Clear Creek Independent School District

FY 2004 – 2005 Budget
Clear Creek Independent School District
FY 2004 – 2005 Budget

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
Clear Creek Independent School District
FY 2004 – 2005 Budget

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
Clear Creek Independent School District
FY 2004 – 2005 Budget

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
Clear Creek Independent School District
FY 2004 – 2005 Budget

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)
Clear Creek Independent School District
FY 2004 – 2005 Budget

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)
Clear Creek Independent School District
FY 2004 – 2005 Budget

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

August 24, 2004
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

August 24, 2004
Clear Creek Independent School District
FY 2004 – 2005 Budget

Maintain the 5% Local Homestead Exemption

DONE!
Clear Creek Independent School District
FY 2004 – 2005 Budget

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
Clear Creek Independent School District
FY 2004 – 2005 Budget

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%
    - o This rate is lower than the FY 2003 – 2004 ACR of 6.86%
  - ✓ State Standard for a district our size is 11.05%
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
## Clear Creek Independent School District
### FY 2004 – 2005 Budget

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

#### Debt Service Fund

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2003 - 2004 Budget</th>
<th>FY 2004 – 2005 Budget</th>
<th>Increase/(Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local</td>
<td>24,090,000</td>
<td>27,155,000</td>
<td>3,065,000</td>
</tr>
<tr>
<td>State</td>
<td>2,000,000</td>
<td>858,000</td>
<td>(1,142,000)</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>26,090,000</td>
<td>28,013,000</td>
<td>1,923,000</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debt Services</td>
<td>27,508,059</td>
<td>30,160,169</td>
<td>2,652,110</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>27,508,059</td>
<td>30,160,169</td>
<td>2,652,110</td>
</tr>
<tr>
<td>Increase/(Decrease)</td>
<td>(1,418,059)</td>
<td>(2,147,169)</td>
<td>(729,110)</td>
</tr>
</tbody>
</table>
## Clear Creek Independent School District
### FY 2004 – 2005 Budget

### Food Service Fund

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2003 - 2004 Budget</th>
<th>FY 2004 – 2005 Budget</th>
<th>Increase (Decrease)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local</td>
<td>6,405,605</td>
<td>6,648,596</td>
<td>242,991</td>
</tr>
<tr>
<td>State</td>
<td>55,580</td>
<td>55,580</td>
<td>-0-</td>
</tr>
<tr>
<td>Other Resources</td>
<td>2,092,050</td>
<td>2,195,352</td>
<td>103,302</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>8,553,235</td>
<td>8,899,528</td>
<td>346,293</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debt Services</td>
<td>8,372,873</td>
<td>8,857,413</td>
<td>484,540</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>8,372,873</td>
<td>8,857,413</td>
<td>484,540</td>
</tr>
<tr>
<td>Increase/(Decrease)</td>
<td>180,362</td>
<td>42,115</td>
<td>(138,247)</td>
</tr>
</tbody>
</table>
Clear Creek Independent School District
FY 2004 – 2005 Budget

Tax Rate Recommendation

- Maintenance & Operations Tax Rate Recommendation - $ 1.50
- Debt Service Tax Rate Recommendation - $ 0.245
- Total Recommended Tax Rate - $ 1.745
Clear Creek Independent School District  
FY 2004 – 2005 Budget  

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**

August 24, 2004
Clear Creek Independent School District
FY 2004 – 2005 Budget

Recommendation