



**Special Meeting Agenda
Wednesday, April 22, 2020
by Videoconference or Teleconference
6:00 PM**

SEE REVISED LIVE STREAM LINK BELOW.

Due to health and safety concerns related to the COVID-19 coronavirus, this meeting will be conducted by videoconference or telephone call. At least a quorum of the board will be participating by videoconference or telephone call in accordance with the provisions of Sections 551.125 or 551.127 of the Texas Government Code that have not been suspended by order of the governor.

Please note that there is no physical location for this meeting in order to ensure safe social distancing during the COVID-19 pandemic. Members of the public may access this meeting via live stream at <http://bit.ly/04222020LISDmeeting>. Please note, this link will not be active until approximately 5 minutes before the scheduled meeting time.

Citizen comments will be limited to topics on the agenda. Individuals wishing to address the Board of Trustees must sign up between 5:15 and 5:45 PM at <http://bit.ly/2VguArR>.

The notice for this meeting was posted in compliance with the Texas Open Meeting Act on April 17, 2020 at 3:05 PM.

The subjects to be discussed or considered or upon which any formal action may be taken are as listed below. Items do not have to be taken in the order shown on this meeting notice. Unless removed from the consent agenda, items identified within the consent agenda will be acted on at one time.

1. CALL TO ORDER

2. CITIZEN COMMENTS

Citizen comments will be limited to topics on the agenda. Individuals wishing to address the Board of Trustees must sign up between 5:15 and 5:45 PM at <http://bit.ly/2VguArR>.

3. CORONAVIRUS (COVID-19) - EPIDEMIC (Tex. Gov't Code 551.045)

4. 2020-2021 BUDGET WORKSHOP

A. Compensation and Benefits Report

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B. Budget Development Update

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5. ADJOURNMENT

If, during the course of the meeting, discussion of any item on the agenda should be held in a closed meeting, the board will conduct a closed meeting in accordance with the Texas Open Meetings Act, Government Code, Chapter 551, Subchapters D and E or Texas Government Code section 418.183(f). Before any closed meeting is convened, the presiding officer will publicly identify the section or sections of the Act authorizing the closed meeting. All final votes, actions, or decisions will be taken in open meeting. [See BEC(LEGAL)]

Leander ISD Board Meeting Agenda Item Information

Regular Meeting Date: April 22, 2020

Agenda Item: Compensation and Benefits Report
 1. Across-the-Board Increase, Stipend Review, Administrator/Professional Salary Scale Review and LISD Medical Insurance Contribution
 2. Substitute Pay Increase

Purpose: Action Requested This Month Discussion Item/Report

Administrator Responsible: Karie Lynn McSpadden

Attachments: 2020-21 Compensation Proposal Summary
 2020-21 Total Compensation Presentation

Background Information:

COMPENSATION

Each year, we review our compensation program to ensure that we are staying competitive in the market so we can recruit and retain the best employees. We do a comprehensive review of all LISD’s compensation plan components and make recommendations to the Board for an across-the-board pay increase, in addition to other compensation changes to ensure our competitiveness.

We recommend a 2% of midpoint (\$1,138 for Teachers, RNs and Counselors) across-the-board increase for all employees.

Scale	Employees	Total Cost for Benefits
Teacher	2,974	\$3,526,000
Registered Nurse	39	\$46,000
Counselor	95	\$112,000
Administrative/Professional	464	\$739,000
Information Technology	74	\$111,000
Office/Paraprofessional	895	\$506,000
Auxiliary	691	\$389,000
TOTAL	5,232	\$5,430,000

As a reminder, LISD conducts in-depth salary scale reviews on a rotating basis. This year we reviewed the Administrator/Professional scales and Information Technology scale and are recommending additional modifications to the scales with a cost of **\$1,545,000**.

BENEFITS

Healthcare costs continue to increase annually and are anticipated to increase by 4.5% for 2021. We are recommending the Board continue its annual **\$1,000,000** allocation to the self-funded medical plan which will increase the district’s contribution towards health insurance to \$350 per employee per month and provide an additional funds to help offset some of the healthcare inflation costs.

As a reminder, employee monthly premiums stayed the same or slightly decreased. LISD made enhancements for our 2020 medical plan, including:

- Enhancing our plans to support the mental health of our employees and their families.
 - Add MDLive Behavioral Health
 - Add Marriage & Family Counseling
 - Change Employee Assistance Plan Provider
- Moved pharmacy benefits provider network from Optum to CVS/Caremark.

The 2% across-the-board, Administrator/Professional/IT scale review and medical plan allocation costs are all included in the 2020-21 proposed budget. Based on recent local district recommendations to bilingual stipends, we

have increased our recommended amount which resulted in an additional \$45,000 over the \$1,500,000 recommended budget.

ADDITIONAL COMPENSATION/BENEFIT OPTIONS

In addition to the budgeted recommendations above, we are also proposing a substitute pay increase to remain competitive with Round Rock ISD at a cost of \$104,000.

Administrative Recommendation:

For discussion only to consider Board action at a later date.

Sample Motion:

N/A

Human Resources



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Total Compensation Review

For 2020-21 Changes

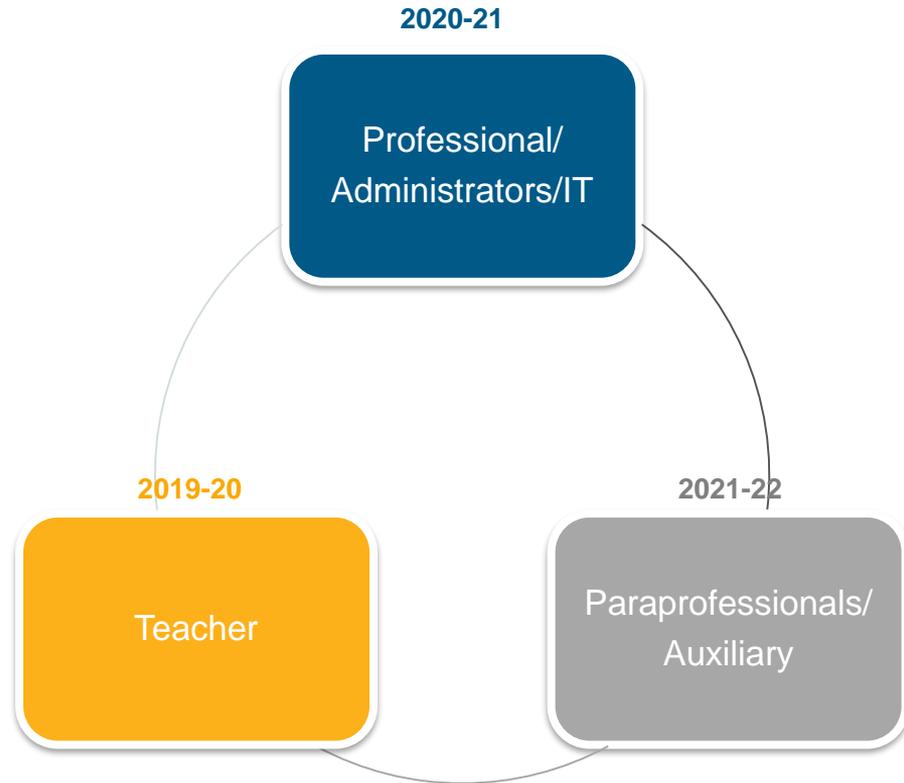
Rotating Salary Scale Review

Allows HR to do more comprehensive compensation reviews for specific scales

Review Teacher Scale market analysis each year

Review overall market data of each scale each year

Review stipends each year



Historical Salary Scale Review Summary

Effective 14-15

Administrator Professional

381 Total Employees

208 Employees Impacted by Review

\$679,000 Scale Redesign

Effective 15-16

Auxiliary

540 Total Employees

349 Employees Impacted by Review

\$273,900 Scale Redesign

Office Paraprofessional

715 Total Employees

524 Employees Impacted by Review

\$934,300 Scale Redesign

Effective 16-17

Info Technology

71 Total Employees

53 Employees Impacted by Review

\$180,000 Scale Redesign

Teacher Librarian RN Counselor

2,672 Total Employees

2,672 Employees Impacted by Review

\$1,577,000 Adjustments

Effective 17-18

Administrator Professional

382 Total Employees

285 Employees Impacted by Review

\$461,000 Adjustments

Effective 18-19

Auxiliary

573 Total Employees

485 Employees Impacted by Review

\$430,000 Adjustments

Office Paraprofessional

790 Total Employees

685 Employees Impacted by Review

\$342,000 Adjustments

Effective 19-20

Teacher Librarian RN Counselor

2,836 Total Employees

2,836 Employee Impacted by Review

\$12,400,000 Adjustments

NOTE: Due to rounding, numbers presented throughout this and other documents may not add up precisely to the totals provided.



Across-the-Board Increase

What Are Local ISDs Considering?

ISD	Anticipated Increase
Austin	1.5% (or possible freeze)
Eanes	2%
Georgetown	2%
Lake Travis	3%
Pflugerville	3%
Round Rock	2%

NOTE: Most Boards have not approved final salary increases for 2020-21 yet. At the time of the presentation, this was the most updated info from local districts. ⁸

Pflugerville ISD did approve a 3% increase which will put their starting teacher salary at \$51,500

Historical Salary Increases

Salary Scale	2015-16	2016-17	2017-18	2018-19	2019-20	5-Yr Avg.
Teacher	\$998	\$1,514	\$1,548	\$1,054	\$3,900	\$1,803
Counselor	\$998	\$1,514	\$1,548	\$1,054	\$3,900	\$1,803
Administrator/ Professional	2%	2%	3%	2%	4%	3% ⁹
Information Technology	2%	2%	3%	2%	4%	3%
Office/ Paraprofessional	2%	2%	3%	2%	4%	3%
Auxiliary	2%	2%	3%	2%	4%	3%

Historical Teacher Pay

School Year	Texas Increase Median %	Central Tx Increase Median%	RRISD Increase Median%	LISD Pay Increase Avg. %	LISD Pay Increase Avg. \$	LISD 0 Year Bachelor's	LISD Highest Salary
2019-20	7.0%	6.7%	7.4%	7.5%	\$3,900	\$50,000	\$72,650 ₁₀
2018-19	2.0%	2.3%	2.0%	2.0%	\$1,054	\$47,000	\$68,550
2017-18	3.0%	2.3%	2.0%	3.0%	\$1,548	\$46,150	\$67,496
2016-17	2.5%	2.4%	2.0%	3.0%	\$1,514	\$44,900	\$65,948
2015-16	3.0%	2.2%	2.0%	2.0%	\$998	\$43,700	\$64,434

2019-20 Teacher Local Comparisons

LOCAL MARKET	Student Enrollment	No. of Teachers	0 Yr Salary	5 Yr Salary	10 Yr Salary	15 Yr Salary	20 Yr Salary	Avg Salary
Austin ISD	79,361	5,342	\$50,251	\$51,522	\$52,270	\$52,899	\$55,502	\$53,662
Eanes ISD	8,176	651	\$49,288	\$50,188	\$52,638	\$55,188	\$58,338	\$52,492
Georgetown ISD	12,101	895	\$48,000	\$49,198	\$51,678	\$54,023	\$56,003	\$52,705
Lake Travis ISD	11,089	644	\$49,500	\$50,750	\$52,942	\$55,992	\$59,042	\$54,819
Pflugerville ISD	26,325	1,910	\$50,000	\$51,100	\$52,700	\$55,000	\$57,800	\$54,207
Round Rock ISD	51,186	3,605	\$49,300	\$50,800	\$54,675	\$56,660	\$58,074	\$55,389
Median	19,213	1,403	\$49,400	\$50,775	\$52,669	\$55,094	\$57,937	\$53,935
Leander ISD	40,668	2,895	\$50,000	\$52,251	\$54,646	\$56,906	\$59,093	\$55,534
Comparison to Median			101%	103%	104%	103%	102%	103%
Dollar Difference			\$600	\$1,476	\$1,977	\$1,812	\$1,156	\$1,600

Reported salary amounts are for 10-month teachers with bachelor's degree.

2020-21 Teacher Local Comparisons

LOCAL MARKET	Student Enrollment	No. of Teachers	0 Yr Salary	5 Yr Salary	10 Yr Salary	15 Yr Salary	20 Yr Salary	Avg Salary
Austin ISD	79,361	5,342	\$50,715	\$52,196	\$52,929	\$53,692	\$55,532	\$54,455
Eanes ISD	8,176	651	\$50,292	\$50,892	\$52,792	\$55,792	\$58,292	\$53,596
Georgetown ISD	12,101	895	\$48,802	\$50,078	\$52,128	\$54,658	\$56,983	\$53,785
Lake Travis ISD	11,089	644	\$50,980	\$51,980	\$54,012	\$57,062	\$60,112	\$56,499
Pflugerville ISD	26,325	1,910	\$51,500	\$52,550	\$54,000	\$56,250	\$58,550	\$55,857
Round Rock ISD	51,186	3,605	\$50,000	\$51,633	\$55,283	\$57,268	\$58,974	\$56,522
Median	19,213	1,403	\$50,504	\$51,806	\$53,465	\$56,021	\$58,421	\$55,156
Leander ISD	40,668	2,895	\$50,700	\$52,939	\$55,284	\$57,559	\$59,831	\$56,672
Comparison to Median			100%	102%	103%	103%	102%	103%
Dollar Difference			\$196	\$1,133	\$1,819	\$1,538	\$1,410	\$1,516

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Reported salary amounts are for 10-month teachers with bachelor's degree.

Based on local district assumptions at time of presentation

Counselor Salary Comparisons

Title	2019-20 LISD Average		2019-20 Local Mkt Median	Market Ratio*
Counselor, Elementary	\$65,725	195	\$63,924	103%
Counselor, Middle School	\$70,685	207	\$69,242	102%
Counselor, High School	\$69,392	207	\$69,946	99%

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* Market Ratio adjusted to reflect equalized calendar days for more accurate comparison.

Other Scale Comparisons

Salary Scale	No. Positions Surveyed	LISD Compared to Market	Examples of Positions Surveyed
Office/Paraprofessionals	26	99%	Administrative Asst., Bookkeeper, Registrar, Instructional Assistant
Auxiliary	17	97%	Bus Driver, Child Nutrition Worker, Maintenance Tech, Custodian

These scales will be reviewed in depth next year.

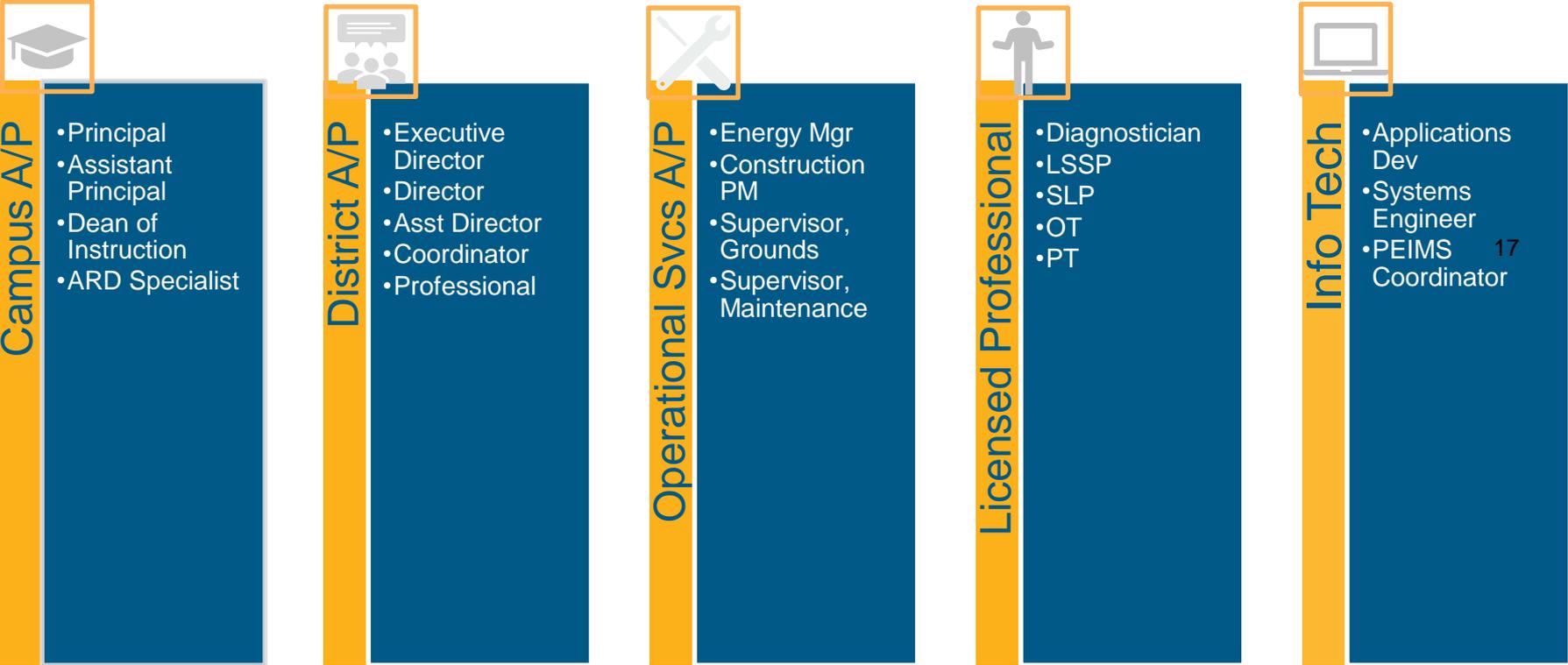
Across-the-Board Pay 2% Increase Recommendation

Scale	Employees	Total Cost with Benefits
Teacher (\$1,138/\$50,700 starting salary)	2,974	\$3,526,000
Registered Nurse (\$1,138)	39	\$46,000
Counselor (\$1,138)	95	\$112,000
Administrator/Professional	464	\$739,000
Information Technology	74	\$111,000
Office/Paraprofessional	895	\$506,000
Auxiliary	691	\$389,000
TOTAL	5,232	\$5,430,000

Administrator Professional Scale Review

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Administrator/Professional Scales



Campus A/P Scale

Standard Jobs Across ISDs

Focus – Local Market Analysis

LOCAL MARKET

- Austin ISD*
- Eanes ISD
- Georgetown ISD*
- Lake Travis ISD
- Pflugerville ISD*
- Round Rock ISD*

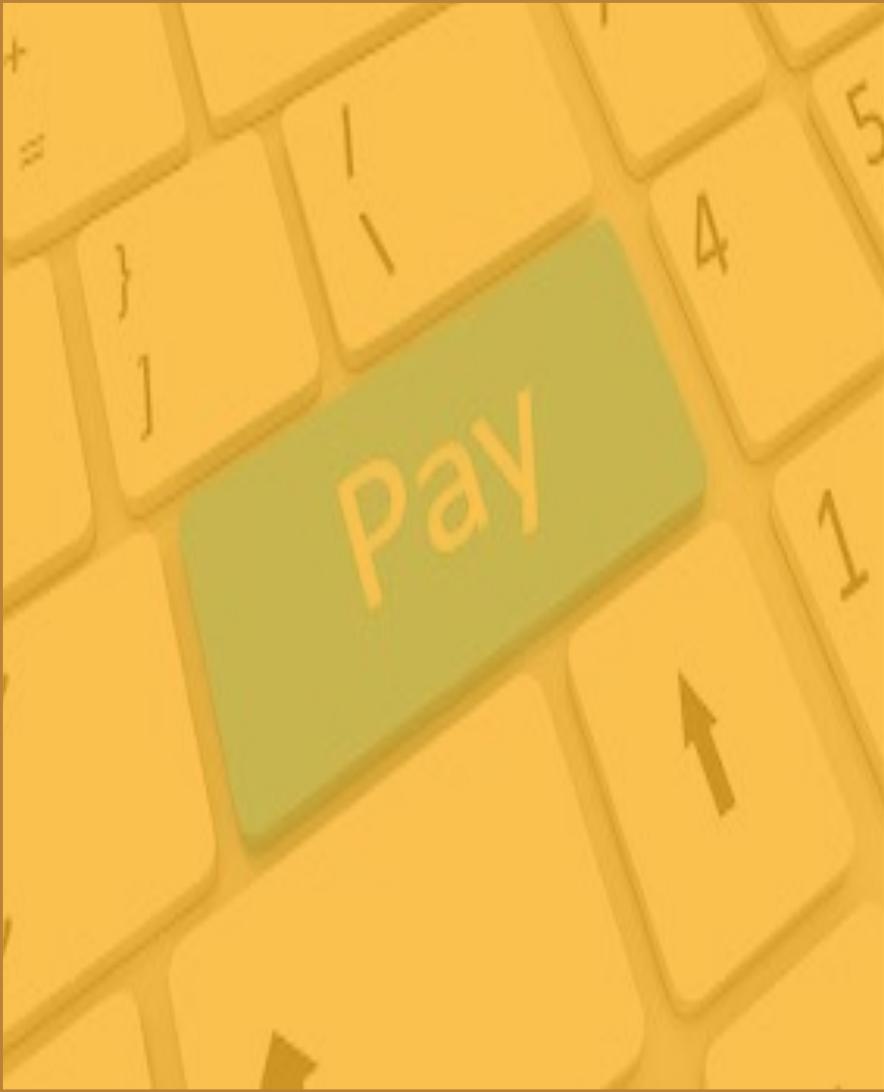
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** These districts have indicated they are considering additional increases to their Administrator/Professional scales due to compression with Teacher scale that was created last year due to H.B. 3 changes.*

Campus A/P Scale Local Market Comparison

TITLE	CALENDAR	2019-20			2020-21 RECOMMENDED INCREASE		
		LISD AVG SALARY	LOCAL MKT MEDIAN	MKT RATIO	LISD AVG SALARY	LOCAL MKT MEDIAN	MKT RATIO
ELEM ASST PRINCIPAL	207	\$62,701	\$65,668	95%	\$69,309	\$68,291	101%
MS ASST PRINCIPAL	220	\$72,941	\$74,305	98%	\$78,797	\$77,347	102%
HS ASST PRINCIPAL	220	\$80,057	\$82,279	97%	\$87,097	\$86,393	101%
ELEM PRINCIPAL	220	\$91,622	\$90,810	101%	\$96,537	\$95,351	101%
MS PRINCIPAL	226	\$108,928	\$100,366	109%	\$111,732	\$105,384	106%
HS PRINCIPAL	226	\$123,410	\$122,199	101%	\$127,143	\$127,064	100%

Cost (above 2% ATB) - \$587,000



Licensed Professional Scale

Standard Jobs Across ISDs

Focus – Local Market Analysis

LOCAL MARKET

- Austin ISD
- Eanes ISD
- Georgetown ISD
- Lake Travis ISD
- Pflugerville ISD
- Round Rock ISD

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There is an extremely competitive market for these positions – demand higher than supply. Last year, LISD moved LSSP/Diagnostician positions to higher scale and implemented sign-on bonus for these positions. Many local districts are reviewing their scales and incentive programs this year to stay competitive.

Licensed Professional Scale Market Comparison

GRADE	TITLE	CALENDAR	LISD 2019-20 AVG SALARY	LOCAL 2019-20 MKT MEDIAN	MKT RATIO	RRISD 2019-20 MEDIAN	MKT RATIO
LP1	SLP	187	\$61,237	\$61,566	99%	\$60,717	101%
	PHYSICAL THERAPIST	187	\$68,608	\$64,749	106%	\$62,440	104%
	OCCUPATIONAL THERAPIST	187	\$64,259	\$61,774	104%	\$60,635	102%
LP2	DIAGNOSTICIAN	197	\$69,253	\$64,149	108%	\$64,193	100%
	LSSP	197	\$65,138	\$62,283	105%	\$61,295	102%

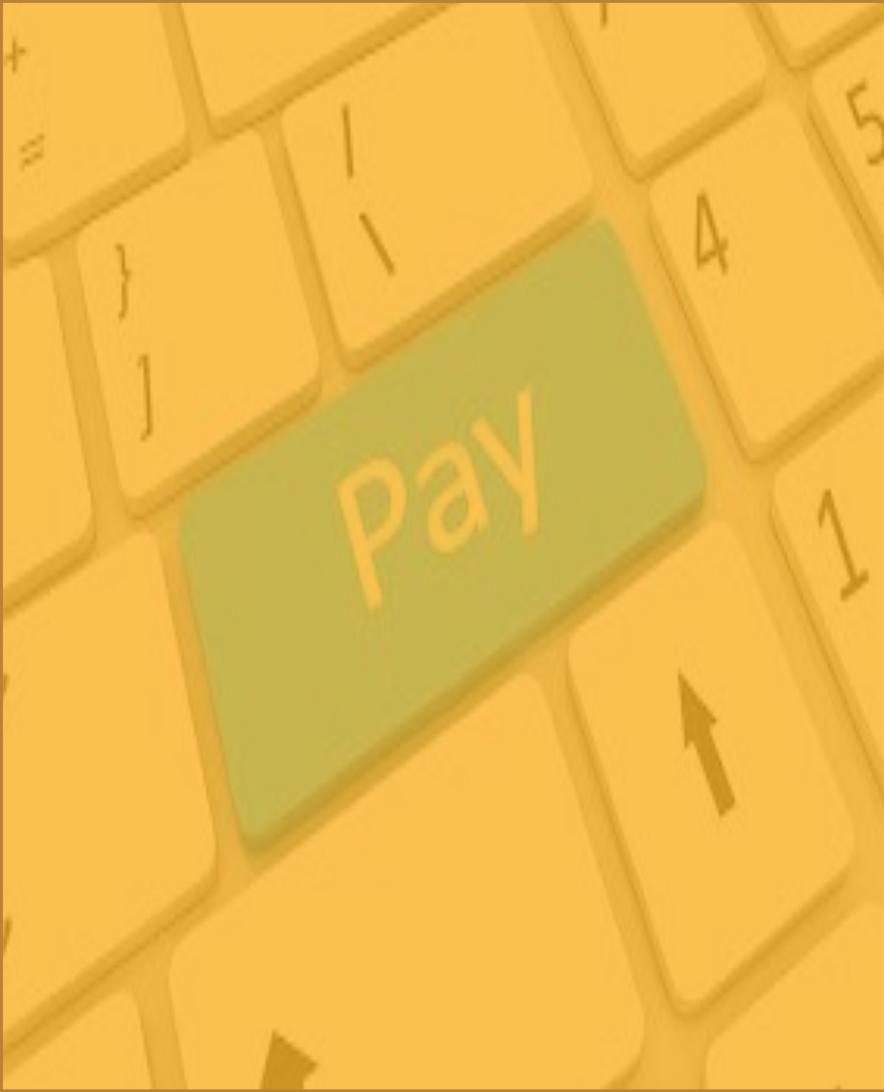
Board approved sign-on bonus for LSSP/Diagnosticians beginning 2019-20

Recommended Licensed Professional Scale Change

GRADE	GRADE LEVEL	CALENDAR	2019-20		2020-21 Recommended	
			MIN	MAX	MIN	MAX
LP	SLP	187				
	PHYSICAL THERAPIST	187	\$49,368	\$67,142	\$52,828	\$68,675 ₂₂
	OCCUPATIONAL THERAPIST	187				
	DIAGNOSTICIAN	197	\$55,345	\$71,944	\$55,653	\$72,347
	LSSP	197				

Would expand sign-on bonus for all SPED Licensed Professionals beginning 2020-21

Cost (above 2% ATB) - \$67,000

A close-up photograph of a yellow computer keyboard. The central focus is a green key with the word 'pay' written on it in a light yellow font. Other keys visible include the backslash key, the number 4 key, the number 5 key, and the number 1 key. The lighting is warm and slightly blurred, creating a soft background.

District A/P Scale Operational Svcs. Scale Info Tech Scale

Some standard jobs across ISDs, but
many unique jobs

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Focus – Local/Peer Market Analysis
& Internal Equity

Consider market analysis of local benchmark jobs and internal equity with the Campus Administrator/Professional scale as well as between all professional scales.

Recommended District A/P Scale Change

GRADE LEVEL	2019-20		2020-21 Recommended	
	MIN*	MAX*	MIN*	MAX*
PROFESSIONAL 1	\$53,946	\$63,657	\$56,396	\$66,548
PROFESSIONAL 2	\$58,532	\$69,067	\$61,165	\$72,175
SR PROFESSIONAL	\$65,852	\$77,702	\$70,392	\$83,062
COORDINATOR	\$71,443	\$84,306	\$76,405	\$90,157
SR COORD/ASST DIRECTOR	\$77,518	\$91,473	\$84,045	\$99,173
DIRECTOR	\$89,150	\$105,196	\$93,710	\$110,578
SR DIRECTOR	\$100,288	\$118,342	\$102,290	\$120,704
EXECUTIVE DIRECTOR	\$112,831	\$133,135	\$116,006	\$136,888

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Scale was rebuilt for market competitiveness and internal equity

** Based on 226 calendar for comparison purposes (not all jobs within scale are on 226 calendar)*

Cost (above 2% ATB) - \$460,000

Recommended Operational Svcs Scale Change

GRADE LEVEL	2019-20		2020-21 Recommended	
	MIN*	MAX*	MIN*	MAX*
OS SUPERVISOR	\$51,856	\$61,191	\$53,805	\$63,489
OS ASST DIRECTOR	\$62,568	\$73,831	\$64,648	\$76,285
OS DIRECTOR 1	\$71,443	\$84,306	\$84,045	\$99,173
OS DIRECTOR 2	\$89,150	\$105,197	\$93,710	\$110,578
OS EXEC DIRECTOR	\$100,288	\$138,342	\$102,291	\$120,704

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Scale was rebuilt for market competitiveness and internal equity

** Based on 226 calendar for comparison purposes (not all jobs within scale are on 226 calendar)*

Cost (above 2% ATB) - \$44,000

Recommended Info Technology Scale Change

GRADE LEVEL	2019-20		GRADE LEVEL	2020-21 Recommended	
	MIN*	MAX*		MIN*	MAX*
NON-EXEMPT 1	\$41,204	\$49,446	NON-EXEMPT 1	\$48,164	\$56,833
NON-EXEMPT 2	\$46,140	\$55,368	NON-EXEMPT 2/PROFESSIONAL 1	\$66,920	\$78,966
NON-EXEMPT 3/PROFESSIONAL	\$65,852	\$77,702	PROFESSIONAL 2	\$70,392	\$83,062
MANAGER	\$71,443	\$84,306	MANAGER	\$76,405	\$90,157
IT PJT MGR	\$77,518	\$91,473	IT PJT MGR	\$84,045	\$99,173
DIRECTOR	\$89,150	\$105,196	DIRECTOR	\$93,710	\$110,578
SR DIRECTOR	\$100,288	\$118,342	SR DIRECTOR	\$102,290	\$120,704
EXECUTIVE DIRECTOR			EXECUTIVE DIRECTOR	\$116,006	\$136,888

Scale was rebuilt for market competitiveness and internal equity

* Based on 226 calendar for comparison purposes (not all jobs within scale are on 226 calendar)

Cost (above 2% ATB) - \$156,000

The slide features a dark blue background with a vertical orange stripe on the right side. A white L-shaped graphic element is positioned on the left, framing the title text. The title 'Stipend Review' is written in a bold, white, sans-serif font.

Stipend Review

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Recommended Stipend Changes

STIPEND CATEGORY	COST
HS Agriculture Advisor - \$5,500 - \$6,000	\$8,000
CTE Stipends (<i>FCCLA, HOSA, Skills USA, DECA and Robotics</i>)	\$55,000
Girl's Athletic Coord - \$6,500 - \$7,500	\$6,000
HS Band Directors - \$6,500 - \$8,000	\$9,000
HS Choir Directors – 2 additional days	\$4,000
Bilingual - \$5,500 - \$7,000	\$135,000
New Adaptive PE Lead	\$2,000
New 18+ Services Lead	\$2,000
New Vision Lead	\$2,000
Orientation/Mobility receive Vision stipend	\$8,000
TOTAL	\$231,000

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Benefits

Medical Insurance History

	2016		2017		2018		2019		2020	
Total Plan Cost	\$25,989,000		\$28,693,000		\$26,989,000		\$28,259,000		\$29,101,000*	
	Employee Only	Employee + Family								
Average Premium Increase	23%		7%		17%		5%		0%	
Low Plan Employee Premium	\$12	\$686	\$12	\$742	\$17	\$744	\$19	\$786	\$19	\$786
Med Plan Employee Premium	\$40	\$785	\$41	\$829	\$57	\$936	\$65	\$1,067	\$65	\$1,067
High Plan Employee Premium	\$168	\$1170	\$171	\$1236	\$173	\$1404	\$175	\$1,417	\$175	\$1,417

* Anticipated

2019-20 District Healthcare Contributions

Local ISD	Medical Plan	Monthly Contribution per Employee	Annual Contribution per Employee
Austin ISD	Self-funded	\$520	\$6,540
Lake Travis ISD	TRS ActiveCare	\$500	\$6,000
Eanes ISD	Self-funded	\$473	\$5,676
LEANDER ISD*	Self-funded	\$426	\$5,106
Pflugerville ISD	Self-funded	\$400	\$4,800
Round Rock ISD	Self-funded	\$400	\$4,800
Georgetown ISD	TRS ActiveCare	\$378	\$4,092

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* LISD contributes \$340 per employee per month for those on a LISD medical plan. However, LISD also contributes this same amount for employees not on the medical plan to the medical plan fund. To accurately compare to other ISDs, we use the total average amount LISD contributes for employees on a plan.

TRS and RRISD 2020 Plan Comparison

Self-Funded Plan Benefits

- **Lower premiums** - On average, employees premiums would go up by 74% in TRS ActiveCare
- **Flexibility** – Can make plan changes based on our employee needs
- **Competitiveness** – Other local ISDs have self-funded plans
- **Finality** – Historically, can never leave TRS ActiveCare

Yellow highlights indicate where LISD has higher premium

LISD/RRISD Comparison

	LISD Low Plan	RRISD Low Plan	LISD Med Plan	RRISD Med Plan	LISD High Plan	RRISD High Plan
PLAN VALUE	76%	73%	78%	75%	81%	79%
Employee Only	\$19	\$0	\$65	\$68	\$175	\$195
Employee + Spouse	\$720	\$653	\$906	\$935	\$1,204	\$1,307
Employee + Children	\$389	\$392	\$489	\$550	\$650	\$773 ₃₂
Employee + Family	\$786	\$787	\$1,067	\$1,122	\$1,417	\$1,571

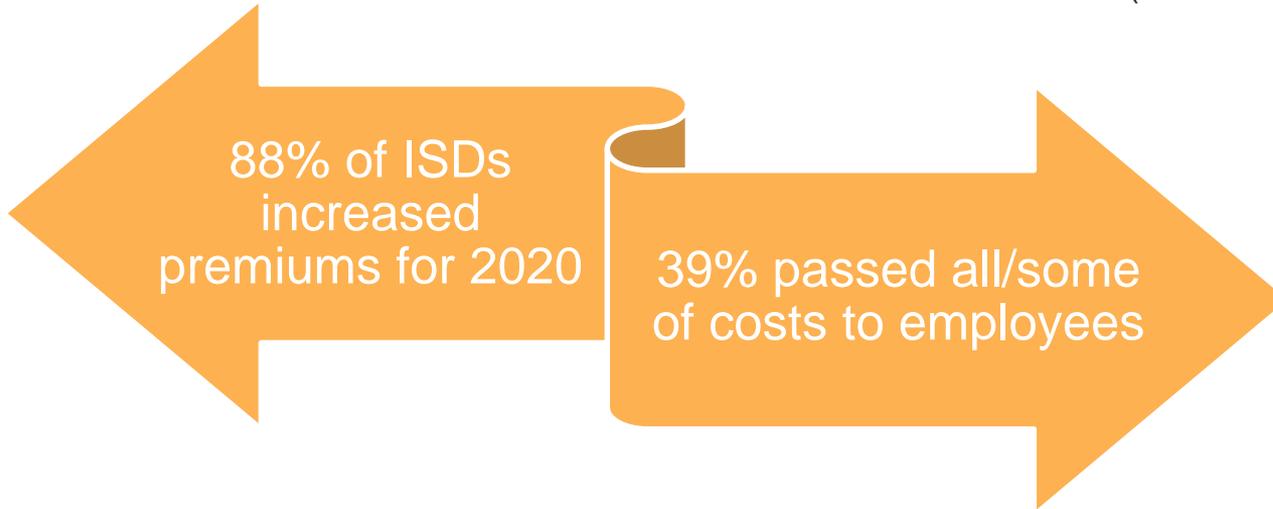
LISD/TRS ActiveCare Comparison

	LISD Low Plan	TRS ActiveCare Low Plan	LISD Med Plan	TRS ActiveCare Med Plan	LISD High Plan	TRS ActiveCare High Plan
PLAN VALUE	76%	73%	78%	73%	81%	76%
Employee Only	\$19	\$38	\$65	\$216	\$175	\$512
Employee + Spouse	\$720	\$726	\$906	\$1,027	\$1,204	\$1,680
Employee + Children	\$389	\$382	\$489	\$337	\$650	\$927
Employee + Family	\$786	\$1,075	\$1,067	\$1,353	\$1,417	\$2,049

NOTE: LISD provides \$504 annual to employee's Health Savings Account for the Low and Med plans

2020 Medical Plan Market

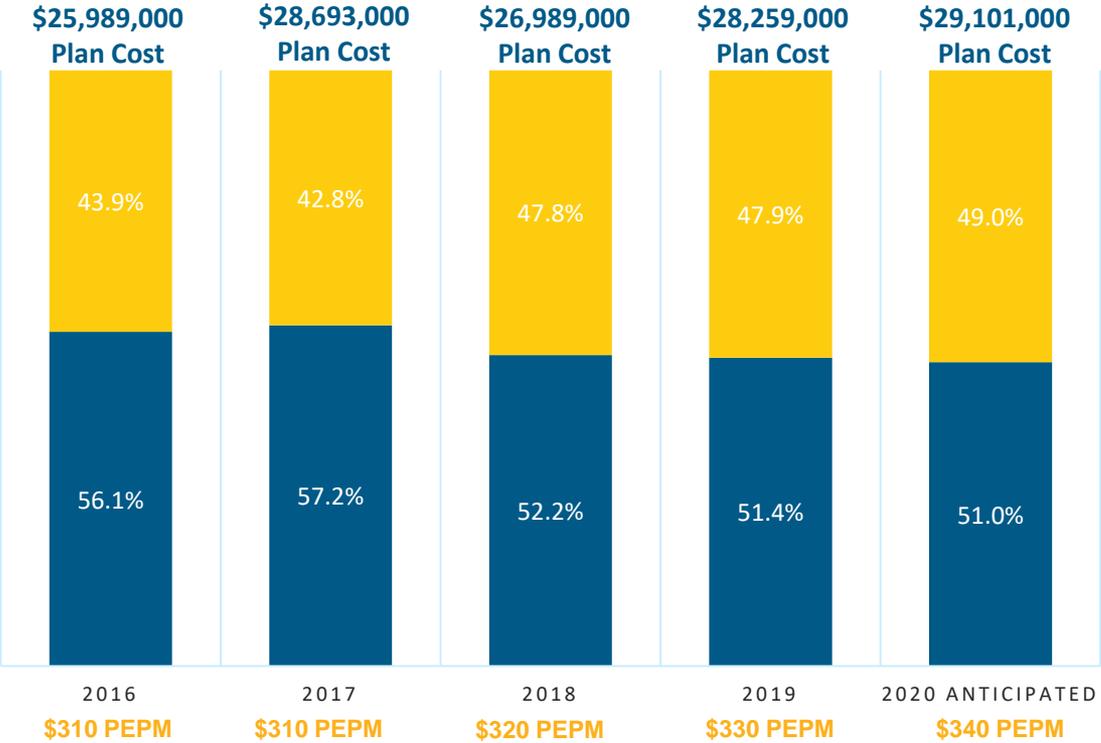
Healthcare costs continue to rise – 4.5% in just ongoing annual claims inflation (estimated \$1,180,000 for 2020)



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Source: TASB Medical Insurance Survey

2020-21 Increase LISD Medical Insurance Contribution



- Healthcare costs continue to rise – 4.5% in just ongoing annual claims inflation (estimated \$1,280,000 for 2021)
- Budgeted to increase LISD contribution to \$350 PEPM (\$640,000) for 2021
- Budgeted to provide additional funding to partially cover ongoing inflation (\$360,000)

Total Budgeted Cost - \$1,000,000

2020 Benefit Plan Enhancements

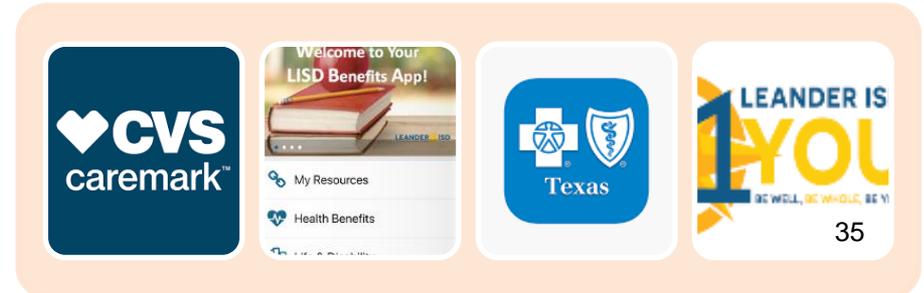
Employee Mental Health Focus



The graphic for Employee Mental Health Focus features a central 'Life' circle surrounded by various life aspects: Substance Abuse, Stress, Health, Family, Emotional, Legal, Financial, Marital, and Abuse. To the right, there are four panels: a couple with a laptop, two smartphones displaying telemedicine services, and a HeadSpace character.

Expanded EAP	Marriage and Family Counseling	Mental Health Telemedicine	HeadSpace
More local counselors; expanded resources	Now allowed under medical plan	Counseling sessions through MDLive	Free mindfulness app

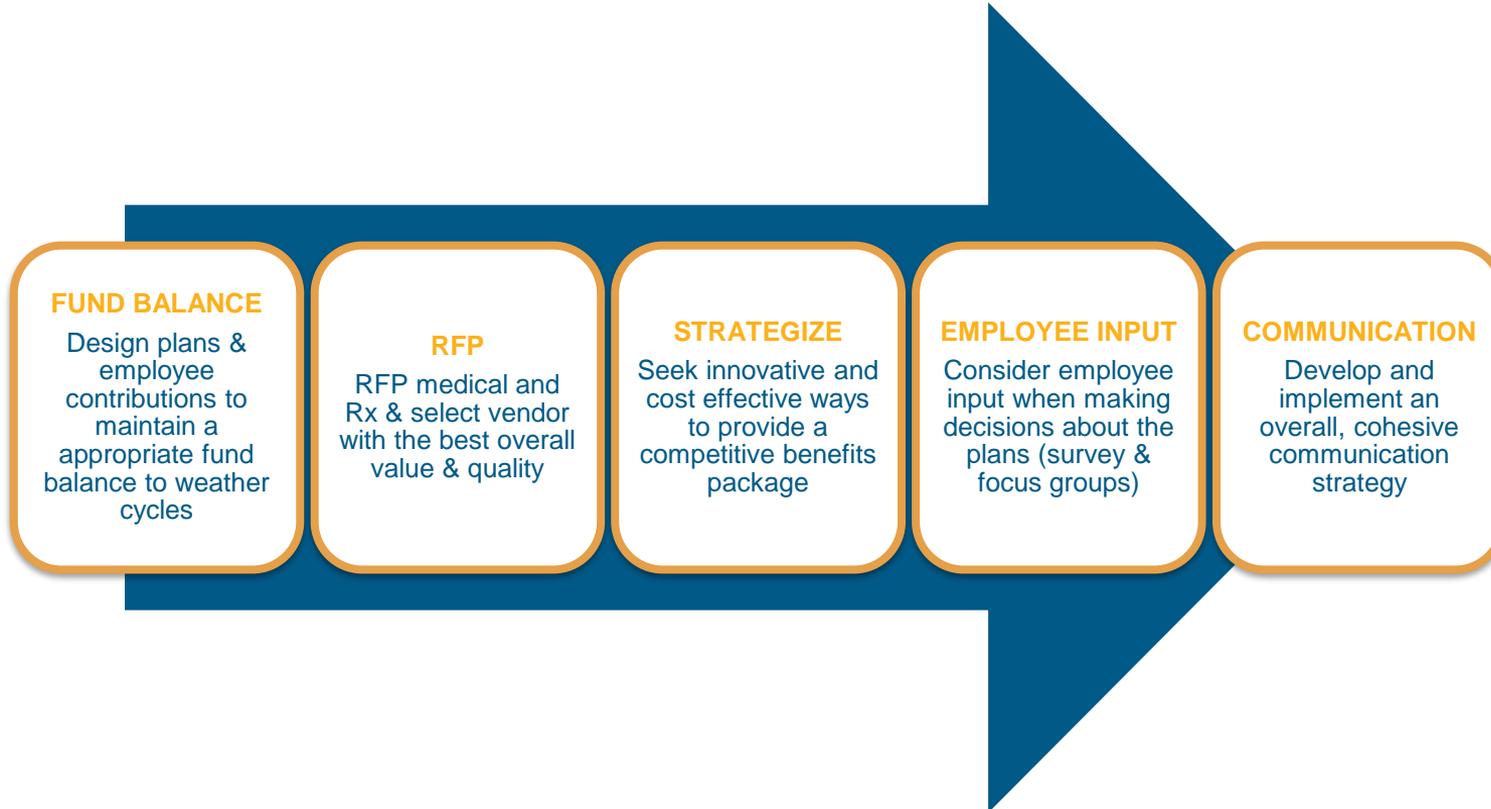
Other Benefit Enhancements



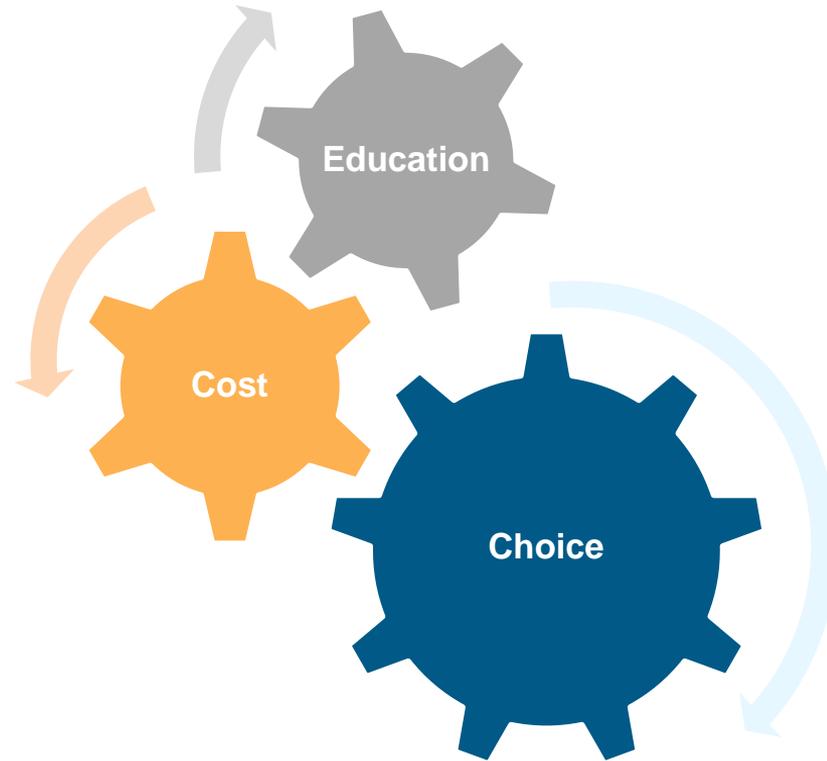
The graphic for Other Benefit Enhancements features four panels: CVS Caremark logo, LISD Benefits App interface, BCBS Texas logo, and a 'LEANDER IS 1 YOU' video thumbnail with the number 35.

Rx Improvements	Benefit App	BCBS Rep Office Hours	We're All In This Together Video
Move to CVS with cost savings	State of the art app with over 30% participation	Office hours at every campus and dept	Video that explains how it is our plan and our choices matter

2021 Benefit Objectives



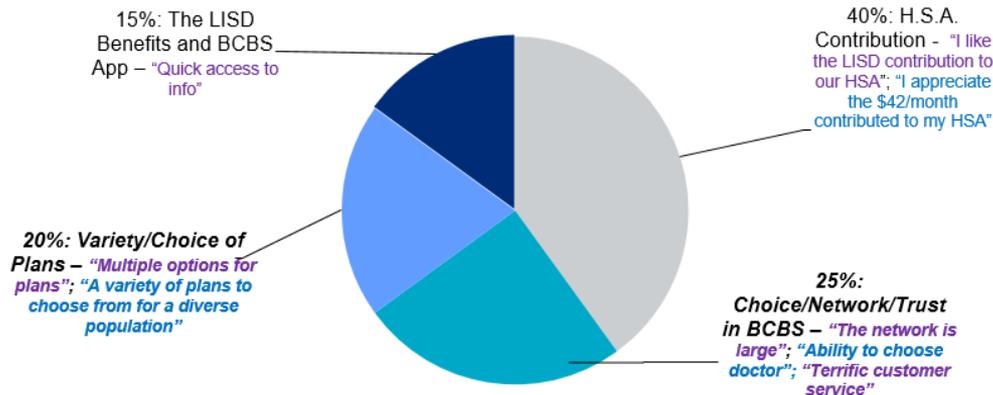
Employee Input Overall Themes



Choice

Survey: 45% of survey respondents cited Choice as the one thing that they would not change. They want to keep a variety of plans and love the large network of providers to choose from.

Top 4 Responses/Trends



38

Feedback from Focus Group:

- Employees are happy with having **multiple choices** – they like being able to select the plan that best fits their needs
- Employees are **open to more options** – especially if they provide better benefits at a lower cost
- If plans are added, keep plan choices that **include out-of-network coverage**
- Employees are **strongly averse** to moving to **fewer plan options**
- Employees do **NOT want** to go to **TRS** plan
- Employees especially like having the choice of **HSA benefits**, along with LISD's contribution to it

Cost

Survey: 65% of respondents would like a lower cost/more affordable plan if they could change one thing

Employees Said “Be Sure to Change”



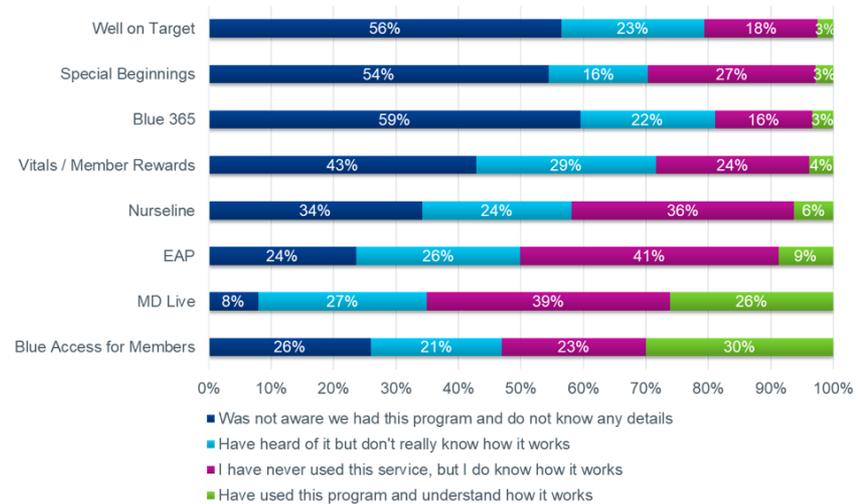
Feedback from Focus Group:

39

- Employees feel that employee costs are reasonable, but **family costs** are **too high**
- Employees would like a **\$0** cost plan
- If both the **employee and spouse** work for LISD, the perception is that the **cost is too high**
- Employees are willing to consider more **restricted networks** if they offer **lower premiums** – *as long as other choices are still available*
- Employees have the perception that **LISD’s costs are much higher** than neighboring districts and other area employers yet were surprised when shown actual data
- With the current **30 day new hire waiting period**, employees are burdened with the cost to bridge insurance gap between their prior employer and LISD

Education

Survey: High percentage of employees were not aware of benefits that are currently available to them



40

Feedback from Focus Group:

- Employees do not understand what all of their **embedded benefits** are and are **missing out** on opportunities to reduce their costs
- Members sometimes do not understand **how the network works**, when/how to check to **see if providers are contracted**
- Employees don't understand the **reason for LISD's decisions**
- Employees don't understand **how to shop** for prescriptions

2021 Benefit Planning

Choice

- Consider 4th plan option side by side with broad network
- Consider Rx plan design option

Cost

- Review premium options and tier redesign
- Options for waiting period
- Steerage to less cost/high quality programs

Education

- Benefits champions
- Cohesive communication plan
- Medical vendor education days

Our medical plan consultant estimates that 2021 employee premium increases should stay 5% or below. ⁴¹

Please note that given the current pandemic environment, there may be unanticipated strains on the medical plan which could impact this.



Substitute Pay Increase

Substitute Pay Increase

Substitute Pay Increase – RRISD made 2019-20 mid-year pay increase.

- LISD would need to increase short-term sub rates from \$85 to \$90 day to match RRISD.
- LISD would continue \$95 certified sub pay rate which is same as RRISD.

43

Cost - \$104,000



Recommendation Summary

Recommended Increases Summary

(Included in Current Budget)

Scale	Total Cost with Benefits
Teacher (\$1,138/\$50,700 starting salary)	\$3,526,000
Registered Nurse (\$1,138)	\$46,000
Counselor (\$1,138)	\$112,000
Administrator/Professional	\$739,000
Information Technology	\$111,000
Office & Paraprofessional	\$506,000
Auxiliary	\$389,000
TOTAL ACROSS-THE-BOARD INCREASE COST	\$5,430,000
TOTAL ADMIN/PROF SCALE REVIEW AND STIPEND REVIEW COST	\$1,545,000*
TOTAL MEDICAL INSURANCE COST	\$1,000,000
GRAND TOTAL	\$7,975,000

45

*A change to higher bilingual stipend recommendation due to market resulted in Comp Review exceeding initial budget by \$45,000

Substitute Pay Recommendation

Scale	Total Cost with Benefits
Substitute Pay Increase (non-certified rate increased to \$90/day)	\$104,000

46

This is not included in current budget plan.

Pay Raise Alternative

Due to the current situation, as an alternative to an across-the-board increase, the Board could adopt a one-time pay increase effective in July or a later date in the 2020-21 budget year.



- Would not be part of ongoing salary budget
- Provide some budget relief in 2021-22 if additional cuts are necessary
- Keep LISD competitive with local market for 2020-21



- Would not count towards TRS credit
- Timing of one-time payment might could be later in year
- Perception of pay loss if can't continue raises in 2021-22

Questions



2020-21 Budget Estimate Employee 2% Across-the-Board Pay Increase and Other Recommendations

Employee Group	Recommendations	Budgeted Positions	2019-20 Budget	2020-21 Budget	Cost Increase	Total Cost with Benefits
Teachers	0 Years Experience Teacher starting salary - \$50,700 Bachelors degreed Teacher - 2% midpoint \$1,138 base salary increase	2,099	\$ 115,112,000	\$ 117,501,000	\$ 2,389,000	\$ 2,489,000
	Masters degreed Teacher - 2% midpoint \$1,138 base salary increase (scale remains \$1,000 above Bachelors)	867	\$ 49,570,000	\$ 50,557,000	\$ 987,000	\$ 1,028,000
	Doctorate degreed Teacher - 2% midpoint \$1,138 base salary increase (scale remains \$2,000 above Bachelors)	8	\$ 458,000	\$ 467,000	\$ 9,000	\$ 9,000
	Subtotal	2,974	\$ 165,141,000	\$ 168,525,000	\$ 3,384,000	\$ 3,526,000
Registered Nurses	\$3,000 more than Teacher scale \$1,138 base salary increase	39	\$ 2,340,000	\$ 2,384,000	\$ 44,000	\$ 46,000
Counselors	\$5,000 more than Teacher scale \$1,138 base salary increase	95	\$ 6,447,000	\$ 6,555,000	\$ 108,000	\$ 112,000
Administrative / Professional	2% of midpoint base salary increase	464	\$ 35,769,000	\$ 36,481,000	\$ 712,000	\$ 739,000
Information Technology	2% of midpoint base salary increase	74	\$ 5,368,000	\$ 5,475,000	\$ 107,000	\$ 111,000
Office & Paraprofessional	2% of midpoint base salary increase	895	\$ 24,210,000	\$ 24,697,000	\$ 488,000	\$ 506,000
Auxiliary*	2% of midpoint base salary increase	691	\$ 17,964,000	\$ 18,324,000	\$ 360,000	\$ 389,000
TOTAL ACROSS-THE-BOARD ESTIMATED COST		5,232	\$ 257,239,000	\$ 262,442,000	\$ 5,204,000	\$ 5,430,000
Administrative/ Professional Scale Review	Review of Campus Administrator/Professional, SPED Licensed Professional, District Administrator/Professional, Operational Services, and Information Technology scales					\$ 1,314,000
Stipend Review	Review of annualized stipends					\$ 231,000
Medical Fund	Additional allocation to self-funded medical plan					\$ 1,000,000
TOTAL COMPENSATION REVIEWS ESTIMATED COST						\$ 2,545,000
GRAND TOTAL ESTIMATED COST						7,975,000

49

* NOTE: This does not include CNS employees

Leander ISD Board Meeting Agenda Item Information

Meeting Date: April 22, 2020

Agenda Item: Budget Development Update
Purpose: Action Requested Discussion Item/Report
Administrator Responsible: Elaine Cogburn
Attachments: Budget Development Update Presentation
Summary of 2019-20 Revenue and Expenditure Projections thru June 30, 2020
Multi-Year Revenue, Expenditure, and Fund Balance History/2020-21 Budget with Revenue Models

Background Information:

Attached for the Board's review is a presentation outlining the 2020-21 budget, a summary of 2019-20 revenue and expenditure projections, and a document that contains revenue, expenditure and fund balance projections under three revenue models for 2020-2021.

Since initial projections were presented in January, many events have transpired which effect the assumptions used to project revenues. Considering the current landscape, we are now presenting three different models for revenues with varying projections of student growth. Property values for the 2020 tax year were established January 1, 2020 so the impact of the economy on property values and tax collections will be realized in future years. For the purpose of the current discussions, projections for future years have been removed in order to focus on scenarios for the upcoming 2020-2021 budget year.

Budget assumptions, approved by the Board in January, included an increase in positions of \$14 million. The budget submission process began internally in January and resulted in position requests totaling approximately \$32 million. Staff has worked diligently over the last two months to prioritize these requests, reducing total requests by \$13 million. In order to provide the Board with the most up-to-date information, expenditures for 2020-2021 include the remaining position requests totaling approximately \$19 million. The administration will continue its discussion regarding requested positions, and final considerations will be included in the budget presented to the Board in May. Budget requests for nonpayroll costs include all requests submitted.

Administration will present and discuss the attached documents in detail during the budget workshop. The 2020-2021 budget will be adopted in June.

Administrative Recommendation:

N/A

Sample Motion:

N/A

BUDGET DEVELOPMENT UPDATE

April 22, 2020



OUTLINE

1. First status update since budget requests submitted
2. Events since January 2020
3. Projections for 2019-2020 financial results
4. 2020-2021 Budget Development
 - a. Review of January projections
 - b. Changes and impacts since January
5. New Projections for 2020-2021
 - a. 3 Revenue Models
 - b. Overall Picture
6. Work to be done over next couple of weeks
7. May budget update

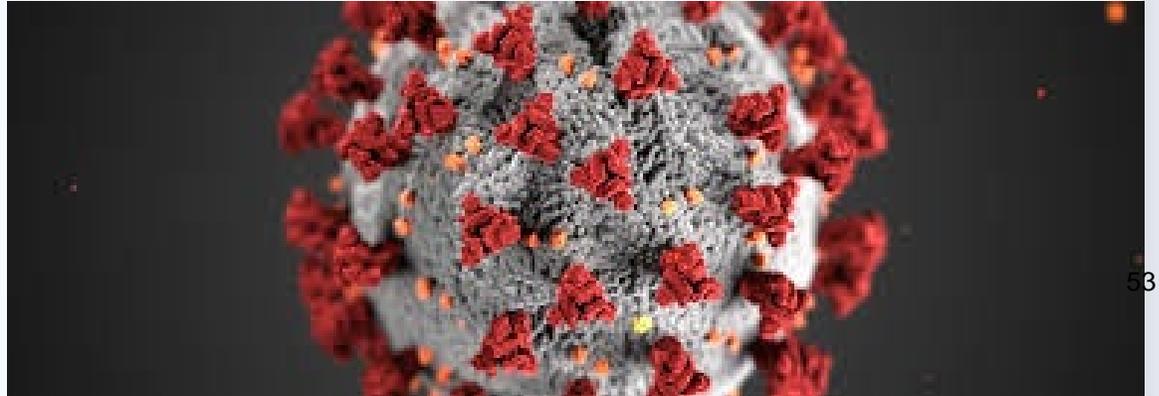
EVENTS SINCE JANUARY

TCAD Issues developed in February

Fed funds interest rate to near zero

COVID19

These events have made projecting for the future very challenging. The effect of COVID19 on future revenue sources is yet to be seen and will certainly lead to losses in not only 2020-2021 but the years following as well. For these reasons, projections for years beyond the next budget cycle have not been included in this presentation.



UNKNOWNNS FOR FUTURE

1. Will student growth materialize?
2. Student attendance rates (ADA)
3. Tax collection rates
4. Declines in various revenue streams
 - a. Facility Rental Fees
 - b. Athletic event ticket sales
 - c. Interest rates/interest income
5. Impact to future property values
6. 2021 legislative session

2019 - 2020 Projected Operating Results

Leander Independent School District Summary of Revenue and Expenditure Projections thru June 30, 2020 Fiscal Year 2019 - 2020					
	Original Budget	Current Revised Budget	Projections on Actual Thru March 2020	Variance	Explanation of Variances
Revenues:					
Taxes (Current & Delinquent)	\$ 252,665,701	\$ 252,665,701	\$ 250,844,737	\$ (1,820,964)	July/Aug collections; decline in collection rate
Taxes (2 pennies-Major Maintenance)	4,840,856	4,840,856	4,840,856	0	
Taxes (P&I)	675,000	675,000	734,572	59,572	
Other Local	8,397,850	8,422,376	6,750,128	(1,672,248)	
State - ASF & FSP	69,548,081	69,548,081	71,569,874	2,021,793	Interest income; unrealized revenues due to closure
State - Other	18,941,797	18,941,797	17,276,797	(1,665,000)	Enrollment higher than forecast; TEA guidance on COVID
Federal	4,370,000	4,370,000	4,279,067	(90,933)	Prop Value Audit
Other Sources	20,000	20,000	22,587	2,587	Decreased claims due to closure
Total Revenues	\$ 359,459,285	\$ 359,483,811	\$ 356,318,618	\$ (3,165,193)	
Expenditures:					
Payroll Costs	\$ 311,986,485	\$ 312,300,978	\$ 286,896,376	\$ 25,404,602	July/Aug payroll; Aug accrual; normal savings
Contracted Services	14,470,950	15,158,528	11,142,658	4,015,870	Budget for 12 months/closure savings (officials)
Utilities	9,270,330	9,276,103	6,440,694	2,835,409	Budget for 12 months
Supplies and Materials	16,492,379	16,699,194	12,327,295	4,371,899	Budget for 12 months/closure savings (fuel)
Other Operating Costs	4,524,482	4,510,157	2,877,334	1,637,823	
Capital Outlay	445,948	2,235,729	2,673,212	(437,483)	Increase for bus purchases
Major Maintenance	3,951,150	8,247,673	8,247,673	-	MM - approved plan and rolled POs
Other Uses	-	-	-	-	
Total Expenditures	\$ 361,141,724	\$ 368,428,362	\$ 330,605,242	\$ 37,823,120	Include \$1.5 million of capital outlay requested in 2020-2021 budget requests. Approved based on need and long lead times.
Net Operating Results	\$ (1,682,439)	\$ (8,944,551)	\$ 25,713,376	\$ 34,657,927	
Transfers Out	(5,510,000)	(5,610,000)	(6,157,069)		
Net Change to Fund Balance	\$ (7,192,439)	\$ (14,554,551)	\$ 19,556,307		
2019-2020 One-Time Purchases					
Technology Replacement Items	-	-	(1,313,550)		
Transportation (vehicles/equipment)	-	-	(510,820)		
Custodial (vehicles/equipment)	-	-	(194,306)		
Library Replacement at Cypress/CPM	-	-	(115,838)		
Campus Requests	-	-	(245,818)		
Net Change to Fund Balance	\$ (7,192,439)	\$ (14,554,551)	\$ 17,175,975		Items from 2020-2021 budget requests. If approved after further review by administration, could be ordered this year.
Beginning Fund Balance					
Committed to Major Maintenance	2,427,753	2,427,753	2,427,753		
GF Committed/Unassigned	148,112,156	148,112,156	148,112,156		
Estimated Ending Fund Balance	\$ 143,347,470	\$ 135,985,358	\$ 167,715,884		Any remaining FB will be transferred out at year-end

New report/process

Based on actual revenues and expenditures through March 31

Projection of revenues and expenditures through June 30

Will update each month

Budget savings from closure in April and May?

Decline in remaining revenues due to closure?

Leander Independent School District
Summary of Revenue and Expenditure Projections thru June 30, 2020
Fiscal Year 2019 - 2020

56

	Original Budget	Current Revised Budget	Projections on Actual Thru March 2020	Variance	<i>Explanation of Variances</i>
Revenues:					
Taxes (<i>Current & Delinquent</i>)	\$ 252,665,701	\$ 252,665,701	\$ 250,844,737	\$ (1,820,964)	July/Aug collections; decline in collection rate
Taxes (<i>2 pennies-Major Maintenance</i>)	4,840,856	4,840,856	4,840,856	0	
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Leander Independent School District
Summary of Revenue and Expenditure Projections thru June 30, 2020
Fiscal Year 2019 - 2020

Expenditures:

Payroll Costs	\$ 311,986,485	\$ 312,300,978	\$ 286,896,376	\$ 25,404,602	July/Aug payroll; Aug accrual; normal savings	57
Contracted Services	14,470,950	15,158,528	11,142,658	4,015,870	Budget for 12 months/closure savings (officials)	
Utilities	9,270,330	9,276,103	6,440,694	2,835,409	Budget for 12 months	
Supplies and Materials	16,492,379	16,699,194	12,327,295	4,371,899	Budget for 12 months/closure savings (fuel)	
Other Operating Costs	4,524,482	4,510,157	2,877,334	1,632,823		
Debt Service	-	-	-	-		
Capital Outlay	445,948	2,235,729	2,673,212	(437,483)	Increase for bus purchases	
Major Maintenance	3,951,150	8,247,673	8,247,673	-	MM - approved plan and rolled POs	
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**Leander Independent School District
Summary of Revenue and Expenditure Projections thru June 30, 2020
Fiscal Year 2019 - 2020**

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Estimated Ending Fund Balance	\$ 143,347,470	\$ 135,985,358	\$ 167,715,884

58

Items from 2020-2021 budget requests. If approved after further review by administration, could be ordered this year.

Any remaining FB will be transferred out at year-end

2020-2021 BUDGET

STATUS UPDATE BASED ON REQUESTS SUBMITTED

PROJECTED 2020-2021 BUDGET - JANUARY

LEANDER INDEPENDENT SCHOOL DISTRICT
 MULTI-YEAR REVENUE, EXPENDITURE, and FUND BALANCE REPORT
 PROJECTED 2020-2021 BUDGET

	Actual 2015-16	Actual 2016-17	Actual 2017-18	Projected Actual 2018-19	ADOPTED BUDGET 2019-20	PROPOSED		
						2020-21	2021-22	2022-23
Revenues:								
A State Funding	\$ 96,056,594	\$ 86,231,206	\$ 75,083,837	\$ 70,338,121	\$ 88,489,878	\$ 98,138,665	\$ 104,119,008	\$ 109,296,496
B Local Funding	193,502,889	217,010,420	238,334,752	262,975,829	261,738,551	273,266,704	278,949,988	285,813,933
C Local Funding - Major Maintenance	3,217,284	3,682,854	4,111,508	4,546,416	4,840,856	5,187,600	5,391,220	5,552,956
D Federal Funding	4,425,835	5,504,507	4,785,448	7,985,643	4,370,000	4,580,000	4,580,000	4,580,000
E Total Revenues	\$ 297,204,602	\$ 312,428,987	\$ 322,295,545	\$ 345,846,009	\$ 359,439,285	\$ 381,172,969	\$ 393,040,216	\$ 405,243,385
Expenditures:								
F Payroll	\$ 239,385,784	\$ 251,632,741	\$ 273,262,723	\$ 281,756,785	\$ 311,986,485	\$ 336,095,755	\$ 353,455,649	\$ 370,884,679
G Utilities	7,246,883	7,846,949	7,050,631	7,811,286	9,270,330	9,270,330	9,455,737	9,644,852
H Supplies/Travel/Misc	26,849,921	31,829,639	38,208,207	32,148,974	35,933,759	40,739,893	39,089,352	40,501,322
I Major Maintenance	4,156,412	4,650,194	3,789,884	11,916,496	3,951,150	5,187,600	5,391,220	5,552,956
J Total Expenditures	\$ 277,639,000	\$ 295,959,523	\$ 322,311,444	\$ 333,634,540	\$ 361,141,724	\$ 391,293,578	\$ 407,391,958	\$ 426,583,809
K Results of Operations	\$ 19,565,602	\$ 16,469,464	\$ (15,899)	\$ 12,211,469	\$ (1,702,439)	\$ (10,120,609)	\$ (14,351,742)	\$ (21,340,424)
Other Items:								
L Transfers In/(Out)	(3,206,713)	(4,203,306)	(5,056,661)	(6,072,785)	(5,490,000)	(5,490,000)	(5,890,000)	(6,490,000)
M Net Change to Fund Balance	\$ 16,358,889	\$ 12,266,158	\$ (5,072,560)	\$ 6,138,684	\$ (7,192,439)	\$ (15,610,609)	\$ (20,341,742)	\$ (27,830,424)
N Beginning Fund Balance	\$ 120,848,744	\$ 137,207,633	\$ 149,473,791	\$ 144,401,231	\$ 150,552,558	\$ 143,347,476	\$ 127,736,867	\$ 107,395,125
O Ending Fund Balance	\$ 137,207,633	\$ 149,473,791	\$ 144,401,231	\$ 150,539,915	\$ 143,360,119	\$ 127,736,867	\$ 107,395,125	\$ 79,564,701
P Beginning Fund Balance	\$ 120,848,744	\$ 137,207,633	\$ 149,473,791	\$ 144,401,231	\$ 150,539,915	\$ 143,347,476	\$ 127,736,867	\$ 107,395,125
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R Ending Fund Balance	\$ 137,207,633	\$ 149,473,791	\$ 144,401,231	\$ 150,539,915	\$ 143,347,476	\$ 127,736,867	\$ 107,395,125	\$ 79,564,701
S Targeted Fund Balance Level - 3 Months Operating	\$ 69,409,750	\$ 73,989,881	\$ 80,577,861	\$ 83,408,635	\$ 90,285,431	\$ 97,823,395	\$ 101,847,990	\$ 106,645,952
T Overage/(Shortage) from Target	\$ 67,797,882	\$ 75,483,910	\$ 63,823,370	\$ 67,131,280	\$ 53,062,045	\$ 29,913,472	\$ 5,547,135	\$ (27,081,251)

Projected deficit in January: \$15.6 million



Rate as of
April 16,
2020 was
0.05%

Fed funds rate chart

PROPERTY VALUES

TCAD

Limited residential market data; did not reappraise existing residential properties

Did add new construction/improvements

Reduced values for protest losses by 2.21%

Record number new commercial improvements

\$242 million in new residential value

WCAD

Appraisals sent out at 95% full market value

Will send out further reductions in protest losses (we estimated 2%)

Median home value flat

\$466 million in new residential value

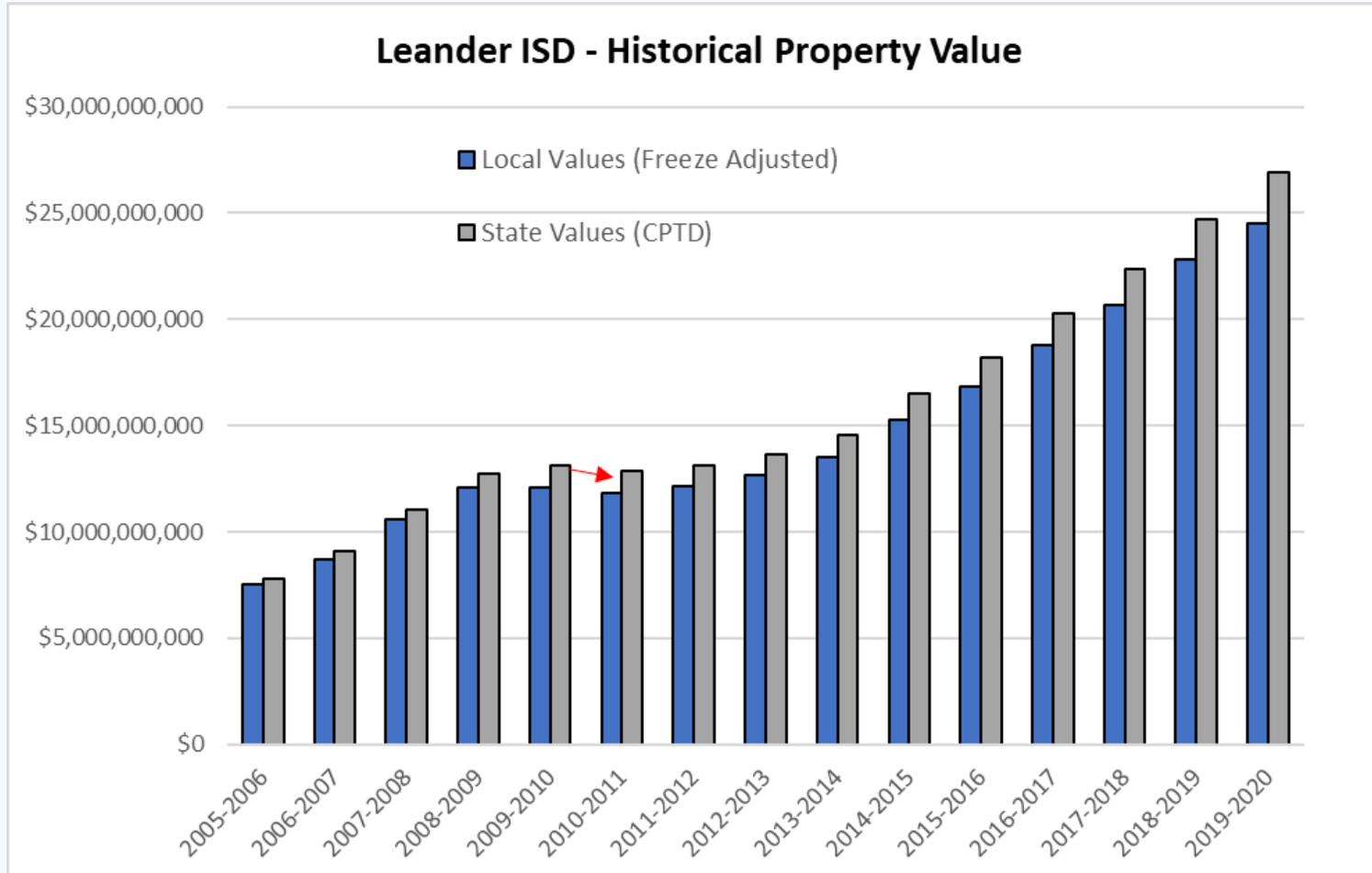
Values as of **January 1, 2020**; AG Opinion: purely **economic damage** caused by COVID-19 is **not eligible** under Tax Code Section 11.35 for a temporary property tax exemption

PRELIMINARY PROPERTY VALUES

			TCAD - 2.21% reduction WCAD - 95% of market value		TCAD - 2.21% reduction WCAD - 95% of market value	
	2019 Certified	Chg from PY Certified	2020 TCAD Prelim WCAD pre-Prelim	Chg from PY Certified	2020 TCAD Prelim WCAD pre-Prelim	Chg from PY Certified
Travis (Freeze Adjusted)	9,532,295,471	5.64%	9,951,875,341	4.40%	9,951,875,341	4.40%
Travis (Frozen)	1,204,884,312		1,191,970,469		1,191,970,469	
Travis Total	10,737,179,783	6.09%	11,143,845,810	3.79%	11,143,845,810	3.79%
Williamson (Freeze Adjusted)	14,981,181,224	8.83%	16,397,231,276	9.45%	16,034,586,169	7.03%
Williamson (Frozen)	1,630,106,306		1,735,024,054		1,735,024,054	
Williamson Total	16,611,287,530	9.35%	18,132,255,330	9.16%	17,769,610,223	6.97%
Combined (Freeze Adjusted)	24,513,476,695	7.57%	26,349,106,617	7.49%	25,986,461,510	6.01%
Combined (Frozen)	2,834,990,618		2,926,994,523		2,926,994,523	
Combined Total	27,348,467,313	8.05%	29,276,101,140	7.05%	28,913,456,033	5.72%

WCAD - 2% reduction <-- TBD

PROPERTY VALUE HISTORY



1.9%
decline
in 2010
following
housing
crisis of
2008

2020 – 2021 REVENUE BUDGET MODELS

1. 2020 property values as of January 1
2. Lowered tax collection %
3. Reduced interest income
4. Providing two new revenue models for student growth
 - a) No growth in ADA over 2019-20
 - b) 1% decline in ADA over 2019-20
5. Ultra conservative model with cuts to revenues for
 - a) Facility rentals
 - b) mLISD
 - c) Advertising
 - d) Athletic activities
 - e) All other local revenues

REVENUE MODEL ASSUMPTIONS – KEY CHANGES

	JANUARY	NO GROWTH	1% DECLINE
Student ADA	40,774	39,388	38,994
Property Values	\$ 25,984,285,297	\$ 25,986,461,510	\$ 25,986,461,510
Property Value Growth	6.00%	6.01%	6.01%
Tax Rate	Additional compression to \$.8973 + \$.04 + \$.01 = \$0.9473 (\$.9700)		
Tax Collection %	99.75%	98.00%	98.00%

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REVENUE MODEL ASSUMPTIONS

	2020 - 2021 MODELS			
	January	PASA Projections	No ADA Growth	1% ADA Decline
<u>FUNDING DATA ELEMENTS</u>				
a Actual Enrollment/PASA Projected Enrollment	42,870	42,870	41,315	40,902
b Student Growth - Actual	1,812	1,812	0	(413)
c Enrollment for Funding (Pre-k funded 1/2 day)	42,473	42,473	41,108	40,697
d ADA for Funding	40,774.08	40,774.08	39,388.24	38,994.35
e District WADA	51,853.72	51,827.41	50,383.94	49,973.69
f Compressed Tax Rate	\$ 0.90114	\$ 0.89730	\$ 0.89730	\$ 0.89730
g Golden Pennies	\$ 0.04000	\$ 0.04000	\$ 0.04000	\$ 0.04000
h Golden Pennies w/Board Approval	\$ 0.01000	\$ 0.01000	\$ 0.01000	\$ 0.01000
i Local Tax Roll (<i>Freeze Adjusted Net Taxable</i>)	\$ 25,984,285,297	\$ 25,986,461,510	\$ 25,986,461,510	\$ 25,986,461,510
j Tax Roll Growth Estimate	6.00%	6.01%	6.01%	6.01%
k M&O Tax Rate	\$ 0.95114	\$ 0.9473	\$ 0.9473	\$ 0.9473
l I&S Tax Rate	\$ 0.46750	\$ 0.4675	\$ 0.4675	\$ 0.4675
m Total Tax Rate	\$ 1.41864	\$ 1.4148	\$ 1.4148	\$ 1.4148
n Property Tax Collection Rate	99.75%	98.00%	98.00%	98.00%

CONSERVATIVE REVENUE MODEL

2020 - 2021 MODELS				
January Projections	PASA Projections	No ADA Growth	1% ADA Decline	
STATE REVENUES:				
Tier I	\$ 323,356,451	\$ 323,339,819	\$ 314,448,077	\$ 311,920,881
Local Share	(254,703,182)	(256,846,037)	(256,846,037)	(256,846,037)
State Share	\$ 68,653,269	\$ 66,493,782	\$ 57,602,040	\$ 55,074,844
Tier II	11,375,506	10,846,621	10,159,467	9,964,165
Other State	(166,907)	(171,305)	(171,305)	(171,305)
TRS On Behalf	18,276,797	18,276,797	18,276,797	18,276,797
TOTAL STATE REVENUES:	\$ 98,138,665	\$ 95,445,895	\$ 85,866,999	\$ 83,144,501
LOCAL REVENUES:				
Tax Collections (<i>current, delinquent</i>)	\$ 262,592,204	\$ 256,888,366	\$ 256,888,366	\$ 256,888,366
2 cents to Major Maintenance	5,187,600	5,093,346	5,093,346	5,093,346
Penalty & Interest	760,000	760,000	760,000	760,000
Investment Earnings	3,500,000	750,000	750,000	750,000
Other Local Revenue	6,414,500	4,972,296	4,972,296	4,972,296
Other Sources	20,000	20,000	20,000	20,000
TOTAL LOCAL REVENUES:	\$ 278,474,304	\$ 268,484,008	\$ 268,484,008	\$ 268,484,008
FEDERAL REVENUES:	\$ 4,580,000	\$ 4,165,000	\$ 4,165,000	\$ 4,165,000
TOTAL REVENUES:	\$ 381,192,969	\$ 368,094,903	\$ 358,516,007	\$ 355,793,509
CHANGE IN REVENUES:		\$ (13,098,066)	\$ (22,676,962)	\$ (25,399,460)

2020-2021 BUDGET PROJECTIONS

CONSERVATIVE REVENUE MODEL

Revenues:

State Funding
Local Funding
Local Funding - Major Maintenance
Federal Funding
Total Revenues

Expenditures:

Payroll
Utilities
Supplies/Travel/Misc
Major Maintenance
Total Expenditures

Results of Operations

Transfers In/(Out)
Net Change to Fund Balance

Beginning Fund Balance

Ending Fund Balance

2020 - 2021 REVENUE MODELS			
January Projections	PASA Projections	No ADA Growth	1% ADA Decline
\$ 98,138,665	\$ 95,445,895	\$ 85,866,999	\$ 83,144,501
273,286,704	263,390,662	263,390,662	263,390,662
5,187,600	5,093,346	5,093,346	5,093,346
4,580,000	4,165,000	4,165,000	4,165,000
\$ 381,192,969	\$ 368,094,903	\$358,516,007	\$355,793,509
\$ 336,095,755	\$ 341,897,779	\$341,897,779	\$341,897,779
9,270,330	8,570,330	8,570,330	8,570,330
40,739,893	40,596,485	40,596,485	40,596,485
5,187,600	5,093,346	5,093,346	5,093,346
\$ 391,293,578	\$ 396,157,940	\$396,157,940	\$396,157,940
\$ (10,100,609)	\$ (28,063,037)	\$ (37,641,933)	\$ (40,364,431)
(5,510,000)	(5,300,000)	(5,300,000)	(5,300,000)
\$ (15,610,609)	\$ (33,363,037)	\$ (42,941,933)	\$ (45,664,431)
\$ 167,715,884	\$ 167,715,884	\$167,715,884	\$167,715,884
\$ 152,105,275	\$ 134,352,847	\$124,773,951	\$122,051,453

2020 – 2021 BUDGET STRATEGIES

1. Use 2019-2020 surplus to fund capital outlay/one-time budget requests
2. Cut requests for 2020-2021 where can
3. Provide for salary increases through “one-time payment” option
4. Staff for projected growth
 - a) Best pool of candidates
 - b) Fund balance absorbs potential overstaffing
5. Evaluate future staffing needs in fall of 2020 based on actual enrollment
6. Adjust staffing for 2021-2022 through attrition and reduced hiring of additional FTEs

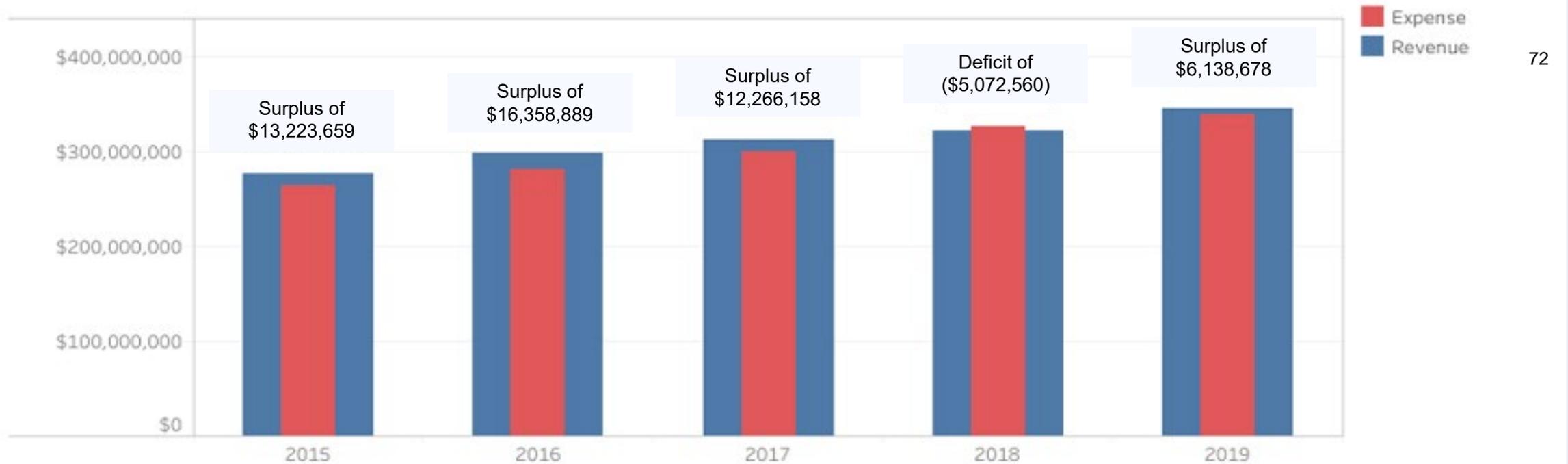
**LEANDER INDEPENDENT SCHOOL DISTRICT
MULTI-YEAR REVENUE, EXPENDITURE, and FUND BALANCE HISTORY
2020 - 2021 BUDGET with REVENUE MODELS**

	ACTUAL 2018-19	CURRENT AMENDED BUDGET 2019-20	PROJECTED ACTUAL 2019-20	2020 - 2021 MODELS			
				January	PASA Projections	No ADA Growth	1% ADA Decline
35 Beginning Fund Balance	\$ 144,401,231	\$ 150,539,909	\$ 150,539,909	\$ 167,715,884	\$ 167,715,884	\$ 167,715,884	\$ 167,715,884
36 Net Change in Fund Balance	6,138,678	(14,554,551)	17,175,975	(15,610,609)	(33,363,037)	(42,941,933)	(45,664,431)
37 Ending Fund Balance	\$ 150,539,909	\$ 135,985,358	\$ 167,715,884	\$ 152,105,275	\$ 134,352,847	\$ 124,773,951	\$ 122,051,453
FUND BALANCE POLICY IMPLICATIONS							
38 Targeted Fund Balance Level - 3 Months Operating		\$ 92,107,091	\$ 82,651,311	\$ 97,823,395	\$ 99,039,485	\$ 99,039,485	\$ 99,039,485
39 Projected Actual Fund Balance		\$ 135,985,358	\$ 167,715,884	\$ 152,105,275	\$ 134,352,847	\$ 124,773,951	\$ 122,051,453
40 Overage/(Shortage) from Target		\$ 43,878,268	\$ 85,064,574	\$ 54,281,881	\$ 35,313,362	\$ 25,734,466	\$ 23,011,968

FUND BALANCE TARGET

LEANDER ISD Financial Story

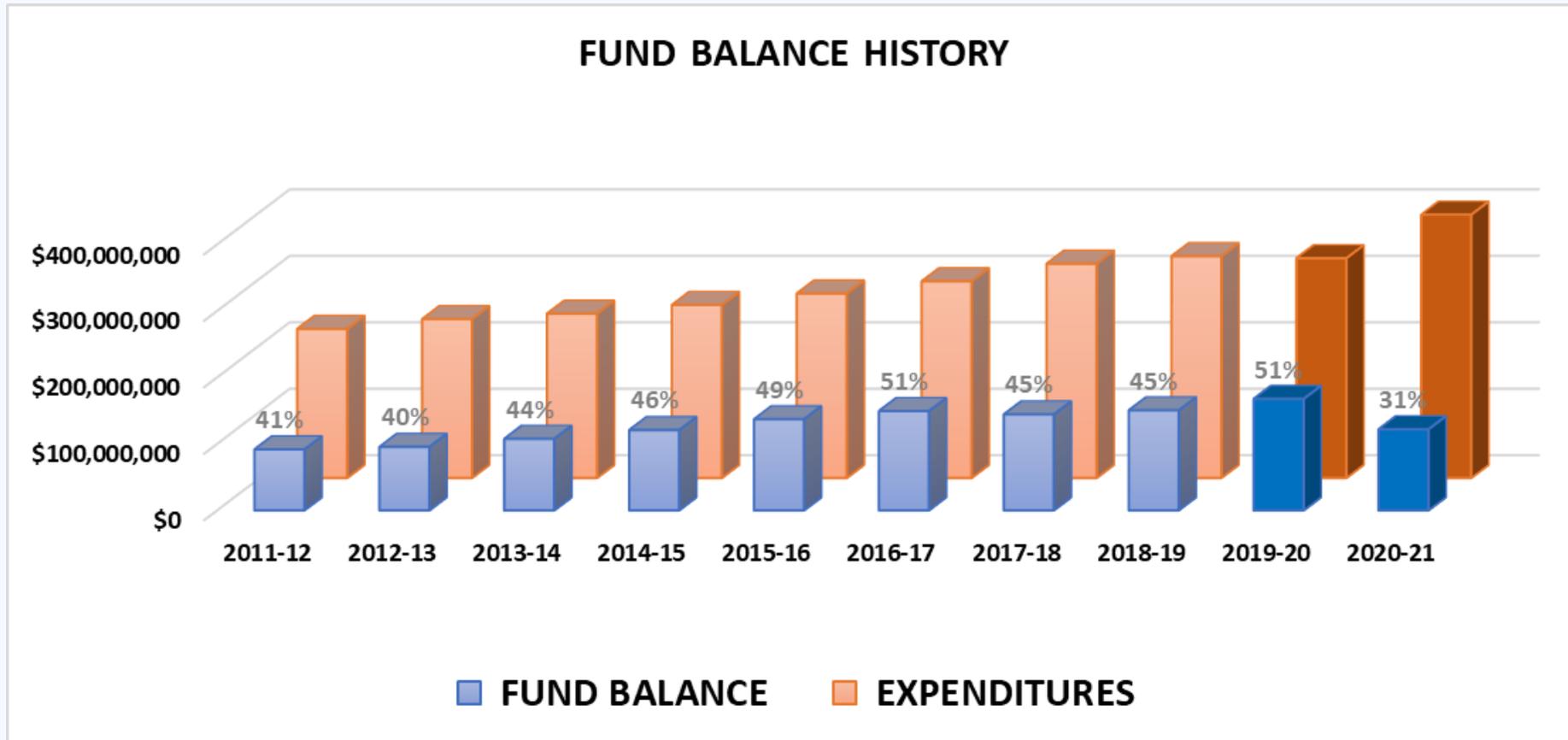
Keeping revenues and expenses aligned is a key to solid financial health. The graph below shows General Fund revenue (Blue) and expenses (Red) for the last five years. The label represents the difference between the two. A surplus of revenues over expenses will show as a positive value and a deficit of expenses which are greater than revenues will be a negative value.



FUND BALANCE VS OPERATING EXPENDITURES

2020-21
shown
with 1%
ADA
decline

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NEXT STEPS

Continue review of budget requests

Reduce expenditures

Adjust revenues based on any new information

Amend assumptions/parameters

Present “near final” budget in May

Adopt budget June

Set tax rate

August/September

Leander Independent School District
Summary of Revenue and Expenditure Projections thru June 30, 2020
Fiscal Year 2019 - 2020

	Original Budget	Current Revised Budget	Projections on Actual Thru March 2020	Variance	Explanation of Variances
Revenues:					
Taxes (Current & Delinquent)	\$ 252,665,701	\$ 252,665,701	\$ 250,844,737	\$ (1,820,964)	July/Aug collections; decline in collection rate
Taxes (2 pennies-Major Maintenance)	4,840,856	4,840,856	4,840,856	0	
Taxes (P&I)	675,000	675,000	734,572	59,572	
Other Local	8,397,850	8,422,376	6,750,128	(1,672,248)	Interest income; unrealized revenues due to closure
State - ASF & FSP	69,548,081	69,548,081	71,569,874	2,021,793	Enrollment higher than forecast; TEA guidance on COVID
State - Other	18,941,797	18,941,797	17,276,797	(1,665,000)	Prop Value Audit
Federal	4,370,000	4,370,000	4,279,067	(90,933)	Decreased claims due to closure
Other Sources	20,000	20,000	22,587	2,587	
Total Revenues	\$ 359,459,285	\$359,483,811	\$ 356,318,618	\$ (3,165,193)	
Expenditures:					
Payroll Costs	\$ 311,986,485	\$ 312,300,978	\$ 286,896,376	\$ 25,404,602	July/Aug payroll; Aug accrual; normal savings
Contracted Services	14,470,950	15,158,528	11,142,658	4,015,870	Budget for 12 months/closure savings (officials)
Utilities	9,270,330	9,276,103	6,440,694	2,835,409	Budget for 12 months
Supplies and Materials	16,492,379	16,699,194	12,327,295	4,371,899	Budget for 12 months/closure savings (fuel)
Other Operating Costs	4,524,482	4,510,157	2,877,334	1,632,823	
Capital Outlay	445,948	2,235,729	2,673,212	(437,483)	Increase for bus purchases
Major Maintenance	3,951,150	8,247,673	8,247,673	-	MM - approved plan and rolled POs
Other Uses	-	-	-	-	
Total Expenditures	\$ 361,141,724	\$368,428,362	\$ 330,605,242	\$ 37,823,120	
Net Operating Results	\$ (1,682,439)	\$ (8,944,551)	\$ 25,713,376	\$ 34,657,927	Include \$1.5 million of capital outlay requested in 2020-2021 budget requests. Approved based on need and long lead times.
Transfers Out	(5,510,000)	(5,610,000)	(6,157,069)		
Net Change to Fund Balance	\$ (7,192,439)	\$ (14,554,551)	\$ 19,556,307		
2019-2020 One-Time Purchases					
Technology Replacement Items	-	-	(1,313,550)		Items from 2020-2021 budget requests. If approved after further review by administration, could be ordered this year.
Transportation (vehicles/equipment)	-	-	(510,820)		
Custodial (vehicles/equipment)	-	-	(194,306)		
Library Replacement at Cypress/CPMS	-	-	(115,838)		
Campus Requests	-	-	(245,818)		
Net Change to Fund Balance	\$ (7,192,439)	\$ (14,554,551)	\$ 17,175,975		
Beginning Fund Balance					
Committed to Major Maintenance	2,427,753	2,427,753	2,427,753		Any remaining FB will be transferred out at year-end
GF Committed/Unassigned	148,112,156	148,112,156	148,112,156		
Estimated Ending Fund Balance	\$ 143,347,470	\$135,985,358	\$ 167,715,884		

**LEANDER INDEPENDENT SCHOOL DISTRICT
MULTI-YEAR REVENUE, EXPENDITURE, and FUND BALANCE HISTORY
2020 - 2021 BUDGET with REVENUE MODELS**

	ACTUAL 2018-19	CURRENT AMENDED BUDGET 2019-20	PROJECTED ACTUAL 2019-20	2020 - 2021 MODELS			
				January	PASA Projections	No ADA Growth	1% ADA Decline
<u>FUNDING DATA ELEMENTS</u>							
a Actual Enrollment/PASA Projected Enrollment	39,949	41,058	41,315	42,870	42,870	41,315	40,902
b Student Growth - Actual	1,013	1,109	1,366	1,812	1,812	0	(413)
c Enrollment for Funding (Pre-k funded 1/2 day)		40,877	41,108	42,473	42,473	41,108	40,697
d ADA for Funding	38,238.38	39,241.92	39,388.24	40,774.08	40,774.08	39,388.24	38,994.35
e District WADA	47,073.77	49,692.38	49,801.55	51,853.72	51,827.41	50,383.94	49,973.69
f Compressed Tax Rate	\$ 0.9800	\$ 0.9300	\$ 0.9300	\$ 0.90114	\$ 0.89730	\$ 0.89730	\$ 0.89730
g Golden Pennies	\$ 0.0600	\$ 0.0400	\$ 0.0400	\$ 0.04000	\$ 0.04000	\$ 0.04000	\$ 0.04000
h Golden Pennies w/Board Approval	\$ -	\$ -	\$ -	\$ 0.0100	\$ 0.0100	\$ 0.0100	\$ 0.0100
i Local Tax Roll (Freeze Adjusted Net Taxable)	\$ 22,789,048,829	\$ 24,513,476,695	\$ 24,513,476,695	\$ 25,984,285,297	\$ 25,986,461,510	\$ 25,986,461,510	\$ 25,986,461,510
j Tax Roll Growth Estimate	10.30%	7.57%	7.57%	6.00%	6.01%	6.01%	6.01%
k M&O Tax Rate	\$ 1.0400	\$ 0.9700	\$ 0.9700	\$ 0.95114	\$ 0.9473	\$ 0.9473	\$ 0.9473
l I&S Tax Rate	\$ 0.4700	\$ 0.4675	\$ 0.4675	\$ 0.46750	\$ 0.4675	\$ 0.4675	\$ 0.4675
m Total Tax Rate	\$ 1.5100	\$ 1.4375	\$ 1.4375	\$ 1.41864	\$ 1.4148	\$ 1.4148	\$ 1.4148
n Property Tax Collection Rate				99.75%	98.00%	98.00%	98.00%
<u>ASSUMPTIONS</u>							
o Salary Increase	2.0%	4.0% - 7.7%	4.0% - 7.7%	2.0%	2.0%	2.0%	2.0%
p Pay Study Adjustments	-	-	-	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
q New Positions (staffing formulae)	-	-	-	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000
r New Positions (class size reduction)	-	-	-	\$ 1,900,000	\$ 1,900,000	\$ 1,900,000	\$ 1,900,000
s New Positions (outside staffing formulae)	-	-	-	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000
t Balance of start-up salaries for new campuses	-	-	-	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
u Start-up salaries for new campuses	-	-	-	\$ 230,000	\$ 230,000	\$ 230,000	\$ 230,000
v New Programs: Full-day Pre-K	-	-	-	\$ 7,150,588	\$ 7,150,588	\$ 7,150,588	\$ 7,150,588
w New Positions FTEs	105.5	151.5	151.5	TBD	TBD	TBD	TBD
x Increase to Health Insurance Contribution				\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
y Major Maintenance funded at 2 pennies of M&O levy	\$ 4,546,416	\$ 4,840,856	\$ 4,840,856	\$ 5,187,600	\$ 5,187,600	\$ 5,187,600	\$ 5,187,600
<u>WEALTH/WADA INFO</u>							
z CPTD (state values)	\$ 22,343,652,670	\$ 26,719,452,565	\$ 26,944,487,874	\$ 28,264,640,968	\$ 28,624,321,473	\$ 28,624,321,473	\$ 28,624,321,473
aa WADA	47,073.767	49,692.376	49,801.549	51,853.720	51,827.408	50,383.944	49,973.685
ab Wealth/WADA	\$ 474,652	\$ 537,697	\$ 541,037	\$ 545,084	\$ 552,301	\$ 568,124	\$ 572,788

**LEANDER INDEPENDENT SCHOOL DISTRICT
MULTI-YEAR REVENUE, EXPENDITURE, and FUND BALANCE HISTORY
2020 - 2021 BUDGET with REVENUE MODELS**

	ACTUAL 2018-19	CURRENT AMENDED BUDGET 2019-20	PROJECTED ACTUAL 2019-20	2020 - 2021 MODELS			
				January	PASA Projections	No ADA Growth	1% ADA Decline
Revenues:							
A State Funding	\$ 70,338,121	\$ 88,489,878	\$ 88,846,672	\$ 98,138,665	\$ 95,445,895	\$ 85,866,999	\$ 83,144,501
B Local Funding	263,004,480	261,783,077	258,352,023	273,286,704	263,390,662	263,390,662	263,390,662
C Local Funding - Major Maintenance	4,546,416	4,840,856	4,840,856	5,187,600	5,093,346	5,093,346	5,093,346
D Federal Funding	7,985,643	4,370,000	4,279,067	4,580,000	4,165,000	4,165,000	4,165,000
E Total Revenues	\$ 345,874,660	\$ 359,483,811	\$ 356,318,618	\$ 381,192,969	\$ 368,094,903	\$ 358,516,007	\$ 355,793,509
					\$ (13,098,066)	\$ (22,676,962)	\$ (25,399,460)
Expenditures:							
F Payroll	\$ 281,756,791	\$ 312,300,978	\$ 286,896,376	\$ 336,095,755	\$ 341,897,779	\$ 341,897,779	\$ 341,897,779
G Utilities	7,811,286	9,276,103	6,440,694	9,270,330	8,570,330	8,570,330	8,570,330
H Supplies/Travel/Misc	32,149,974	38,603,608	29,020,499	40,739,893	40,596,485	40,596,485	40,596,485
I Major Maintenance	11,916,496	8,247,673	8,247,673	5,187,600	5,093,346	5,093,346	5,093,346
J Total Expenditures	\$ 333,634,546	\$ 368,428,362	\$ 330,605,242	\$ 391,293,578	\$ 396,157,940	\$ 396,157,940	\$ 396,157,940
K Results of Operations	\$ 12,240,114	\$ (8,944,551)	\$ 25,713,376	\$ (10,100,609)	\$ (28,063,037)	\$ (37,641,933)	\$ (40,364,431)
Other Items:							
L Transfers In/(Out)	(6,101,436)	(5,610,000)	(6,157,069)	(5,510,000)	(5,300,000)	(5,300,000)	(5,300,000)
M One-time Purchases	-	-	(2,380,332)	-	-	-	-
N Net Change to Fund Balance	\$ 6,138,678	\$ (14,554,551)	\$ 17,175,975	\$ (15,610,609)	\$ (33,363,037)	\$ (42,941,933)	\$ (45,664,431)
O Beginning Fund Balance	\$ 144,401,231	\$ 150,539,909	\$ 150,539,909	\$ 167,715,884	\$ 167,715,884	\$ 167,715,884	\$ 167,715,884
P Ending Fund Balance	\$ 150,539,909	\$ 135,985,358	\$ 167,715,884	\$ 152,105,275	\$ 134,352,847	\$ 124,773,951	\$ 122,051,453

**LEANDER INDEPENDENT SCHOOL DISTRICT
MULTI-YEAR REVENUE, EXPENDITURE, and FUND BALANCE HISTORY
2020 - 2021 BUDGET with REVENUE MODELS**

	ACTUAL 2018-19	CURRENT AMENDED BUDGET 2019-20	PROJECTED ACTUAL 2019-20	2020 - 2021 MODELS			
				January	PASA Projections	No ADA Growth	1% ADA Decline
REVENUES							
STATE FUNDING							
1 Tier I	\$ 251,307,665	\$ 309,469,720	\$ 310,409,526	\$ 323,356,451	\$ 323,339,819	\$ 314,448,077	\$ 311,920,881
2 Local Share	(218,967,796)	(249,531,578)	(250,583,737)	(254,703,182)	(256,846,037)	(256,846,037)	(256,846,037)
3 State Share	\$ 32,339,869	\$ 59,938,142	\$ 59,825,789	\$ 68,653,269	\$ 66,493,782	\$ 57,602,040	\$ 55,074,844
4 Tier II	18,217,617	8,769,599	8,656,708	11,375,506	10,846,621	10,159,467	9,964,165
5 Staff Allotment	980,210	-	-	-	-	-	-
6 Homestead Exemption Hold Harmless	-	-	-	-	-	-	-
7 State School Deaf/Blind	(168,162)	(163,745)	(169,714)	(166,907)	(171,305)	(171,305)	(171,305)
8 Formula Transition Grant	-	1,004,085	3,257,092	-	-	-	-
9 Other State	2,485,073	1,665,000	-	-	-	-	-
10 TRS On Behalf	16,483,514	17,276,797	17,276,797	18,276,797	18,276,797	18,276,797	18,276,797
11 TOTAL STATE REVENUES:	\$ 70,338,121	\$ 88,489,878	\$ 88,846,672	\$ 98,138,665	\$ 95,445,895	\$ 85,866,999	\$ 83,144,501
LOCAL FUNDING							
12 Tax Collections (current, delinquent)	\$ 250,393,196	\$ 252,665,701	\$ 250,844,737	\$ 262,592,204	\$ 256,888,366	\$ 256,888,366	\$ 256,888,366
13 Current Tax levy - 2 cents to Major Maintenance	4,546,416	4,840,856	4,840,856	5,187,600	5,093,346	5,093,346	5,093,346
14 Penalty & Interest	761,332	675,000	734,572	760,000	760,000	760,000	760,000
15 mLISD Fee	1,090,737	650,000	710,000	1,000,000	750,000	750,000	750,000
16 Pre-k Tuition	-	-	-	489,500	200,000	200,000	200,000
17 Other Tuition & Fees	2,176,110	1,465,000	662,789	2,037,000	1,691,000	1,691,000	1,691,000
18 Investment Earnings	5,365,817	3,750,000	3,157,637	3,500,000	750,000	750,000	750,000
19 Rental Income	1,063,580	850,000	613,558	1,000,000	800,000	800,000	800,000
20 Donations	7,065	-	266	-	-	-	-
21 Other Local Revenue	610,979	504,526	500,451	545,000	500,000	500,000	500,000
22 Athletics Activity	999,701	725,850	768,054	847,000	700,000	700,000	700,000
23 Vending	31,602	17,000	5,197	30,000	30,000	30,000	30,000
24 Advertisement - Video Scoreboards	162,191	180,000	134,238	145,000	50,000	50,000	50,000
25 Advertisement- Other	76,024	69,000	12,819	85,000	65,000	65,000	65,000
26 City/County Sources	237,495	211,000	185,118	236,000	186,296	186,296	186,296
27 Other Sources	28,651	20,000	22,587	20,000	20,000	20,000	20,000
TOTAL LOCAL REVENUES:	\$ 267,550,896	\$ 266,623,933	\$ 263,192,879	\$ 278,474,304	\$ 268,484,008	\$ 268,484,008	\$ 268,484,008

**LEANDER INDEPENDENT SCHOOL DISTRICT
MULTI-YEAR REVENUE, EXPENDITURE, and FUND BALANCE HISTORY
2020 - 2021 BUDGET with REVENUE MODELS**

	ACTUAL 2018-19	CURRENT AMENDED BUDGET 2019-20	PROJECTED ACTUAL 2019-20	2020 - 2021 MODELS			
				January	PASA Projections	No ADA Growth	1% ADA Decline
<u>FEDERAL FUNDING</u>							
1 Federal	75,610	-	-	65,000	65,000	65,000	65,000
2 MAC	105,148	60,000	42,000	75,000	60,000	60,000	60,000
3 SHARS	7,661,146	4,200,000	4,146,011	4,300,000	3,900,000	3,900,000	3,900,000
4 JROTC	143,739	110,000	91,056	140,000	140,000	140,000	140,000
5	TOTAL FEDERAL REVENUES:	\$ 7,985,643	\$ 4,370,000	\$ 4,279,067	\$ 4,580,000	\$ 4,165,000	\$ 4,165,000
6	TOTAL REVENUES:	\$ 345,874,660	\$ 359,483,811	\$ 356,318,618	\$ 381,192,969	\$ 368,094,903	\$ 358,516,007
<u>EXPENDITURES</u>							
7 Payroll - Existing Positions	\$ 265,273,277	\$ 295,024,181	\$ 269,619,579	\$ 294,709,688	\$ 294,709,688	\$ 294,709,688	\$ 294,709,688
8 Salary Increase	-	-	-	5,430,000	5,430,000	5,430,000	5,430,000
9 Increase to Unemployment Insurance	-	-	-	-	80,000	80,000	80,000
10 Pay Study Adjustments	-	-	-	1,500,000	1,545,000	1,545,000	1,545,000
11 Increase contribution towards insurance premiums	-	-	-	1,000,000	1,000,000	1,000,000	1,000,000
12 New Positions (staffing formulae)	-	-	-	3,985,160	3,260,697	3,260,697	3,260,697
13 New Positions (class size reduction)	-	-	-	1,932,075	1,932,075	1,932,075	1,932,075
14 New Positions (outside staffing formulae)	-	-	-	3,383,677	9,578,185	9,578,185	9,578,185
17 Personnel Cost to Implement Full Day Pre-K	-	-	-	4,651,856	4,908,922	4,908,922	4,908,922
15 Balance of start-up salaries for new campuses	-	-	-	1,000,000	949,913	949,913	949,913
16 Start-up salaries for new campuses	-	-	-	226,502	226,502	226,502	226,502
17 State Funded TRS	16,483,514	17,276,797	17,276,797	18,276,797	18,276,797	18,276,797	18,276,797
18	Total Payroll Costs	\$ 281,756,791	\$ 312,300,978	\$ 286,896,376	\$ 336,095,755	\$ 341,897,779	\$ 341,897,779
19 Contracted Services	13,699,108	15,158,528	11,142,658	15,339,207	15,339,207	15,339,207	15,339,207
20 Utilities	7,811,286	9,276,103	6,440,694	9,270,330	8,570,330	8,570,330	8,570,330
21 Supplies	13,519,124	16,699,194	12,327,295	16,822,227	16,178,819	16,178,819	16,178,819
22 Travel/Misc.	3,988,048	4,510,157	2,877,334	4,569,727	4,569,727	4,569,727	4,569,727
23 Debt Service	-	-	-	-	-	-	-
24 Capital Outlay	943,693	2,235,729	2,673,212	1,500,000	2,000,000	2,000,000	2,000,000
25 Major Maintenance	11,916,496	8,247,673	8,247,673	5,187,600	5,093,346	5,093,346	5,093,346
26 One-time Costs to Implement Full Day Pre-K	-	-	-	2,498,732	2,498,732	2,498,732	2,498,732
27 Operating Costs-New Campus (utilities/supplies)	-	-	-	10,000	10,000	10,000	10,000
28	Total Non-Payroll Costs	\$ 51,877,755	\$ 56,127,384	\$ 43,708,866	\$ 55,197,823	\$ 54,260,161	\$ 54,260,161

**LEANDER INDEPENDENT SCHOOL DISTRICT
MULTI-YEAR REVENUE, EXPENDITURE, and FUND BALANCE HISTORY
2020 - 2021 BUDGET with REVENUE MODELS**

	ACTUAL 2018-19	CURRENT AMENDED BUDGET 2019-20	PROJECTED ACTUAL 2019-20	2020 - 2021 MODELS			
				January	PASA Projections	No ADA Growth	1% ADA Decline
29 TOTAL EXPENDITURES:	\$ 333,634,546	\$ 368,428,362	\$ 330,605,242	\$ 391,293,578	\$ 396,157,940	\$ 396,157,940	\$ 396,157,940
30 Results from Operations	\$ 12,240,114	\$ (8,944,551)	\$ 25,713,376	\$ (10,100,609)	\$ (28,063,037)	\$ (37,641,933)	\$ (40,364,431)
31 Transfers Out	(6,101,436)	(5,610,000)	(6,157,069)	(5,510,000)	(5,300,000)	(5,300,000)	(5,300,000)
32 Net Change in Fund Balance	\$ 6,138,678	\$ (14,554,551)	\$ 19,556,307	\$ (15,610,609)	\$ (33,363,037)	\$ (42,941,933)	\$ (45,664,431)
33 2019-2020 One-Time Purchases	-	-	2,380,332	-	-	-	-
34 Net Change in Fund Balance	\$ 6,138,678	\$ (14,554,551)	\$ 17,175,975	\$ (15,610,609)	\$ (33,363,037)	\$ (42,941,933)	\$ (45,664,431)
35 Beginning Fund Balance	\$ 144,401,231	\$ 150,539,909	\$ 150,539,909	\$ 167,715,884	\$ 167,715,884	\$ 167,715,884	\$ 167,715,884
36 Net Change in Fund Balance	6,138,678	(14,554,551)	17,175,975	(15,610,609)	(33,363,037)	(42,941,933)	(45,664,431)
37 Ending Fund Balance	\$ 150,539,909	\$ 135,985,358	\$ 167,715,884	\$ 152,105,275	\$ 134,352,847	\$ 124,773,951	\$ 122,051,453
FUND BALANCE POLICY IMPLICATIONS							
38 Targeted Fund Balance Level - 3 Months Operating		\$ 92,107,091	\$ 82,651,311	\$ 97,823,395	\$ 99,039,485	\$ 99,039,485	\$ 99,039,485
39 Projected Actual Fund Balance		\$ 135,985,358	\$ 167,715,884	\$ 152,105,275	\$ 134,352,847	\$ 124,773,951	\$ 122,051,453
40 Overage/(Shortage) from Target		\$ 43,878,268	\$ 85,064,574	\$ 54,281,881	\$ 35,313,362	\$ 25,734,466	\$ 23,011,968