2005. In May 2005, the Board of Education adopted a resolution to refinance $134,225,000 in remaining debt for the 1999 issue with the 2005B issue, reducing interest expense. In November 2008 the voters approved $203.55 million of additional school bonds. $101.775 million were issued in January 2009. The remaining $101.775 million was issued in February 2010.

The property tax levy for principal and interest on bonds is anticipated to be 11.658 mills for 2011, which is approximately 22.8 percent of the total projected tax levy of 51.129 mills. The annual principal and interest payments on the currently outstanding bonds range from $41.9 to $52.6 million annually through 2015, and then decrease over the years to $22.6 million.

The accompanying Bond Redemption Fund graph includes annual comparative indicators of the level of total bonded indebtedness and the annual debt service, presented on a per pupil basis. The net bonded debt per pupil will continue to decrease each year as bond principal payments are made and enrollment increases, unless additional bonds are issued.

Bond Rating Information

The District continues to maintain its AA rating from Standard & Poor's Corporation and an Aa2 rating from Moody's Investors Service for general obligation bonds issues. These ratings were reaffirmed by the rating agencies in February 2010.

- Standard and Poor's AA General Obligation Bonds – "Debt rated AA has a very strong capacity to pay interest and repay principal and differs from the highest rated issues only in small degree."
- Moody's Investors Service Aa2 General Obligation Bonds (Highest Quality Credit) – "The stable outlook reflects Moody's expectation of continued improvement in the district's financial position and prudent debt management practices."

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Beginning Fund Balance(1)	**$39,664,302**	**$45,022,930**	**$45,922,771**	**$42,855,336**	**$42,477,839**
Revenue					
Property Taxes	51,754,079	44,207,269	45,269,579	46,888,916	54,381,057
Investment Income	465,720	208,967	68,226	115,000	60,000
Other Financing Sources					
Transfer From Other Funds	-	-	-	4,652,520	-
Total Revenue	**52,219,799**	**44,416,236**	**45,337,805**	**51,656,436**	**54,441,057**
Total Funds Available	**91,884,101**	**89,439,166**	**91,260,576**	**94,511,772**	**96,918,896**
Expenditures					
Principal Retirement	28,745,000	25,035,000	26,780,000	28,200,000	30,455,000
Interest	18,111,738	18,476,026	21,621,758	23,828,933	22,311,433
Fiscal Charges	4,433	5,369	3,482	5,000	5,000
Total Expenditures	**46,861,171**	**43,516,395**	**48,405,240**	**52,033,933**	**52,771,433**
Ending Fund Balance(1)	**$45,022,930**	**$45,922,771**	**$42,855,336**	**$42,477,839**	**$44,147,463**
Total Expenditures	$46,861,171	$43,516,395	$48,405,240	$52,033,933	$52,771,433
TABOR Reserves	-	-	-	-	-
Total Expenditures and Appropriated Reserves	**46,861,171**	**43,516,395**	**48,405,240**	**52,033,933**	**52,771,433**
Unappropriated Reserves	45,022,930	45,922,771	42,855,336	42,477,839	44,147,463
Total Appropriations and Unappropriated Reserves	**$91,884,101**	**$89,439,166**	**$91,260,576**	**$94,511,772**	**$96,918,896**

(1) The June 30th fiscal year-end fund balances shown are necessary for this fund to have the cash available to make required debt service payments when they become due. Property taxes, which are levied late in December, are mostly collected by the following June 30th. However, most of the fund's expenditures are due on the following December 15th. The annual principal payments and one of the two interest payments are due on December 15th. The other interest payment is due on June 15th.





CHERRY CREEK SCHOOL DISTRICT
BOND REDEMPTION FUND
GENERAL OBLIGATION BONDS

Description, Interest Rates, and Maturity Dates	Principal Balance June 30, 2011
General Obligation Bonds in the amount of $100,000,000 (Series 2004) and refunding bonds of $79,750,000	127,470,000
General Obligation Bonds in the amount of $67,500,000 (Series 2005)	56,490,000
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%	110,695,000
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%	100,685,000
General Obligation Refunding Bonds in the amount of $101,775,000 (Series 2010 A & B) due in varying installments through December 15, 2029, interest ranging from 2.0% - 5.6%	101,775,000
Total General Obligation Bonds Payable	**$497,115,000**

Fiscal Year	Principal	Interest	Total
2011-12	30,455,000	22,311,433	52,766,433
2012-13	31,125,000	20,716,508	51,841,508
2013-14	31,610,000	19,150,258	50,760,258
2014-15	33,160,000	17,483,982	50,643,982
2015-16	25,345,000	15,980,557	41,325,557
2016-17	26,585,000	14,866,287	41,451,287
2017-18	27,605,000	13,829,622	41,434,622
2018-19	28,680,000	12,733,152	41,413,152
2019-20	29,825,000	11,509,627	41,334,627
2020-21	31,085,000	10,123,581	41,208,581
2021-22	22,610,000	8,933,729	31,543,729
2022-23	23,565,000	7,982,443	31,547,443
2023-24	24,565,000	7,118,385	31,683,385
2024-25	25,350,000	6,125,849	31,475,849
2025-26	26,645,000	4,844,991	31,489,991
2026-27	18,140,000	3,716,530	21,856,530
2027-28	19,160,000	2,756,395	21,916,395
2028-29	20,235,000	1,727,657	21,962,657
2029-30	21,370,000	598,360	21,968,360
TOTAL	**$497,115,000**	**$202,509,343**	**$699,624,343**

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 Principal	$179,750,000 Series 2004 Interest	$67,500,000 Series 2005 Principal	$67,500,000 Series 2005 Interest	$132,215,000 Series 2005B Refunding Principal	$132,215,000 Series 2005B Refunding Interest
2011	December	11,690,000	2,779,057	3,075,000	1,138,288	14,280,000	2,809,790
2012	June	-	2,486,807	-	1,076,787	-	2,381,390
2012	December	12,100,000	2,486,807	3,175,000	1,076,788	12,540,000	2,381,390
2013	June	-	2,184,307	-	1,013,287	-	2,005,190
2013	December	12,525,000	2,184,307	3,280,000	1,013,288	13,500,000	2,005,190
2014	June	-	1,871,182	-	955,887	-	1,633,940
2014	December	12,760,000	1,871,182	3,420,000	955,888	14,610,000	1,633,940
2015	June	-	1,552,182	-	891,762	-	1,159,115
2015	December	12,305,000	1,552,182	3,580,000	891,763	4,320,000	1,159,115
2016	June	-	1,244,557	-	824,637	-	1,007,915
2016	December	3,675,000	1,244,557	3,755,000	824,638	13,830,000	1,007,915
2017	June	-	1,171,057	-	749,537	-	745,145
2017	December	3,840,000	1,171,057	3,930,000	749,538	14,310,000	745,145
2018	June	-	1,094,257	-	670,937	-	466,100
2018	December	4,015,000	1,094,257	4,080,000	670,938	14,860,000	466,100
2019	June	-	1,013,957	-	589,337	-	168,900
2019	December	4,195,000	1,013,957	4,240,000	589,338	8,445,000	168,900
2020	June	-	930,057	-	504,537	-	-
2020	December	11,685,000	930,057	4,410,000	504,538	-	-
2021	June	-	652,538	-	416,337	-	-
2021	December	12,270,000	652,538	4,590,000	416,338	-	-
2022	June	-	401,003	-	324,537	-	-
2022	December	12,885,000	401,003	4,780,000	324,538	-	-
2023	June	-	135,250	-	228,937	-	-
2023	December	13,525,000	135,250	4,980,000	228,938	-	-
2024	June	-	-	-	116,887	-	-
2024	December	-	-	5,195,000	116,888	-	-
2025	June	-	-	-	-	-	-
2025	December	-	-	-	-	-	-
2026	June	-	-	-	-	-	-
2026	December	-	-	-	-	-	-
2027	June	-	-	-	-	-	-
2027	December	-	-	-	-	-	-
2028	June	-	-	-	-	-	-
2028	December	-	-	-	-	-	-
2029	June	-	-	-	-	-	-
2029	December	-	-	-	-	-	-
Totals		**$127,470,000**	**$32,253,365**	**$56,490,000**	**$17,865,113**	**$110,695,000**	**$21,945,180**

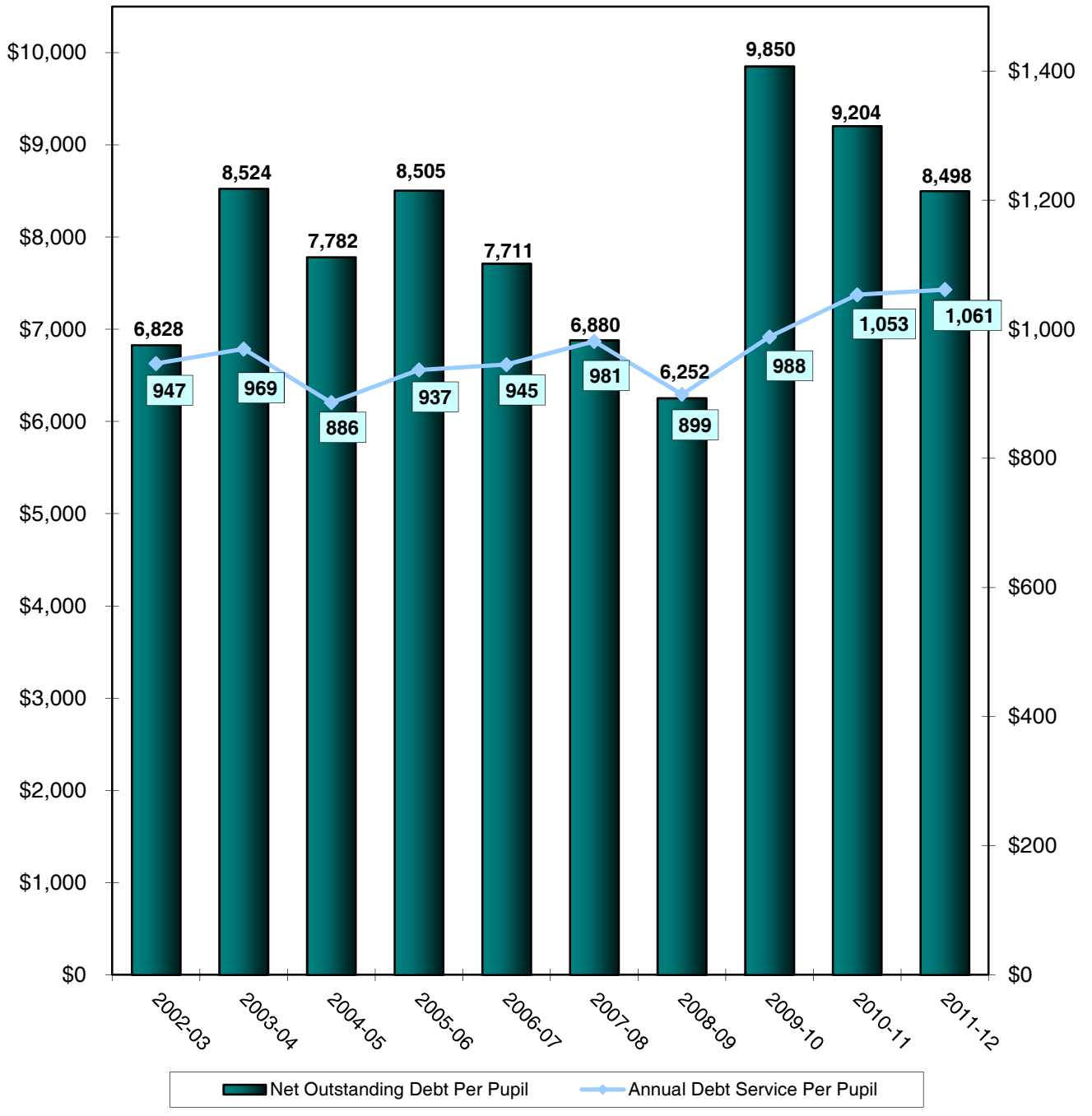
Principal payments are due once a year on December 15th.
Interest payments are due twice a year on December 15th and June 15th.

$101,775,000 Series 2009		$101,775,000 Series 2010 A & B		Total Outstanding General Obligation Bonds		
Principal	**Interest**	**Principal**	**Interest**	**Principal**	**Interest**	**Total**
1,410,000	2,315,541	-	2,514,691	30,455,000	11,557,367	42,012,367
-	2,294,391	-	2,514,691	-	10,754,066	10,754,066
3,265,000	2,294,391	45,000	2,514,691	31,125,000	10,754,067	41,879,067
-	2,245,416	-	2,514,241	-	9,962,441	9,962,441
1,960,000	2,245,416	345,000	2,514,241	31,610,000	9,962,442	41,572,442
-	2,216,016	-	2,510,791	-	9,187,816	9,187,816
2,000,000	2,216,016	370,000	2,510,790	33,160,000	9,187,816	42,347,816
-	2,186,016	-	2,507,091	-	8,296,166	8,296,166
3,200,000	2,186,016	1,940,000	2,507,091	25,345,000	8,296,167	33,641,167
-	2,122,015	-	2,485,266	-	7,684,390	7,684,390
3,275,000	2,122,015	2,050,000	2,485,266	26,585,000	7,684,391	34,269,391
-	2,056,516	-	2,459,641	-	7,181,896	7,181,896
3,370,000	2,056,515	2,155,000	2,459,641	27,605,000	7,181,896	34,786,896
-	1,989,116	-	2,427,316	-	6,647,726	6,647,726
3,465,000	1,989,115	2,260,000	2,427,316	28,680,000	6,647,726	35,327,726
-	1,919,816	-	2,393,416	-	6,085,426	6,085,426
7,065,000	1,919,815	5,880,000	2,393,416	29,825,000	6,085,426	35,910,426
-	1,743,191	-	2,246,416	-	5,424,201	5,424,201
8,035,000	1,743,190	6,955,000	2,246,416	31,085,000	5,424,201	36,509,201
-	1,542,316	-	2,088,189	-	4,699,380	4,699,380
3,315,000	1,542,315	2,435,000	2,088,189	22,610,000	4,699,380	27,309,380
-	1,476,016	-	2,032,793	-	4,234,349	4,234,349
3,390,000	1,476,015	2,510,000	2,032,793	23,565,000	4,234,349	27,799,349
-	1,408,216	-	1,975,691	-	3,748,094	3,748,094
3,465,000	1,408,215	2,595,000	1,975,691	24,565,000	3,748,094	28,313,094
-	1,336,750	-	1,916,654	-	3,370,291	3,370,291
10,510,000	1,336,750	9,645,000	1,916,653	25,350,000	3,370,291	28,720,291
-	1,074,000	-	1,681,558	-	2,755,558	2,755,558
13,685,000	1,074,000	12,960,000	1,681,558	26,645,000	2,755,558	29,400,558
-	731,875	-	1,357,558	-	2,089,433	2,089,433
9,305,000	731,875	8,835,000	1,357,557	18,140,000	2,089,432	20,229,432
-	499,250	-	1,127,848	-	1,627,098	1,627,098
9,760,000	499,250	9,400,000	1,127,847	19,160,000	1,627,097	20,787,097
-	255,250	-	874,048	-	1,129,298	1,129,298
10,210,000	255,250	10,025,000	874,047	20,235,000	1,129,297	21,364,297
-	-	-	598,360	-	598,360	598,360
-	-	21,370,000	598,360	21,370,000	598,360	21,968,360
$100,685,000	**$56,507,866**	**$101,775,000**	**$73,937,816**	**$497,115,000**	**$202,509,343**	**$699,624,343**

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
2002/2003	43,316	$330,705,000	$34,926,783	$295,778,217	$22,730,000	$18,286,594	$41,016,594
Average per pupil				**$6,828**			**$947**
2003/2004	44,055	$405,130,000	$29,622,329	$375,507,671	$25,545,000	$17,157,374	$42,702,374
Average per pupil				**$8,524**			**$969**
2004/2005	45,056	$384,935,000	$34,311,706	$350,623,294	$20,195,000	$19,742,820	$39,937,820
Average per pupil				**$7,782**			**$886**
2005/2006	46,043	$427,495,000	$35,913,470	$391,581,530	$22,930,000	$20,205,488	$43,135,488
Average per pupil				**$8,505**			**$937**
2006/2007	47,033	$402,325,000	$39,664,302	$362,660,698	$25,170,000	$19,294,357	$44,464,357
Average per pupil				**$7,711**			**$945**
2007/2008	47,752	$373,580,000	$45,022,930	$328,557,070	$28,745,000	$18,111,738	$46,856,738
Average per pupil				**$6,880**			**$981**
2008/2009	48,402	$348,545,000	$45,922,771	$302,622,229	$25,035,000	$18,476,026	$43,511,026
Average per pupil				**$6,252**			**$899**
2009/2010	48,979	$525,315,000	$42,855,336	$482,459,664	$26,780,000	$21,621,759	$48,401,759
Average per pupil				**$9,850**			**$988**
2010/2011	49,396	$497,115,000	$42,477,839	$454,637,161	$28,200,000	$23,828,933	$52,028,933
Average per pupil				**$9,204**			**$1,053**
2011/2012	49,719	$466,660,000	$44,147,463	$422,512,537	$30,455,000	$22,311,433	$52,766,433
Average per pupil				**$8,498**			**$1,061**

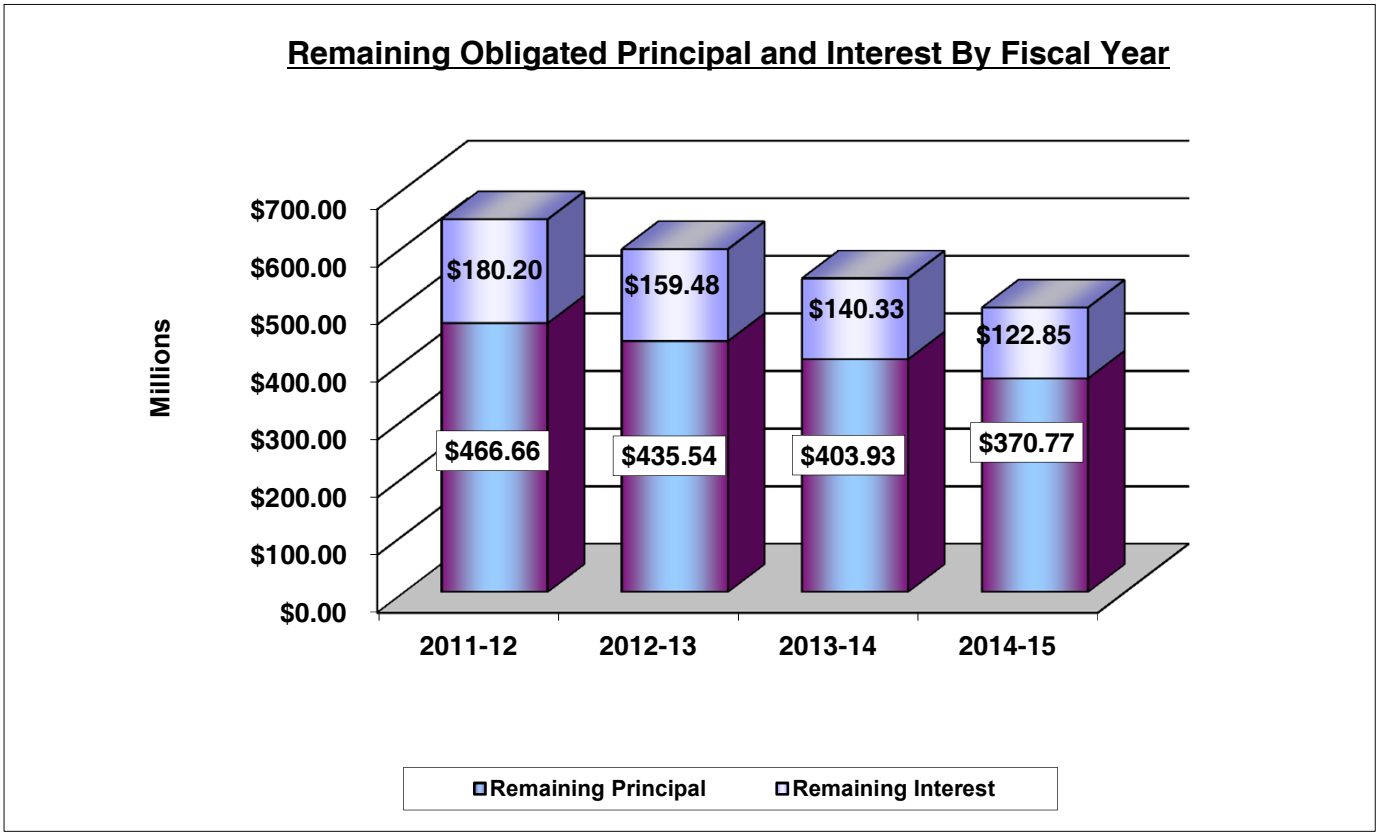
CHERRY CREEK SCHOOL DISTRICT
GENERAL OBLIGATION BONDS
DEBT SERVICE PER PUPIL



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

	2011-12 Budget	2012-13 Projected	2013-14 Projected	2014-15 Projected
Beginning Fund Balance	**$42,477,839**	**$44,147,463**	**$44,751,877**	**$46,437,541**
Revenue				
Property Taxes	54,381,057	52,390,922	52,390,922	42,335,245
Investment Income	60,000	60,000	60,000	60,000
Transfer From Other Funds	-	-	-	-
Total Revenue	**54,441,057**	**52,450,922**	**52,450,922**	**42,395,245**
Total Funds Available	**96,918,896**	**96,598,385**	**97,202,799**	**88,832,786**
Expenditures				
Principal Retirement	30,455,000	31,125,000	31,610,000	33,160,000
Interest	22,311,433	20,716,508	19,150,258	17,483,982
Fiscal Charges	5,000	5,000	5,000	5,000
Total Expenditures	**52,771,433**	**51,846,508**	**50,765,258**	**50,648,982**
Ending Fund Balance (1)	**$44,147,463**	**$44,751,877**	**$46,437,541**	**$38,183,805**
Number of Students (FTE)	49,719	50,069	50,419	50,769

(1) The June 30th fiscal year-end fund balances shown are necessary for this fund to have the cash available to make required debt service payments when they become due. Property taxes, which are levied late in December are mostly collected by the following June 30th. However, most of the fund's expenditures are due on the following December 15th. The annual principal payments and one of the two interest payments are due on December 15th. The other interest payment is due on June 15th.



Dedicated to Excellence

FOOD SERVICES FUND

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 also impacts student achievement by serving 720,000 breakfasts, and 4.2 million lunches, as well as educating students about nutrition and healthy eating habits. Breakfasts and lunches served at school enable children to be ready to learn.

As the District's only enterprise fund, the Food and Nutrition Services Department operates on a financially self-supporting basis. The staff assesses the needs of the department and its customers, sets measurable goals, and maintains a high standard of customer service in dealing with students, parents, school staff, and the community.

The program purchases food and supplies for preparation and service of meals according to Federal Child Nutrition Program guidelines. The department maintains applicable records and prepares reports to meet state and federal requirements. Employees are hired and scheduled for 58 school kitchen sites. The department's warehouse distributes food and supplies to all sites. A central bakery prepares daily bread products, and a catering operation is available for District functions. Registered dietitians give nutrition education presentations in classrooms to promote healthy food choices. The dietitians collaborated with community members and District personnel to develop a District Wellness Policy (Policy ADF), which can be found in Appendix F.

Measures of Performance

Achievements 2010-11

- Food and Nutrition Services staff participated in numerous District Wellness planning and preparation sessions. Significant steps are being made to develop the whole child through promoting the physical, psychological, and environmental well-being of students, staff, families, and the community.
- Food and Nutrition Services held an ***Art Exhibit*** on February 9, 2011, at the Student Nutrition Center featuring art from Eaglecrest High School AP Art students based on the theme of "Wellness."
- Food and Nutrition Services provided a "Taste of Cherry Creek" food sampling at the October Parent's Council meeting and at the Wellness Summit.
- Food and Nutrition Services provided information sessions for parents on the Child Nutrition Program to build program awareness and understanding of the school meal program.
- Food and Nutrition Services Department was featured in a presentation to CCSD Board of Education in January 2011.

Goals 2011-12

- Continued implementation of the district's wellness goals by completing the phase-in of the nutrition standards at all levels.
- Implement requirements of the new Healthy Hunger-Free Children's Act, signed into law December 2010.
- Develop a strategic 5-year plan for Food and Nutrition Services with the goal of providing healthy and engaging food options for students that support their development and academic achievement.

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

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Beginning Retained Earnings	**$5,504,080**	**$6,036,194**	**$6,095,188**	**$6,824,351**	**$7,011,061**
Revenue					
Local Sources					
Sales	8,310,815	7,998,311	8,138,524	9,515,750	8,832,276
Investment Income (1)	141,982	31,031	600	1,000	1,000
Catering and Other	321,052	271,102	205,700	222,000	176,340
Total Local Revenue	**8,773,849**	**8,300,444**	**8,344,824**	**9,738,750**	**9,009,616**
State Sources					
Start Smart Nutrition Program (2)	39,618	86,722	85,888	83,200	79,610
Reimbursement for Meals	170,680	164,672	162,517	160,000	157,159
Total State Revenue	**210,298**	**251,394**	**248,405**	**243,200**	**236,769**
Federal Sources					
Reimbursement for Meals	4,444,962	5,013,073	5,736,752	5,649,930	6,200,755
USDA Commodities	862,890	763,333	962,937	836,250	884,800
Total Federal Revenue	**5,307,852**	**5,776,406**	**6,699,689**	**6,486,180**	**7,085,555**
Total Revenue	**14,291,999**	**14,328,244**	**15,292,918**	**16,468,130**	**16,331,940**
Transfer from Building Fund (3)	81,484	117,836	-	85,000	0
Total Revenue and Other Sources	**14,373,483**	**14,446,080**	**15,292,918**	**16,553,130**	**16,331,940**
Total Funds Available	**19,877,563**	**20,482,274**	**21,388,106**	**23,377,481**	**23,343,001**
Expenditures					
Salaries & Benefits	4,978,702	5,385,154	5,550,314	5,379,980	5,605,300
Purchased Services	373,632	332,968	328,462	533,500	516,600
Food	4,545,503	5,062,381	6,596,826	6,093,760	7,415,300
Other Supplies & Materials	3,023,390	2,626,560	1,065,568	3,239,180	1,595,500
Capital Outlay & Other Expenditures	920,142	980,023	1,022,585	1,120,000	1,034,400
Total Expenditures	**13,841,369**	**14,387,086**	**14,563,755**	**16,366,420**	**16,167,100**
Revenue and Transfers more (less) than Expenditures	532,114	58,994	729,163	186,710	164,840
Ending Retained Earnings	**$6,036,194**	**$6,095,188**	**$6,824,351**	**$7,011,061**	**$7,175,901**
Total Expenditures	$13,841,369	$14,387,086	$14,563,755	$16,366,420	$16,167,100
TABOR Reserve	257,000	257,000	235,922	296,407	272,446
Total Expenditures and Appropriated Reserves	**14,292,000**	**14,644,086**	**14,799,677**	**16,662,827**	**16,439,546**
Unappropriated Reserves	5,779,194	5,838,188	6,588,429	6,714,654	6,903,455
Total Appropriations and Unappropriated Reserves	**$20,071,194**	**$20,482,274**	**$21,388,106**	**$23,377,481**	**$23,343,001**

(1) Investment income for FY2009-10, FY2010-11, and FY2011-12 has decreased due to current trends in the financial market.

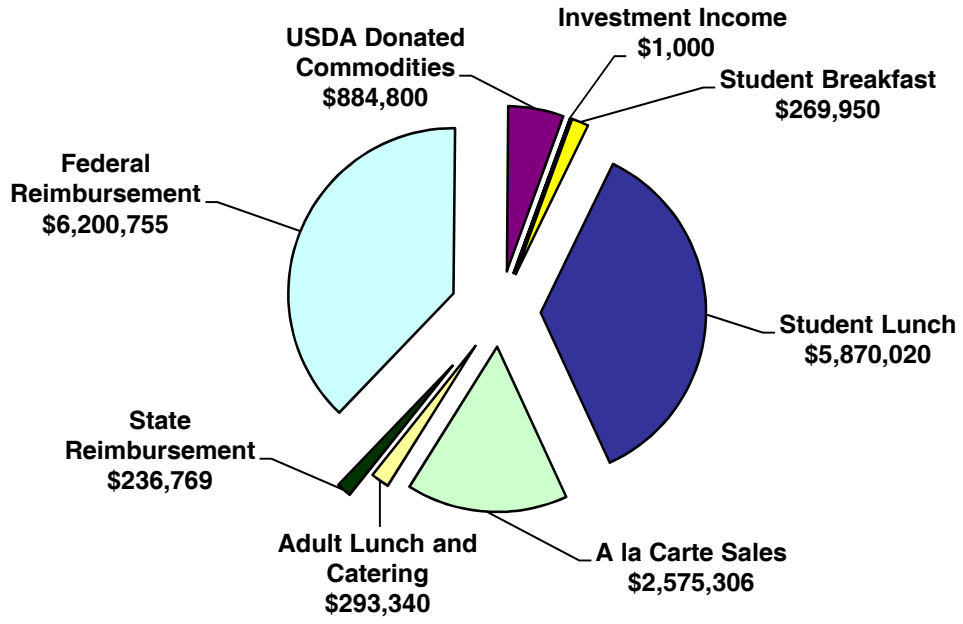
(2) The Colorado Legislature passed SB07-059 in 2007, setting up the Start Smart Nutrition Program, which gives state funding to the School Breakfast Program. This legislation provides funding to cover the 40¢ co-payment for students who qualify for the reduced price breakfast.

(3) The Building Fund provides support to the Food Services Programs when new schools are opened. This transfer of funds is used to equip the new school kitchens with appliances. The District added one new elementary school in FY2007-08 and one middle school in FY2008-09. Pine Ridge Elementary opened in the 2010-11 school year.

CHERRY CREEK SCHOOL DISTRICT
FOOD SERVICES FUND
SCHEDULE OF BUDGETED FY2011-12 REVENUE BY SOURCE

Sources of Revenue	Number of Meals	Rate	Revenue
Local Revenue			
Total Student Breakfast Sales	810,710	$1.30 to $1.40	$269,950
Total Student Lunch Sales	4,054,500	2.30 to 2.45	5,870,020
Non-CCSD Student Lunch Sales		3.25	117,000
A la Carte Sales		Various	2,575,306
Catering and Other Income		Various	176,340
Investment Income			1,000
Total Local Revenue			**9,009,616**
State Revenue			
Start Smart Nutrition Program			79,610
State Reimbursement			157,159
Total State Revenue			**236,769**
Federal Revenue			
Total Student Breakfast	810,710	0.26 to 1.76	1,057,730
Total Student Lunch	4,054,500	0.26 to 2.72	5,143,025
Total Federal Meal Reimbursement			**6,200,755**
USDA Donated Commodities			884,800
Total Federal Revenue			**7,085,555**
Total Revenue			**$16,331,940**
Transfer from Building Fund			-
Total Revenue and Other Sources			**$16,331,940**

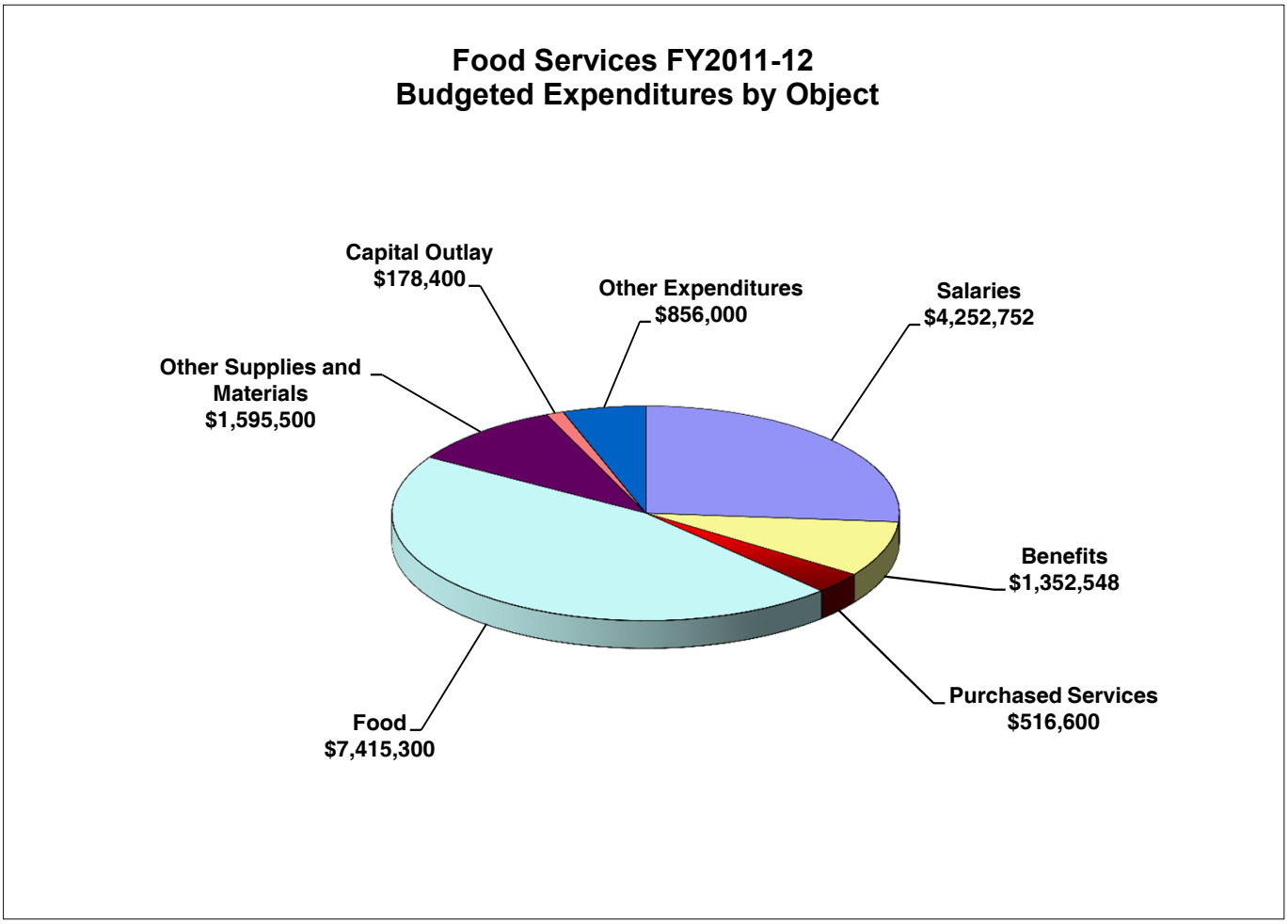
FY2011-12 Food Services Revenue



DID YOU KNOW?

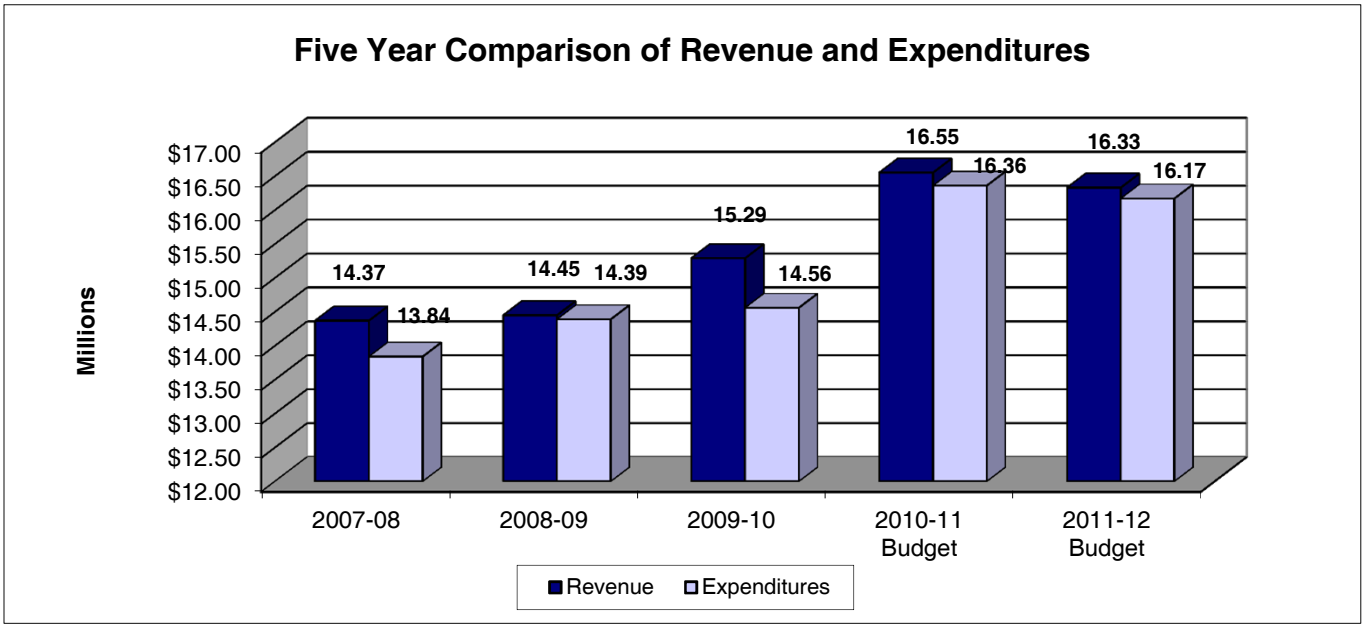
- School breakfasts are available to students who, for a variety of reasons, do not eat at home. Studies show that school breakfasts improve learning readiness by reducing visits to the nurse's office, increasing student attention and improving student behavior.
- Through the ***National School Breakfast and Lunch Programs***, free and reduced price meals are provided to students who meet eligibility guidelines. Beginning in 2007, The State of Colorado began the ***Start Smart Nutrition Program***, which also provides funding for the breakfast program.

CHERRY CREEK SCHOOL DISTRICT
FOOD SERVICES FUND



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.



CHERRY CREEK SCHOOL DISTRICT
INFORMATIONAL SECTION

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Cherry Creek Schools

Dedicated to Excellence

Dedicated to Excellence

STUDENT ACHIEVEMENT

Excellence in Action

The Cherry Creek School District is one of the highest-achieving school districts in Colorado. To continue this record of academic attainment, the District conducted community forums during the 2009-10 school year to obtain ideas from the CCSD community about their vision of the school experience.

The District Performance Plan is the result of the forums involving 400 parents, District employees, and other community members sharing their best thinking about the aspects of the school experience that are most critical to student achievement and success. The most essential aspects of the educational program, noted at the forums, are providing: **High quality instructional programs** that prepare students for the 21st Century and a **safe** and **supportive learning environment** for **all** children.

Key components of the Performance Plan are: **District Goals, Action Steps,** and **Performance Indicators** and **Targets**.

District Goals

Focus on "schools" vs. the "District"

One of the strongest messages received at the community forums was that parents expect their children to receive the finest educational experience from outstanding teachers and to perform at high levels. While the overall District has high performance on state and national tests, differences in achievement of various subgroups has been noted. The Cherry Creek School District does not want to be about averages, but about its individual students.

Reporting on performance targets at the school level gives more accurate information about each child's school experience. Every District school is expected to meet the District targets for key performance indicators.

➢ *Excellence and 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 2012-13.

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 2012-13.

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 2012-13.

Schools can meet these targets by increasing the percent of students who meet specified benchmarks on CSAP 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 2012-13.

Schools can meet these targets by increasing the graduation rates for all racial groups.

Community Forum Directives

The participants in the community forums held throughout the District during the 2009-10 school year emphasized the importance of high quality instruction and supportive learning environments to ensure student success. The District developed action steps toward goals in each of these areas. These action steps are designed to specifically address the components of the instructional program and learning environment that the community wants and expects to see in every school in a district dedicated to excellence.

➢ High Quality Instructional Programs



A high quality instructional program in every school prepares students for college and post-secondary success.

ACTION: Ensure that every student and teacher has access to and training in the use of technology as an effective tool for teaching and learning by 2011-12.

ACTION: Increase the opportunities for every teacher to receive frequent, meaningful, and structured feedback and coaching on instructional practice by 2012-13, using a common District process.

ACTION: Train every teacher and administrator in Thinking Maps by 2010-11, with full implementation by 2012-13.

ACTION: Implement a rigorous and focused program of science, technology, engineering, and mathematics in every school by 2012-13 in conjunction with the opening of the Institute of Science and Technology at the Overland/Prairie campus.

➢ Supportive Learning Environments



Supportive and caring learning environments incorporate meaningful student- school-family partnerships and allow every student to feel safe, respected as a learner, and connected with adult staff.

ACTION: Implement an effective Partnership for Academically Successful Students (PASS) in every school by 2011-12.

ACTION: Implement an annual student and parent feedback process to determine perceptions of the learning environment in every school by 2010-11 and report results and the District's response beginning in 2011.



CHERRY CREEK SCHOOL DISTRICT
KEY PERFORMANCE INDICATORS AND TARGETS FOR SCHOOLS 2009-10

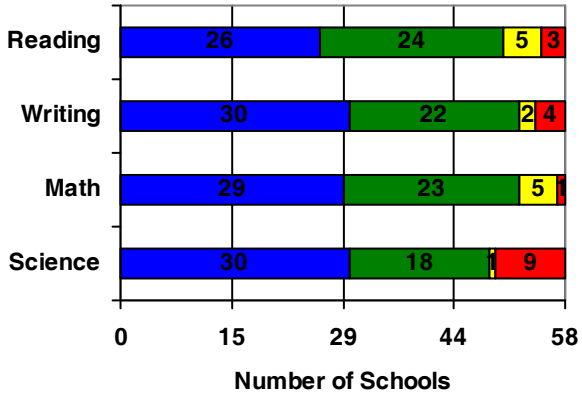
The District identified targets for schools on six Key Performance Indicators (KPI) for each District goal area (Excellence, Equity, and College Preparedness). The charts below indicate the number of schools that meet the target for each KPI.

Exceeds Target | Meets Target | Approaches Target | Does Not Meet Target

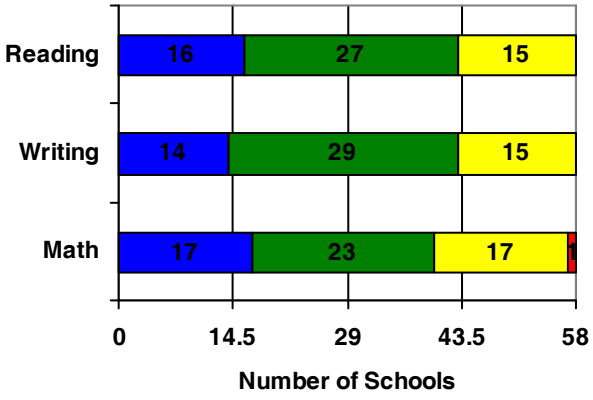
The graphs below show the District's results based on the 2010 CSAP testing, 2010 ACT Grade 11 and Explore Grade 8 Benchmark Targets, and 2010 Graduation rates.

➢ Excellence Goal

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



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



Overall performance and growth on state standards measured by the Colorado Student Assessment Program (CSAP tests).

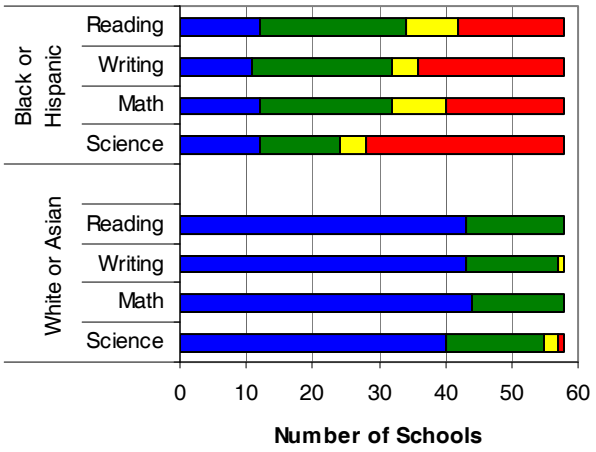




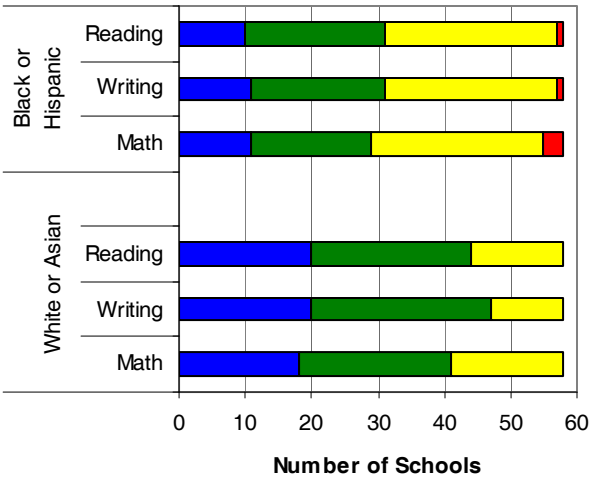
➢ Equity Goal

Overall performance and growth on state standards by race/ethnicity measured by CSAP tests.

CSAP Performance Target: Percent of students in each racial grouping at the school scoring proficient or above is at or above the state averages.



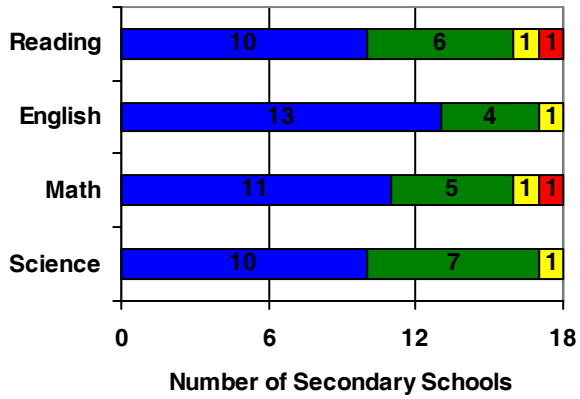
CSAP Growth Target: Typical growth for students in each racial grouping at the school is at or above the 50th percentile.



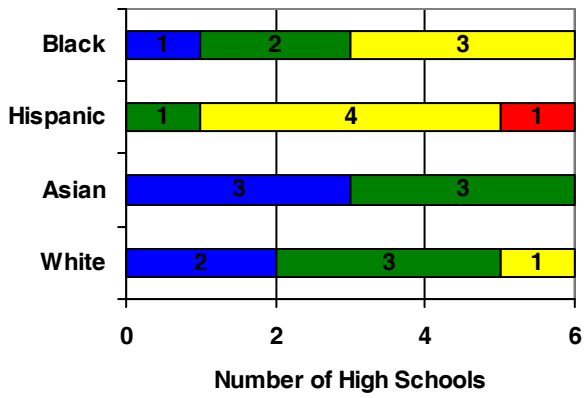
➢ College & Post-Secondary Preparedness and Success Goal

Overall performance on ACT college readiness tests and graduation rate by race.

Explore Gr. 8 & ACT Gr. 11 Benchmark Targets: Percent of students at each secondary school who meet the benchmarks exceeds the national average



Graduation Target: Percent of students graduating in each racial group at each high school is at or above 70%, which is the state target for graduation rates.



CHERRY CREEK SCHOOL DISTRICT
DISTRICT AND SCHOOL ACCREDITATION

One hundred percent of the schools in the Cherry Creek School District are in the top two plan categories of the new school performance framework recently developed by the Colorado Department of Education. None of the district's schools are in the bottom two categories.

Cherry Creek's new system uses the state's School Performance Framework (SPF) as the basis for assigning schools to accreditation categories. The Colorado Department of Education (CDE) developed the School Performance Framework, also in response to Senate Bill 163. The law identifies four indicators which must be included in the SPF:

- Achievement (percent of students scoring proficient or advanced on CSAP tests)
- Growth (how much growth students displayed on CSAP from last year)
- Growth Gaps (achievement differentiated by race, free and reduced lunch, special education and English language proficiency).
- College and Workforce Readiness (ACT scores, graduation rate and dropout rate)

The State Board of Education, in conjunction with CDE, established state-wide performance targets for each indicator. Under the SPF accreditation system there are four accreditation categories for schools. They are:

- 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

In this first year of full implementation, the Cherry Creek School District placed 94% of its schools in the "accredited with performance plan" compared to 62% of schools statewide. Six percent of the District schools placed in the "accredited with improvement plan" compared to 21% of schools statewide. The following schools received the **Governor's Distinguished Improvement Award**, which recognizes the top 8 percent of public schools that demonstrate the highest rates of student longitudinal growth, as measured by the Colorado Growth Model.

Belleview Elementary	Canyon Creek Elementary
Cherry Hills Village Elementary	Cottonwood Creek Elementary
Creekside Elementary	Dry Creek Elementary
Heritage Elementary	Peakview Elementary

In addition, 13 schools received the **John Irwin Schools of Excellence Award**, which recognizes the top 8 percent of public schools that demonstrate the highest achievement on statewide assessments.

Belleview Elementary	Campus Middle School	Cherry Hills Village Elementary	Cherry Creek Academy
Cherry Creek High School	Challenge School	Cottonwood Creek Elementary	Coyote Hills Elementary
Dry Creek Elementary	Greenwood Elementary	Homestead Elementary	Rolling Hills Elementary
Willow Creek Elementary			



Spring 2010 CSAP Testing

The table below shows the changes at grade level for students who scored proficient or above in the various CSAP disciplines. Overall, fifth and eighth graders showed improvement in all areas, while 10th graders showed a decline in the number of proficient scores.

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

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

11th Grade ACT Testing

The state of Colorado requires all 11th grade students to take the ACT, which is a standardized, curriculum-based, achievement, college entrance examination. The test is administered in the spring of the school year. The table below shows the results of this test from 2006 through 2010. These results do not match the ACT results shown on page 179, 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 postsecondary education.

CCSD and State 11th Grade ACT Results

Area Tested		2006	2007	2008	2009	2010
English	**CCSD**	**20.4**	**20.5**	**20.9**	**21.0**	**20.9**
	Colorado	18.9	18.9	19.4	19.0	19.2
Math	**CCSD**	**21.3**	**21.3**	**21.8**	**21.4**	**21.3**
	Colorado	19.5	19.8	20.0	19.8	19.9
Reading	**CCSD**	**21.3**	**20.9**	**21.4**	**21.7**	**21.2**
	Colorado	20.1	20.1	20.4	20.4	20.2
Science	**CCSD**	**21.0**	**20.8**	**21.5**	**21.4**	**21.4**
	Colorado	19.8	19.8	20.4	20.1	20.1
Composite	**CCSD**	**21.1**	**21.0**	**21.5**	**21.5**	**21.3**
	Colorado	19.7	19.8	20.2	20.0	20.0

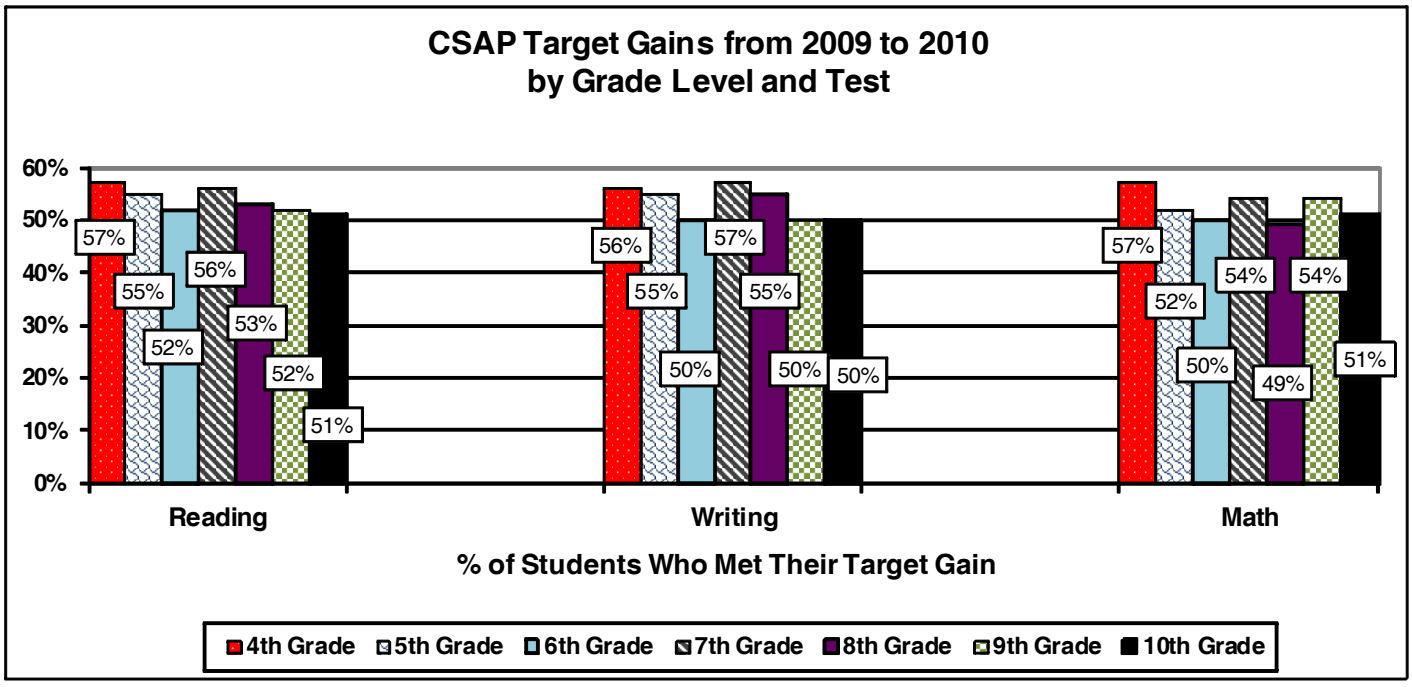
Target Gains

There are ten performance levels on CSAP testing, ranging from unsatisfactory to advanced. Each level represents a range of scores that determines the student's ranking. The goal is for each student to achieve at least a year's growth in each following year. To reach this goal, a student needs to score at the same or better performance level than he or she attained the previous year.

The District's ultimate goal is to bring all students to the proficient or advanced levels in CSAP testing. To meet these goals, target gains have been set for students:

- Students who scored unsatisfactory or partially proficient in the previous year must improve their scores by two or more performance levels in the current year to meet their target gain.
- Students who scored proficient or advanced in the previous year must maintain or improve their performance level in the current year to meet their target gain.

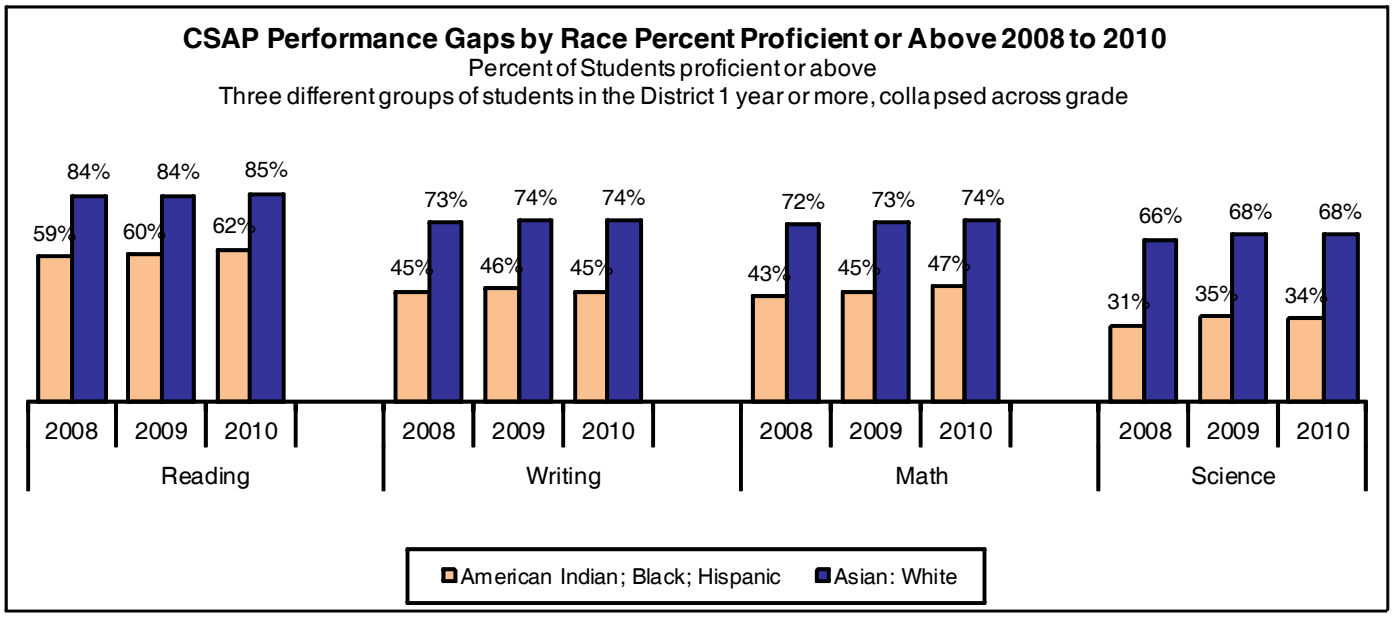
The graph below shows the percentage of students who achieved their target gain on the various 2010 CSAP tests.



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 to 10 collapsed). Since 2008 performance gaps in reading and math have gone down 2% and the gap in science has gone down 1%. The gap in writing increased 1%.



Postsecondary 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 2006 – 2010					
	2006	**2007**	**2008**	**2009**	**2010***
Cherry Creek	**88.8%**	**89.0%**	**86.8%**	**85.5%**	**84.7%**
Colorado	74.1%	75.0%	73.9%	74.6%	72.4%
Dropout Rates 2006 – 2010					
	2006	**2007**	**2008**	**2009**	**2010**
Cherry Creek	**1.9%**	**2.4%**	**2.9%**	**2.7%**	**1.7%**
Colorado	4.5%	4.4%	3.8%	3.6%	3.1%

*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.

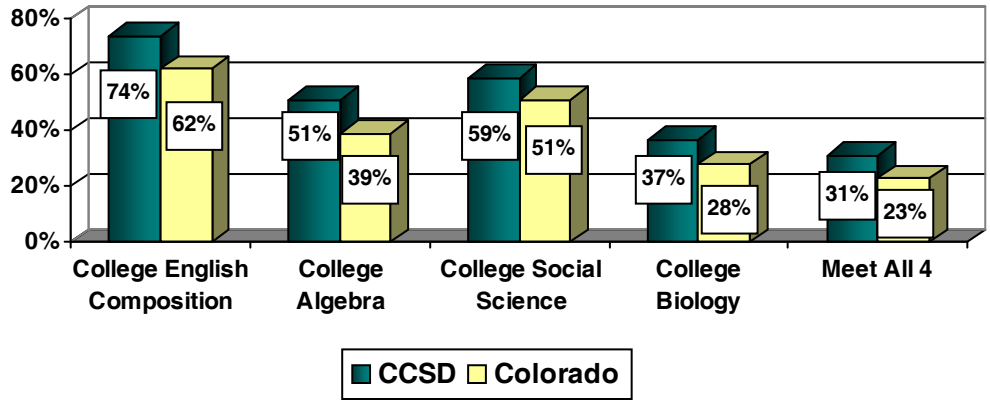
➢ ACT College Readiness Benchmarks

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

Colorado ACT 2010
Percent of Graduating Seniors Meeting College Readiness Benchmarks



ACT Results for 2010 Graduates*			
	Scoring Range 1—36		
Area Tested	**Cherry Creek**	Colorado	Nation
English	**21.7**	19.9	20.5
Math	**21.9**	20.4	21.0
Reading	**22.3**	21.1	21.3
Science	**21.9**	20.7	20.9
Composite	**22.1**	20.6	21.0

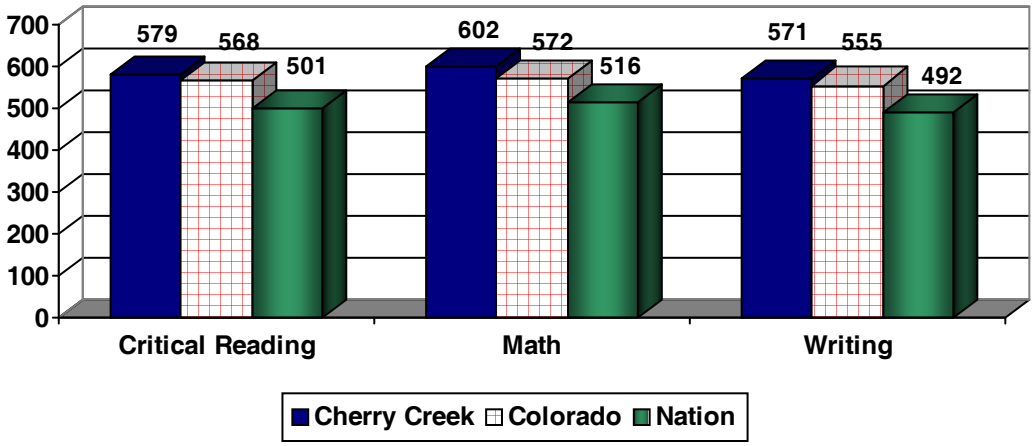
*The Cherry Creek School District average scores shown above are based on 3,408 students who took the test.

➢ 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 795 students who took the test and graduated in May 2010 and compares their scores with Colorado and national results.

SAT Results for 2010 Graduates			
	Scoring Range 200—800		
Area Tested	**Cherry Creek**	Colorado	Nation
Critical Reading	**579**	568	501
Math	**602**	572	516
Writing	**571**	555	492
Combined Score	**1752**	1695	1509

SAT Results for 2010 Graduating Seniors





Dedicated to Excellence

PERSONNEL, STAFFING, AND EMPLOYEE BENEFITS

CHERRY CREEK SCHOOL DISTRICT
STAFFING INTRODUCTION

One of the goals of the Cherry Creek School District is to recruit, retain, and develop the finest licensed personnel and support staff. The District strives to hire highly qualified staff members for its educational and support programs. Currently, over 7,700 people are employed by CCSD serving 66 school programs and 15 student support facilities. The majority of these employees are directly involved with students on a daily basis.

CCSD is an Equal Employment Opportunity and Affirmative Action employer and has developed policies and procedures to assure the employment, retention, and promotion of personnel on the basis of merit without regard to race, color, religion, sex, age, national origin, or handicap.

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

PREPARING OUR STUDENTS TO BE COLLEGE & WORKFORCE READY FROM



ELEMENTARY SCHOOL



TO MIDDLE SCHOOL



THROUGH HIGH SCHOOL

Dedicated to Excellence
Cherry Creek Schools



Dedicated to Excellence
Cherry Creek Schools

& INTO THE FUTURE

STAR Mentor Program

The STAR Mentor Program is a nationally recognized induction program. During 2010, more than 100 first-year teachers were trained on the essentials of effective classroom instruction, professionalism, and meeting the needs of every learner in the 21st century. STAR Mentors meet weekly with new teachers throughout the school year to share expertise and offer support.

Quality curriculum taught by exceptional educators and supported by superior staff = EDUCATIONAL EXCELLENCE

CHERRY CREEK SCHOOL DISTRICT
DISTRICT STAFF POSITIONS

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

ADMINISTRATOR

An employee who manages, administers, or directs the total educational enterprise of the District, or a school or department within the District.

- Superintendent
- Assistant Superintendent
- Chief Financial Officer
- Chief Information Officer
- Executive Director
- Director
- Principal
- Assistant Principal
- Risk Manager

TEACHER

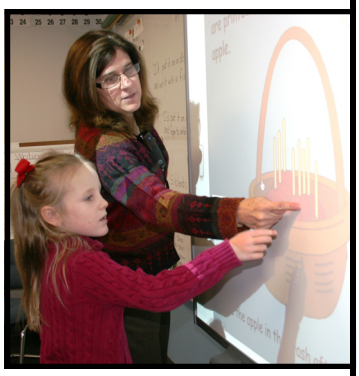
A teacher's primary role is to guide and help students under his/her immediate charge to achieve the maximum individual potential. These positions require the employee to be State certified.

- Elementary, Middle, or High School regular instruction
- Special Education
- Gifted & Talented
- Career & Technical Education
- Assistant to Elementary Principal
- Program Assistant
- Athletic & Activity Director
- Dean & Counselor
- Department Lead or Chair Person
- Librarian
- Physical Therapist
- Substitutes

ADDITIONAL EDUCATIONAL & HEALTH RELATED POSITIONS

The schools staff additional supporting educational and health related positions.

- Activities/Athletics Advisor/Coach
  - ⇒ Performs extra duties and responsibilities requiring additional student contact time outside the regular teaching assignment.
- Para-educator
  - ⇒ 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:
    - Teacher assistants in regular and special education classrooms
    - Technicians
    - Bus Aides



- Mental Health
  - ⇒ Holds a degree in either social work or psychology
- Nurse
  - ⇒ Holds a current license to practice professional nursing by registration under Colorado State laws
- Secretarial
  - ⇒ Assists management with the administrative functions of a school or department, which includes:
    - Office Manager
    - Secretary
    - Clerk
- Bus Driver
    - Requires a valid and current driver's license, permits, and certificates as required by Cherry Creek School District, State of Colorado, and Federal regulations

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
- Dispatcher
- General Maintenance/Custodial
- Glazier
- Grounds Personnel
- HVAC Technician
- Locksmith
- Painter
- Plumber
- Roofer
- Shopkeeper
- 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
- Baker/Food Service Personnel
- Bookkeeper
- Buyer
- District Courier
- Electrician
- Grounds/Warehouse Foreman
- Interpreter
- Manager, Supervisor
- Printing & Press Operator
- Programmer
- Registrar
- Secretary to the Board
- Security Specialist
- Warehouseman

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

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

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

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

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

CHERRY CREEK SCHOOL DISTRICT
FIVE YEAR STAFFING SUMMARY

Staffing levels are carefully determined and focused on enhancing the academic performance of students and supporting the District mission ***"to inspire every student to think, to learn, to achieve, to care"***. The following Cherry Creek School District goals are considered in the placement of all employees:

- Strengthen the organization
- Elevate student achievement, close the achievement gap, and prepare all students for college access and success
- Bolster school safety and security
- Develop citizenship, civility and character
- Fuel our vision of excellence
- Recruit, retain, and develop the finest licensed personnel and support staff

The General Fund contains 85% of the total District staff. Budgeted staffing has been adjusted for expenditure budget reductions in the Cost and Resource Management Plan to be realized mostly through attrition.

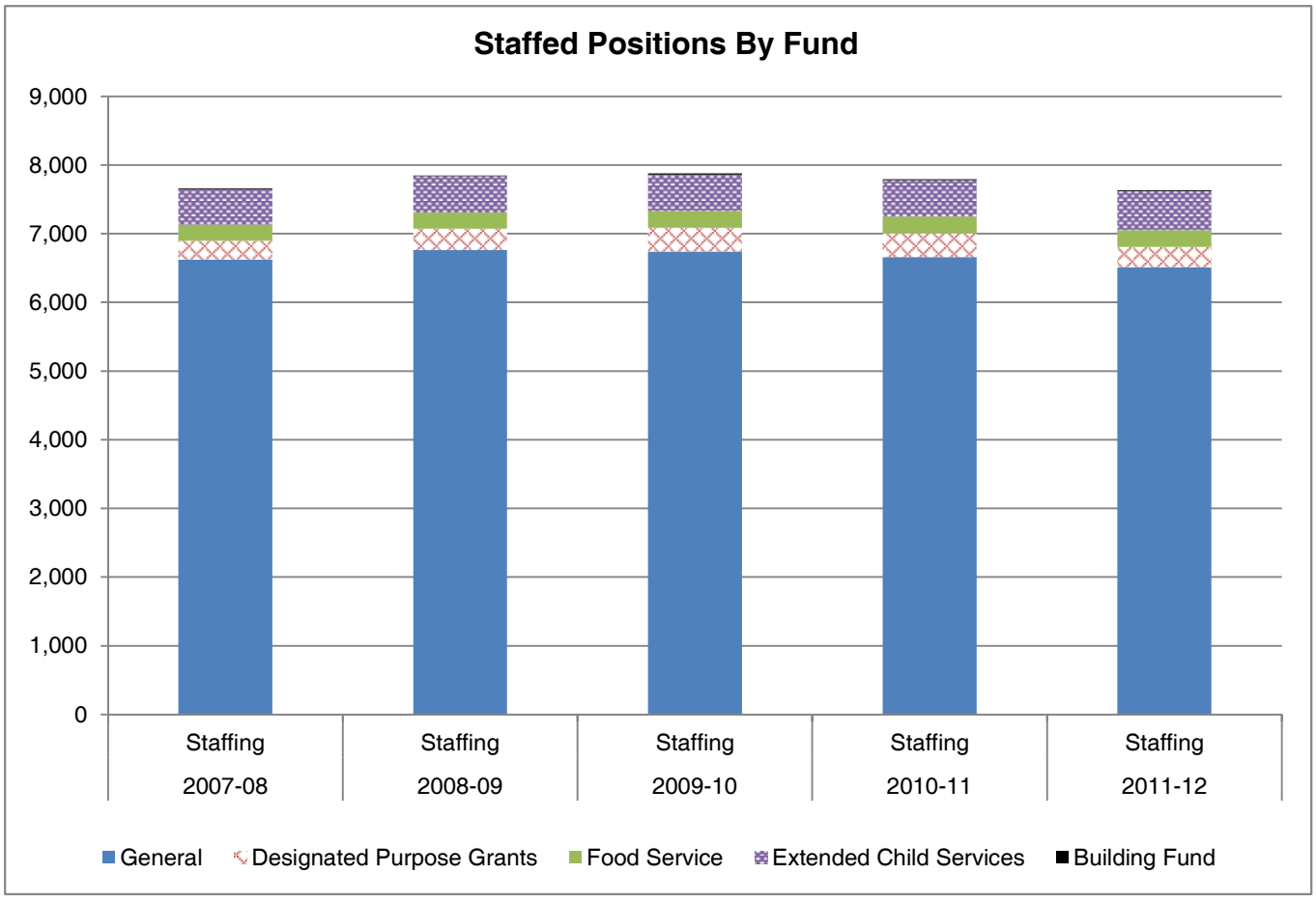
Summary Comparison of Staffing by Employee Type

	2007-08 Staffing	2008-09 Staffing	2009-10 Staffing	2010-11 Staffing	2011-12 Staffing	2011-12 Change
Staffed Positions						
Teachers/Program Assistants	3,473	3,511	3,546	3,567	3,471	(96)
Para-Educators	804	841	848	870	809	(61)
Administrators	143	141	140	143	145	2
Bus Drivers	241	266	259	222	222	0
Custodians	91	95	95	89	88	(1)
Maintenance	72	70	71	70	70	0
Mechanics	21	22	22	22	22	0
Mental Health	105	104	104	108	107	(1)
Nurses	72	71	71	71	71	0
Secretarial	400	400	395	396	359	(37)
Security Specialists	110	111	105	90	84	(6)
Staff Support	330	343	342	327	359	32
Subtotal-Staffed Positions	**5,862**	**5,975**	**5,998**	**5,975**	**5,807**	**(168)**
Other Positions						
Food Service Staff	215	217	225	225	225	0
Hourly Staff	895	954	946	894	873	(21)
Substitute Teachers	566	578	587	580	606	26
Substitute Non-Teachers	126	127	125	125	125	0
Subtotal-Other Positions	**1,802**	**1,876**	**1,883**	**1,824**	**1,829**	**5**
Total Staff	**7,664**	**7,851**	**7,881**	**7,799**	**7,636**	**(163)**

CHERRY CREEK SCHOOL DISTRICT
FIVE YEAR STAFFING SUMMARY

Summary Comparison of Staffing by Fund

	2007-08 Staffing	2008-09 Staffing	2009-10 Staffing	2010-11 Staffing	2011-12 Staffing	2011-12 Change
Funds						
General	6,627	6,769	6,745	6,663	6,516	(147)
Designated Purpose Grants	277	308	347	347	296	(51)
Food Service	232	234	242	242	243	1
Extended Child Services	514	532	532	532	565	33
Building Fund	14	8	15	15	16	1
Total Staff	**7,664**	**7,851**	**7,881**	**7,799**	**7,636**	(163)



The staff decrease in the General Fund is due to State funding reductions and the resulting expenditure budget decreases in the Cost and Resource Management Plan. Most of the positions funded in the Building Fund are associated with the construction of Elementary #42, which will open in August 2012.

CHERRY CREEK SCHOOL DISTRICT
STAFFING SUMMARY OF ALL EMPLOYEES BY FUND

The employees for the FY2011-12 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	3,282	$207,305,286	181	$9,966,800
Coach/Advisors (1)		3,007,279		-
Para-Educators	723	7,340,652	66	818,600
Substitute Teachers	606	4,589,027		224,700
Subtotal-Instructional Staff	**4,611**	**222,242,244**	**247**	**11,010,100**
Administrators	143	13,885,251		-
Bus Aides	88	1,336,857		-
Bus Drivers	222	5,375,172		-
Custodians	87	2,370,993		-
Custodian Services Paid by Other Funds				-
Food Service Workers Hourly	235	2,231,324	13	266,950
Maintenance	69	2,632,260		-
Mechanics	22	958,129		-
Mental Health	104	6,518,022	3	50,000
Nurses	68	2,437,514	3	120,000
Secretarial	349	9,184,093	5	125,000
Security Specialists	84	1,980,762		-
Staff Support	309	11,780,589	25	727,250
Substitute Non-Teachers	125	20,043		4,000
Total Staff	**6,516**	**$282,953,253**	**296**	**$12,303,300**

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**
	$-	2	$100,800	6	$156,000	3,471	$217,528,886
	-		-		-		3,007,279
	-	20	125,900		-	809	8,285,152
	-		15,300		-	606	4,829,027
-	**-**	**22**	**242,000**	**6**	**156,000**	**4,886**	**233,650,344**
1	95,000		97,200	1	90,000	145	14,167,451
	-		-		-	88	1,336,857
	-		-		-	222	5,375,172
1	34,200		-		-	88	2,405,193
	286,900		-		-		286,900
225	3,088,600		-		-	225	3,088,600
	-	537	8,600,400		-	785	11,098,674
1	51,000		-			70	2,683,260
	-		-		-	22	958,129
	-		-		-	107	6,568,022
	-		19,500		-	71	2,577,014
3	79,100	1	30,200	1	20,000	359	9,438,393
	-				-	84	1,980,762
12	567,000	5	182,300	8	320,200	359	13,577,339
	-		7,900		-	125	31,943
243	**$4,201,800**	**565**	**$9,179,500**	**16**	**$586,200**	**7,636**	**$309,224,053**

(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

	2007-08		2008-09	
	FTE	**Actual**	**FTE**	**Actual**
Salaries				
Teachers	3,217.55	$187,547,448	3,240.78	$197,050,677
Program Assistants	11.00	727,575	13.25	945,583
Coach/Advisors		2,906,581		3,007,955
Para-Educators	178.55	8,187,905	183.01	8,420,126
Substitutes		4,064,066		3,911,337
Subtotal-Instructional Staff	3,407.10	203,433,575	3,437.04	213,335,678
Administrators	140.00	13,198,689	140.00	13,412,323
Bus Aides	81.00	2,172,268	107.75	2,069,274
Bus Drivers	252.00	6,577,743	266.00	6,746,352
Custodians	89.67	2,271,643	93.67	2,722,327
Hourly		2,139,279		2,324,319
Maintenance	71.00	2,702,614	69.00	2,789,227
Mechanics	21.00	1,009,590	22.00	1,048,981
Mental Health	94.57	6,178,349	95.87	6,505,847
Nurses	58.75	2,198,087	59.75	2,312,706
Secretarial	382.75	9,341,895	385.25	9,652,986
Security Specialists	109.50	2,315,591	110.50	2,435,301
Staff Support	280.97	12,162,447	287.71	12,998,167
Substitute Non-Teachers		294,263		282,121
Total Staff	4,988.31	265,996,033	5,074.54	278,635,609
Curriculum Pay		382,749		321,477
Early Retirement		2,465,387		2,201,039
Miscellaneous Pay		322,723		380,495
Overtime		851,001		751,854
Sick Leave		1,561,588		885,493
Student Achievement Incentive		1,686,256		1,718,690
Other Salaries		55,460		46,536
Total Salaries	**4,988.31**	**273,321,197**	**5,074.54**	**284,941,193**
PERA		30,932,778		34,752,331
Medicare		3,594,806		3,823,963
Flexible Benefits		23,819,778		25,169,271
Disability Insurance		521,248		564,397
Life Insurance		402,528		392,389
Other Benefits		372,497		345,001
Total Benefits		**59,643,635**		**65,047,352**
Total Salaries and Benefits		**$332,964,832**		**$349,988,545**

2009-10		2010-11		2011-12	
FTE	**Actual**	**FTE**	**Budget**	**FTE**	**Budget**
3,262.17	$203,862,691	3,284.67	$208,459,199	3,188.84	$206,636,906
17.25	862,676	11.75	755,415	11.75	668,380
	3,022,710		3,076,569		3,007,279
171.98	10,537,598	179.70	8,451,579	176.11	7,340,652
	4,086,056		4,476,723		4,589,027
3,451.40	222,371,731	3,476.12	225,219,485	3,376.70	222,242,244
139.00	13,890,816	141.00	13,763,808	143.00	13,885,251
100.75		87.75	1,361,857	87.75	1,336,857
259.00	6,799,946	222.00	5,375,172	222.00	5,375,172
93.67	2,436,234	89.67	2,453,316	89.33	2,370,993
	2,514,005		2,240,583		2,231,324
70.00	2,888,209	70.00	2,924,054	66.00	2,632,260
22.00	1,047,135	22.00	1,039,097	22.00	958,129
95.87	6,623,672	95.87	6,462,057	95.87	6,518,022
59.75	2,427,090	58.75	2,474,619	58.74	2,437,514
379.25	9,433,890	380.25	10,003,007	349.00	9,184,093
104.50	2,412,169	90.00	2,179,005	84.00	1,980,762
283.59	13,399,434	260.85	12,090,253	252.31	11,780,589
	285,669		135,592		20,043
5,058.78	286,530,000	4,994.26	287,721,905	4,846.70	282,953,253
	290,277		242,892		229,437
	2,550,000		2,550,000		2,550,000
	403,104		253,154		193,245
	718,212		545,818		712,727
	967,650		1,250,000		1,500,000
	1,974,363		1,973,400		1,992,000
	27,738		18,900		2,582,005
5,058.78	**293,461,344**	**4,994.26**	**294,556,069**	**4,846.70**	**292,712,667**
	38,353,756		40,786,735		43,609,094
	3,973,752		3,981,958		4,147,514
	26,632,598		26,559,849		27,425,693
	625,052		628,512		630,787
	205,052		449,493		437,612
	321,525		408,492		608,569
	70,111,735		**72,815,039**		**76,859,269**
	$363,573,079		**$367,371,108**		**$369,571,936**

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

	Elementary Schools		Middle Schools	
	FTE	Budget	FTE	Budget
Salaries				
Teachers	1,177.05	$75,256,480	615.69	$38,704,770
Program Assistants			10.00	439,830
Coach/Advisors		209,157		613,880
Para-Educators	60.17	2,507,918	5.49	262,101
Substitute Teachers		1,678,691		830,614
Subtotal-Instructional Staff	1,237.22	79,652,246	631.18	40,851,195
Administrators	47.00	4,083,079	29.00	2,549,181
Custodians	40.00	1,160,149	20.00	580,046
Hourly		-		-
Mental Health	39.96	2,628,211	15.30	984,799
Nurses	37.00	1,564,231	10.00	375,318
Secretarial	96.00	2,561,319	70.00	1,559,266
Security Specialists		-	32.00	696,646
Staff Support		-	11.00	410,486
Substitute Non-Teachers		-		1,590
Total Staff	1,497.18	91,649,235	818.48	48,008,527
Curriculum Pay		32,238		61,369
Early Retirement		-		-
Miscellaneous Pay		4,137		29,439
Overtime		26,864		14,857
Sick Leave		-		-
Student Achievement Incentive		-		-
Other Salaries		2,631		176,038
Total Salaries	**1,497.18**	**91,715,105**	**818.48**	**48,290,230**
Benefits				
PERA		13,890,879		7,298,513
Medicare		1,327,619		699,442
Flexible Benefits		9,269,357		4,894,441
Disability Insurance		155,663		67,584
Life Insurance		129,142		72,234
Other Benefits		-		-
Total Benefits		**24,772,660**		**13,032,214**
Total Salaries and Benefits		**$116,487,765**		**$61,322,444**

High Schools		Other Schools		Total Schools	
FTE	Budget	FTE	Budget	FTE	Budget
799.92	$53,129,445	135.03	$8,393,527	2,727.69	$175,484,222
		1.75	-	11.75	439,830
	2,172,550		6,692		3,002,279
12.43	583,648	2.92	77,313	81.01	3,430,980
	1,132,465		175,031		3,816,801
812.35	57,018,108	139.70	8,652,563	2,820.45	186,174,112
27.00	2,591,421	4.00	328,827	107.00	9,552,508
12.00	373,383	2.33	76,224	74.33	2,189,802
	52,132		22,656		74,788
14.90	1,015,017	3.20	241,814	73.36	4,869,841
7.00	308,668	3.00	116,010	57.00	2,364,227
130.50	3,434,906	10.50	278,651	307.00	7,834,142
44.00	1,096,824	4.00	63,904	80.00	1,857,374
23.00	961,126	3.00	134,958	37.00	1,506,570
	2,553		-		4,143
1,070.75	66,854,138	169.73	9,915,607	3,556.14	216,427,507
	77,200		5,750		176,557
	-		-		-
	73,728		2,000		109,304
	83,521		816		126,058
	-		-		-
	-		-		-
	121,304		408		300,381
1,070.75	**67,209,891**	**169.73**	**9,924,581**	**3,556.14**	**217,139,807**
	10,184,775		1,509,215		32,883,382
	973,530		143,905		3,144,496
	6,407,554		1,010,983		21,582,335
	99,336		11,255		333,838
	96,941		10,238		308,555
	1,860		-		1,860
	17,763,996		**2,685,596**		**58,254,466**
	$84,973,887		**$12,610,177**		**$275,394,273**

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

	Student Achievement Services		Instructional Departments	
	FTE	Budget	FTE	Budget
Salaries				
Teachers	352.98	$22,608,088	104.96	$7,037,230
Program Assistants		228,550		-
Coach/Advisors		-		5,000
Para-Educators	94.69	3,881,714	0.41	13,608
Substitute Teachers		393,719		359,407
Subtotal-Instructional Staff	447.67	27,112,071	105.37	7,415,245
Administrators	5.00	537,060	15.00	1,754,104
Bus Aides		-		-
Bus Drivers		-		-
Custodians		-		-
Hourly		1,380,512		279,755
Maintenance		-		-
Mechanics		-		-
Mental Health	22.01	1,606,575	0.50	41,606
Nurses	0.74	31,559		-
Secretarial	9.50	219,208	19.50	637,008
Security Specialists	2.00	20,979	0.00	-
Staff Support	15.62	613,398	21.44	1,060,894
Substitute Non-Teachers		4,000		1,400
Total Staff	502.54	31,525,362	161.81	11,190,012
Curriculum Pay		9,511		43,208
Early Retirement		-		-
Miscellaneous Pay		7,300		14,486
Overtime		-		3,419
Sick Leave		-		-
Student Achievement Incentive		-		-
Other Salaries		1,506,102		165,279
Total Salaries	**502.54**	**33,048,275**	**161.81**	**11,416,404**
Benefits				
PERA		5,002,255		1,791,801
Medicare		476,587		164,773
Flexible Benefits		2,401,225		1,036,017
Disability Insurance		46,204		17,248
Life Insurance		45,628		17,149
Other Benefits		4,804		-
Total Benefits		**7,976,703**		**3,026,988**
Total Salaries and Benefits		**$41,024,978**		**$14,443,392**

Support Departments		Total General Fund		Percent of Total
FTE	Budget	FTE	Budget	Salaries
3.21	$1,507,366	3,188.84	$206,636,906	70.60%
	-	11.75	668,380	0.23%
	-		3,007,279	1.03%
	14,350	176.11	7,340,652	2.51%
	19,100		4,589,027	1.57%
3.21	1,540,816	3,376.70	222,242,244	75.94%
16.00	2,041,579	143.00	13,885,251	4.73%
87.75	1,336,857	87.75	1,336,857	0.46%
222.00	5,375,172	222.00	5,375,172	1.84%
15.00	181,191	89.33	2,370,993	0.81%
	496,269		2,231,324	0.76%
66.00	2,632,260	66.00	2,632,260	0.90%
22.00	958,129	22.00	958,129	0.33%
	-	95.87	6,518,022	2.23%
1.00	41,728	58.74	2,437,514	0.83%
13.00	493,735	349.00	9,184,093	3.14%
2.00	102,409	84.00	1,980,762	0.68%
178.25	8,599,727	252.31	11,780,589	4.01%
	10,500		20,043	0.01%
626.21	23,810,372	4,846.70	282,953,253	96.67%
	161		229,437	0.08%
	2,550,000		2,550,000	0.87%
	62,155		193,245	0.07%
	583,250		712,727	0.24%
	1,500,000		1,500,000	0.51%
	1,992,000		1,992,000	0.68%
	610,243		2,582,005	0.88%
626.21	**31,108,181**	**4,846.70**	**292,712,667**	100.00%
	3,931,656		43,609,094	
	361,658		4,147,514	
	2,406,116		27,425,693	
	233,497		630,787	
	66,280		437,612	
	601,905		608,569	
	7,601,112		**76,859,269**	
	$38,709,293		**$369,571,936**	

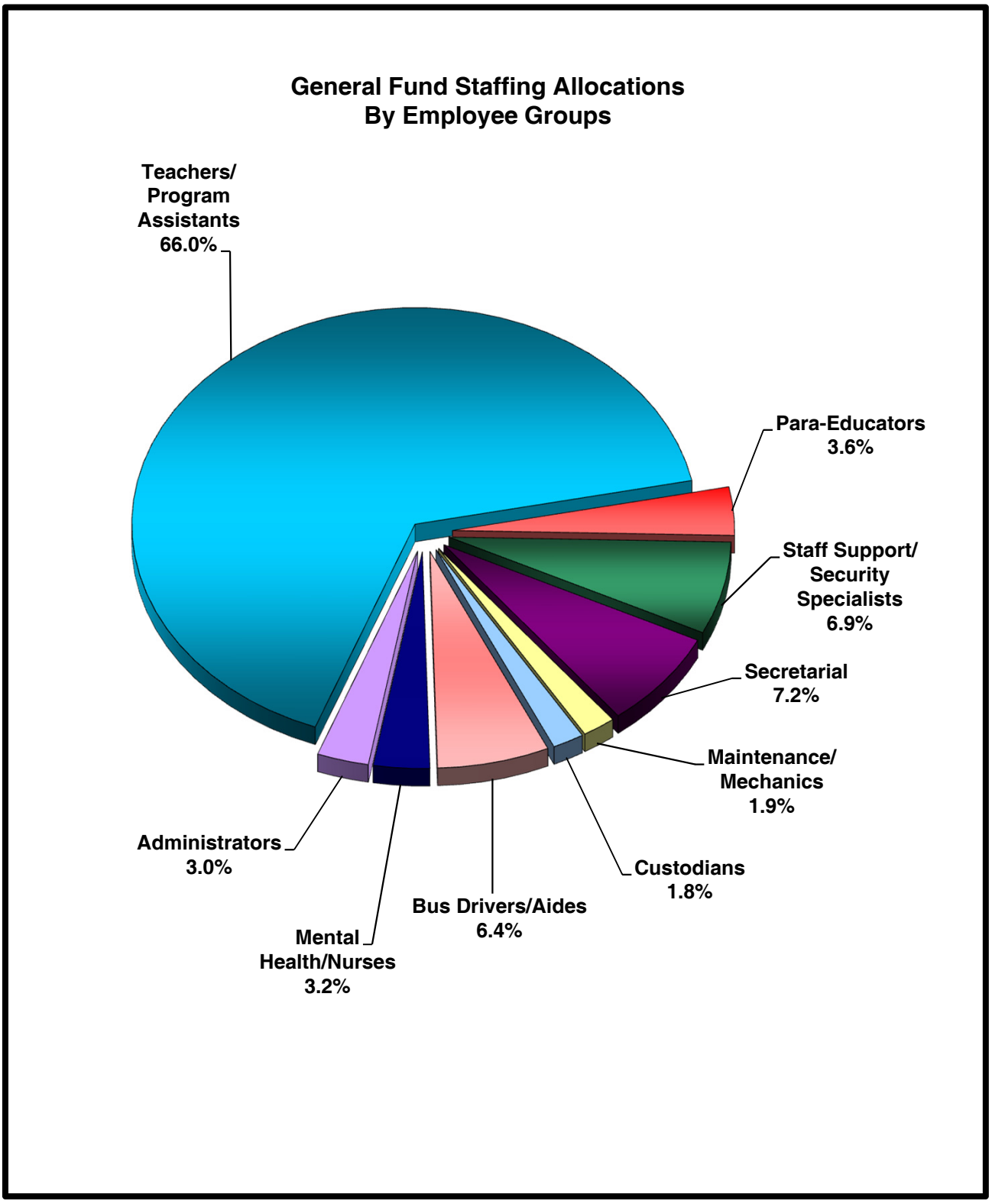
CHERRY CREEK SCHOOL DISTRICT
GENERAL FUND STAFFING BUDGET SUMMARY

FULL TIME EQUIVALENT (FTE) STAFFING								
	Elementary Schools	Middle Schools	High Schools	Other Schools	Student Achievement Services	Departments	Total Staff	Percent of Total
Teachers	1,177.05	615.69	799.92	135.03	352.98	108.17	3,188.84	65.8%
Program Assistants	0.00	10.00	0.00	1.75			11.75	0.2%
Para-Educators(1)	60.17	5.49	12.43	2.92	94.69	0.41	176.11	3.6%
Administrators	47.00	29.00	27.00	4.00	5.00	31.00	143.00	3.0%
Bus Aides						87.75	87.75	1.8%
Bus Drivers						222.00	222.00	4.6%
Custodians	40.00	20.00	12.00	2.33		15.00	89.33	1.8%
Maintenance						66.00	66.00	1.4%
Mechanics						22.00	22.00	0.5%
Mental Health	39.96	15.30	14.90	3.20	22.01	0.50	95.87	2.0%
Nurses	37.00	10.00	7.00	3.00	0.74	1.00	58.74	1.2%
Secretarial	96.00	70.00	130.50	10.50	9.50	32.50	349.00	7.2%
Security Specialists		32.00	44.00	4.00	2.00	2.00	84.00	1.7%
Staff Support		11.00	23.00	3.00	15.62	199.69	252.31	5.2%
Total - FTE	**1,497.18**	**818.48**	**1,070.75**	**169.73**	**502.54**	**788.02**	**4,846.70**	**100.0%**

Positions are presented on a full time equivalent (FTE) basis. The staff positions in the District have varying numbers of work days per year depending on school or support assignments and need. The number of days worked per year for a regular position is the basis for determination of 1.0 FTE. For example, a teacher with a contract for 185 days or a departmental secretary working 230 days a year would each have 1.0 FTE position.

(1) Teacher positions can be converted to para-educator positions based on school needs. A teacher position equates to approximately 2.7 para-educator positions or 2.0 technician positions.

CHERRY CREEK SCHOOL DISTRICT
GENERAL FUND STAFFING BY EMPLOYEE GROUPS



CHERRY CREEK SCHOOL DISTRICT
SUMMARY COMPARISON OF GENERAL FUND
FULL TIME EQUIVALENT (FTE) STAFFING

	2008-09 FTE Staffing	2009-10 FTE Staffing	2010-11 FTE Staffing	2011-12 FTE Staffing	2011-12 FTE Change	2011-12 Percent Change
Instructional Staff						
Teachers/Program Assistants	3,254.03	3,279.42	3,296.42	3,200.59	(95.83)	(2.91%)
Para-Educators	183.01	171.98	179.70	176.11	(3.59)	(2.00%)
Subtotal-Instructional Staff	**3,437.04**	**3,451.40**	**3,476.12**	**3,376.70**	**(99.42)**	(2.86%)
Support Staff						
Administrators	140.00	139.00	141.00	143.00	2.00	1.42%
Bus Aides	107.75	100.75	87.75	87.75	0.00	0.00%
Bus Drivers	266.00	259.00	222.00	222.00	0.00	0.00%
Custodians	93.67	93.67	89.67	89.33	(0.34)	(0.38%)
Maintenance	69.00	70.00	70.00	66.00	(4.00)	(5.71%)
Mechanics	22.00	22.00	22.00	22.00	0.00	0.00%
Mental Health	95.87	95.87	95.87	95.87	0.00	0.00%
Nurses	59.75	59.75	58.75	58.74	(0.01)	(0.02%)
Secretarial	385.25	379.25	380.25	349.00	(31.25)	(8.22%)
Security Specialists	110.50	104.50	90.00	84.00	(6.00)	(6.67%)
Staff Support	287.71	283.59	260.85	252.31	(8.54)	(3.27%)
Subtotal-Support Staff	**1,637.50**	**1,607.38**	**1,518.14**	**1,470.00**	**(48.14)**	(3.17%)
Total Staff	**5,074.54**	**5,058.78**	**4,994.26**	**4,846.70**	**(147.56)**	(2.95%)



Dedicated to Excellence

SIGNIFICANT TRENDS IN ECONOMY, DEMOGRAPHICS, AND ELECTIONS

CHERRY CREEK SCHOOL DISTRICT
SIGNIFICANT TRENDS

COLORADO ECONOMIC OUTLOOK

The Colorado economy continues along a path of gradual recovery with private sector job gains and several indicators signaling improvement. Economic growth, however, will be restrained by weak construction and restructuring in the banking sector, as well as high unemployment, consumer debt, and energy prices.

Colorado's labor market is showing some signs of recovery. Over the past year, employment in Colorado's private sector has increased. While these gains are expected to continue, job growth in 2011 will be slow and the unemployment rate will remain elevated because new jobs will not keep pace with increases in the number of job seekers. The Colorado unemployment rate continues to rise, reaching 9.3% in February 2011 compared to 8.9% nationally, which surpassed the peak rate that followed the 1981-1982 recession. The Colorado unemployment rate is expected to remain high in 2011, averaging 8.8%.

Personal income has been rising slowly since the third quarter of 2009, growing 2.4% in 2010. It is expected to grow at a slightly stronger pace of 3.6% in 2011, and average 4.7% in 2012 as the economy gains momentum.

In 2010, consumer spending increased with retail sales increasing by 5.1%, but retail sales will continue to be sluggish in 2011. In spite of continuing efforts to resolve a large volume of problem mortgages due to foreclosures and decline in lending, the housing market is beginning to show some signs of stabilization, and the financial sector is strengthening.

Economic Highlights

In 2010, there were 42,692 foreclosure filings statewide, falling 8% from record-high levels in 2009.





Total residential construction permits are expected to rise in 2011 with total permits increasing 35.4% to 15,300. Most of these will be for multi-family purposes.



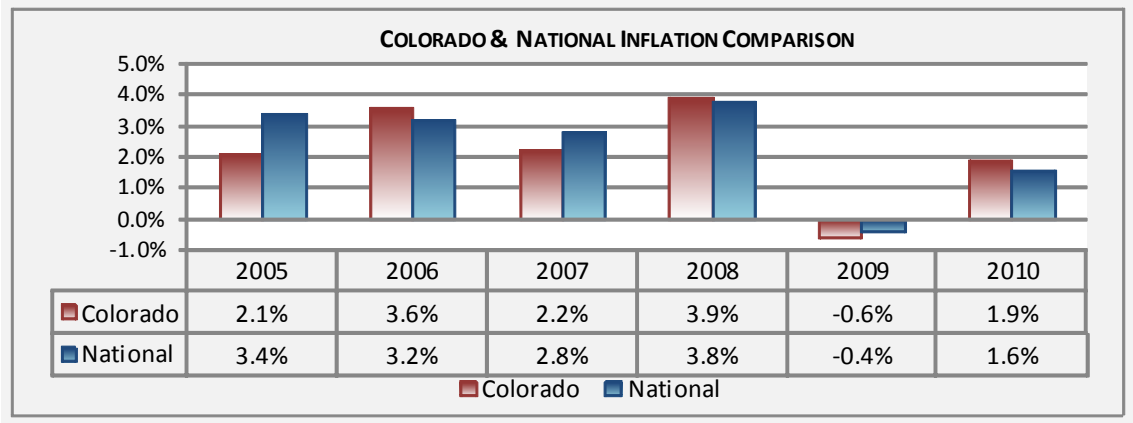
In 2010, private employment showed an increase of 12,800 jobs. However, it is expected that growth in the labor market will be below average in 2011 and 2012.

Inflation

Colorado's 2010 inflation rate (CPI-U for Denver, Boulder, and Greeley) was 1.9%, up from the (0.6%) deflation rate in 2009, and higher than the 2010 national inflation rate of 1.6%. This increase is a reflection of home and transportation fuel price increases from their recessionary lows, as well as price increases in recreational activities.

The Governor's Office of State Planning and Budgeting is projecting the 2011 inflation rate to be 3.6% due to rising food, fuel, and clothing costs, as well as lower rental vacancy rates, which should push higher rents. Due to expectations for continued expansionary monetary policy, the weaker dollar, and continued worldwide demand for commodities, the CPI should be 2.8% in 2012 and 3.3% in 2013.

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



	2005	2006	2007	2008	2009	2010
Colorado	2.1%	3.6%	2.2%	3.9%	-0.6%	1.9%
National	3.4%	3.2%	2.8%	3.8%	-0.4%	1.6%

CHERRY CREEK SCHOOL DISTRICT
SIGNIFICANT TRENDS

EMPLOYMENT AND INCOME

Employment

Both the nation and the State added jobs in 2010, and according to surveys of employers such as *"The Institute of Supply Management's Report"* on Business, this trend of job growth will continue, in spite of some structural barriers to employment in the economy.

Although total nonfarm employment decreased 1.1% on an annual average basis in 2010 over 2009, the number of jobs in Colorado gradually increased throughout the year. Private employment reached a bottom in January 2010 and increased steadily throughout the year.

In 2010, job growth was uneven across industries. The majority of jobs were lost in the construction industry. Over the 2nd half of the year, the construction industry began to stabilize and grow. Leisure and hospitality services also saw a rebound in jobs and the educational and health services areas continued steady growth throughout the recession. Employment in the financial and information sectors continues to decline.

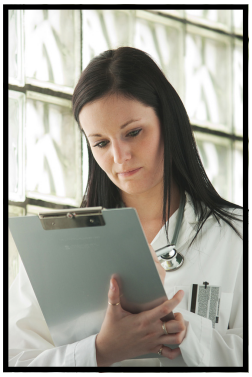
The Denver Metro area, which includes the Cherry Creek School District, continues to see gradual job gains. Although job growth is increasing, the rise in employment cannot absorb the high number of people seeking employment and steady population growth, which includes both employed, unemployed, and candidates wanting to return to work after dropping out of the labor force during the recession. As a result, the unemployment rate in the Denver Metro area continues to rise.

The table below shows the impact of the nationwide recession on employment. Although the 2010 annual figures were not available at time of publication, the unemployment figures for February 2011 reflect the number of job losses experienced over the preceding 14 months.

Dedicated to Excellence
Cherry Creek Schools



LEISURE



HEALTHCARE



RESIDENTIAL

Labor Force and Employment (1)

	Arapahoe County		Colorado		United States
Year	Labor Force	% Unemployed	Labor Force	% Unemployed	% Unemployed
2006	306,568	4.3	2,655,556	4.3	4.6
2007	308,804	3.7	2,698,646	3.7	4.6
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
February 2011	306,698	9.4	2,670,671	9.3	8.9

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

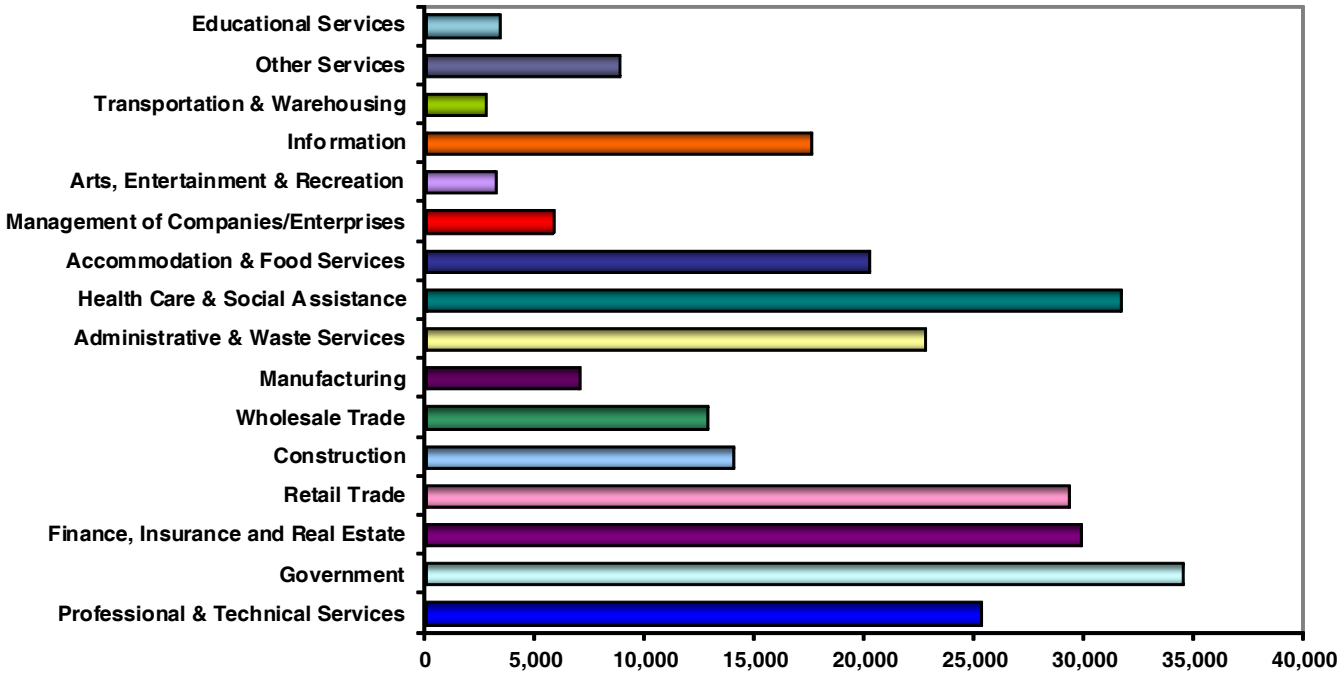
(1) Figures for Arapahoe County are not seasonally adjusted; the State of Colorado and U.S. numbers are seasonally adjusted.

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 2010.

Arapahoe County Employment Within Selected Industries 2010



Source: State of Colorado, Department of Labor and Employment, Labor Market Information Section, Colorado Employment and Wages

Major Private Sector Employers in Arapahoe County

Name of Employer	Product or Service	Estimated Number of Employees (1)
Qwest Communications	Telecommunications	4,280
Comcast Corporation	Telecommunications	3,400
Raytheon Company	Aerospace Systems & Software	2,200
Great-West Life & Annuity Insurance	Insurance	2,010
Kaiser Permanente	Healthcare	1,970
HealthOne: Swedish Medical Center	Healthcare	1,850
United Launch Alliance (ULA)	Space Launch Systems	1,710
DISH Network	Satellite TV & Equipment	1,710
Charles Schwab	Financial Services	1,700
ADT Security Systems	Security Services	1,500

Source: Metro Denver Economic Development Corporation

(1) Economic profile for 2010-11

EMPLOYMENT AND INCOME

Wages and Income

Over half of personal income is comprised of wages and salaries, which increased 0.9% in 2010. An increase in wages and salaries of 1.6% in 2011 is projected. It is expected that wage and salary growth will be fairly slow over the next several years due to the high level of unemployed people competing for the same positions, which will put a restraint on wages.

Consumer Spending

After a sharp decline in consumer spending in 2008 and 2009, Colorado Economic Indicators reflect a 5.1% growth rate in retail sales during 2010. Forecasts for 2011 through 2013, however, indicate a regression in spending partially due to rising energy and food prices, impacting the amount of disposable income available.

The recovery in the Denver metro area lags behind the nation and remains only slightly ahead of the State of Colorado. Spending is expected to continue to grow slowly due to high levels of consumer debt and unemployment.

Information regarding the economy is taken from *Focus Colorado: Economic and Revenue Forecast, March 18, 2011*, Colorado Legislative Council.

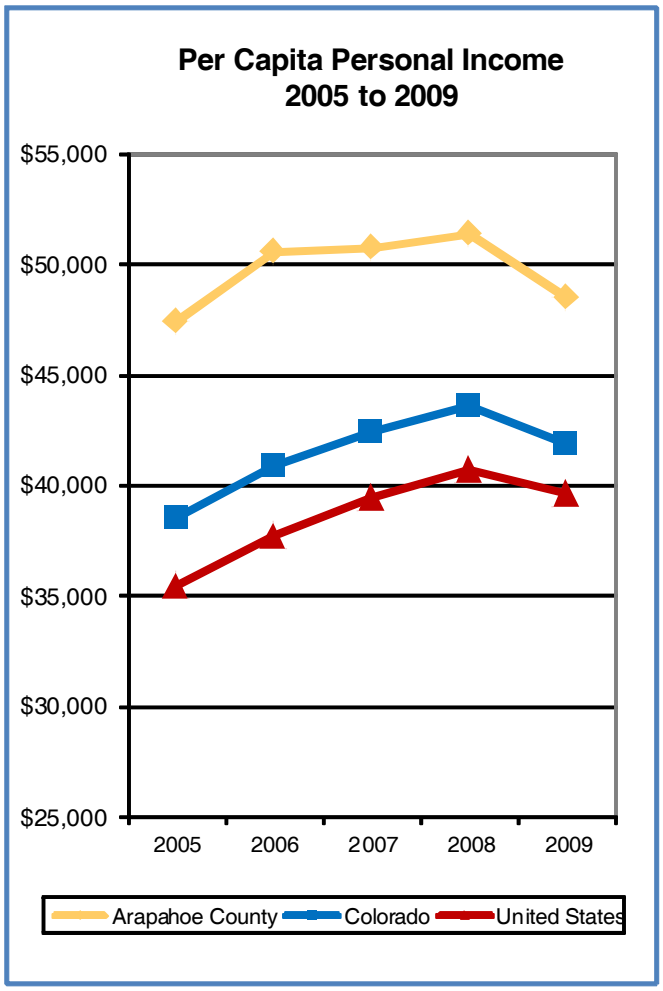
Per Capita Personal Income

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
2005	$47,362	$38,555	$35,424
2006	50,551	40,898	37,698
2007	50,713	42,386	39,458
2008	51,392	43,560	40,673
2009	48,480	41,895	39,626

(1) Arapahoe County and state data posted as of April 22, 2011. National data posted as of September 2010.

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



CHERRY CREEK SCHOOL DISTRICT
SIGNIFICANT TRENDS

EMPLOYMENT AND INCOME

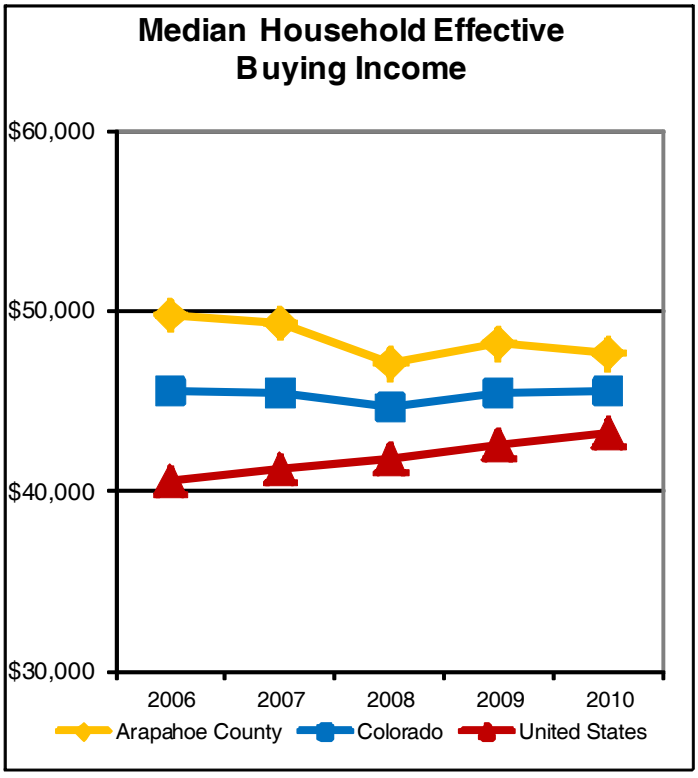
Median Household Effective Buying Income

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 five years.

Median Household Effective Buying Power

Year	Arapahoe County	Colorado	United States
2006	49,803	45,594	40,529
2007	49,303	45,477	41,255
2008	47,061	44,711	41,792
2009	48,214	45,490	42,513
2010	47,620	45,543	43,252

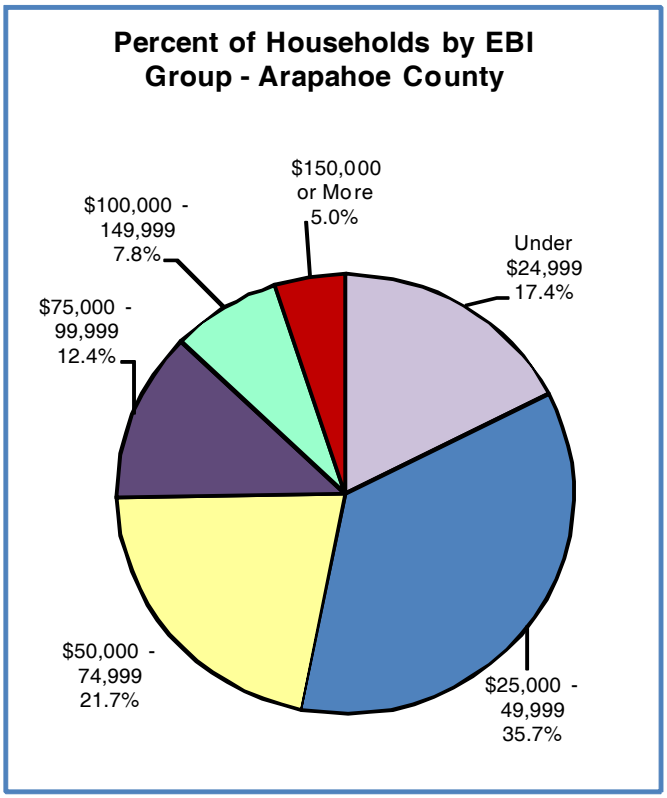


Sources: © CLARITAS INC.(Years prior to 2009 provided by Claritas publications: Sales & Marketing Management "2005 Survey of Buying Power" and Trade Dimensions International, Inc. "Demographics USA," County Edition 2006 - 2008.)

The following table and chart gives additional information about the percentage breakdown of EBI groups in Arapahoe County and compares them to state and national figures for 2010. Arapahoe County has a higher percentage of people who fall in the three highest EBI groups.

Percent of Households by EBI Group—2010

EBI Group	Arapahoe County	Colorado	United States
Under $24,999	17.4%	21.1%	26.2%
$25,000–49,999	35.7%	34.4%	32.1%
$50,000–74,999	21.7%	20.8%	20.1%
$75,000–99,999	12.4%	12.0%	11.1%
$100,000–149,999	7.8%	7.5%	6.5%
$150,000 or More	5.0%	4.2%	4.0%



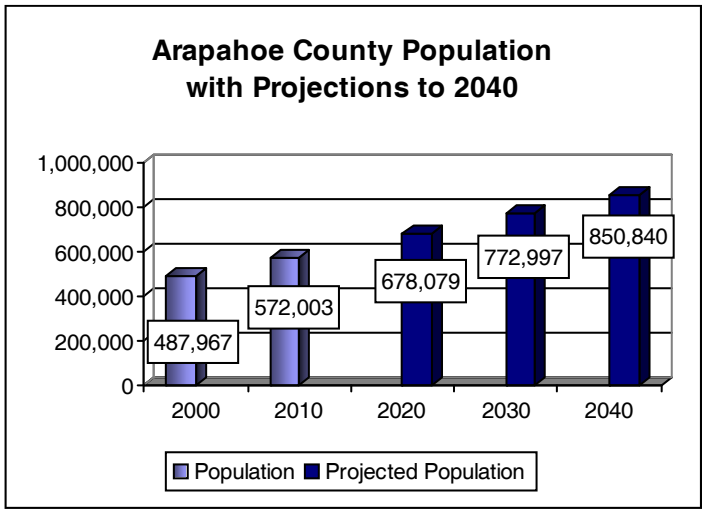
Source: © CLARITAS INC.

CHERRY CREEK SCHOOL DISTRICT
SIGNIFICANT TRENDS

ARAPAHOE COUNTY DEMOGRAPHIC PROFILE

Population

In 2010, Arapahoe County was the third most populous county in Colorado with an estimated population of 572,003. The Colorado Division of Local Government estimates that the county will experience a 49% increase in population between 2010 and 2040. The graph below depicts the growth in Arapahoe County from 2000 and the projected growth to 2040.



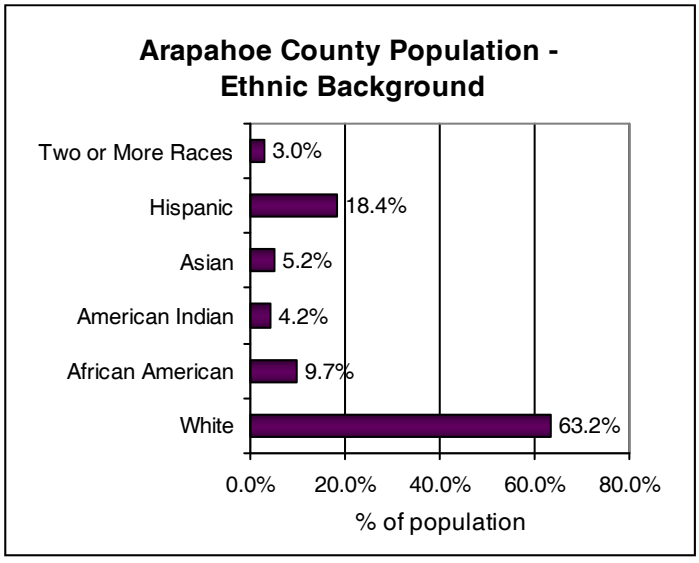
Source: Population figures are provided by the Colorado Department of Local Affairs, Division of Local Government, State Demography Office

Age Distribution

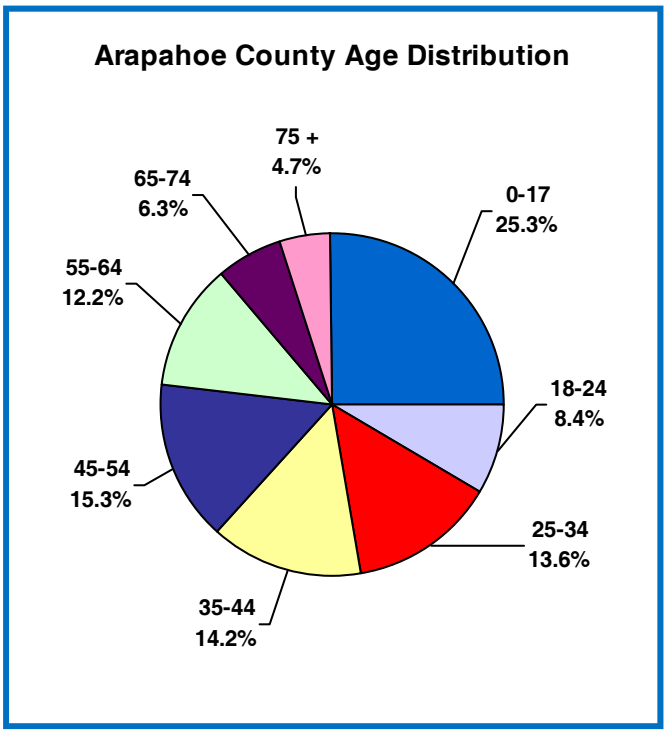
The table and graph below show the comparative age distribution for Arapahoe County, the State of Colorado and the United States. The data shows that Arapahoe County has a relatively young population with 25.3% of residents under the age of eighteen. This translates into a need for K-12 schools.

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

Age Distribution—Percent of Population			
Age	**Arapahoe County**	**Colorado**	**United States**
0-17	25.3%	24.2%	24.3%
18-24	8.4%	9.2%	9.7%
25-34	13.6%	14.9%	13.3%
35-44	14.2%	14.3%	13.6%
45-54	15.3%	14.9%	14.4%
55-64	12.2%	11.6%	11.5%
65-74	6.3%	6.1%	7.0%
75 +	4.7%	4.8%	6.2%

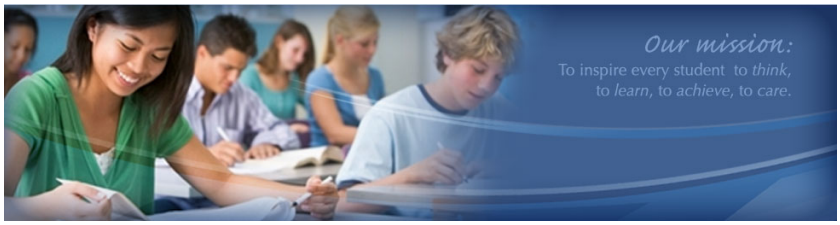


Source: Colorado State Demography Office



CHERRY CREEK SCHOOL DISTRICT
SIGNIFICANT TRENDS

CHERRY CREEK SCHOOL DISTRICT ENROLLMENT STATISTICS



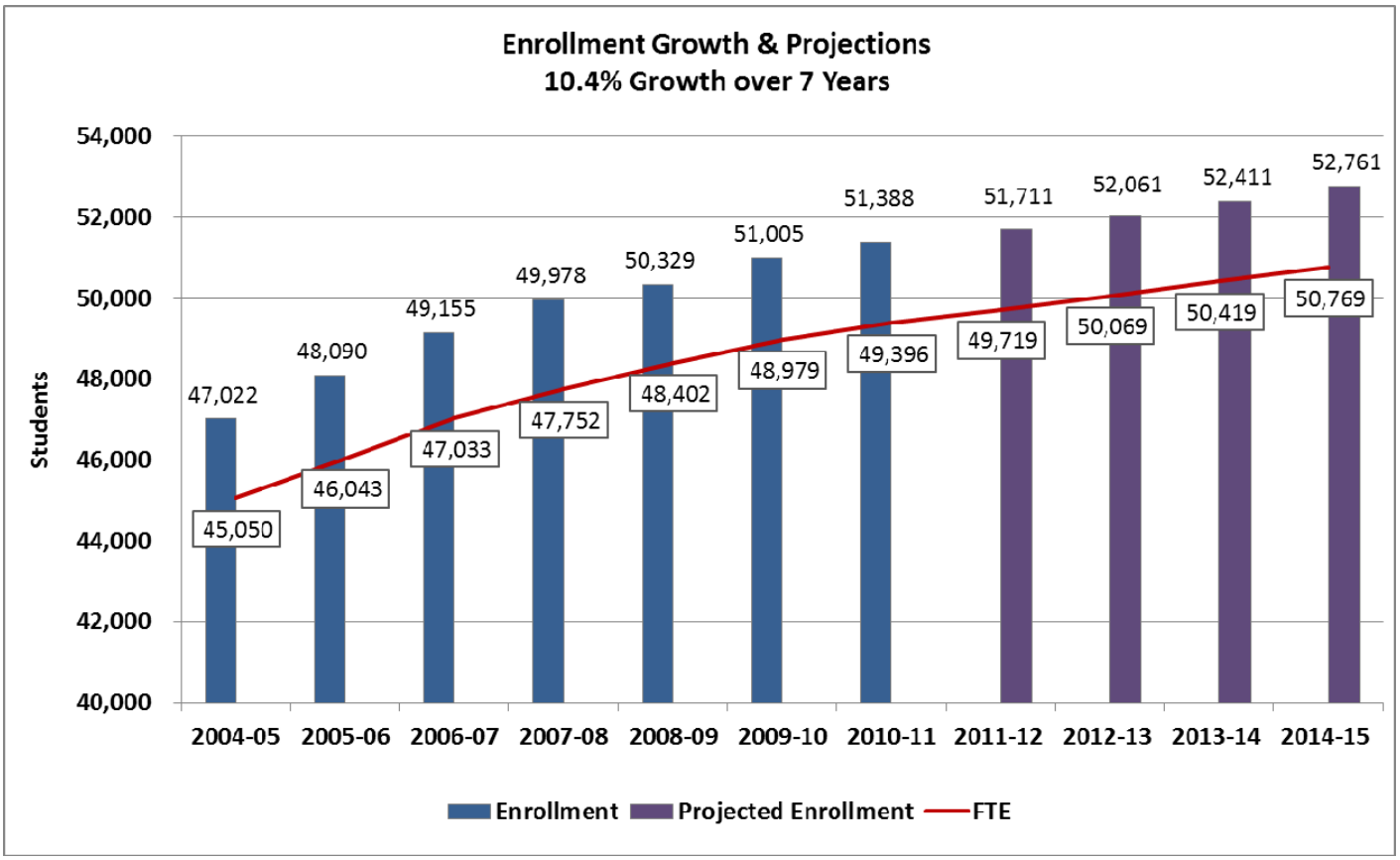
Enrollment

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 10.4% over the past seven years. Enrollment is expected to grow at a slower rate for the next four years.

The official state count of enrollment is conducted in October of each school year. The number of students enrolled in the District during the count period is the basis used for determining the amount of funding authorized by the School Finance Act. For the 2011-12 school year, the current funding formula estimate provides for $6,400 per full time student, a 5.0% decline from $6,740 per full-time student in the 2010-11 school year.

In addition to the students counted in the elementary, middle, and high schools, enrollment totals included students who are part of the following educational programs: Colorado Preschool Program (CPP), the M.W. Foote Services Youth Center, Intensive Treatment Program, homebound and expelled student programs.





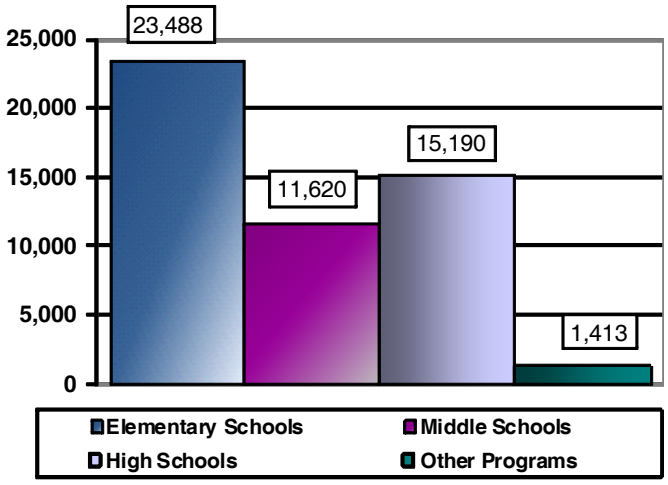
CHERRY CREEK SCHOOL DISTRICT
SIGNIFICANT TRENDS

Enrollment Forecasting Considerations

The student enrollment projection for the 2011-12 school year is 51,711. For budget planning purposes, this is converted to 49,719 on a full time equivalent (FTE) basis. The total projected FTE enrollment represents an increase of 323 students or .65% more than the 49,396 enrolled as of October 2010 in the 2010-11 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.

2011-12 Projected Enrollment by School Level



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.

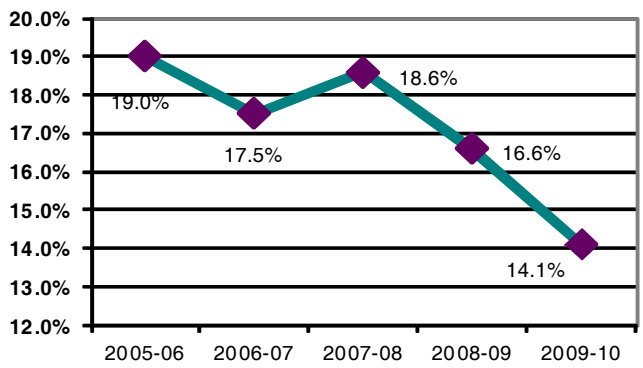
Mobility and Stability Rates

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.

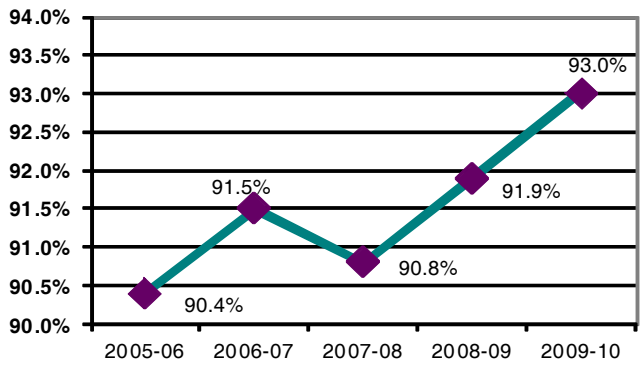
The District maintains stability and mobility reports on student enrollment. The stability percentage rate for the 2009-10 school year was 93.0%. This percentage is derived by taking the enrollment as of August 27, 2009, subtracting the number of students who left District schools since the beginning of the school year, and dividing the resulting number by the number of students enrolled on May 27, 2010. This is the percentage of enrollment that started the school year in the District.

The combined kindergarten through twelfth grade mobility rate for the 2009-10 school year was 14.1 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 27, 2010. 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



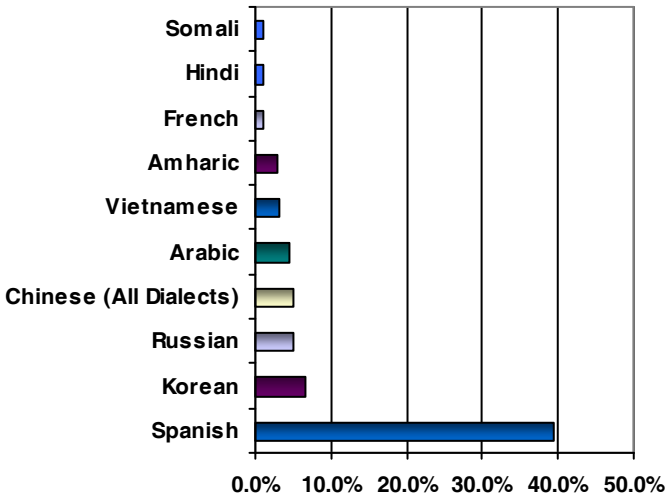
CHERRY CREEK SCHOOL DISTRICT
SIGNIFICANT TRENDS

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. Today, 37.9 percent of the students are minorities up from 17 percent a decade ago. One of the District's priorities is to actively assist students to reach high academic standards irrespective of gender, race, or economic status. These services support all student achievement goals and aim to strengthen excellence and equity through effective academic programs, professional development, safe schools, and community partnerships.

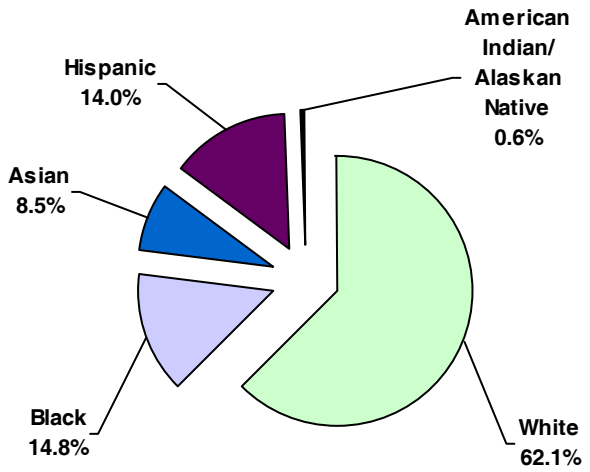
From October 2008 to October 2010, the number of English Language Learners (ELL) increased by 17.4%. During the 2010-11 school year, approximately 3,850 students received direct instruction in the ELA programs that operate in every District school.

Largest Language Groups Other Than English



The Primary or Home Language Other Than English (PHLOTE) groups represented in the District are: Somali (1.10%), Hindi (1.10%), French (1.17%), Amharic (2.98%), Vietnamese (3.22%), Arabic (4.47%), Chinese - all dialects (4.92%), Russian (4.97%), Korean (6.62%), and Spanish (39.38%).

Ethnic Distribution of Students*



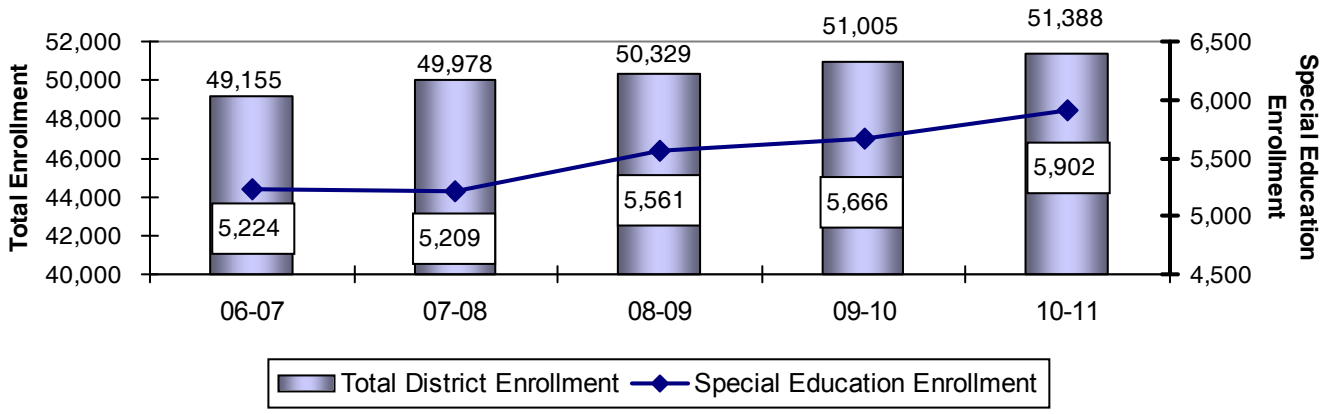
*Data for ethnic categories is taken from information provided by parents at the time of enrollment. The classifications are supplied by the federal government. Beginning in the 2010-11 school year, the coding will include a category of "two or more races" and "white" is defined as "having origins in any of the original peoples of Europe, the Middle East, or North Africa."

Enrollment in Special Education Programs

The District offers a comprehensive special education program. Special education teachers meet state certification standards and are well-qualified. Programs for all handicapped conditions extend from preschool through grade 12.

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

Special Education Enrollment to Total Student Enrollment



CHERRY CREEK SCHOOL DISTRICT
SIGNIFICANT TRENDS

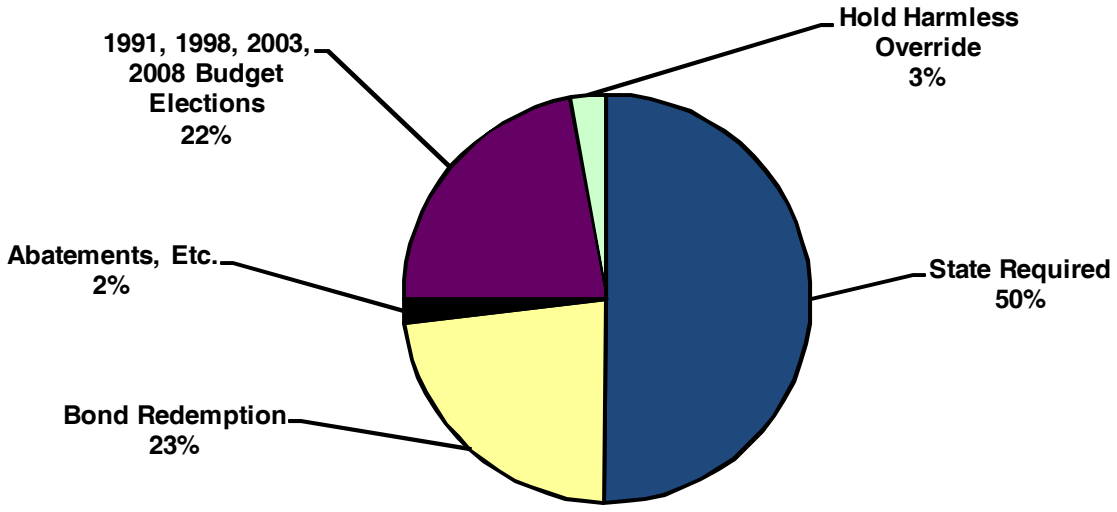
COMPARATIVE MILL RATES

	Mill Rates 2010 for 2011	Mill Rates 2011 for 2012 (1)	Difference	Levy Amount Difference (Thousands)
Standard Requirement—Total Program	25.712	25.712	0.000	($1,437)
Hold Harmless Overrides—Pre-1988	1.449	1.467	0.018	3
Special Overrides—1991, 1998, 2003, 2008 Budget Elections	11.177	11.311	0.134	1
Abatements, Refunds, and Tax Credits	1.440	0.981	(0.459)	(2,222)
Subtotal General Fund	**39.778**	**39.471**	**(0.307)**	**(3,655)**
Bond Redemption Fund	10.719	11.658	0.939	3,781
Total	**50.497**	**51.129**	**0.632**	**$127**

	Calendar Year 2011	Calendar Year 2012 (1)	Difference	Percent Change
Assessed Valuation	$4,720,753,465	$4,664,879,593	($55,873,872)	(1.18%)
Total Property Tax Levy	**$238,383,887**	**$238,506,890**	**$123,003**	**0.05%**

(1) Mill rates and assessed valuation for collection year 2012 will be revised in December 2011 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.

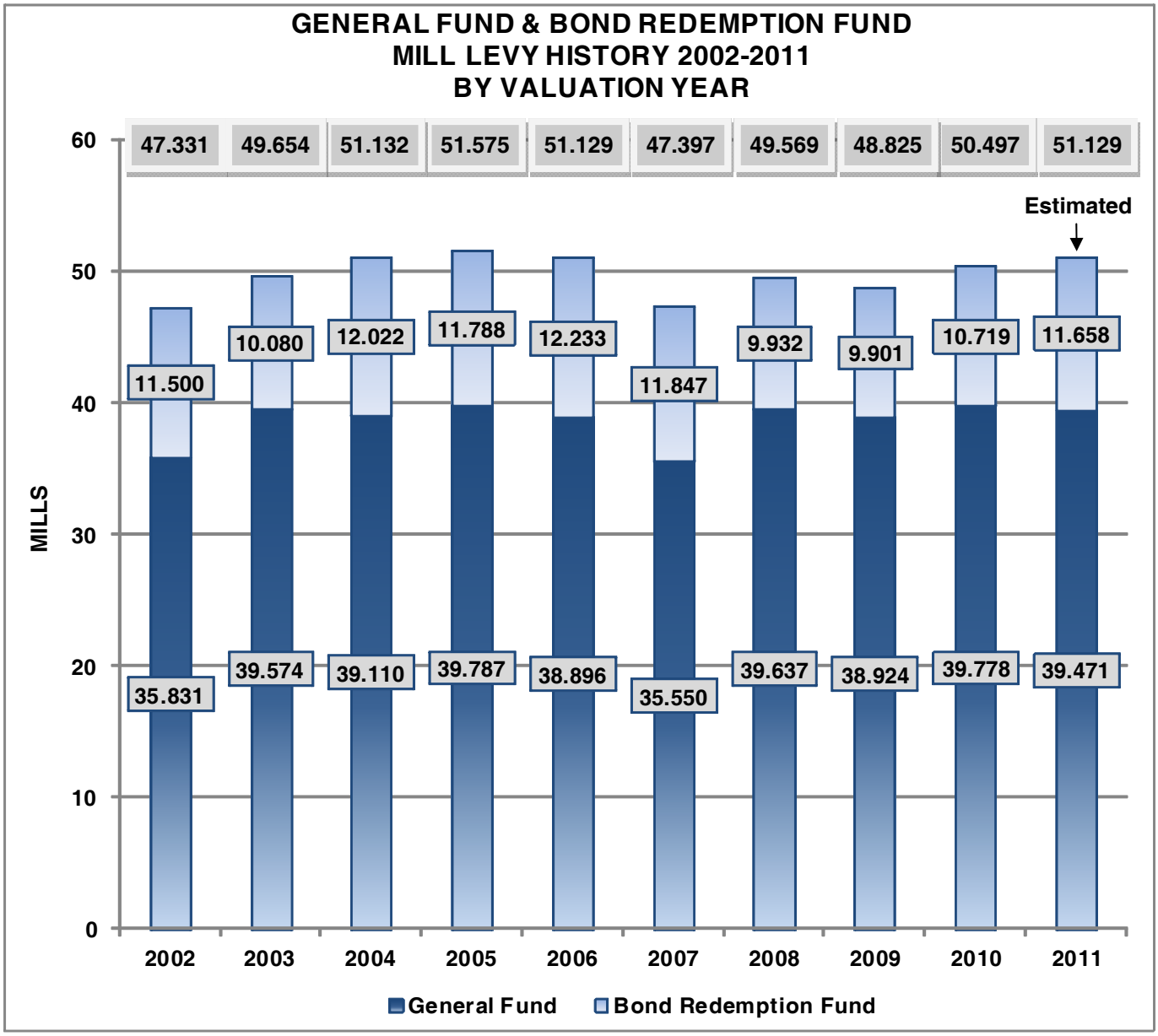
2011-12 Estimated Allocation of Mill Levy



CHERRY CREEK SCHOOL DISTRICT
SIGNIFICANT TRENDS

MILL LEVY HISTORY 2002 to 2011

The graph on this page shows ten years of mill levy history for the Cherry Creek School District. In November 2003, the electorate of the Cherry Creek School District approved a mill levy increase to raise the District's local tax revenue by $14 million and $167.5 million in construction bonds, which affected the 2003 levy. 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.



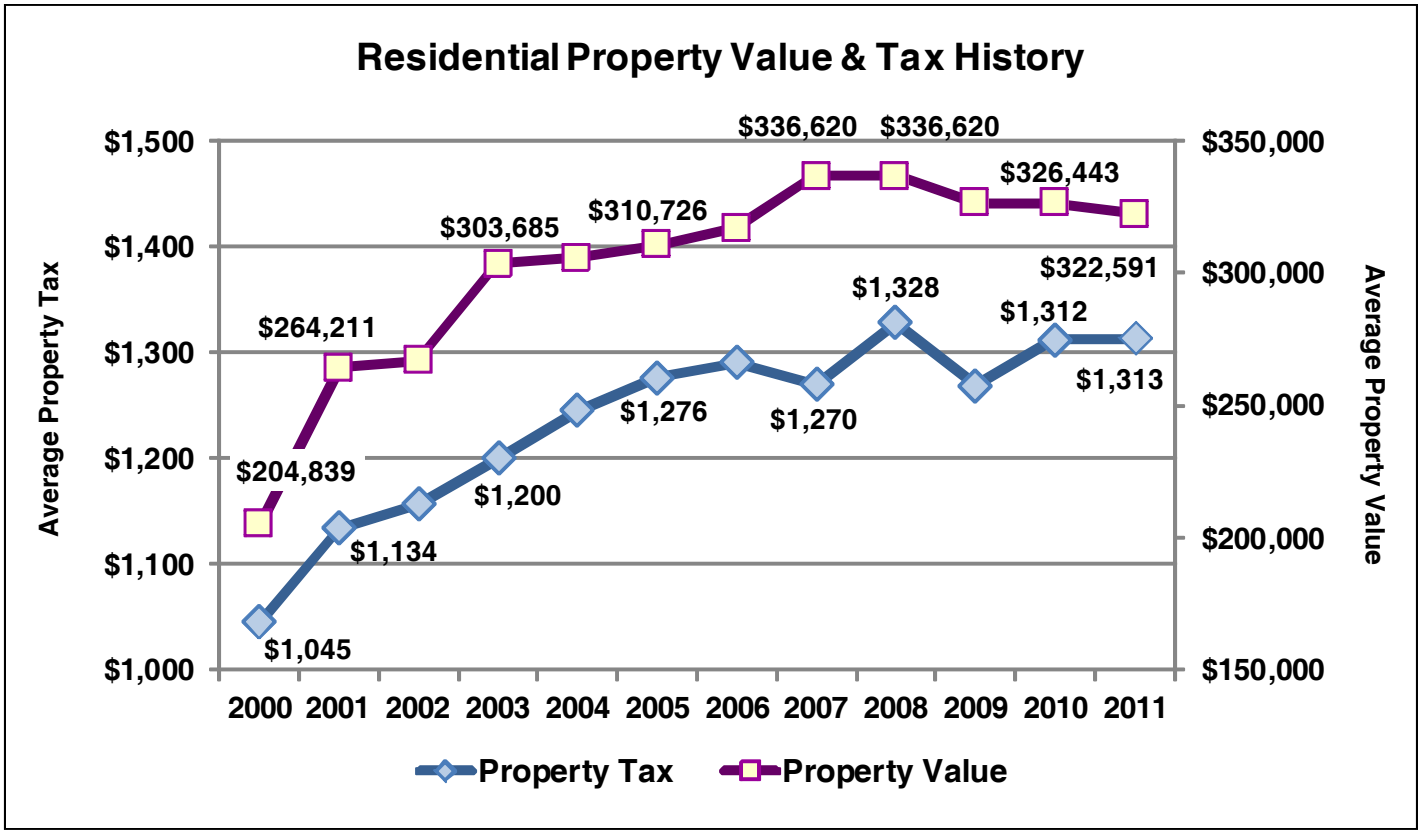
CHERRY CREEK SCHOOL DISTRICT
SIGNIFICANT TRENDS

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)						
2000	13,627.54	66,528	204,839	9.74%	52.397	1,045	(10)
2001	18,506.38	70,044	264,211	9.15%	46.889	1,134	89
2002	19,495.73	73,059	266,849	9.15%	47.331	1,156	22
2003	23,038.49	75,863	303,685	7.96%	49.654	1,200	44
2004	23,765.69	77,663	306,010	7.96%	51.132	1,245	45
2005	24,910.88	80,170	310,726	7.96%	51.575	1,276	31
2006	25,747.08	81,222	317,014	7.96%	51.129	1,290	14
2007	28,863.91	84,722	336,620	7.96%	47.397	1,270	(20)
2008	29,707.26	86,574	336,620	7.96%	49.569	1,328	58
2009	28,526.27	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
Estimated 2011	28,465.26	88,244	322,591	7.96%	51.129	1,313	1

The table above reflects the tax assessment year. Taxes are collected the following year.
The formula to figure the Cherry Creek School District portion of property taxes on a residence is:

Residential Property Value	X	Assessment Rate	X	Estimated Mill Rate	/1000	= School Property Tax
$322,591		7.96%		51.129 for 2011		$1,313



CHERRY CREEK SCHOOL DISTRICT
SIGNIFICANT TRENDS

COMPOSITION OF PROPERTY TYPE FOR DISTRICT'S ASSESSED VALUATION 2000 TO 2011

Year	Residential	Percent Change	Commercial	Percent Change	All Other	Percent Change	Total	Percent Change
	(Millions)		(Millions)		(Millions)		(Millions)	
2000	1,327.45	5.26%	1,664.46	7.37%	248.23	0.54%	3,240.14	5.95%
2001	1,693.52	27.58%	1,862.79	11.92%	314.52	26.71%	3,870.83	19.46%
2002	1,784.06	5.35%	1,789.33	(3.94%)	344.45	9.52%	3,917.84	1.21%
2003	1,833.95	2.80%	1,642.27	(8.22%)	313.98	(8.85%)	3,790.20	(3.26%)
2004	1,891.84	3.16%	1,636.08	(0.38%)	303.79	(3.25%)	3,831.71	1.10%
2005	1,983.01	4.82%	1,535.30	(6.16%)	321.23	5.74%	3,839.54	0.20%
2006	2,049.58	3.36%	1,561.76	1.72%	320.63	(0.19%)	3,931.97	2.41%
2007	2,297.68	12.11%	1,798.52	15.16%	358.69	11.87%	4,454.89	13.30%
2008	2,364.82	2.92%	1,819.53	1.17%	347.13	(3.22%)	4,531.48	1.72%
2009	2,270.78	(3.98%)	2,118.67	16.44%	346.33	(0.23%)	4,735.78	4.51%
2010	2,292.98	0.98%	2,094.18	(1.16%)	333.59	(3.68%)	4,720.75	(0.32%)
Estimated 2011	2,265.84	(1.18%)	2,069.40	(1.18%)	329.64	(1.18%)	4,664.88	(1.18%)

The assessed property value revisions required by the 1982 Gallagher amendment have continued to limit increases in the residential assessed values used to levy taxes for the District, even though actual property values for most residential properties have increased substantially. This state constitutional amendment requires that the residential property share of the total assessed value in the state be stabilized at approximately 45 percent of the total. By fixing the residential percentage share of property tax collections, an increasing portion of the taxes levied continues to be shifted to the commercial and nonresidential property owners.

In the state of Colorado, property taxes are paid by both homeowners and business owners to support schools. This tax money is collected by the Arapahoe County Treasurer, who distributes the funds to the District. State law requires that the residential assessment rate be evaluated every two years. In 2011, the residential rate is set at 7.96% and the commercial rate is 29%.



RESIDENTIAL



AGRICULTURE



COMMERCIAL

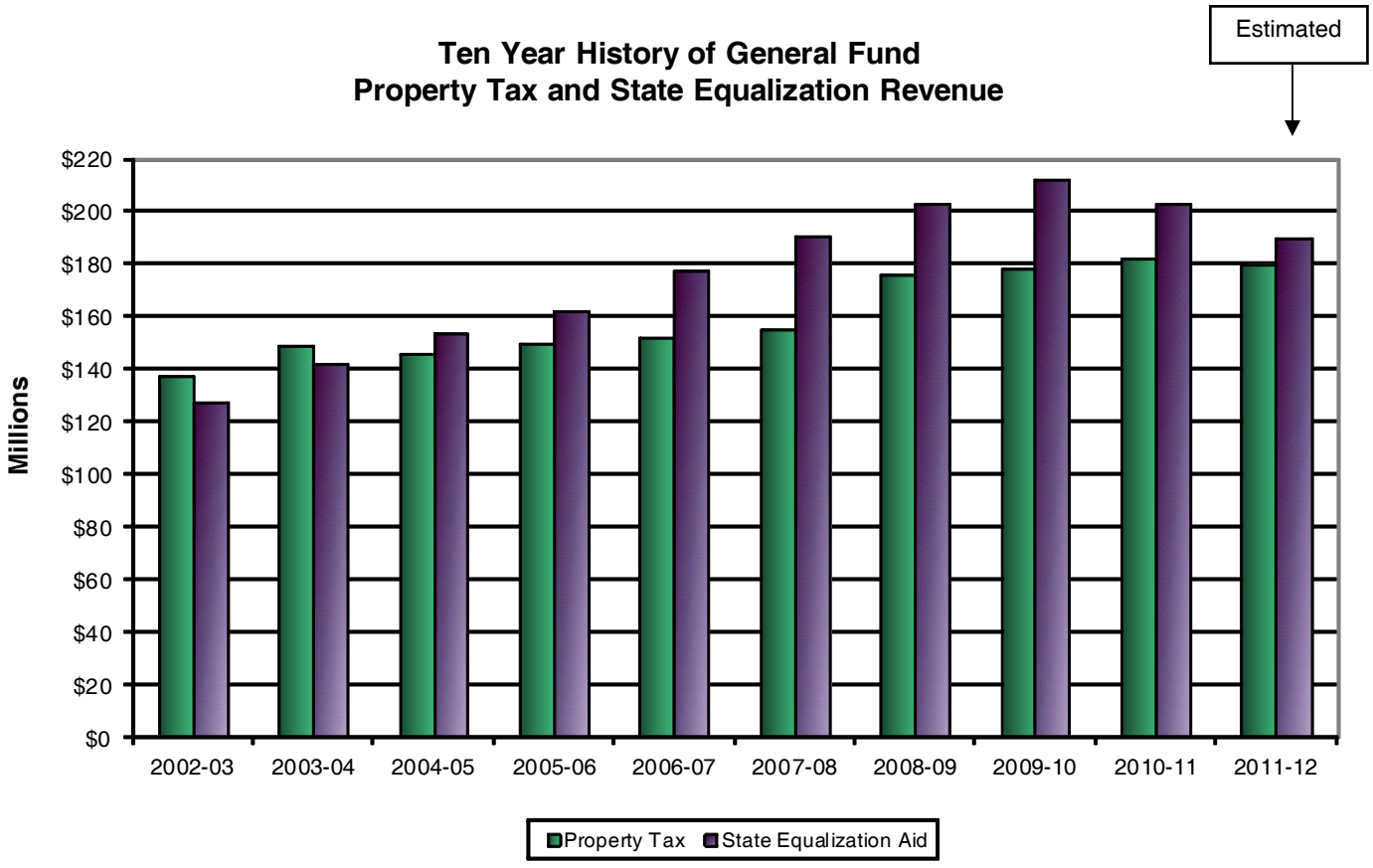
CHERRY CREEK SCHOOL DISTRICT
SIGNIFICANT TRENDS

HISTORY OF ASSESSED VALUATION 2002 to 2011

Assessment Year	Assessed Valuation	Market Valuation	Pupil Enrollment	Assessed Value Per Pupil	Market Value Per Pupil
	(Millions)	(Millions)			
2002	3,917.84	26,853.21	45,052	86,963	596,049
2003	3,790.20	29,783.85	45,900	82,575	648,886
2004	3,831.71	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 (1)	4,664.88	36,775.50	51,711	90,211	711,174

(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 FY2011-12. The decline in State Equalization revenue in 2011-12 is due to State funding reduction associated with the economic downturn.



CHERRY CREEK SCHOOL DISTRICT
SIGNIFICANT TRENDS

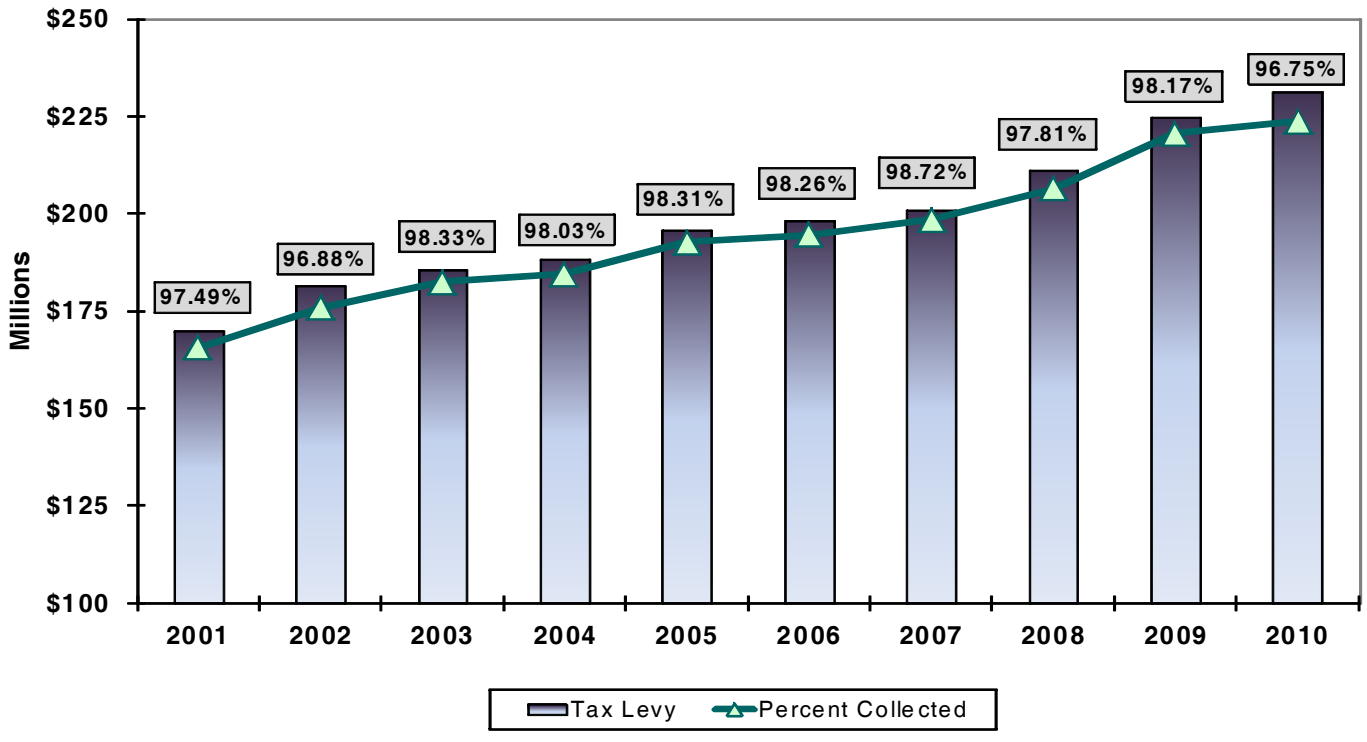
TAX LEVY AND COLLECTION HISTORY 2000 TO 2010

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
2000	169,773,652	2001	165,519,661	97.49%
2001	181,499,382	2002	175,843,950	96.88%
2002	185,435,427	2003	182,331,805	98.33%
2003	188,198,530	2004	184,490,462	98.03%
2004	195,922,830	2005	192,614,803	98.31%
2005	198,024,067	2006	194,580,659	98.26%
2006	201,036,940	2007	198,455,452	98.72%
2007	211,148,521	2008	206,515,255	97.81%
2008	224,621,021	2009	220,518,999	98.17%
2009	231,224,256	2010	223,701,797	96.75%

(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 2001 to 2009 taxes include tax collections through December 31 of each calendar year. Tax collections for 2010 are through June 30, 2010 only.



CHERRY CREEK SCHOOL DISTRICT
SIGNIFICANT TRENDS

BOND AND MILL LEVY ELECTIONS

Voters in the Cherry Creek School District have been overwhelmingly supportive of the District, approving 19 bond elections since 1951, and eight of nine budget elections since 1980. These funds have not only ensured that a growing school population is adequately housed, but also that the District remodels and replaces aging systems and buildings. The approved budget elections have helped the District maintain excellent educational programs in schools and absorb the operations and maintenance costs that accompany new facilities.

Bond Elections Approved:

Year	Amount	Voted For	Voted Against	% For
1951	$600,000	426	285	60
1953	691,000	531	88	86
1954	346,000	367	246	60
1955	550,000	524	68	89
1956	750,000	401	69	85
1958	2,000,000	356	309	54
1961	5,000,000	1,084	340	76
1967	975,000	1,521	533	74
1970	6,800,000	1,240	607	67
1972	20,000,000	2,543	1,314	66
1975	15,000,000	2,138	1,362	61
1976	26,800,000	2,582	2,015	56
1978	40,000,000	3,132	1,875	63
1983	59,115,000	3,446	1,693	67
1990	79,900,000	9,907	4,907	67
1995	93,500,000	19,434	14,807	57
1999	172,000,000	30,544	15,799	66
2003	167,500,000	26,552	23,416	53
2008	203,550,000	64,297	57,281	53

Mill Levy/ Budget Elections:

Year	Election	Voted For	Voted Against	% For
1980	Increase mill levy for General Fund 4.140 mills	3,433	3,153	52
1981	Increase mill levy for General Fund 3.720 mills	3,988	2,619	60
1984	Increase mill levy for General Fund 6.040 mills	3,090	1,867	62
1987	Increase mill levy for General Fund 5.030 mills	7,435	7,146	51
1991	Increase Equalization Program revenue for General Fund $10,263,000	11,455	9,224	55
1994	Increase Equalization Program revenue for General Fund $9,550,000	22,143	23,737	48
1998	Increase Equalization Program revenue for General Fund $10,500,000	36,409	26,425	58
2003	Increase Equalization Program revenue for General Fund $14,000,000	27,413	22,611	55
2008	Increase Equalization Program revenue for General Fund $18,000,000	67,327	54,968	55



CHERRY CREEK SCHOOL DISTRICT
GLOSSARY AND APPENDICES

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Cherry Creek Schools

Dedicated to Excellence

Dedicated to Excellence

ABBREVIATIONS, ACRONYMS, AND GLOSSARY

CHERRY CREEK SCHOOL DISTRICT
ABBREVIATIONS AND ACRONYMS

ABA
Applied Behavioral Analysis

AVB
Applied Verbal Behavior

A & E
Assessment and Evaluation

ACT
American College Testing

ADA
Americans with Disabilities Act

ALT
Achievement Level Test

AP
Advanced Placement

ARRA
American Recovery and Reinvestment Act

ASBO
Association of School Business Officials International

ASCA
American School Counselor Association

AUT
Autism

AVID
Advancement Via Individual Determination

AYP
Adequate Yearly Progress

BD
Behavioral Development

C4T
Computers for Teachers

CAFR
Comprehensive Annual Financial Report

CAD
Computer Aided Design

CAP
Community Asset Project

CAP4K
Colorado Achievement Plan for Kids

CARE
Collaborative Action Research for Equity

C.A.R.E.
Core Academic Re-Engagement

C.A.R.E. Line
Concern, Assistance, Responsibility, and Empowerment Line

CCA
Cherry Creek Academy

CCHE
Colorado Commission of Higher Education

CCSD
Cherry Creek School District

CDE
Colorado Department of Education

CCTM
Colorado Council of Teachers of Mathematics

CD
Compact Disc

CDL
Commercial Driver's License

CELA
Colorado English Language Assessment

CHSAA
Colorado High School Activities Association

CIPA
Children's Internet Protection Act

CIS
Curriculum Integration Services

CPI
Consumer Price Index

CPI-U
Consumer Price Index for All Urban Consumers

CPP
Colorado Preschool Program

C.R.S.
Colorado Revised Statutes

CSAP
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

HR
Human Resources

HVAC
Heating, Ventilating, and Air-Conditioning

IB
International Baccalaureate

IBMYP
International Baccalaureate Middle Years Programme

ICS
Incident Command System

IDEA
Individuals with Disabilities Education Act

IEP
Individual Education Plan

ILC
Integrated Learning Center

ITLC
Instructional Technology Leadership Cohort

ISDB
Individual School and Department Budgets

ISF
Instructional Support Facility

IST
Institute of Science and Technology

I-Team
Interdisciplinary Team

ITP
Intensive Treatment Program

JSD
Joint School Districts

KEP
Kindergarten Enrichment Program

KPI
Key Performance Indicators

LAN
Local Area Network

LD
Learning Disabilities

LEP
Limited English Proficient

LRFPC
Long-Range Facilities Planning Committee

MAC
Multicultural Advisory Council

MAP
Measures of Academic Progress

MPG
Median Growth Percentile

NCLB
No Child Left Behind Act

NEP
Non-English Proficient

NFL
National Forensic League

NIMS
National Incident Management System

NNAT
Naglieri Nonverbal Ability Test

NSLP
National School Lunch Program

OMS
Orientation and Mobility Specialist

O/T
Occupational Therapy

P.A.S.S.
Partnership for Academically Successful Students

PBS
Positive Behavior System

PCD
Perceptual/Communicative Disability

PERA
Public Employees' Retirement Association

PHLOTE
Primary Home Language Other Than English

PI
Performance Indicators

CHERRY CREEK SCHOOL DISTRICT
ABBREVIATIONS AND ACRONYMS

PIN
Parent Information Network

PLAN®[1]
Pre-ACT Test

P.R.E.P.
Proficient, Responsive, Experiential, Personalized

PTO
Parent Teacher Organization

PTCO
Parent Teacher Community Organization

PWR
Postsecondary and Workforce Readiness

RAMP
Recognized ASCA Model Program

RDI
Relationship Development Intervention

RTI
Response to Intervention

RTU
Rooftop Unit

RR
Reading Recovery®[2]

SAIP
Student Achievement Incentive Plan

SAR
School Accountability Report

SAS
Student Achievement Services
or
Student Achievement Specialist

SASID
State Assigned Student Identifier

SAT
Scholastic Assessment Test

SEAC
Special Education Advisory Committee

SIED
Significant Identifiable Emotional Disability

SIP
School Improvement Plan

SIS
Student Information System

SOAR
Safety, Ownership, Attitude, Respect

SPF
School Performance Framework

SRI
Scholastic Reading Inventory

SRO
School Resource Officers

SSMS
Student Success & Multicultural Services

STAR
Staff Training Assistance and Renewal

STEM-EC
Science, Technology, Engineering, and Math Education Coalition

SWAP
School to Work Alliance Program

TA
Teacher Assistant (also referred to as Para-Educator)

TABOR
Taxpayer's Bill of Rights

TEACCH
Treatment & Education of Autistic & related Communication-handicapped Children

TSA
Technology Student Association

VCR
Video Cassette Recorder

VSP
Vision Service Providers

WAN
Wide Area Network

YAB
Youth Advisory Board

[1] Registered Trademark of ACT, Inc.
[2] 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®[3]
A scientifically based, formative assessment system that "informs" the teaching and learning process by providing continuous student performance data and reporting on improvement to parents, teachers, and administrators. It enables evidence-based evaluation and data-driven instruction and is used to screen students against established benchmarks and monitor student progress.

Amendment 1 (TABOR Amendment)
An amendment to the Colorado Constitution approved by voters in November 1992, which limits governmental mill levies, revenue, and expenditures. Also referred to as the TABOR Amendment, which is the acronym for Taxpayers Bill of Rights.

Amendment 23
An amendment to the Colorado Constitution approved by voters in November 2000, which provides for state funding increases each year of at least the rate of inflation plus one percent for fiscal years 2001-02 through 2010-11 and annually by at least the rate of inflation for fiscal years thereafter. Other financial provisions relating to school district funding are also included.

Appropriation
A budgeted amount of money, which is approved by the Board of Education via a resolution, to spend for designated purposes.

Assessed Valuation
The current assessed valuation is based on 7.96 percent of the market value of residential property and 29 percent of market value of commercial property as determined by the Arapahoe County Assessor. Property taxes are paid on the basis of a property's assessed valuation, which is based on a percentage of the property's market value.

Asset Building
Forty developmental assets developed by the Search Institute that help students make choices in life and build school/community partnerships. This is a philosophy rather than a curriculum.

Attendance Rate
The average daily student attendance expressed as a percentage.

AVID
A 6th grade through high school elective program which prepares students in the academic middle with potential for success in rigorous secondary curriculum for four-year college eligibility. It is based on writing as a tool of learning, inquiry method and collaborative grouping. Three main components are academic instruction, tutorial support and motivational activities.

Average Cost Per Student
Total site level budget for regular educational services, divided by the projected full-time equivalent (FTE) student enrollment. Average cost per student will fluctuate due to various factors: length of service and additional education for professional staff members, differences in utility costs, and basic staffing requirements.

Balanced Budget
A budget with total expenditures not exceeding total revenue and monies available in the fund balance within an individual fund.

[3] Registered Trademark of Harcourt Assessment, Inc.

CHERRY CREEK SCHOOL DISTRICT
GLOSSARY OF TERMS

Behavior Code

The Board, in accordance with state law, shall adopt and approve a written code of conduct for students based on the principle that every student is expected to show respect for and to obey persons in authority. The code shall also emphasize that certain behavior, especially behavior that disrupts the classroom and learning environment, is unacceptable and may result in disciplinary action. The code shall be enforced uniformly, fairly and consistently for all students.

Benchmarks

Describe what the student should know and be able to do at various levels (i.e., first and third grades), as determined by the State, in order to attain the performance standards at grades 5, 8, and 12. Cherry Creek School District describes four levels of performance: Advanced, Proficient, Basic, and PreBasic.

Bond Issue

In general, bond issues are voted to pay the cost of school construction. The items, which these funds can be used for, are stated on the ballot when the issue is presented to the people. Money can be spent only for these authorized purposes. Proceeds from bond issues cannot be used to pay the daily operating expenses of a school district.

Bonds

A certificate of debt issued by the school district guaranteeing payment of the original investment plus interest by a specified future date. This is associated with costs for capital facilities.

Budget

An annual financial plan which identifies allocated dollar amounts that will be spent and revenue that will be generated over a given period of time. The Cherry Creek School District budget specifies the type and level of services by activity, and object for each fund, school and department.

Budget Override Election

C.R.S. 22-54-108 allows for the authorization of additional local revenue. A district may submit for voter approval, a request to raise and expend additional local property tax revenue, subject to the limitations specified within the law. The request shall be submitted at an election held in accordance with section 20 of Article X of the state constitution and Title 1, C.R.S.

Bully-Proofing

The Bully-Proofing Your School Program is a comprehensive bully prevention program, which focuses on converting the silent majority of students into a caring majority by teaching them strategies to avoid victimization and take a stand for a bully-free school. As part of the Cherry Creek School District's safety plan, implementation of the Bully-Proofing Program is required in all elementary and middle schools in the District. The program includes six basic components: staff training, student instruction, support of the victims, interventions with the bullies, systems interventions, and the development of a positive, caring climate within the school.

Capital Outlay (Expenditures)

An expenditure that results in the acquisition of fixed assets or additions to fixed assets that are presumed to have a life expectancy of more than one year. Examples include expenditures for land or existing buildings, improvements of grounds, construction of buildings, additions to buildings, remodeling of buildings, furniture, vehicles, and equipment.

CARE

A program launched in the 2004-05 school year with a cadre of 20 teachers from schools in the District's culturally diverse North area. These teachers implement "best practices" for working with students from different cultural backgrounds and evaluate the impact those practices have on student achievement.

Care Line

720-554-CARE is a confidential, anonymous telephone number for students to call when they feel threatened at school, see or hear of dangerous behavior, or know of an unsafe situation. The acronym stands for Concern, Assistance, Responsibility, and Empowerment.

Categorical Programs

Categorical Programs are specific programs that are funded separately from the District's total program funding under the School Finance Act. Examples include Vocational Education, Special Education, Gifted and Talented, English Language Acquisition, and Pupil Transportation. State funds for categorical programs must be used specifically for the program and are generally distributed based on a formula prescribed by law.

Central Services

Services provided to the District through one centralized department, including human resources, assessment and evaluation, risk management, planning, communications, and information systems.

Certificates of Participation

Financial instruments issued to provide capital in return for payment of principal and interest.

Charter School

A charter school in Colorado is a public school operated by a group of parents, teachers and/or community members as a semi-autonomous school of choice within a school district, operating under a contract or "charter" contract between the members of the charter school community and the local Board of Education.

Cherry Creek Educational Program

A year-round educational program at the Marvin W. Foote Youth Services Center designed to provide an individualized, relevant, positive, and stimulating educational experience for pre-adjudicated youth who are awaiting disposition on their charges.

CHERRY CREEK SCHOOL DISTRICT
GLOSSARY OF TERMS

Child Find

Child Find is a federally mandated program that identifies, evaluates, and assists with locating services for children who may have special needs or developmental delays. Some examples could include delay in talking, playing, interacting, seeing, hearing, thinking, or moving. For the Cherry Creek School District, this program is designed for infants, toddlers, and preschoolers from birth to kindergarten age.

Colorado English Language Assessment (CELA)

The Colorado Department of Education has recently identified content standards in English proficiency for English language learners. Federal and state legislation have mandated a new English proficiency test, the CELA, to assess these standards. All kindergarten through twelfth grade students who have been identified as having a language background other than English in the state of Colorado will participate in a statewide assessment in the areas of English proficiency in reading, writing, speaking, listening and comprehension.

Colorado High School Activities Association

The Colorado High School Activities Association (CHSAA) is a voluntary association of 328 member schools, including 279 public, 49 private, and 6 charter schools. Of the private schools, approximately 30 are church-related. The Association is the governing body for interscholastic athletics and activities in Colorado. It is responsible for establishing eligibility standards and other regulations for the student participants in the state.

Colorado State Model Content Standards

Challenging academic standards developed by the Colorado General Assembly and the State Board of Education, which are the foundation for Colorado's educational system.

Colorado Revised Statutes

Colorado Revised Statutes (C.R.S.) are the official, currently revised, laws of the State of Colorado.

Colorado Student Assessment Program

The Colorado Student Assessment Program (CSAP) is a standards-based assessment designed to provide a picture of student performance to school districts, educators, parents, and the community. The primary purpose of the assessment program is to determine the level at which Colorado students meet the State Model Content Standards in the content areas that are assessed. The CSAP results are used by educators to improve curricula, instruction, and individual student learning.

Commodities

Foods donated by the United States Department of Agriculture for use in Child Nutrition Programs.

Common Assessments

Common assessments are measure-specific teaching targets that allow all children an equal chance to demonstrate their knowledge. They are administered across the District by course or by grade level.

Comprehensive School Safety Plan

All Cherry Creek Schools have functioning school safety teams that monitor the building plan for both psychological and physical safety. Major components of each school's plan are *assessment, prevention, intervention, and crisis response*. Research collected by the U.S. Department of Education and published in "A Guide to Safe Schools", has shown that effective prevention, intervention, and response efforts work to create a safe school environment. The District has implemented these concepts at each Cherry Creek School.

Consumer Price Index

The Consumer Price Index (CPI) is a statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of cost of living and economic inflation.

Curriculum

Curriculum is all courses of study offered by an educational institution, or a group of related courses in a specific field of study, which allow students to acquire and integrate knowledge and skills.

Debt Service

Debt Service includes expenditures for the retirement of debt and expenditures for interest on debt, except principal and interest on current loans.

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).

CHERRY CREEK SCHOOL DISTRICT
GLOSSARY OF TERMS

Developmental Pathways

Developmental Pathways is a Colorado non-profit agency created to serve persons with developmental disabilities and their families. It was established in 1964 as a community-based alternative to institutional care. Since that time, Pathways has developed a broad array of services based on the principle that full inclusion and participation in community life is attainable for every individual with a developmental disability. Developmental Pathways serves citizens of Arapahoe and Douglas Counties, and the portion of Adams County within the City of Aurora city limits.

Disadvantaged

This term is used in the Designated Purpose Grants Fund, specifically Title I. Disadvantaged refers to the poverty rates of students enrolled in the districts which Title I uses as criteria to allocate its resources.

Dropout Rate

An annual rate reflecting the percentage of all students enrolled in grades 7-12 who leave school during the reporting period and are not known to transfer to other public or private schools.

E-Rate

A government plan directed by the Federal Communications Commission (FCC) that provides discounts to eligible schools and libraries for telecommunication, Internet access, internal connection and basic maintenance services. Also known as the Schools and Libraries Program of the Universal Service Fund.

Employee Benefits

Compensation, in addition to regular salary, provided to an employee. This compensation includes such benefits as health insurance, life insurance, disability, and Public Employees' Retirement Association (PERA) contributions.

Encumbrances

Purchase orders, contracts, and/or other commitments that are chargeable to an appropriation and for which a part of the appropriation is reserved.

Enterprise Fund

A fund used to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the cost of providing services to the general public be financed or recovered primarily through user charges or where it has been decided that periodic determination of revenue earned, expenses incurred, and/or net income is appropriate.

Entitlement

Payments guaranteed by the state legislature to eligible recipients for a certain period of time. The primary example is state equalization program payments.

Equalization Program Funding

The financial base of support for public education for school districts in Colorado as calculated by the Public School Finance Act. Equalization Program funding is provided by a combination of state funding, local property taxes, and specific ownership taxes as determined under the provisions of the Public School Finance Act.

Equalization Program Funding Per Pupil

The total equalization program funding of a district, as provided and amended under the Public School Finance Act, divided by the District's funded pupil count.

Essential Benchmarks

Newly defined standards essential to the District's goal of raising the achievement of all students and ensuring that all students meet them. These benchmarks are defined for each core content area of Reading, Writing, Mathematics, Science, and Social Studies.

Ethnic Diversity

Number of students officially denoted using State-defined racial/ethnic group classifications, expressed as a percentage.

Excellence and Equity

The terms Excellence and Equity represent both the goals and focus of the District's academic program. The goal of the District is to provide *every* student with excellent academic preparation that will allow the students to successfully complete a post-secondary college program. Accomplishment of this goal represents excellence in K-12 education. The Equity goal is to increase the achievement of all students while narrowing the gap between the highest and lowest achieving students, and eliminating the racial predictability of who occupies the highest and lowest performing groups.

Explore®[4]

The Explore® program is designed by ACT and linked to the ACT scale. Results provide a starting point for middle school students, parents, and counselors to begin conversations about high school course planning toward future college and career goals.

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.

[4] Registered Trademark of ACT, Inc.

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.

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.

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.

CHERRY CREEK SCHOOL DISTRICT
GLOSSARY OF TERMS

Naglieri Nonverbal Ability Test

The Naglieri Nonverbal Ability Test (NNAT), uses progressive matrices to measure students' overall ability without the use of language. Bright, attractive, and engaging to students, the NNAT uses items consisting of shapes and designs that are not unique to any cultural group. This assures that it is a fair, effective test for use with a wide variety of students, regardless of their educational experiences, cultural background, or language background. The NNAT is unbiased for students with hearing impairment or children with impaired color vision.

Naviance®[5] College Planning Tool

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

No Child Left Behind

In January 2002, President Bush signed the federal No Child Left Behind (NCLB) Act into law, which reauthorized the Elementary and Secondary Education Act. This new law revised the framework that Colorado will use to comply with the sweeping reforms. The NCLB Act contains four basic education reform principles:

- stronger accountability for results
- increased flexibility and local control
- expanded options for parents and
- emphasis on teaching methods that have been proven to work

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 4th and 5th grade students. It is embedded in the core curriculum and is intended to provide all students with access to a path of success. The program has been enhanced for 5th grade to include time management, listening, and organizational skills to achieve more in the classroom.

Per Pupil Revenue

The equalization program funding of a district determined in accordance with the provisions of the Public School Finance Act, as amended; divided by the funded pupil count of the district.

Performance Assessments

Refers to a task or situation in which students are given an opportunity to demonstrate their understanding and thoughtfully apply knowledge and skills. The approach requires students to construct their own responses to questions or prompts rather than to select from alternatives that are presented. Performance assessments are developed in a variety of contexts to represent the multifaceted nature of a proficiency area.

Performance Level

Each performance level represents a range of scale scores that determine where the child is performing on each CSAP assessment. For a child to make a year's growth, he/she would need to maintain the same performance level attained the prior year. There are ten levels: unsatisfactory, unsatisfactory high, partially proficient low, partially proficient, partially proficient high, proficient low, proficient, proficient high, advanced low, and advanced.

PLAN®[6] Program

As a "pre-ACT" test, PLAN is a powerful predictor of success on the ACT Assessment®. The PLAN program helps 10th graders build a solid foundation for future academic and career success and provides information needed to address school districts' high-priority issues. It is a comprehensive guidance resource that helps students measure their current academic development, explore career/training options, and make plans for the remaining years of high school and post-graduation years.

Portfolios

A collection of student work used to set improvement goals, show student progress, and demonstrate achievement. Portfolios are sometimes used for reporting to parents and other educators.

PowerSchool

Fully integrated administrative student information system written by Apple Computer and accessible by students, parents and District personnel.

[5] Registered Trademark of Naviance, Inc.

[6] Registered Trademark of ACT, Inc.

Property Tax
The general property tax is levied on land and buildings located within a school district. Every owner of private and business property in the district, including public utilities, pays this tax. Property owned by governmental, charitable, and religious institutions is exempt from taxation.

Public School Finance Act
C.R.S. 22-54-101, et seq., enacted in 1994 seeks to provide for a thorough and uniform system of public schools throughout the state. It requires that all school districts operate under the same finance formula. Equity considerations dictate that all districts are subject to the expenditure and maximum levy provisions of this act. Under the previous 1988 act, Colorado's 178 school districts were classified into eight categories with similar characteristics for funding purposes. The 1994 act, created under House Bill 94-1001, replaces the eight setting category groups with individually determined school district per pupil funding amounts. The 1995 legislature revised the 1994 act with the passage of House Bill 95-1327. This bill eliminated the hold harmless status of school district funding, provided for an increase for inflation, and provided for partial property tax equity for Cherry Creek School District.

Public Employees' Retirement Association
Public Employees' Retirement Association (PERA) provides retirement and other benefits to the employees of nearly 400 government agencies and public entities in the State of Colorado. Established by state law in 1931, PERA operates by authority of the Colorado General Assembly and is administered under Title 24, Article 51 of the Colorado Revised Statutes. It serves as a substitute for social security and uses actuarially established investment objectives with long-term goals and policies.

Pupil Activities Fund
This fund is provided to account for financial transactions related to school-sponsored pupil intra- and inter-scholastic athletic and activity related events.

Pupil Enrollment
Pupil enrollment can be presented as the full actual count or on a full time equivalent (FTE) basis.

Purchased Services
Amounts paid for personal services rendered by personnel, who are not on the District's payroll, and other services, which the District may purchase.

Reading Recovery®[7]
Reading Recovery is a highly effective short-term intervention of one-on-one tutoring for low-achieving first graders. The intervention is most effective when it is available to all students who need it and is used as a supplement to good classroom teaching. The program is made available through the Reading Recovery Council of North America.

Referendum C
Referendum C, also known as the Colorado Economic and Recovery Act, allowed a portion of the tax revenue collected by the state to be available in the State budget to boost the economy during a time of recession. In November 2005, the voters of Colorado approved the ballot proposal known as Referendum C. This change allows the state to retain and spend the money it collects beyond a newly established set limit, for education and healthcare purposes over the next five years.

Retained Earnings
Retained earnings is an equity account that reflects the accumulated earnings of an enterprise.

Revenue
Funds received, generally from taxes or from a state or federal funding program, which are not loans and which do not cause an increase in a liability account.

Rubrics
Scoring guides for evaluating student work and for providing common agreement on evaluating performance. A set of statements explaining the criteria for specific level of performance.

Salaries
Amounts paid to employees of the District who are considered to be in positions of a permanent nature or hired temporarily, including personnel substituting for those in permanent positions.

Scholastic Reading Inventory
SRI is a research-based, computer-adaptive reading assessment for Grades K-12 that measures and reports students' level of reading comprehension. Data results are used to monitor progress toward Annual Yearly Progress (AYP), place students, differentiate instruction, and forecast state test results.

School Budget
Total site level budget amount for regular educational services. The budget is based on a number of student costs as well as staffing ratios, projected needs, and contracted services. The budget includes costs of regular instruction, administration, mental health staff, teacher assistants, technicians, staff support, nurses, secretarial staff, and custodians. Most Student Achievement Services costs are not included in the site budget. Average costs per student will vary by school due to various factors: length of service and additional education for professional staff members, differences in utility costs, and basic staffing requirements (e.g., all schools have a building engineer, nurse, etc., regardless of student enrollment).

School of Choice
Colorado law allows students to enroll under open enrollment at a non-resident school, also known as School of Choice. These schools include Charter and Institute Charter schools, Home schools, Online schools, Magnet/Focus/Option/Contract schools, and Private schools.

[7] Registered Trademark of Reading Recovery Council of North America, Inc.

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.

Specific Ownership Tax
An annual tax imposed upon each taxable item of personal property, including motor vehicles.

SpringBoard
A curriculum-based program developed by the College Board for students in grades 6 to 12. Components align with state standards to ensure students have the essential knowledge and problem-solving skills in Language Arts and Mathematics. This program was piloted at Prairie Middle School in FY2006-07.

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 2011 tax assessments and billed in January 2012, are reflected as revenue to the District in fiscal year 2011-12.

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.

Dedicated to Excellence

APPENDICES

CHERRY CREEK SCHOOL DISTRICT
EDUCATION SUMMIT REPORT

APPENDIX A

February 1994

To prepare the District to more effectively perform its mission, a plan-of-action report entitled "Funding Our Vision of Excellence: Constructively Addressing the New Realities" was prepared as a result of extensive interaction and dialogues among all the Education Summit participants. This December 1993 document was intended to crystallize the ideas of the many community and staff members who participated in the Summit Focus Groups as well as in subsequent forums held in every school for additional feedback, and to shape these ideas into a compelling vision and bold action plan for the District. The following summary briefly describes the five major goals of the Summit and the ten action plans contained in the completed Education Summit report.

New Realities

- ✓ Shrinking Revenue per Student
- ✓ Increasingly Complex and Diverse Student Population
- ✓ Shifting Public Expectations of Clear Student Outcomes, Higher Student Achievement, and Greater School Accountability
- ✓ Rapid Advances in Knowledge and Technology
- ✓ Business Concerns About K-12 Education
- ✓ Intense International Competition
- ✓ Intolerance, Drug Abuse, Violence, Teen Sexuality, and the Learning Environment
- ✓ Changing Family Patterns
- ✓ Public Calls for Choice and Greater Efficiency
- ✓ Intrusive Federal and State Regulations

Five Major Goals Guiding "Funding Our Vision of Excellence"

Goal 1 Define the District vision and priorities in light of new realities

Goal 2 Establish what the educational program should be and how it should be organized

Goal 3 Propose realignment of resources as needed to fit the first two goals

Goal 4 Prepare specific recommendations for balancing revenue and expenditures

Goal 5 Reinforce and extend the Cherry Creek spirit of excellence and innovation

Summary of Summit Action Plans

1. Set high standards and maintain high expectations
2. Restructure instructional delivery for higher performance
3. Reorganize the use of school time
4. Develop meaningful partnerships with the community and a stronger network of communication and collaboration both internally and externally
5. Foster site-based management within the framework of the District vision and goals
6. Provide the foundation for staff excellence and accountability
7. Work with all employee groups to design and implement a pay system based on performance and responsibility
8. Increase the use of technology to enhance student achievement
9. Demonstrate a commitment to continuous improvement
10. Focus funding on student achievement

Action Plan 10 — Focus Funding on Student Achievement

The Summit participants proposed a tiered system of funding. The Tier System is a clear statement of instructional priorities for Cherry Creek School District. Tiers I through VI broadly define what the District must provide in order to enable all students to achieve an excellent education.

Seven Factors of the Tier System

- ✓ District Vision
- ✓ District Standards
- ✓ Graduation Requirements
- ✓ State Standards
- ✓ College Entrance Requirements
- ✓ Preparation for the Workforce
- ✓ Student Needs

These factors constitute the specifics, which must be considered when building any program or schedule.

In allocating school time and resources, each school site will apply the Tier System in a way that meets the needs of its student population and gives due consideration to the concerns of its community.

The Tier System does not mandate cuts nor discontinue programs. It does indicate which priorities should be given the most weight - those in the first three tiers, which constitute the essentials each student needs in order to be considered an educated person. Tiers IV through VI have importance as well. If substantial deficits are faced, the District may reduce more heavily in Tiers IV through VI, but it may also reduce in Tiers I through III.

Tier Structure Considerations

Several guidelines must be kept in mind when considering the tier structure.

- ❖ First, the tiers define key programs and functions — but the delivery system of these programs and functions may be changed as needed, irrespective of which tier the program or service falls within.
- ❖ Second, there are differences in how the tiers will be applied, depending on the level of instruction — i.e., elementary, middle, and high school.
- ❖ Third, all programs in every tier will be under continuous review for effectiveness and efficiency, and may be reorganized to maximize student achievement.
- ❖ Lastly, the Tier System does not "protect" any particular department or service. It is not the case that departments as a whole are placed in a particular tier. Rather, each course, service, or product that school funds are expended on must be considered on its own merits and placed in a tier according to the factors listed above.

These guidelines are a reflection of the District's focus on proficiencies — a focus on what students know, as opposed to what they are taught.

SUMMIT IMPLEMENTATION STEERING COMMITTEE REPORT

In February 1994 the Board of Education approved the Education Summit Report as a conceptual plan for the District, and directed administration to organize an implementation committee with broad-based participation to place the recommendations into action. A Summit Implementation Steering Committee and two subcommittees were formed. The Performance Improvement Subcommittee focused on matters in the Summit Report pertaining to student achievement, calendar, graduation and advancement requirements, communication and coordination, staff performance and compensation, and technology. The Finance Committee concentrated on Action 10 of the Summit Report, with special attention given to the Tier System and whether a budget election should be called for November 1994. Individual Task Groups were organized in each subcommittee to address specific items and make recommendations to be included in the combined Summit Implementation Steering Committee Report. The Steering Committee coordinated and refined the proposed actions from the two subcommittees and various task groups into a comprehensive set of forty recommendations, which are presented in the complete Summit Implementation Steering Committee Report.

The complete *Report of the Summit Implementation Steering Committee—June 1994* includes General Recommendations; Performance Improvement Recommendations, and Finance Recommendations; as well as individual reports and recommendations from each of the specific Task Force Groups.

General Summit Implementation Update

The Cherry Creek School District should pursue a two-part strategy to implement the Summit recommendations. The first part should be a Districtwide effort to join the various Summit recommendations into an organizational change process more potent than the recommendations taken separately. The second part of the strategy should be the encouragement of "break the mold" site innovations that improve student achievement and serve as models of the Summit recommendations in action.

- A budget election should be called for November 1994 that will allow the District to address the projected shortfall for 1995-96. The focus of the budget election should be improvement of student achievement, not simply maintenance of current operations. A portion of the proceeds generated from the election should be dedicated for the purchase of technology and software systems that enhance student achievement and for implementation of Summit recommendations that will improve student performance.

  Update: A budget election was held in November 1994, but the proposed tax increase was not approved. However, additional financing has been received beginning in 1995-96 and each year thereafter as a result of legislative action. This legislation removed the “hold harmless” status, provided for cost increases for inflation and provided for an increase in property tax equity. Budget elections in November 1998 for $10.5 million and in November 2003 for $14 million were approved, which provide additional funding for the District.

- In conjunction with the budget election process the District should continue to take action to reduce recurring costs so that expenditures are in line with revenue and reliance on reserve funds is minimized**.**

  Update: A broad-based District and community effort to build the budget and “Fund the Vision” for 1995-96 was accomplished, which resulted in expenditures being brought into balance with revenue. Each fiscal year since 1995-96, the budget has been developed with increased expenditures for educational programs funded by ongoing revenue sources, as well as a portion of District reserves, if necessary.

- The linkage between school finance and student achievement must receive constant emphasis within the District, demonstrated by a willingness to reallocate resources to realize the greatest impact on student growth and achievement.

  Update: Resources were reallocated using a Tier-System-based review to focus and prioritize financial resources on student achievement. Since 1997-98 additional staffing resources have also been included in the budget to support higher student achievement. This involved changing the student to teacher staffing ratio from 18.5 to 1 to 18.0 to 1.

  A focus on results in terms of student academic achievement should be the dominant concern of the District, and supersede other concerns and interests. This commitment should be supported by full implementation of the Tier System in budget development.

  Update: The 1995-96 through 2008-09 budgets were developed with community and staff involvement using Tier-System-based budget development parameters and guidelines. In 1996-97 the District formed the Excellence Task Force that recommended a number of academic-achievement-directed changes. These recommendations were used to help develop the 1997-98 through 2008-09 budgets.

- To support systemic change, District policies and procedures should be reviewed and revised as needed to ensure they support student achievement and efficient operation of the District.

  Update: District policies and procedures are being selectively reviewed and revised on an ongoing basis.

- To support "break the mold" innovations, the District should consider sponsoring magnet or "charter type" schools within the District, and, if feasible, plan for implementation in 1995-96.

  Update: A charter school, Cherry Creek Academy, was opened in September 1995. The Cherry Creek Academy emphasizes a core knowledge curriculum. The Challenge School is a magnet school designed to meet the needs of academically advanced and motivated students from kindergarten through eighth grade. Walnut Hills Elementary School, a magnet school since the fall of 2003, pursues a rigorous and challenging core curriculum coupled with the arts. Dry Creek Elementary is a Collegiate Preparatory Focus School and emphasizes scholarship and mentorship for college preparation.

The preceding information represents a summary of the Education Summit reports and recommendations. For further information, please refer to the complete reports, which are available upon request. These reports are "Funding Our Vision of Excellence: Constructively Addressing the New Realities" – December 1993; "Summit Implementation Steering Committee Report" – June 1994; "A Synopsis of The Education Summit" – August 1994.

TIER SYSTEM

Priorities in Funding		
Tier I	Required Programs	Programs mandated by law or policy and not subject to District or school discretion: (a) Capital Reserve transfer (b) Insurance Reserve (c) Special Education Programs
Tier II	Literacy Core Programs	Student achievement of core standards: (a) Language Arts (b) Mathematics (c) Science (d) Social Studies
Tier III	Enhanced Core Programs	Student attainment of the core enhancement standards: (a) Arts (b) Foreign Languages (c) Health (d) Instructional Technology (e) Library/Media Services (f) Life Management Skills (g) Physical Education (h) Vocational Education
Tier IV	Support Services	Assistance for student's focus on learning: (a) Mental Health Services (Guidance, Counseling) (b) Nursing Services (c) Deans (d) Security (e) Transportation (f) District Services (includes fixed costs) – Educational Support Services – Building Services – Central Leadership Services – Human Resources – Instructional Services
Tier V	Electives	Standards excluding Tiers I - III programs Examples: (a) Business (b) Drivers Education (c) Crafts
Tier VI	Supplemental Programs	Co-curricular and extracurricular activities and athletic programs excluding Tiers I - III programs (a) Contributes to student self-esteem (b) Indirectly assists in student attainment of standards offset in part with fees and community support
Tier VII	Optional Programs and Activities	Programs and activities with no relationship to standards Examples: (a) Trips scheduled on non-pupil contact days, weekends, or vacation periods (b) Programs not supported with taxpayer funds organized by school; self-funding; outside school time



Cherry Creek Schools

Dedicated to Excellence

IN SEARCH OF EXCELLENCE TASK FORCE

The *In Search of Excellence* Task Force was formed in 1996 to study other high performing school districts in the Washington, D.C. and Dallas, Texas areas, which were growing at a similar rate as Cherry Creek School District. The goal was to look at their successes and shortcomings and to identify those factors that have contributed to student achievement and success. The following recommendations from the task force are focused upon the District's mission, "To inspire every student to think, to learn, to achieve, to care." The District's motto of "Dedicated to Excellence" is the parent of its mission and the impetus behind both the *In Search of Excellence* Task Force study and the Education Summit. The Summit Report established a challenging vision and action plan for the District and the recommendations in this task force report are linked to the Summit Report both in spirit and content.

The following summarized recommendations stress high expectations, high standards, and a continuation of a proactive philosophy as keys to a bright future for the Cherry Creek School District. The complete recommendation document includes substantial additional information as to the implementation strategies and anticipated impacts of these recommendations.

***In Search of Excellence* Implementation Report – May 8, 2000**

Significant progress on the task force recommendations continues to be realized since the initial implementation review of April 1998. More than forty strategies are being used to address the twelve recommendations. General progress of the strategies supporting each recommendation is described below each strategy in the report. The *In Search of Excellence* Task Force Recommendations Implementation Report can be obtained from the office of the Assistant Superintendent of Performance Improvement.

Student Achievement Recommendations

1. Keep the pursuit of excellence the number one priority, coupled with a Districtwide commitment to continuous improvement.
2. Hold high expectations for every student, and actively assist each one to reach high academic standards irrespective of gender, race, or economic status.
3. Emphasize the importance of participation in the academic core for all students whether they are planning on college or immediate entry into a career after high school.
4. Establish "proficient" as the target achievement level for all students in reading, writing, and mathematics.
5. Academically challenge and accelerate students to the greatest extent of their ability, interest, and motivation.
6. Maintain excellence in the "enhanced core" (the arts, health and physical education, foreign languages, vocational/technical education and school-to-career programs, life management skills, instructional technology, library/media services) and extracurricular program in a manner that supports and complements high academic achievement and well-rounded students.
7. Marshall resources needed to deliver academic excellence and fulfill the District mission.
8. Utilize leadership and governance structures that stress student achievement, accountability, collaboration, and stewardship.
9. Use site-based shared decision-making in tandem with a clear District focus to enhance student achievement and organizational efficiency.
10. Build connectedness, trust, and confidence within the organization and the community.
11. Strengthen Teacher and Administrator Recruitment and Development, while increasing the diversity of the staff.
12. Create and maintain an environment of physical and psychological safety, committed to the vision of a "safe, secure, and caring learning environment in each school for every child, every day".



Cherry Creek Schools

Dedicated to Excellence

Vision for Instructional Technology

The Cherry Creek School District technology vision provides the students, staff, administrators, parents, and community members of the Cherry Creek learning community with a philosophy to guide and advance instructional practices. Strong leadership and a commitment of resources are integral to the success of this vision.

Effective use of technology integration for all members of the Cherry Creek learning community calls for the following actions:

- Utilizing technology as an integrated tool to meet high standards of academic achievement
- Engaging students and teachers in critical thinking, communication, and collaboration
- Creating a technology-rich environment that is collaborative and supports creativity, innovation, and risk taking to enhance teaching, learning, and student achievement
- Providing access to the most current technology resources
- Possessing the knowledge and ability to choose and apply appropriate technologies
- Sharing the responsibility for the safe and ethical use of technology

District Technology Planning Process

ET/IL Plan
Currently, the District has in place an Educational Technology/Information Literacy (ET/IL) plan as required by the Colorado Department of Education that ensures CIPA compliance and eligibility for E-Rate funding, Title IId grants, and Colorado Accreditation.

Goals of ET/IL:

- Enhance student achievement, learning, and success by providing seamless integration of Educational Technology Standards and Information Literacy Standards with the curriculum
- Provide instructional improvement specialists appropriate resources to support classroom teachers in developing strong information literacy and educational technology programs
- Forge new relationships between District leadership, building administration, instructional technology specialists, teacher librarians, and curriculum coordinators to allow for increased communication, cooperation, efficiency and accountability in their approach to the integration of information literacy and educational technology

Comprehensive Technology Plan

The ET/IL plan is a first step toward a more comprehensive District technology planning process. Currently, Cherry Creek is developing a long range technology plan, to serve as a guidepost for our work and will be updated on an annual basis.

The components of this plan will focus specifically on:

- **Student Access**, including technology integration, online access, library and media resources, 21st century literacy skills, guaranteed and viable curriculum, special education, gifted education, and assessment strategies
- **Data Systems**, including Business and Student Information Systems
- **Core Technologies for Instruction** that teachers depend on daily, including student information systems, substitute systems, email and collaboration tools, telephone communication tools, etc.

The standard format for each component of the plan will include rationale, current state, desired state, action plan, professional development, evaluation, budget, and regulations/requirements for local, state, and federal agencies.

The Instructional Strategic Planning Team, assembled to review and update the plan on an annual basis, will include representatives from instructional technology, online learning, information systems, central administration, building administration, the board of education, library and media services, information literacy, instruction, communications, assessment, special education, gifted education, and English Language Acquisition (ELA).



Cherry Creek Schools

Dedicated to Excellence

Reading Performance Level %						
	Spring 2008		Spring 2009		Spring 2010	
	Cherry Creek	State	Cherry Creek	State	Cherry Creek	State
Grade 3						
Unsatisfactory	**9**	11	**6**	9	**8**	11
Partially Proficient	**15**	18	**15**	18	**14**	18
Proficient	**68**	64	**69**	66	**69**	64
Advanced	**8**	6	**8**	7	**8**	6
Grade 4						
Unsatisfactory	**7**	10	**9**	13	**7**	10
Partially Proficient	**18**	24	**18**	22	**18**	23
Proficient	**68**	62	**64**	59	**70**	62
Advanced	**6**	4	**9**	6	**5**	3
Grade 5						
Unsatisfactory	**7**	11	**9**	12	**7**	11
Partially Proficient	**14**	18	**15**	19	**14**	18
Proficient	**65**	61	**63**	60	**66**	61
Advanced	**13**	9	**13**	9	**13**	9
Grade 6						
Unsatisfactory	**6**	9	**6**	9	**7**	9
Partially Proficient	**15**	19	**14**	19	**14**	18
Proficient	**61**	59	**65**	60	**61**	59
Advanced	**17**	12	**14**	12	**17**	13
Grade 7						
Unsatisfactory	**8**	12	**9**	12	**8**	11
Partially Proficient	**19**	22	**17**	20	**16**	20
Proficient	**61**	56	**61**	59	**63**	59
Advanced	**12**	9	**12**	9	**12**	9
Grade 8						
Unsatisfactory	**8**	11	**9**	11	**8**	10
Partially Proficient	**18**	21	**19**	24	**17**	20
Proficient	**61**	57	**62**	57	**61**	59
Advanced	**13**	10	**10**	7	**12**	9
Grade 9						
Unsatisfactory	**6**	9	**5**	7	**5**	7
Partially Proficient	**18**	23	**20**	24	**18**	23
Proficient	**65**	60	**69**	64	**69**	63
Advanced	**9**	6	**5**	3	**6**	4
Grade 10						
Unsatisfactory	**7**	10	**5**	7	**8**	9
Partially Proficient	**16**	21	**17**	21	**17**	21
Proficient	**59**	55	**62**	60	**58**	57
Advanced	**16**	11	**12**	10	**12**	9

NOTE: Percentages may not add up to 100 due to rounding.

Writing Performance Level %						
	Spring 2008		**Spring 2009**		**Spring 2010**	
	Cherry Creek	State	**Cherry Creek**	State	**Cherry Creek**	State
Grade 3						
Unsatisfactory	**5**	7	**4**	6	**5**	7
Partially Proficient	**37**	43	**35**	40	**35**	42
Proficient	**43**	40	**49**	44	**48**	42
Advanced	**14**	10	**12**	9	**11**	9
Grade 4						
Unsatisfactory	**4**	7	**6**	8	**5**	8
Partially Proficient	**34**	41	**33**	41	**33**	41
Proficient	**46**	43	**47**	42	**49**	42
Advanced	**15**	9	**13**	9	**13**	9
Grade 5						
Unsatisfactory	**3**	6	**3**	5	**4**	5
Partially Proficient	**28**	35	**29**	37	**27**	37
Proficient	**53**	47	**51**	48	**55**	48
Advanced	**16**	12	**16**	10	**14**	10
Grade 6						
Unsatisfactory	**3**	5	**3**	4	**4**	5
Partially Proficient	**27**	35	**28**	34	**30**	37
Proficient	**54**	49	**54**	50	**51**	47
Advanced	**15**	11	**15**	10	**14**	10
Grade 7						
Unsatisfactory	**3**	5	**2**	3	**3**	4
Partially Proficient	**27**	37	**27**	35	**28**	37
Proficient	**52**	46	**48**	47	**50**	45
Advanced	**17**	12	**22**	14	**18**	13
Grade 8						
Unsatisfactory	**3**	5	**2**	3	**2**	3
Partially Proficient	**33**	41	**34**	43	**32**	40
Proficient	**46**	42	**48**	44	**47**	44
Advanced	**17**	11	**15**	8	**18**	11
Grade 9						
Unsatisfactory	**3**	5	**2**	4	**3**	5
Partially Proficient	**37**	43	**35**	42	**37**	44
Proficient	**47**	42	**48**	44	**47**	42
Advanced	**11**	7	**13**	8	**10**	7
Grade 10						
Unsatisfactory	**6**	10	**4**	7	**7**	9
Partially Proficient	**35**	40	**34**	41	**34**	41
Proficient	**44**	39	**46**	41	**41**	38
Advanced	**12**	8	**12**	8	**13**	9

NOTE: Percentages may not add up to 100 due to rounding.

Math Performance Level %						
	Spring 2008		Spring 2009		Spring 2010	
	Cherry Creek	State	Cherry Creek	State	Cherry Creek	State
Grade 3						
Unsatisfactory	**6**	8	**5**	7	**5**	8
Partially Proficient	**17**	22	**18**	23	**16**	21
Proficient	**36**	40	**40**	43	**34**	38
Advanced	**41**	30	**36**	26	**44**	33
Grade 4						
Unsatisfactory	**6**	9	**6**	9	**5**	8
Partially Proficient	**17**	23	**14**	21	**15**	21
Proficient	**38**	42	**37**	43	**39**	41
Advanced	**39**	26	**43**	28	**41**	29
Grade 5						
Unsatisfactory	**5**	8	**8**	11	**6**	9
Partially Proficient	**19**	26	**19**	25	**17**	25
Proficient	**36**	37	**33**	35	**35**	37
Advanced	**40**	28	**40**	28	**42**	28
Grade 6						
Unsatisfactory	**9**	13	**8**	12	**9**	12
Partially Proficient	**20**	26	**20**	25	**20**	25
Proficient	**36**	37	**36**	36	**38**	37
Advanced	**34**	24	**35**	27	**33**	25
Grade 7						
Unsatisfactory	**14**	18	**10**	13	**11**	18
Partially Proficient	**29**	35	**26**	32	**30**	33
Proficient	**31**	28	**32**	31	**30**	28
Advanced	**25**	18	**31**	24	**28**	21
Grade 8						
Unsatisfactory	**17**	23	**15**	19	**15**	19
Partially Proficient	**27**	30	**26**	31	**25**	28
Proficient	**29**	27	**35**	31	**29**	28
Advanced	**27**	20	**24**	19	**30**	23
Grade 9						
Unsatisfactory	**23**	30	**26**	35	**23**	29
Partially Proficient	**29**	30	**29**	29	**27**	30
Proficient	**26**	24	**26**	23	**27**	25
Advanced	**20**	12	**17**	12	**21**	14
Grade 10						
Unsatisfactory	**25**	32	**25**	32	**27**	31
Partially Proficient	**33**	35	**34**	35	**32**	36
Proficient	**30**	25	**28**	25	**27**	25
Advanced	**10**	5	**9**	5	**10**	5

NOTE: Percentages may not add up to 100 due to rounding.

Science Performance Level						
	Spring 2008		**Spring 2009**		**Spring 2010**	
	Cherry Creek	**State**	**Cherry Creek**	**State**	**Cherry Creek**	**State**
Grade 5						
Unsatisfactory	**11**	15	**11**	15	**9**	13
Partially Proficient	**37**	41	**35**	40	**35**	39
Proficient	**37**	33	**36**	32	**37**	34
Advanced	**14**	11	**18**	13	**19**	13
Grade 8						
Unsatisfactory	**19**	25	**17**	23	**18**	23
Partially Proficient	**26**	28	**25**	27	**26**	27
Proficient	**44**	39	**45**	41	**45**	41
Advanced	**9**	7	**11**	8	**11**	7
Grade 10						
Unsatisfactory	**19**	27	**19**	26	**22**	28
Partially Proficient	**21**	23	**19**	22	**20**	22
Proficient	**49**	41	**51**	43	**46**	41
Advanced	**9**	6	**9**	7	**8**	6

NOTE: Percentages may not add up to 100 due to rounding.

Pursuant to federal law, the following representatives, hereafter referred to as the School Wellness Committee, have jointly developed this School Wellness Policy and accompanying Regulation: The Assistance Superintendent of Educational Support Services, the Executive Director of Facility Support, the Director of Food and Nutrition Services, the Director of Athletics and Activities, the Health Services Coordinator, the Health Education Coordinator, the Physical Education Coordinator, a Pediatrician, a Student Nutrition Supervisor, a Principal, a Student, and a Parent.

The Board promotes healthy schools by supporting student wellness, good nutrition, and regular physical activity as part of the total learning environment. Schools contribute to the basic health status of students by facilitating learning through the promotion and support of good nutrition and regular physical activity. Children who eat well-balanced meals and engage in regular physical activity are more likely to excel in the classroom.

The Board establishes the School Wellness Committee as an advisory committee to monitor the implementation of this Policy and accompanying Regulation, evaluate and report annually on the District's progress on this Policy's goals, serve as a resource to schools, and recommend revisions to this Policy and accompanying Regulation as the committee deems necessary and/or appropriate.

To further the Board's beliefs stated above, the Board adopts the following goals:

Goal #1: The District will provide a learning environment conducive to developing and practicing lifelong wellness behaviors.

Goal #2: The District will promote and support proper dietary habits contributing to every student's health status and academic performance.

Goal #3: The District will provide opportunities for every student to engage in regular physical activity.

Adopted: May 8, 2006

LEGAL REFS.: Section 204 of P.L. 108-265 (Child Nutrition and WIC Reauthorization Act of 2004)
C.R.S. 22-32-124 (nutritious choices in vending machines)
C.R.S. 22-32-136 (policies to improve children's nutrition and wellness)

CROSS REFS: EF, Foodservice
EFC and EFC-R, Foodservice-Free and Reduced-Price Food
IHAM and IHAM-R, Health Education
IHAMA, Teaching About Drugs, Alcohol, and Tobacco

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.

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)

Within 10 days of submission of proposed budget to the Board, a notice shall be published in a newspaper having general circulation within the school district that:

1. The proposed budget is available for inspection by the public at the central administrative office during business hours.
2. The Board will consider the adoption of the proposed budget at a hearing to be held at the date, time and place specified in the notice.
3. Any interested taxpayer may inspect the proposed budget and file or register any objections thereto at any time prior to final adoption of the budget by the Board.

At the budget hearing specified in the notice, the Board will present and explain the proposed budget, inviting questions and discussion from the audience. If the budget is to be adopted at a future meeting, the date and place of such meeting shall be entered in the minutes of the hearing.

Following consideration of the budget proposal presented by the administration, the Board shall approve a proposed budget and so notify the public.

The Board shall officially adopt the budget and an accompanying appropriations resolution prior to the end of the fiscal year.

After adoption of the budget, the Board shall not change it except as authorized under supplemental budget provisions.

The adopted budget and appropriation resolution shall be placed on file in the administration building and a certified copy filed with the Colorado Department of Education not later than October 15 of the fiscal year for which the budget was adopted.

Copies of the budget shall be sent to each member of the administrative council, to the president of the Cherry Creek Association of Educational Office Professionals, Cherry Creek Education Association, Cherry Creek Federation of Teachers, and to the president of each high school government.

Revised: November 9, 1993
Adopted: December 13, 1993

LEGAL REFS.: C.R.S. 22-44-103
C.R.S. 22-44-107
C.R.S. 22-44-108
C.R.S. 22-44-109
C.R.S. 22-44-110
C.R.S. 22-44-111
C.R.S. 22-44-115

The superintendent shall be authorized to expend funds in any amount authorized in the approved budget except as defined below.

At the time of approval of each annual budget, the Board of Education may require further specific prior Board approval of any commitment for such budget categories as are not detailed in the approved budget because definitive planning has not yet been completed. In an emergency, the president or vice president of the Board may authorize exceptions to this policy provided such occasions are promptly reported to all other members by telephone or in writing.

The superintendent shall be authorized to expend up to the adopted limit and to make transfers among subcategories up to the limit of that major category in conformity with state law.

All policies having budgetary implications shall be reviewed automatically in the instance of community rejection in a mill levy election.

When a contingency occurs, the Board of Education may transfer any unencumbered moneys in a manner as prescribed by statute.

Revised to conform with practice: date of manual adoption

LEGAL REFS: C.R.S. 22-32-107
C.R.S. 22-44-102 (3)
C.R.S. 22-44-106 (1)
C.R.S. 22-44-112
C.R.S. 22-44-113
C.R.S. 22-45-103 (1)(a)(II,III)
C.R.S. 22-53-108 (2)(c), (3)(c)

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)

Subject to applicable state law, if the Board of Education is of the opinion that revenues in excess of those provided through equalization program funding are necessary to provide for the needs of the District, the Board may seek authorization at an election to raise additional local property tax revenues. The requested amount shall not exceed 20% of the District's total program funding for the budget year in which the limitation was reached or $200,000 whichever is greater.

Subject to applicable state law, the Board shall call an election to raise additional local revenues if an initiative petition containing signatures of at least five percent of the registered electors in the District is properly submitted to the Board. An initiative petition shall be submitted at least 90 days prior to the election date in order to be valid.

The District shall conduct the election on the first Tuesday in November in odd-numbered years. The election shall be held in conjunction with the general election in even-numbered years. Insofar as possible, an effort shall be made to coordinate the mill levy election with elections to be conducted by city and county officials. The Board shall designate an election official who shall be responsible for conducting the election.

If other jurisdictions that have overlapping boundaries or the same electors as the school district are conducting an election on the same day, the county clerk and recorder shall conduct the election as a coordinated election to allow voters to vote on all ballot issues at one polling place. The decision whether the election will be conducted as a polling place election or by mail ballot is one, which shall be made by the county clerk.

The election shall be conducted pursuant to an intergovernmental agreement between the District and the county clerk and recorder for each county in which the District has territory. The agreement shall allocate responsibilities between the county clerk and the District for the preparation and conduct of the election and shall be signed no less than 60 days prior to the election.

Transportation Mill Levies

Subject to applicable law, the Board of Education may submit the question of whether to impose a mill levy for the payment of excess transportation costs at an election held in conjunction with the regular biennial election in odd-numbered years or with the general election in even-numbered years.

Excess transportation costs are defined as the current operating expenditures for student transportation minus any state reimbursement entitlement based on amounts expended and received in a 12-month period as specified in state law.

If the measure passes, the District shall deposit the resulting revenue in the transportation fund.

Election Information

Expenditures of any school district funds or any contribution to otherwise inform voters about mill levy election issues must be specifically authorized and directed by the Board. The district may only dispense a factual summary which includes arguments both for and against the proposal without an expression of any conclusion or opinions in favor of or against any particular issue addressed by the summary.

Senior Citizen Tax Offset Program

The District shall employ qualified senior citizens who may apply their earnings to offset a portion of their school property taxes. By so doing, the District shall enhance student learning by using the skills of senior citizens and increase community involvement in Cherry Creek Schools.

Revised: August 11, 1997
Adopted: September 8, 1997

LEGAL REFS: C.F.S. 1-7.5-101 et seq. (mail ballot elections)
C.R.S. 1-45-117 (Fair Campaign Practices Act)
C.R.S. 22-31-101 et seq.
C.R.S. 22-40-102 (1.7)
C.R.S. 1-1-101 through 1-13-108 et. Seq. (Uniform Election Code of 1992) Article X, Section 20, Colorado Constitution
C.R.S. 22-54-108
C.R.S. 22-53-101

Cross Ref.: DBG Budget Adoption

CHERRY CREEK SCHOOL DISTRICT
USE OF SURPLUS FUNDS
(Investments)

APPENDIX F
Policy: DFAA

Purpose
It is the policy of the District to invest public funds in a manner which will provide the highest investment return consistent with preservation of capital while meeting the daily cash flow demands of the District and conforming to Colorado statutes governing the investment of public funds.

Scope
The policy shall apply to the investment of all financial assets and all funds of the District over which it exercises financial control. These funds are accounted for in the District's annual financial report and include:
General Fund

1. Capital Reserve Fund
2. Insurance Reserve Fund
3. Designated Purpose Grants Fund
4. Student Activities Fund
5. Bond Redemption Fund
6. Building Fund
7. Food Services Fund
8. Gift and Trust Fund
9. Any new fund created by the District, unless specifically exempted

Objectives
Funds shall be invested in accordance with state law and in a manner designed to accomplish the following objectives, which are stated in order of priority:

1. Safety. Safety of principal is the foremost objective of the investment program. Investment of the district shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, diversification is required to reduce overall portfolio risk while attaining market rates of return.

2. Liquidity. The District's investment portfolio will remain sufficiently liquid to enable the District to meet all operating requirements, which might be reasonably anticipated. The particular operating needs of each District fund shall be considered in determining investment maturities.

3. Return on investment. The District's investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the District's investment risk constraints and the cash flow characteristics of the portfolio.

Ethnics and Conflicts of Interest
Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Employees shall disclose to the Chief Financial Officer any material financial interests in financial institutions that conduct business with the District, and they shall further disclose any large personal/ investment positions that could be related to the performance of the District's portfolio. Employees shall subordinate their personal investment transactions to those of the District, particularly with regard to the time of purchases and sales.

Authority
Management responsibility is assigned to the Chief Financial Officer, who shall establish written procedures for the operation of the investment program consistent with this investment policy. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Chief Financial Officer. The Chief Financial Officer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials. The buying, selling and trading of District investments is specifically limited to (1) employees designated by the Chief Financial Officer and (2) investment services firms authorized by contract and approved by the Board of Education.

Prudence
Investments shall be made with judgment and care - under circumstances then prevailing - which persons of prudence, discretion and intelligence exercises in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

CHERRY CREEK SCHOOL DISTRICT
USE OF SURPLUS FUNDS
(Investments)

APPENDIX F
Policy: DFAA

The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and the investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

Authorized Financial Dealers and Institutions
The division of Fiscal Services will maintain a list of financial institutions authorized to provide investment services. No District funds shall be deposited in any financial institution except as authorized by the Chief Financial Officer or designee.

Any broker/dealer providing investment services under this policy must:

1. Be a primary dealer or maintain an office within the Denver metropolitan area.

2. Maintain continuous compliance with all applicable federal and state standards and guidelines regarding capital adequacy and net capitalization.

3. Enter into a written investment trading services agreement with the District, which, at a minimum, includes procedures to be followed regarding delivery of securities to a custody bank and transfer of funds for payment.

4. Provide written certification of having read and understood the District's investment policies an 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.

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 insures 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.

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

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.

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

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)

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

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

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

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

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

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

A general estimate of costs of any capital construction project shall be determined prior to any specific planning of a given project.

Preliminary estimates on any capital construction project shall be made by the architects and engineers using generally accepted methods of the trade prior to firming the plans and specifications.

When final plans and specifications have been drawn, the architect shall make a final cost estimate which shall be used to determine the basis for acceptance, rejection or negotiation on formal bids received on the project.

Periodic computations shall be made during construction based on approved change orders.

At the completion of a project, the final computation of the total cost shall be made by the architect taking into consideration the original contract amount reduced or increased by all approved change orders.

Adopted September 5, 1967
Revised February 11, 1974

The contractor or construction manager shall furnish to the architect all necessary reports and test results. Copies of such reports essential to the District's file shall be provided by the architect to the District.

A complete dossier of all documents pertaining to the project shall be compiled and filed in the office of the central office administrator duly designated as the custodian of such records.

Adequate supervision of the work shall be provided by the architect and/or engineers during the work.

Central administrative officers as designated by the superintendent shall consult with the architect, engineer or his representative with regard to the progress of the work and make such suggestions as may be pertinent to the supervision of the work.

If the size of the project so merits, the District may employ a clerk-of-the-works or construction manager who shall assume responsibility for supervision of the work to see that the sub-contractors follow the plans and specifications in all details and all materials and that equipment meets specifications as laid down by the architect and engineers.

The contractors or construction manager shall provide a construction superintendent who shall be at the project at all times when work is in progress to see that all plans and specifications are met and that the sub-contractors are supervised properly and the work well laid out and coordinated.

All changes in the work as approved by the architect and/or engineer shall be evidenced in writing with change order forms. All change orders shall be justified by the architect and/or engineer to the superintendent or his designee.

Authorization for changes in the work shall be approved by signature of the superintendent or his designee unless such change will increase the total budget of the project. In the event the proposed change exceeds the approved budget amount, authorization for the change must be approved by the Board of Education.

A completed construction project shall be inspected before final acceptance by the owner. The architect and engineer shall make a complete inspection of the project and compile punch lists for the contractor and owner.

The project shall be inspected and recommended for acceptance by the superintendent or his designee. Prior to final acceptance and occupancy, the Board of Education shall be invited to make an inspection of the project.

Adopted September 5, 1967
Revised February 11, 1974

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
2011-12 ESTIMATED FISCAL YEAR SPENDING UNDER SECTION 20 OF TAXPAYERS BILL OF RIGHTS - TABOR AMENDMENT ARTICLE X OF THE STATE CONSTITUTION

Total Budgeted Fiscal Year Spending (Total Expenditures, Plus Changes in Fund Balance, Less Transfers)			Page Number
	FY2010-11	**FY2011-12**	
General Fund	$420,896,416	$405,857,475	98
Designated Purpose Grants Fund	44,708,850	24,147,300	119
Extended Child Services Fund	17,164,400	15,885,017	126
Pupil Activities Fund	12,355,000	12,075,000	132
Capital Reserve Fund	6,984,300	2,040,000	136
Building Fund	Not Applicable	Not Applicable	146
Bond Redemption Fund	51,656,436	54,441,057	160
Food Services Fund	16,468,130	16,331,940	168
Total Estimated Fiscal Year Spending	**570,233,532**	**530,777,789**	
Deduct (Add) the Following Expenditures and Adjustments:			
Indirect Costs - Internal Revenue Funds	1,450,000	1,464,500	100
Post 1991 Voter-Approved Referendum - General Fund	42,500,000	42,500,000	
Amendment No. 23, November 2000 Exclusions			
HB01-1232 Funding Formula	78,736,132	62,336,940	
State Categorical Funding	6,902,736	7,550,166	
Expenditures from Local Sources/Gifts/Foundations	2,330,000	2,660,000	120
Expenditures from Non-Tabor State Resources	375,000	96,100	120
Expenditures from Federal General Fund Sources	1,572,500	1,572,500	100
Expenditures from Federal Designated Purpose Grants	42,003,850	21,391,200	120
Expenditures from Federal Food Services Sources	6,486,180	7,085,555	168
Repayment of Voter-Approved Debt	52,028,933	52,766,433	162
Total Deductions	**234,385,331**	**199,423,394**	
Fiscal Year Spending Subject to TABOR	**$335,848,201**	**$331,354,395**	
% Change in Denver/Boulder/Greeley Consumer Price Index for CY2010		1.90%	32
% Change in Estimated Student Enrollment FY2011-12		0.65%	33
Total % Change Permitted		2.55%	

Change in Spending Permitted	**$8,564,129**
Maximum Spending Subject to TABOR Allowed for FY2011-12	**344,412,330**
FY2011-12 Estimated Spending Over/(Under) Allowable Amount	**($13,057,935)**

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).



Cherry Creek Schools

Dedicated to Excellence

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

FY2011-12 SUMMARY BUDGET

SCHOOL DISTRICT	DISTRICT CODE	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	49,718.8							
BEGINNING FUND BALANCE (Includes ALL Reserves)	Object/ Source	75,642,789.00	1,399,000.00				5,329,574.00	4,091,196.00
REVENUES								
Local Sources	1000 - 1999	199,286,236.00	153,600.00			2,660,000.00	12,075,000.00	15,885,017.00
Intermediate Sources	2000 - 2999							
State Sources	3000 - 3999	200,851,689.00	2,918,250.00		1,075,200.00	96,100.00		
Federal Sources	4000 - 4999	1,572,500.00				21,391,200.00		
TOTAL REVENUES		401,710,425.00	3,071,850.00	0.00	1,075,200.00	24,147,300.00	12,075,000.00	15,885,017.00
TOTAL BEGINNING FUND BALANCE & REVENUES		477,353,214.00	4,470,850.00	0.00	1,075,200.00	24,147,300.00	17,404,574.00	19,976,213.00
TOTAL ALLOCATIONS TO/FROM OTHER FUNDS	5600,5700, 5800							
TRANSFERS TO/FROM OTHER FUNDS	5200 - 5300	(1,567,315.00)		3,232,635.00				80,500.00
Other Sources	5100,5400, 5500,5900, 5990, 5991							
AVAILABLE BEGINNING FUND BALANCE & REVENUES (Plus or Minus (if Revenue) Allocations and Transfers)		475,785,899.00	4,470,850.00	3,232,635.00	1,075,200.00	24,147,300.00	17,404,574.00	20,056,713.00
EXPENDITURES								
Instruction - Program 0010 to 2099								
Salaries	0100	213,444,139.00	1,371,209.00		838,163.00	11,062,052.00	206,000.00	8,509,814.00
Employee Benefits	0200	55,901,844.00	341,058.00		193,994.00	2,774,779.00	34,260.00	1,611,746.00
Purchased Services	0300,0400, 0500	3,230,977.00	149,740.00		17,343.00	788,750.00	4,803,000.00	871,896.00
Supplies and Materials	0600	6,733,913.00	84,928.00		20,400.00	4,648,250.00	6,215,000.00	1,451,714.00
Property	0700	478,913.00	56,000.00		5,000.00	524,200.00	140,000.00	169,850.00
Other	0800, 0900	841,386.00	40,000.00		300.00	59,100.00	676,740.00	544,950.00
Total Instruction		280,631,172.00	2,042,935.00	0.00	1,075,200.00	19,857,131.00	12,075,000.00	13,159,970.00

FY2011-12 SUMMARY BUDGET

SCHOOL DISTRICT	DISTRICT CODE	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	18,669,928.00				66,507.00		
Employee Benefits	0200	4,908,729.00				25,111.00		
	0300,0400,							
Purchased Services	0500	190,374.00				107,000.00		
Supplies and Materials	0600	211,872.00				415,700.00		
Property	0700	7,929.00				32,000.00		
Other	0800, 0900	37,512.00				154,000.00		
Total Students		24,026,344.00	0.00	0.00	0.00	800,318.00	0.00	0.00
Instructional Staff - Program 2200								
Salaries	0100	11,412,357.00				639,146.00		208,800.00
Employee Benefits	0200	2,006,683.00				171,424.00		33,730.00
	0300,0400,							
Purchased Services	0500	1,070,492.00				681,500.00		43,000.00
Supplies and Materials	0600	450,368.00				874,500.00		24,300.00
Property	0700	70,147.00				61,000.00		4,000.00
Other	0800, 0900	62,029.00				13,500.00		26,000.00
Total Instructional Staff		15,072,076.00	0.00	0.00	0.00	2,441,070.00	0.00	339,830.00
General Administration - Program 2300								
Salaries	0100	2,123,333.00						
Employee Benefits	0200	(148,964.00)						
	0300,0400,							
Purchased Services	0500	887,011.00						
Supplies and Materials	0600	99,832.00						
Property	0700	1,000.00						
Other	0800, 0900	71,018.00						
Total School Administration		3,033,230.00	0.00	0.00	0.00	0.00	0.00	0.00
School Administration - Program 2400								
Salaries	0100	18,315,179.00	222,539.00			185,547.00		
Employee Benefits	0200	4,657,427.00	59,509.00			53,310.00		
	0300,0400,							
Purchased Services	0500	193,496.00	145,365.00			6,000.00		
Supplies and Materials	0600	283,751.00	8,250.00			76,000.00		
Property	0700	23,578.00				20,000.00		
Other	0800, 0900	48,613.00	2,600.00					
Total School Administration		23,522,044.00	438,263.00	0.00	0.00	340,857.00	0.00	0.00
Business Services - Program 2500								
Salaries	0100	2,306,692.00	22,136.00					278,839.00
Employee Benefits	0200	632,197.00	5,032.00					64,178.00
	0300,0400,							
Purchased Services	0500	570,565.00	26,520.00					1,640,320.00
Supplies and Materials	0600	258,261.00						1,100.00
Property	0700	6,000.00						187,305.00
Other	0800, 0900	(439,499.00)						(1,803,700.00)
Total Business Services		3,334,216.00	53,688.00	0.00	0.00	0.00	0.00	368,042.00

FY2011-12 SUMMARY BUDGET

SCHOOL DISTRICT	DISTRICT CODE	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
Operations and Maintenance - Program 2600								
Salaries	0100	8,317,703.00	35,000.00					
Employee Benefits	0200	2,640,764.00	9,864.00					
Purchased Services	0300,0400, 0500	11,936,134.00	125,000.00	578,000.00				
Supplies and Materials	0600	9,676,439.00	69,000.00					
Property	0700	964.00						
Other	0800, 0900	350,585.00						
Total Operations and Maintenance		32,922,589.00	238,864.00	578,000.00	0.00	0.00	0.00	0.00
Student Transportation - Program 2700								
Salaries	0100	9,840,221.00						
Employee Benefits	0200	2,939,938.00						
Purchased Services	0300,0400, 0500	869,790.00		95,000.00				
Supplies and Materials	0600	2,398,843.00						
Property	0700	925.00						
Other	0800, 0900	(924,449.00)						
Total Student Transportation		15,125,268.00	0.00	95,000.00	0.00	0.00	0.00	0.00
Central Support - Program 2800								
Salaries	0100	5,201,298.00		201,952.00				
Employee Benefits	0200	2,584,307.00		42,608.00				
Purchased Services	0300,0400 ,0500	1,072,609.00		2,310,100.00				
Supplies and Materials	0600	211,386.00		3,075.00				
Property	0700	8,700.00						
Other	0800, 0900	26,037.00		1,900.00				
Total Central Support		9,104,337.00	0.00	2,559,635.00	0.00	0.00	0.00	0.00
Other Support - Program 2900								
Salaries	0100							
Employee Benefits	0200							
Purchased Services	0300,0400 ,0500							
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900							
Total Other Support		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Food Service Operations - Program 3100								
Salaries	0100							
Employee Benefits	0200							
Purchased Services	0300,0400 ,0500							
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900							
Total Other Support		0.00	0.00	0.00	0.00	0.00	0.00	0.00

FY2011-12 SUMMARY BUDGET

SCHOOL DISTRICT	DISTRICT CODE	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 Operatings - Program 3200								
Salaries	0100							
Employee Benefits	0200							
Purchased Services	0300,0400 ,0500							
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900							
Total Enterprise Operations		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Services - Program 3300								
Salaries	0100	212,415.00				77,081.00		250,175.00
Employee Benefits	0200	40,440.00				26,270.00		51,640.00
Purchased Services	0300,0400 ,0500	9,011.00				444,500.00		3,200.00
Supplies and Materials	0600	13,975.00				140,073.00		26,023.00
Property	0700	2,026.00				10,000.00		1,000.00
Other	0800, 0900	1,100.00				10,000.00		56,900.00
Total Community Services		278,967.00	0.00	0.00	0.00	707,924.00	0.00	388,938.00
Education for Adults - Program 3400								
Salaries	0100	13,552						
Employee Benefits	0200	2,256						
Purchased Services	0300,0400 ,0500							
Supplies and Materials	0600	8,929						
Property	0700							
Other	0800, 0900	760.00						
Total Education for Adults Services		25,497.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Supporting Services		126,444,568.00	730,815.00	3,232,635.00	0.00	4,290,169.00	0.00	1,096,810.00
Property - Program 4000								
Salaries	0100	164,851.00						
Employee Benefits	0200	41,582.00						
Purchased Services	0300,0400 ,0500	100.00						
Supplies and Materials	0600	6,863.00						
Property	0700							
Other	0800, 0900	1,079.00						
Total Property		214,475.00	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							
Purchased Services	0300,0400 ,0500		298,100.00					
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900	2,080,500.00						1,665,320.00
Total Other Uses		2,080,500.00	298,100.00	0.00	0.00	0.00	0.00	1,665,320.00

FY2011-12 SUMMARY BUDGET

SCHOOL DISTRICT	DISTRICT CODE	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
TOTAL EXPENDITURES		409,370,715.00	3,071,850.00	3,232,635.00	1,075,200.00	24,147,300.00	12,075,000.00	15,922,100.00
RESERVES								
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	12,440,000.00					362,250.00	477,700.00
Res. for TABOR - Multi-Year Obligations Program 9320	0840	2,934,000.00						
TOTAL RESERVES		15,374,000.00	0.00	0.00	0.00	0.00	362,250.00	477,700.00
TOTAL EXPENDITURES & RESERVES		424,744,715.00	3,071,850.00	3,232,635.00	1,075,200.00	24,147,300.00	12,437,250.00	16,399,800.00
NON-APPROPRIATED RESERVE - Program 9200		51,041,184.00	1,399,000.00				4,967,324.00	3,656,913.00
TOTAL AVAILABLE BEGINNING FUND BALANCE & REVENUES LESS TOTAL EXPENDITURES & RESERVES LESS NON-APPROPRIATED RESERVES (Should Equal Zero (0)		0.00	0.00	0.00	0.00	0.00	0.00	0.00

FY2011-12 SUMMARY BUDGET

SCHOOL DISTRICT	DISTRICT CODE	30 Debt Service Fund	31 Bond Redemption	41 Building Fund	43 Capital Reserve Capital Projects	51 Food Service	TOTAL
Budgeted Pupil Count	49,718.8						
BEGINNING FUND BALANCE (Includes ALL Reserves)	Object/ Source	906,771.00	42,477,839.00	37,981,635.00	821,756.00	7,011,061.00	175,661,621.00
REVENUES							
Local Sources	1000 - 1999	40,000.00	54,441,057.00	60,000.00		9,009,616.00	293,610,526.00
Intermediate Sources	2000 - 2999						0.00
State Sources	3000 - 3999					236,769.00	205,178,008.00
Federal Sources	4000 - 4999					7,085,555.00	30,049,255.00
TOTAL REVENUES		40,000.00	54,441,057.00	60,000.00	0.00	16,331,940.00	528,837,789.00
TOTAL BEGINNING FUND BALANCE & REVENUES		946,771.00	96,918,896.00	38,041,635.00	821,756.00	23,343,001.00	704,499,410.00
TOTAL ALLOCATIONS TO/FROM OTHER FUNDS	5600,5700, 5800						0.00
TRANSFERS TO/FROM OTHER FUNDS	5200 - 5300				2,040,000.00		3,785,820.00
Other Sources	5100,5400, 5500,5900, 5990, 5991						0.00
AVAILABLE BEGINNING FUND BALANCE & REVENUES (Plus or Minus (if Revenue) Allocations and Transfers)		946,771.00	96,918,896.00	38,041,635.00	2,861,756.00	23,343,001.00	708,285,230.00
EXPENDITURES							
Instruction - Program 0010 to 2099							
Salaries	0100						235,431,377.00
Employee Benefits	0200						60,857,681.00
Purchased Services	0300,0400, 0500				721,174.00		10,582,880.00
Supplies and Materials	0600						19,154,205.00
Property	0700						1,373,963.00
Other	0800, 0900						2,162,476.00
Total Instruction		0.00	0.00	0.00	721,174.00	0.00	329,562,582.00

FY2011-12 SUMMARY
BUDGET

SCHOOL DISTRICT	DISTRICT CODE	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						18,736,435.00
Employee Benefits	0200						4,933,840.00
Purchased Services	0300,0400, 0500						297,374.00
Supplies and Materials	0600						627,572.00
Property	0700						39,929.00
Other	0800, 0900						191,512.00
Total Students		0.00	0.00	0.00	0.00	0.00	24,826,662.00
Instructional Staff - Program 2200							
Salaries	0100						12,260,303.00
Employee Benefits	0200						2,211,837.00
Purchased Services	0300,0400, 0500						1,794,992.00
Supplies and Materials	0600						1,349,168.00
Property	0700						135,147.00
Other	0800, 0900						101,529.00
Total Instructional Staff		0.00	0.00	0.00	0.00	0.00	17,852,976.00
General Administration - Program 2300							
Salaries	0100						2,123,333.00
Employee Benefits	0200						(148,964.00)
Purchased Services	0300,0400, 0500						887,011.00
Supplies and Materials	0600						99,832.00
Property	0700						1,000.00
Other	0800, 0900						71,018.00
Total School Administration		0.00	0.00	0.00	0.00	0.00	3,033,230.00
School Administration - Program 2400							
Salaries	0100						18,723,265.00
Employee Benefits	0200						4,770,246.00
Purchased Services	0300,0400, 0500						344,861.00
Supplies and Materials	0600						368,001.00
Property	0700						43,578.00
Other	0800, 0900						51,213.00
Total School Administration		0.00	0.00	0.00	0.00	0.00	24,301,164.00
Business Services - Program 2500							
Salaries	0100						2,607,667.00
Employee Benefits	0200						701,407.00
Purchased Services	0300,0400, 0500						2,237,405.00
Supplies and Materials	0600						259,361.00
Property	0700						193,305.00
Other	0800, 0900						(2,243,199.00)
Total Business Services		0.00	0.00	0.00	0.00	0.00	3,755,946.00

FY2011-12 SUMMARY BUDGET

SCHOOL DISTRICT	DISTRICT CODE	30 Debt Service Fund	31 Bond Redemption	41 Building Fund	43 Capital Reserve Capital Projects	51 Food Service	TOTAL
Operations and Maintenance - Program 2600							
Salaries	0100						8,352,703.00
Employee Benefits	0200						2,650,628.00
Purchased Services	0300,0400, 0500				956,300.00		13,595,434.00
Supplies and Materials	0600						9,745,439.00
Property	0700						964.00
Other	0800, 0900						350,585.00
Total Operations and Maintenance		0.00	0.00	0.00	956,300.00	0.00	34,695,753.00
Student Transportation - Program 2700							
Salaries	0100						9,840,221.00
Employee Benefits	0200						2,939,938.00
Purchased Services	0300,0400, 0500	1,000.00					965,790.00
Supplies and Materials	0600						2,398,843.00
Property	0700						925.00
Other	0800, 0900				993,008.00		68,559.00
Total Student Transportation		1,000.00	0.00	0.00	993,008.00	0.00	16,214,276.00
Central Support - Program 2800							
Salaries	0100						5,403,250.00
Employee Benefits	0200						2,626,915.00
Purchased Services	0300,0400 ,0500						3,382,709.00
Supplies and Materials	0600						214,461.00
Property	0700						8,700.00
Other	0800, 0900						27,937.00
Total Central Support		0.00	0.00	0.00	0.00	0.00	11,663,972.00
Other Support - Program 2900							
Salaries	0100						0.00
Employee Benefits	0200						0.00
Purchased Services	0300,0400 ,0500						0.00
Supplies and Materials	0600						0.00
Property	0700						0.00
Other	0800, 0900						0.00
Total Other Support		0.00	0.00	0.00	0.00	0.00	0.00
Food Service Operations - Program 3100							
Salaries	0100					4,252,752.00	4,252,752.00
Employee Benefits	0200					1,352,548.00	1,352,548.00
Purchased Services	0300,0400 ,0500					516,600.00	516,600.00
Supplies and Materials	0600					9,010,800.00	9,010,800.00
Property	0700					178,400.00	178,400.00
Other	0800, 0900					856,000.00	856,000.00
Total Other Support		0.00	0.00	0.00	0.00	16,167,100.00	16,167,100.00

FY2011-12 SUMMARY BUDGET

SCHOOL DISTRICT	DISTRICT CODE	30 Debt Service Fund	31 Bond Redemption	41 Building Fund	43 Capital Reserve Capital Projects	51 Food Service	TOTAL
Enterprise Operatings - Program 3200							
Salaries	0100						0.00
Employee Benefits	0200						0.00
Purchased Services	0300,0400 ,0500						0.00
Supplies and Materials	0600						0.00
Property	0700						0.00
Other	0800, 0900						0.00
Total Enterprise Operations		0.00	0.00	0.00	0.00	0.00	0.00
Community Services - Program 3300							
Salaries	0100						539,671.00
Employee Benefits	0200						118,350.00
Purchased Services	0300,0400 ,0500						456,711.00
Supplies and Materials	0600						180,071.00
Property	0700						13,026.00
Other	0800, 0900						68,000.00
Total Community Services		0.00	0.00	0.00	0.00	0.00	1,375,829.00
Education for Adults - Program 3400							
Salaries	0100						13,552.00
Employee Benefits	0200						2,256.00
Purchased Services	0300,0400 ,0500						0.00
Supplies and Materials	0600						8,929.00
Property	0700						0.00
Other	0800, 0900						760.00
Total Education for Adults Services		0.00	0.00	0.00	0.00	0.00	25,497.00
Total Supporting Services		1,000.00	0.00	0.00	1,949,308.00	16,167,100.00	153,912,405.00
Property - Program 4000							
Salaries	0100			480,695.00			645,546.00
Employee Benefits	0200			167,724.00			209,306.00
Purchased Services	0300,0400 ,0500			1,556,523.00			1,556,623.00
Supplies and Materials	0600						6,863.00
Property	0700			31,157,658.00			31,157,658.00
Other	0800, 0900						1,079.00
Total Property		0.00	0.00	33,362,600.00	0.00	0.00	33,577,075.00
Other Uses - Program 5000s - including Transfers Out and/or Allocations Out as an expenditure							
Salaries	0100						0.00
Employee Benefits	0200						0.00
Purchased Services	0300,0400 ,0500						298,100.00
Supplies and Materials	0600						0.00
Property	0700						0.00
Other	0800, 0900	40,000.00	52,771,433.00				56,557,253.00
Total Other Uses		40,000.00	52,771,433.00	0.00	0.00	0.00	56,855,353.00

FY2011-12 SUMMARY
BUDGET

SCHOOL DISTRICT	DISTRICT CODE	30 Debt Service Fund	31 Bond Redemption	41 Building Fund	43 Capital Reserve Capital Projects	51 Food Service	TOTAL
TOTAL EXPENDITURES		41,000.00	52,771,433.00	33,362,600.00	2,670,482.00	16,167,100.00	573,907,415.00
RESERVES							
Other Reserved Fund Balance - Program 9900	0840						0.00
Reserve for Encumbrance: 9400	0840						0.00
Reserved Fund Balance - Program 9100	0840						0.00
District Emergency Reserve - Program 9315	0840						0.00
Reserve for TABOR 3% - Program 9310	0840				80,114.00	272,446.00	13,632,510.00
Res. for TABOR - Multi-Year Obligations Program 9320	0840						2,934,000.00
TOTAL RESERVES		0.00	0.00	0.00	80,114.00	272,446.00	16,566,510.00
TOTAL EXPENDITURES & RESERVES		41,000.00	52,771,433.00	33,362,600.00	2,750,596.00	16,439,546.00	590,473,925.00
NON-APPROPRIATED RESERVE - Program 9200		905,771.00	44,147,463.00	4,679,035.00	111,160.00	6,903,455.00	117,811,305.00
TOTAL AVAILABLE BEGINNING FUND BALANCE & REVENUES LESS TOTAL EXPENDITURES & RESERVES LESS NON-APPROPRIATED RESERVES (Should Equal Zero (0)		0.00	0.00	0.00	0.00	0.00	0.00

APPROPRIATION RESOLUTION

** Round to Nearest Dollar **

Be it resolved by the Board of Education of School District/BOCES
Cherry Creek School District No. 5 in Arapahoe County, Colorado
that the amounts shown in the following schedule be appropriated to each fund
as specified in the "Adopted Budget" for the ensuing fiscal year beginning
July 1, 2011 and ending June 30, 2012.
(Note if Adopted or Revised Budget)

FUND			APPROPRIATION AMOUNT	EXPENDITURES + APPROPRIATED RESERVES
1. General Fund		1	424,744,715	424,744,715
	1a. Charter Schools	1a.	3,071,850	3,071,850
	1b. Insurance Reserve Fund	1b.	3,232,635	3,232,635
	1c. Pre-School Fund	1c.	1,075,200	1,075,200
Special Revenue Funds:				
	2. Capital Reserve Special Revenue Fund	2	0	0
	3. Governmental Designated-Purpose Grants Fund	3	24,147,300	24,147,300
	4. Pupil Activity Special Revenue Fund	4	12,437,250	12,437,250
	5. Full Day Kindergarten Mill Levy Override Fund	5	0	0
	6. Transportation Fund	6	0	0
	7. Other Special Revenue Funds	7	16,399,800	16,399,800
Capital Projects Funds:				
	8. Debt Service Fund	8	41,000	41,000
	9. Building Fund	9	33,362,600	33,362,600
	10. Special Building and Technology Fund	10	0	0
	11. Capital Reserve Capital Projects Fund	11	2,750,596	2,750,596
	12. Bond Redemption Fund	12	52,771,433	52,771,433
Enterprise Funds:				
	13. Food Service Fund	13	16,439,546	16,439,546
	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
TOTAL APPROPRIATION		23	590,473,925	590,473,925

The Adopted Budget Appropriation Resolution was approved by Cherry Creek School District No. 5 Board of Education on June 13, 2011 at the regular monthly meeting.

June 13, 2011
Date of Adoption

Signature of Board President - Aagje C. Barber

June 13, 2011
Date of Adoption

Signature of Board Secretary - Claudine McDonald