

Clear Creek Independent School District

FY 2004 – 2005 Budget

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Board of Trustees Initial Budget Priorities

Assumptions: Within a Balanced Budget with the Goal of Becoming an Exemplary District

- **Maintain Competitive Salaries & Benefits – All Employees**
- **Develop a Staffing Plan to Address Adequate/Optimal Staffing at all Levels**
- **Achieve an Adequate Fund Balance**
- **Fund Existing CCISD Plans**
- Fund Board Approved TSPR Recommendations
- **Achieve Adequate Per-Pupil Allocations for Instruction**
- Leverage District Resources for Efficient & Effective Management
- **Establish a Capital Replacement Plan**
- **Maintain 5% Local Homestead Exemption**
- Develop Alternative Revenue Streams

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Maintain Competitive Salaries & Benefits – All Employees

- **District developed multi-year plans to achieve market salaries for ALL employees. The following were included in the 2004 – 2005 Budget**
 - ✓ Year one of a three-year plan to move teacher salaries to market
 - ✓ Pay adjustments ranging from 3.5% (campus and central office administrators) to 4.5% (paraprofessionals and auxiliary employees) – the first raise in two years for support staff
 - ✓ Year one of a multi-year plan to adjust all athletic, academic and fine arts stipends to market
 - ✓ Year one of a multi-year plan to move administrator salaries to market
 - ✓ Funding for a TASB review of support staff salaries and pay grades and the first year of a multi-year plan to move support staff salaries to market

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Develop a Staffing Plan to Address Adequate/Optimal Staffing Levels

- **Developed campus paraprofessional staffing plans**
 - ✓ Standardized employee allocations for front office, and educational paraprofessionals /aides
 - ✓ Developed a two year plan to move all campuses to the standard
 - ✓ Funding for year one of the plan is included in the FY 2004 – 2005 Budget
- **Developed a standard stipend allocation plan**
 - ✓ Standardized the number of stipends per campus
 - ✓ Standardized the market value of stipends
- **Developed a detailed teacher staffing plan by campus**
 - ✓ Campuses provided enrollment estimates and staffing needs
 - ✓ Campus leaders reviewed staffing requests with the budget committee
 - ✓ Staffing request was modified as necessary and approved in May

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Achieve an Adequate Fund Balance

- **Developed a budget that increases fund balance**
 - ✓ FY 2004 – 2005 Budget will add \$3.2 million to fund balance
 - ✓ This is the second straight year of a budgeted increases to fund balance
 - District budgeted a \$2.0 million increase in fund balance in FY 2003 - 2004
- **Developed District goals for undesignated fund balance**
 - ✓ District goal is to achieve an undesignated fund balance equal to two months of operating expenses
 - ✓ District target is \$32.7 million in undesignated fund balance – we are at \$22.8 through 2003
- **District to begin designating funds for contingencies**
 - ✓ Special Education residential placement (\$750,000)
 - ✓ Developing capital reserves to fund future capital replacement needs (Fall 2004)
 - ✓ Developing disaster reserves to fund potential natural disasters that could occur in a district located on the Gulf Coast (Fall 2004)

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Fund Existing CCISD Plans

- **Increased funding for security district-wide**
 - ✓ Will add six full time security officers (\$360,000)
 - ✓ Will replace six security vehicles (\$180,000)
 - ✓ Will add a K-9 drug intervention program (\$24,000)
- **Increased instructional support at all levels**
 - ✓ Will fund additional secondary TAKS/testing support (\$283,000)
 - In addition to the \$20,000/campus for intermediate campuses last year
 - ✓ Will provide tutoring funds at elementary campuses (\$45,000)
 - ✓ Will increase spending on literacy, science, math, and language (SIOP) materials (\$200,000)
- **Increased funding for Career & Technology programs**
 - ✓ Will replace four one-ton trucks (\$120,000)
 - ✓ Will fund phase II of the business department lab program (\$120,000)
- **Increased funding for rapidly growing Special Education Program**
 - ✓ Will provide 20 additional teaching/assessment positions (\$852,000)
 - ✓ Will provide 28 additional paraprofessional (aide) positions (\$504,000)

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Achieve Adequate Per-Pupil Allocations for Instruction (District-wide Budget Provides Relief for Campus Allocations)

- **Increased centralized funding of campus programs**
 - ✓ Will provide additional secondary school security
 - ✓ Will provide standard staffing allocations for campus paraprofessionals
 - ✓ Will provide tutoring funds at elementary campuses
- **Began developing a campus capital replacement program**
 - ✓ Will provide funding for capital items traditionally purchased from campus allocations
 - Cafeteria table replacement plan (\$125,000)
 - Classroom furniture replacement plan (\$125,000)
 - ✓ Will provide a \$3 million capital replacement budget

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Establish a Capital Replacement Plan

- **Developed a comprehensive list of campus facility needs**
 - ✓ Will provide funding for needs that do not show up on facility assessments
 - Walls moved, playground needs, etc.
 - ✓ Will provide funding for classroom furniture needed for extra class sections
- **Developed a comprehensive vehicle replacement plan**
 - ✓ Will institute a bus replacement schedule - 12 buses each year
 - ✓ Will begin a vehicle replacement schedule - 10 vehicles per year
- **Developed a comprehensive cafeteria equipment replacement plan**
 - ✓ Will provide funding for a four year replacement plan for major equipment
 - ✓ Will begin a planned replacement schedule for cafeteria tables
- **Capital funding for the results of our facility assessment**
 - ✓ Will provide \$3 million to begin addressing key needs highlighted in the facility assessment

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Maintain the 5% Local Homestead Exemption

DONE!

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Final Underlying Goal

Minimize the Tax Rate Impact of Bonds 2004

- **Debt Service Tax Rate increase is LOWER than advertised for Bonds 2004**
 - ✓ Bonds 2004 estimate was for a three (3) cent increase in year one
 - ✓ Actual tax rate increase was only one and a half (1.5) cents in year one

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Final Budget Overview

- **Revenue Projections**
 - ✓ Higher than projected!
- **Debt Service Tax Rate**
 - ✓ Increase is 50% lower than projected!
- **Approved Salary Adjustments**
 - ✓ First increase in two years for many!
- **Explosive Student Growth Projections**
 - ✓ Drives instructional staffing
- **Administrative Cost Ratio – Lower than 2003 – 2004**
 - ✓ FY 2004 – 2005 ACR = 6.67%
 - This rate is lower than the FY 2003 – 2004 ACR of 6.86%
 - ✓ State Standard for a district our size is 11.05%

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FY 2004 – 2005 Budget

Final Budget Overview

Potential Flash Points

➤ **Dramatic enrollment growth**

- ✓ Estimate an immediate need for 9.5 of the 10 “Growth “ FTE’s included in the budget

➤ **Continued growth in special education enrollment**

- ✓ An increased number of children with special education needs have transferred from surrounding districts – many have ARD’s that require one on one attention
- ✓ Even with a tremendous focus on special education in this year’s budget, more may be needed

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Description	FY 2003 - 2004 Budget	FY 2004 – 2005 Budget	Increase (Decrease)
Revenue			
Local	154,461,638	166,597,500	12,135,862
State/Federal	29,495,856	33,032,500	3,536,644
Total Revenue	183,957,494	199,630,000	15,672,506
Expenditures			
Instruction & Instruction Related	116,580,142	125,061,911	8,481,769
Instructional & School Leadership	12,563,938	13,132,828	568,890
Student Support Services	18,780,432	20,768,962	1,988,530
Administrative Support Services	6,244,093	6,217,294	(26,799)
Plant Maintenance & Operations	22,037,006	24,304,048	2,267,042
Security & Monitoring Services	962,288	1,643,176	680,888
Technology Services	3,722,210	3,984,500	262,290
Other Services	1,058,121	1,356,280	207,159
Total Expenditures	181,948,230	196,478,000	14,529,770
Increase/(Decrease)	2,009,264	3,152,000	1,142,736

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Debt Service Fund			
Description	FY 2003 - 2004 Budget	FY 2004 – 2005 Budget	Increase (Decrease)
Revenue			
Local	24,090,000	27,155,000	3,065,000
State	2,000,000	858,000	(1,142,000)
Total Revenue	26,090,000	28,013,000	1,923,000
Expenditures			
Debt Services	27,508,059	30,160,169	2,652,110
Total Expenditures	27,508,059	30,160,169	2,652,110
Increase/(Decrease)	(1,418,059)	(2,147,169)	(729,110)

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Food Service Fund			
Description	FY 2003 - 2004 Budget	FY 2004 – 2005 Budget	Increase (Decrease)
Revenue			
Local	6,405,605	6,648,596	242,991
State	55,580	55,580	-0-
Other Resources	2,092,050	2,195,352	103,302
Total Revenue	8,553,235	8,899,528	346,293
Expenditures			
Debt Services	8,372,873	8,857,413	484,540
Total Expenditures	8,372,873	8,857,413	484,540
Increase/(Decrease)	180,362	42,115	(138,247)

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Tax Rate Recommendation

- **Maintenance & Operations Tax Rate Recommendation - \$ 1.50**
- **Debt Service Tax Rate Recommendation - \$ 0.245**
- **Total Recommended Tax Rate - \$ 1.745**

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Final Thoughts & Recognitions

- **Board of Trustees & Superintendent**
 - ✓ Set clear goals and priorities and stuck to it!
- **Campus Leaders**
 - ✓ Provided realistic and achievable budgets and insights into campus operations
- **Teachers Organizations'**
 - ✓ Provided constructive solutions to many problems faced by the district
 - ✓ Endorsed a radically new teacher payment schedule
- **Central Office Administrators**
 - ✓ Provided realistic and achievable budgets and insights into department operations
- **Cabinet**
 - ✓ Helped a “newbie” learn the ropes and make mistakes
- **Jeff Kohlenberg & Pam Syers**

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Recommendation

- **Approve the FY 2004 – 2005 General Fund, Debt Service Fund and Food Service Fund budgets as presented by function, and designating \$750,000 of the final August 31, 2004 General Fund fund balance for contingencies in special education residential treatment.**