

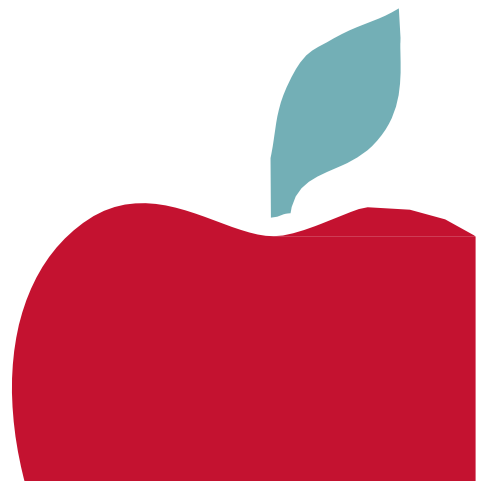
Fort Worth Independent School District

2016-17 Budget

Effective
July 1, 2016-June 30, 2017

Fort Worth Independent School District
100 N. University Drive
Fort Worth, Texas 76107

www.fwisd.org
(817) 871-2000





GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**Fort Worth Independent School District
Texas**

For the Fiscal Year Beginning

July 1, 2015

Executive Director



ASSOCIATION OF
SCHOOL BUSINESS OFFICIALS
INTERNATIONAL

This Meritorious Budget Award is presented to

FORT WORTH INDEPENDENT SCHOOL DISTRICT

for excellence in the preparation and issuance of its budget
for the Fiscal Year 2015-2016.

The budget adheres to the principles and standards
of ASBO International's Meritorious Budget Award criteria.



Brenda Burkett

Brenda R. Burkett, CPA, CSBA, SFO
President

John D. Musso

John D. Musso, CAE, RSBA
Executive Director



2016-17 Official Budget

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Introductory Section



Fort Worth Independent School District 2016-17 Official Budget



2016-17 Official Budget

Introductory Section

Executive Summary

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Budget Introduction

The following document represents the financial plan for the Fort Worth Independent School District for the 2016-2017 fiscal year. The adopted budget provides the financial resources necessary to offer a competitive compensation package to employees, to maintain existing facilities, and support the 144 existing campuses while preparing for student and program growth. The primary purpose of this document is to provide timely and useful information concerning the past, current, and projected financial status of the District in addition to serving as a plan for implementing future goals and objectives of the School District consistent with the District's Mission, Vision, and Values.

This budget document and the year-end Comprehensive Annual Financial Report (CAFR) are the primary vehicles used to present the financial plan and the results of operations of the District. This document was prepared in accordance with the requirements of the Association of School Business Officials International (ASBO) Meritorious Budget Award Program and the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award Program. To receive these awards, an entity must publish a budget document that meets specific program criteria while serving as a policy document, an operations guide, a financial plan, and a communications device. This document was designed to conform to each program's requirements, and will be submitted to these organizations for evaluation and recommendations for improvement.

Budget Overview and Highlights

Budget Overview

The State (Texas Education Code Sections 44.002-44.006), the Texas Education Agency through the Financial Accountability System Resource Guide, and the FWISD Board policies provide the legal requirements and policies that govern the budget development process. The annually adopted budget includes the General, Debt Service, and Food Service Funds. The budget was adopted by the Board of Trustees on June 28, 2016. The District's fiscal year begins on July 1, 2016, and ends on June 30, 2017.

Historically, the budget development process for the coming year begins immediately following the budget adoption for the current year. The Office of Budget and Management begin working with all campuses and departments to monitor their current budgets and identify budget priorities for the following budget cycle. The formal process begins with a presentation to the District's Leadership Team and the Board of Trustees on the budget update for the current year coupled with the following year budget development calendar and timeline. This presentation has traditionally occurred in December after the prior year's annual financial audit is concluded and presented to the Board. The Budget development calendar is assembled to include all of the events and required actions necessary to ensure the annual budget is adopted in accordance with all applicable legal requirements and policies. The calendar's goal is to capture the actions necessary to ensure the District is considering all of the elements that will impact resource allocation including staffing, scheduling, and program review. From July to December, the Office of Budget and Management develops revenue estimates based on the most current information for local, state, and federal revenue for all funds and refines allocations for campuses and departments. Beginning in January, the Office of Budget and Management work with departments, District Leadership and the Board at scheduled meetings and workshops to refine budget priorities that will require resource allocation in the coming budget. From January to June, the District will continue to refine revenue estimates and budget priorities until a consensus is reached that resources have been allocated in accordance with the District's Strategic Plan that will continue to support its number one goal of student achievement. The resulting budget is finalized and presented to the Board for adoption in June as legally required. While the District is only required to formally adopt the General Fund, the Debt Service Fund, and the Food Service Fund, it develops and maintains budgets for numerous funds under the District's umbrella including special revenue funds, internal service funds and internal finance funds that will be discussed in detail in this document. Following is a summary of the three adopted funds.

Summary of Adopted Funds

Revenues

Revenues by Fund Comparison

| | Projected Actual 2015-16 | Budget 2016-17 | Percent Change |
|-------------------|-----------------------------|----------------------|-------------------|
| General Fund | \$707,015,399 | \$728,244,321 | 3.00% |
| Debt Service Fund | \$91,610,058 | \$101,283,137 | 10.56% |
| Food Service Fund | \$48,701,939 | \$52,295,000 | 7.38% |
| Total | \$847,327,396 | \$881,822,458 | 4.07% |

General Fund revenues are currently budgeted to increase \$21,228,922 or approximately 3% over 2015-16 projected actual revenues. The increase in revenues is largely attributed to a projected increase of 8% in taxable values. The Debt Service Fund revenues are budgeted to increase \$9,673,079 or approximately 10.6% over 2015-16 projected actual revenues. This increase is due to the additional revenue generated from increased tax collections resulting from the anticipated increase in property values. The Food Service Fund revenues are budgeted to increase \$3,593,061 or approximately 7.4% as a result from an anticipated increase in participation combined with an increase in the number of students qualifying for free and reduced lunches which increases the reimbursement from the federal school lunch and breakfast programs.

Expenditures

| | Projected Actual 2015-16 | Budget 2016-17 | Percent Change |
|-------------------|-----------------------------|----------------------|-------------------|
| General Fund | \$693,047,896 | \$749,220,985 | 8.11% |
| Debt Service Fund | \$88,057,299 | \$101,612,500 | 15.39% |
| Food Service Fund | \$48,553,162 | \$60,482,580 | 24.57% |
| Total | \$829,658,357 | \$911,316,065 | 9.84% |

Expenditures by Fund Comparison

General Fund expenditures are currently budgeted to increase \$56,173,089 or approximately 8.1% over 2015-16 projected actual expenditures. The increase in expenditures is attributed to a 2% general pay increase coupled with the District's commitment to continue to expand its Programs of Choice, School of Choice and implementation of Universal Pre-Kindergarten. Debt Service Fund expenditures are budgeted to increase \$13,555,201 or 15.4% over 2015-16 projected actual expenditures. This increase is due to the additional debt service requirements resulting from bond sales in 2014 and 2015 in addition to anticipated sales in 2017 in relation to the 2013 Capital Improvement Program. The Food Service Fund is budgeted to increase \$11,929,418 or 24.6% over 2015-16 projected actual expenditures. This increase is due to increased cost in operations resulting from the 2% general pay increase for all employees, increased cost of food and a commitment to replace worn and outdated kitchen equipment.

General Fund

Revenue

General Fund revenue is budgeted to increase by \$21,228,922 or 3% more than the 2015-16 projected actual revenue. Local Revenue is budgeted to increase by 9.8% due to a significant increase in taxable property values. However, this results in a corresponding decrease in State Revenue which is anticipated to be less than 1% from prior year. Actual Federal Revenue was significantly higher than anticipated in 2015-16 due to the increase in the MAC/SHARS reimbursement coupled with the increase in the state assigned indirect cost rate applied to grants. The District anticipates a decrease from prior year of approximately 45.5% resulting from decreased participation in the MAC/SHARS program. The following table provides a comparison of revenues by source for the current year (projected) and the 2016-17 budget year:

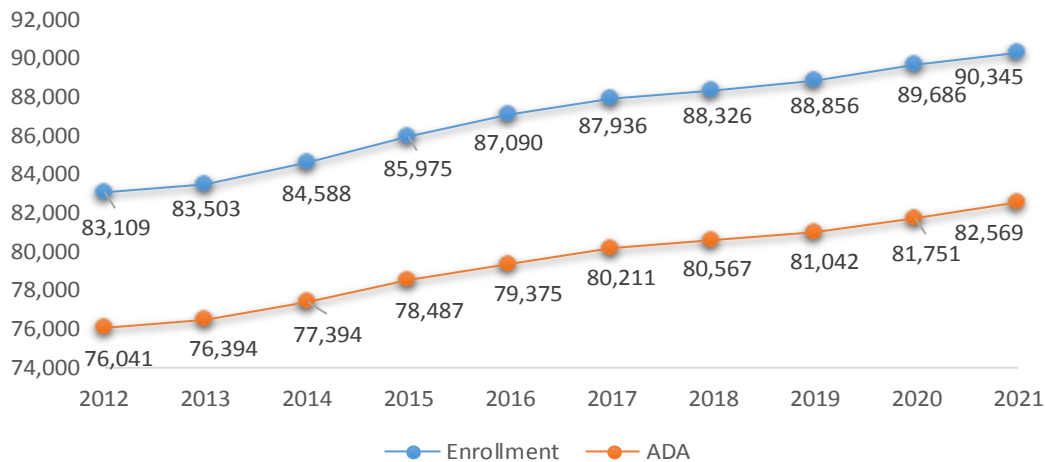
General Fund Revenue Sources

| | Projected Actual 2015-16 | Budget 2016-17 | Percent Change |
|-----------------|-----------------------------|-------------------|-------------------|
| Local Sources | 304,583,364 | 334,295,989 | 9.76% |
| State Sources | 384,450,070 | 384,148,332 | -0.08% |
| Federal Sources | 17,981,965 | 9,800,000 | -45.50% |
| Total | \$707,015,399 | \$728,244,321 | 3.00% |

Critical elements necessary to develop the General Fund revenue budgets are student enrollment and attendance as well as property values and tax collections. Student enrollment and attendance projections influence state revenue estimates, staffing decisions, per-pupil allocations, facility needs, and debt issuance requirements, in addition to many other budgetary decisions. Property values have a dramatic impact on both the state and local share under Tier I and Tier II which directly impacts tax revenue estimates.

Student Enrollment

Enrollment and ADA Projections

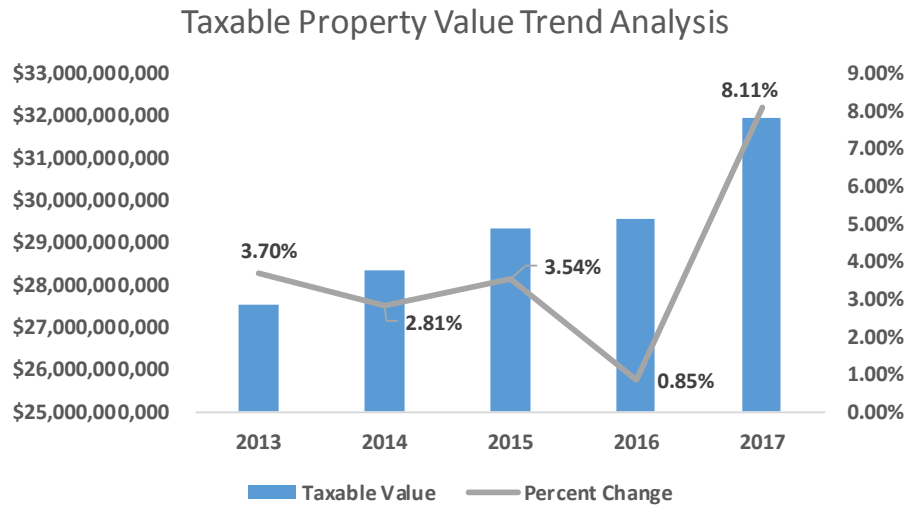


The District has experienced a steady growth rate over the last five years both in enrollment and Average Daily Attendance as the city continues its aggressive construction and development projects. The enrollment has grown on average 1.1% each year while the ADA has increased at the slightly lower rate of 1.05%. The City of Fort Worth and the surrounding metroplex is one of the fastest growing areas in the state. During the 2015-16 fiscal year, the District engaged Templeton Demographics to perform a comprehensive demographic study to assist the District with its long range planning. Templeton’s complete report was presented to the District in March of 2016 and depicted a steady growth of slightly lower than 1% annually. Templeton’s findings enabled the District to pinpoint areas of explosive growth compared to areas of stagnate or decline and will facilitate our ability to plan accordingly.

Property Values

Based on current trend analysis, the District had been experiencing an average annual increase in property values of approximately 3%. As described in the prior year’s Budget Book, the constant problems with the Tarrant Appraisal District’s software conversion, continues to impair the District’s ability to effectively project revenue generated from taxable property values. The District experienced a sharp decline in taxable property values in 2015 attributed to the Appraisal District’s inability to effectively capture appraisal and sales information. The District anticipates a significant increase in property values in 2016 to account for the increases that should have impacted 2015.

Tax Base Trend



Legislative Impact

The 84th Legislative Session increased the Basic Allotment to \$5,140 for both years of the biennium and increased the Austin yield to \$77.53 in 2017. In preparation for the 85th Legislative Session and its impact on education funding, the District has begun examining the issues for consideration. Following the court’s ruling on Texas Taxpayer v. Morath, there will be no mandate for the Legislature to substantially improve the state’s education funding system as hoped. The revenue forecast for the state depicts a sharp decline due to declining sales tax growth and taxes generated on natural gas and oil production. Additionally, the state plans to divert an estimated \$2.5B per year of sales tax revenue to highway funding which could have a significant impact on education funding. It is estimated that the state’s share of education funding will decrease as much as 6% over the next two years as property values increase. However, it is important to note that the state is also being pressured to provide additional property tax relief to tax payers.

Expenditures

The General Fund expenditures are budgeted to increase overall by 8.11% over estimated 2015-2016 actuals expenditures. All functions with personnel expense increased due to the 2% across the board salary increase. The most significant increases are as follows:

- Function 13 - Increased staff development for instructional personnel – Student Achievement
- Function 32 – Increased Behavior Interventionists – Student Achievement
- Function 41 – Increased General Administrative Expenses – Effectiveness & Efficiency
- Function 61 – Increase Parent Engagement Strategies – Student Achievement
- Function 81 – Increased Facility Acquisition & Improvement – Effectiveness & Efficiency

General Fund Expenditures

| Function | Projected Actual 2015-16 | Budget 2016-17 | Percent Change |
|--------------------------------------|-----------------------------|----------------------|-------------------|
| 11 - Instruction | 408,584,830 | 439,217,520 | 7.50% |
| 12 - Library/Media Svcs | 10,440,631 | 10,625,412 | 1.77% |
| 13 - Instructional Staff Development | 7,446,747 | 8,328,372 | 11.84% |
| 21 - Instructional Leadership | 14,114,348 | 14,730,387 | 4.36% |
| 23 - School Leadership | 44,151,204 | 48,457,742 | 9.75% |
| 31 - Guidance/Counseling | 34,909,236 | 38,141,679 | 9.26% |
| 32 - Social Work Svcs | 4,084,743 | 4,615,378 | 12.99% |
| 33 - Health Svcs | 9,108,846 | 9,481,942 | 4.10% |
| 34 - Student Transportation | 19,383,043 | 20,175,333 | 4.09% |
| 35 - Food Svcs | 231,636 | 247,583 | 6.88% |
| 36 - Co/Extra Curricular | 13,677,301 | 14,472,275 | 5.81% |
| 41 - General Administration | 14,970,404 | 18,729,032 | 25.11% |
| 51 - Maintenance & Operations | 76,179,101 | 81,595,350 | 7.11% |
| 52 - Safety and Monitoring | 10,990,957 | 11,918,642 | 8.44% |
| 53 - Data Processing Svcs | 12,535,952 | 12,731,373 | 1.56% |
| 61 - Community Svcs | 4,519,626 | 5,138,608 | 13.70% |
| 81 - Facilities Acquisition & Const | 4,995,812 | 7,664,357 | 53.42% |
| 95 - Juvenile Justice Alt Ed | 69,531 | 350,000 | 403.37% |
| 97 - Tax Increment Fund Pymts | 562,863 | 0 | -100.00% |
| 99 - Intergovernmental Charges | 2,091,085 | 2,600,000 | 24.34% |
| Total | \$693,047,896 | \$749,220,985 | 8.11% |

2016-2017 Budget Priorities

| Expenditure Planning Estimates | |
|-----------------------------------------------------------------|----------------------|
| | Est. Cost |
| 2016-2017 Commitments | \$704,775,388 |
| Schools of Choice Program Expansion | \$3,555,610 |
| Program & Student Growth Expansion | \$4,204,414 |
| Cost of Mandated Programs & Compliance Requirements | \$8,796,304 |
| Additional Priorities - Student Achievement | \$4,489,269 |
| Additional Priorities - Effectiveness & Efficiency | \$6,500,000 |
| 2% Pay Increase plus Increase Beginning Teacher Salary to \$51K | \$12,100,000 |
| Increase Employer Insurance Contribution to \$287/mo | \$4,800,000 |
| Total Additional Expenditure Planning Estimates | \$749,220,985 |

Budget Highlights

For the 2016-17 budget development cycle, the District began the process of integrating the Smarter School Spending for Student Success budget model with our traditional budget process. We introduced the initiative to both District leadership and the Board of Trustees in an effort to familiarize them with the concepts and terms that are fundamental to its success. Utilizing the District Strategic Plan adopted in 2013, the District continues to work to align our resources with the following key strategic goals:

- ❖ Increase Student Achievement
- ❖ Improve Operational Effectiveness and Efficiency
- ❖ Enhance Family and Community Engagement
- ❖ Develop a Workforce that is Student and Customer-Centered

Additionally, the District has defined the following top priorities for Student Success:

- ❖ Kindergarten Readiness
- ❖ Early Grades Literacy
- ❖ Middle Grades Math
- ❖ High School Graduation
- ❖ College/Career Ready

The budget development process began with identifying our current level of expenses to maintain providing for our existing payroll of \$604.6M and department and campus allocations of \$97.1M and rolled maintenance purchase orders of \$3M. To ensure the District is in compliance with all local, state, and federal laws, policies and procedures, the District added an additional \$9.7M in funding for Special Education, Bilingual/ESL, Dyslexia, Health Services and Improvement Required Campuses Requirements. The process continued with identifying the District's existing commitments to continue to expand our programs and school of choice and the funding of \$7.8M necessary to support them. The District added an additional \$26.9M in funding to support its strategic goals.

- ✓ Increase Student Achievement - \$3.5M
 - Positive Behavior Interventions Support Software
 - Athletic Program Increases
 - Cultural Diversity Curriculum
 - Increase Substitute Budget to reduce unfilled classrooms
 - Student Achievement Initiatives

- ✓ Develop a Workforce that is Student and Customer-Centered - \$16.9M
 - 2% ATB Employee Salary Increase
 - Increase Beginning Teacher Salary to \$51,000/year
 - Increase Employer Health Insurance Contribution by \$50/mo

- ✓ Improve Operational Effectiveness and Efficiency - \$6.5M
 - Capital Projects
 - New Time and Attendance System
 - New Internal Finance Software System

Debt Service Fund

Revenues

The Debt Service revenues are budgeted to increase approximately 10.6%. Local sources are budgeted to increase 11% as a result of an increase in anticipated property values. State sources are expected to decrease an estimated 8.5% as a result of increased property values and the state decreasing its proportionate share of funding. The 2016-17 budget includes \$1.2M for EDA funding with an additional \$1M anticipated additional hold harmless funds from the state as a result of the increase in the homestead exemption passed in the November 2015 election.

Created by the Texas Legislature in 1999, the Existing Debt Allotment (EDA) program provides tax rate equalization for local debt service taxes. The program's intent is to provide a guaranteed yield on interest and sinking fund (I&S) taxes levied by school districts to pay the principal and interest on eligible bonds. It guarantees a specific amount of state and local funds per student for each cent of tax effort up to \$0.29 per \$100 of assessed valuation. Currently, the guaranteed yield for EDA provides \$35 per student in average daily attendance (ADA) per penny of tax effort.

| | Projected Actual 2015-16 | Budget 2016-17 | Percent Change |
|-----------------|-----------------------------|----------------------|-------------------|
| Local Sources | 89,121,167 | 99,006,315 | 11.09% |
| State Sources | 2,488,891 | 2,276,822 | -8.52% |
| Federal Sources | | | |
| Total | \$91,610,058 | \$101,283,137 | 10.56% |

Expenditures

In November of 2013, voters approved a \$489.9 Million bond package. To date, \$237.8 million of the bonds have been sold to fund Phase 1 and II of the Capital Improvement Program, Commitment to Classrooms. The following table provides a comparison of expenditures for the 2015-16 current year (projected) and the 2016-17 budget year.

| Function | Projected Actual 2015-16 | Budget 2016-17 | Percent Change |
|-------------------|-----------------------------|----------------------|-------------------|
| Principal | 56,075,000 | 59,923,645 | 6.86% |
| Interest and Fees | 31,813,411 | 41,688,855 | 31.04% |
| Payments to TIF | 168,888 | | |
| Total | \$88,057,299 | \$101,612,500 | 15.39% |

Anticipated revenue is expected to leave a slight deficit of \$329K and result in a minimal decrease to the anticipated \$43.2M fund balance in 2016-2017. The District currently has \$726.4M in debt which is currently scheduled to be retired in 2040, however the District expects to sell the remaining bonds authorized by the 2013 Capital Improvement Program in the 2016-17 fiscal year.

Food Service Fund

Revenues

Food Service Fund revenue is budgeted to increase \$3.6M or 7.4%, more than the 2015-16 projected actual revenues. The following table provides a comparison of revenues by source for the 2015-16 projected actual revenues and the 2016-17 budget year.

| | Projected Actual 2015-16 | Budget 2016-17 | Percent Change |
|-----------------|-----------------------------|-------------------|-------------------|
| Local Sources | 2,865,703 | 3,578,000 | 24.86% |
| State Sources | 277,962 | 250,000 | -10.06% |
| Federal Sources | 45,558,274 | 48,467,000 | 6.38% |
| Total | 48,701,939 | 52,295,000 | 7.38% |

Local revenue is expected to increase approximately 24.9% due to increased participation. Likewise, Federal revenue is expected to increase approximately 6.4% due to increased free and reduced eligibility. Federal sources include revenue received from the U.S. Department of Agriculture under the National School Lunch Program, the School Breakfast Program, and the Food Distribution Program. Local revenue is generated primarily from student and staff payments for meals.

Expenditures

| Function | Projected Actual 2015-16 | Budget 2016-17 | Percent Change |
|-------------------------------|-----------------------------|-------------------|-------------------|
| 35 - Food Services | 48,270,452 | 59,598,950 | 23.47% |
| 51 - Maintenance & Operations | 282,710 | 879,630 | 211.14% |
| 52 - Safety & Monitoring | | 4,000 | |
| Total | 48,553,161 | 60,482,580 | 24.57% |

Food Service Fund expenditures are budgeted at \$60.5M. This represents an increase of \$11.9M or 24.6% over 2015-16 estimated expenditures. Labor, Food and Supplies comprise most of this budget. Expenditures are expected to increase in Function 51 as improvements and renovations are completed on campus cafeterias as needed. Additionally, Function 52 has increased due to the addition of cafeteria monitors during meal periods to ensure the safety and security of students and staff.

Special Revenue Funds

Special Revenue funds are comprised of governmental funds used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. Special Revenue Funds carry budgeted revenues and expenditures, but generally do not carry fund balances. Please note that while Fund 461 is comprised of Campus Activity Funds and carries fund balances, it is considered a special revenue fund. Special revenue funds are grouped in the following categories:

- Special Revenue Funds (Federal Programs) – Funds 200-289
- Special Revenue Funds (Federally Funded Shared Services Arrangements) – Funds 290-379
- Special Revenue Funds (State Funded) – Funds 380-429
- Special Revenue Funds (State/Locally Funded Shared Service Arrangements) – Funds 430-459
- Special Revenue Funds (Local Programs) – Funds 460-499

Special Revenue funds utilize the modified accrual basis of accounting and are further identified as Major and Minor funds in terms of reporting.

- Major Governmental Funds – Funds 200-379
- Non-major Governmental Funds – Funds 380-499

Revenues

Major Governmental Special Revenue Funds

| | Projected Actual 2015-16 | Budget 2016-17 | Percent Change |
|-----------------|-----------------------------|---------------------|-------------------|
| Local Sources | | | |
| State Sources | | | |
| Federal Sources | 77,301,726 | 76,715,249 | -0.76% |
| Other Sources | | | |
| Total | \$77,301,726 | \$76,715,249 | -0.76% |

The District receives maximum entitlements each year for the major federal programs. While the Grants Division provides the full budget available for the grant owners, actual spending is based on program requirements and in some instances allowed to be carried over at a 25% maximum from year to year to provide available budget for supplemental District initiatives.

Non-Major Special Revenue Funds

| | Projected Actual 2015-16 | Budget 2016-17 | Percent Change |
|-----------------|-----------------------------|---------------------|-------------------|
| Local Sources | 12,222,628 | 8,899,531 | -27.19% |
| State Sources | 20,941,722 | 19,706,640 | -5.90% |
| Federal Sources | | | |
| Other Sources | | | |
| Total | \$33,164,350 | \$28,606,171 | -13.74% |

Revenues Continued

Local sources for non-major special revenue funds decreased by 27% due to decreased funding provided by our local partnerships. State sources decreased slightly by 5.9% as the majority of the Instructional Materials Allotment was expended in the prior year.

Expenditures

Major Governmental Special Revenue Funds

| Function | Projected Actual 2015-16 | Budget 2016-17 | Percent Change |
|---------------------------|-----------------------------|-------------------|-------------------|
| Current (11-61) | 75,339,252 | 76,715,249 | 1.83% |
| Debt Service (71) | | | |
| Capital Outlay (81) | 232,025 | | -100.00% |
| Intergovernmental (93-99) | 25,999 | | -100.00% |
| Total | 75,597,276 | 76,715,249 | 1.48% |

The overall budget for the major special revenue funds increased by 1.5%. As explained in the section above, the District budgets for the maximum entitlements but is not required to spend the entire amount. The District cannot predict how much of each entitlement will be spent as they are directly tied to program goals and outcomes

Non-Major Special Revenue Funds

| Function | Projected Actual 2015-16 | Budget 2016-17 | Percent Change |
|---------------------------|-----------------------------|-------------------|-------------------|
| Current (11-61) | 31,627,448 | 11,317,414 | -64.22% |
| Debt Service (71) | | | |
| Capital Outlay (81) | 1,019,397 | 8,389,226 | 722.96% |
| Intergovernmental (93-99) | | | |
| Total | 32,646,845 | 19,706,640 | -39.64% |

The overall budget for non-major special revenue funds decreased by 39.7%. Capital Outlay is projected increase by 723%. This is largely attributed to the Tax Infrastructure Fund, TIF #4 which is located on the Southside of the City of Fort Worth. This TIF was created to promote the revitalization of Fort Worth's near Southside neighborhood and medical district to ensure the area becomes an economically viable, missed-use, central city neighborhood including construction, renovations, and improvements to campuses located within this area. Fort Worth ISD has partnered with the following entities to support this initiative:

- City of Fort Worth
- Tarrant County Hospital District
- Tarrant County College
- Regional Water District
- Tarrant County

Capital Projects Fund

Revenues

| | Projected Actual 2015-16 | Budget 2016-17 | Percent Change |
|-----------------|-----------------------------|----------------------|-------------------|
| Local Sources | 503,908 | 350,000 | -30.54% |
| State Sources | | | |
| Federal Sources | | | |
| Other Sources | | 239,860,000 | |
| Total | \$503,908 | \$240,210,000 | 47569.42% |

As the Capital Improvement Program enters its final two years, Local Sources is expected to decrease as a result of decreased dollars available to invest. While the District expects to sell the remaining bonds in 2016 authorized by the 2013 Capital Improvement Program, we anticipate a rapid depletion of these funds to meet the cash-flow needs of the projects as they come to completion.

Expenditures

| Function | Projected Actual 2015-16 | Budget 2016-17 | Percent Change |
|---------------------------|-----------------------------|--------------------|-------------------|
| Current (11-61) | 20,505,993 | 27,750,000 | 35.33% |
| Debt Service (71) | | 1,000,000 | |
| Capital Outlay (81) | 97,380,174 | 156,222,361 | 60.43% |
| Intergovernmental (93-99) | | | |
| Total | 117,886,167 | 184,972,361 | 56.91% |

The CIP expenditures are expected to significantly increase overall by approximately 57% in 2016-17 to accommodate the completion of projects in accordance with the project schedule. The District anticipates the majority of the funds to be expended during 2016-17.

Leadership Learning Center

Revenues

| | Projected Actual 2015-16 | Budget 2016-17 | Percent Change |
|-----------------|-----------------------------|-------------------|-------------------|
| Local Sources | 79,140 | 115,000 | 45.31% |
| State Sources | | | |
| Federal Sources | | | |
| Other Sources | | | |
| Total | \$79,140 | \$115,000 | 45.31% |

The LLC is classified as an Enterprise Fund and not required to be budgeted for. Expenses of an enterprise operation are intended to be financed or recovered primarily through user charges. In 2015-16, the District was the primary user of the facility and did not generate additional revenue through facility rental as in prior year. In 2016-17, the District anticipates use of the facility by various external organization generating additional revenue for the facility.

Expenditures

| Function | Projected Actual 2015-16 | Budget 2016-17 | Percent Change |
|---------------------------|-----------------------------|-------------------|-------------------|
| Current (11-61) | 107,022 | 115,000 | 7.45% |
| Debt Service (71) | | | |
| Capital Outlay (81) | | | |
| Intergovernmental (93-99) | | | |
| Total | 107,022 | 115,000 | 7.45% |

The District anticipates an increase in expenditures of 7.5% due to the increase in costs associated with maintaining the facility and additional costs associated with facility use by external organizations.

Print Shop Fund

Revenues

This fund accounts for transactions related to print shop services provided to other organizational units of the District or to other districts or governmental units on a cost-reimbursement basis. The District is projecting an 59% increase in local revenue in 2016-17. This is largely due to the District's initiative to market printing services to outside organizations and the successful negotiations of contracts for other government's printing needs.

| Function | Projected Actual 2015-16 | Budget 2016-17 | Percent Change |
|-----------------|-----------------------------|--------------------|-------------------|
| Local Sources | 697,323 | 1,105,534 | 58.54% |
| State Sources | | | |
| Federal Sources | | | |
| Other Sources | 278,169 | | -100.00% |
| Total | \$975,492 | \$1,105,534 | 13.33% |

Expenditures

The Print Shop Fund's expenditure budget is expected to increase 13.3% partially due to the 2% raise across the board, but more significantly due to the increase in costs associated with additional printing for outside organizations.

| Function | Projected Actual 2015-16 | Budget 2016-17 | Percent Change |
|---------------------------|-----------------------------|-------------------|-------------------|
| Current (11-61) | 975,492 | 1,105,534 | 13.33% |
| Debt Service (71) | | | |
| Capital Outlay (81) | | | |
| Intergovernmental (93-99) | | | |
| Total | 975,492 | 1,105,534 | 13.33% |

Insurance Fund

Revenues

| | Projected Actual 2015-16 | Budget 2016-17 | Percent Change |
|-----------------|-----------------------------|--------------------|-------------------|
| Local Sources | 7,324,915 | 7,045,269 | -3.82% |
| State Sources | | | |
| Federal Sources | | | |
| Other Sources | | | |
| Total | \$7,324,915 | \$7,045,269 | -3.82% |

According to GASB 10, public entity risk pools are required to be accounted for in the Internal Service Fund. The risk pool is a shared services arrangement group of governmental entities joined together to finance an exposure, liability, or risk. The Insurance Fund is used to account for and self-fund the District's unemployment and workers' compensation programs. The Insurance Fund's revenue is generated from rates paid by the employer for each employee and held to finance anticipated claims. For several years, there was an excess in fund balance in this fund which reduced the need to generate additional revenue. During this period the District did not assess rates for either Worker's Compensation or Unemployment Compensation. The District has projected the amount of revenue necessary to meet the current and long term needs of the funds and has adjusted rates accordingly

Expenditures

| Function | Projected Actual 2015-16 | Budget 2016-17 | Percent Change |
|---------------------------|-----------------------------|-------------------|-------------------|
| Current (11-61) | 4,982,209 | 7,045,269 | 41.41% |
| Debt Service (71) | | | |
| Capital Outlay (81) | | | |
| Intergovernmental (93-99) | | | |
| Other Uses (7915) | | | |
| Total | 4,982,209 | 7,045,269 | 41.41% |

Expenditures in the Insurance Fund are expected to decrease by 41.4% overall from prior year due to operating costs and anticipated claims payable in 2016-17.

Research & Evaluation Fund

Revenues

| | Projected Actual 2015-16 | Budget 2016-17 | Percent Change |
|-----------------|-----------------------------|-------------------|-------------------|
| Local Sources | 621,419 | 724,093 | 16.52% |
| State Sources | | | |
| Federal Sources | | | |
| Other Sources | 529,536 | | |
| Total | \$1,150,955 | \$724,093 | -37.09% |

Research & Evaluation Fund Revenues – Continued

The Research and Evaluation Fund is an internal service fund used to account for the resources and operations of the Research and Evaluation Department. Similar to the Print Shop, revenue is generated from user fees within the District as well as outside the District. Revenue is budgeted to decrease by 37%. This decrease in anticipated revenues is attributed to the district-wide reorganization that effected 2015-2016. While this department remains classified as an Internal Service Fund providing services to District users and departments on a fee basis, the costs associated have decreased. The scope of services this department will be providing has been revised and FTE's have been reduced accordingly.

Expenditures

| Function | Projected Actual 2015-16 | Budget 2016-17 | Percent Change |
|---------------------------|-----------------------------|-------------------|-------------------|
| Current (11-61) | 1,150,955 | 724,093 | -37.09% |
| Debt Service (71) | | | |
| Capital Outlay (81) | | | |
| Intergovernmental (93-99) | | | |
| Other Uses (7915) | | | |
| Total | 1,150,955 | 724,093 | -37.09% |

The expenditure budget for the Research and Evaluation Fund is also expected to decrease by 37%.

Human Capital Risk Fund

In 2015-16, the District created a new Internal Service Fund, The Human Capital Risk Fund to account for the liability associated with potential employee claims and penalties. This fund is intended to function similar to the Insurance Risk Management Fund in that the District will assess rates paid by the District for each employee to finance exposure, liability or risk associated with employee management.

Revenues

| | Projected Actual 2015-16 | Budget 2016-17 | Percent Change |
|---------------|-----------------------------|-------------------|-------------------|
| Local Sources | 411,200 | 552,000 | 34.24% |
| State Sources | | | |
| Other Sources | 623,018 | | |
| Total | 1,034,218 | 552,000 | -46.63% |

With the implementation of the Affordable Care Act, the District took action to ensure it was in compliance with all provisions of the act. To mitigate any future risk associated with possible violations or penalties beyond the District's control, this fund will provide the resources necessary without disruption to the normal operations of the District. The District originally established the Human Capital Risk Fund by depositing proceeds of a lawsuit settlement. All future revenue will be generated based on assessed rates determined to meet the demands of the fund.

Expenditures

| Function | Projected Actual 2015-16 | Budget 2016-17 | Percent Change |
|---------------------------|-----------------------------|-------------------|-------------------|
| Current (11-61) | 28,703 | 552,000 | |
| Debt Service (71) | | | |
| Capital Outlay (81) | | | |
| Intergovernmental (93-99) | | | |
| Other Uses (7915) | | | |
| Total | 28,703 | 552,000 | |

The Expenditures for the Human Capital Risk Fund are expected to be for the payment of claims, fees, penalties, and legal expenses associated with human capital management.

Educational Technology Fund

The District will create an additional Internal Service Fund in 2016-2017 to account for the costs associated with the instructional technology initiative designed to serve all high school students with educational technology. This fund will account for the user fees associated with the District owned instructional technology equipment assigned to each student as well as insurance recovery of losses on damaged, lost or stolen equipment. The funds collected will be utilized to sustain the initiative long term.

Revenues

| | Projected Actual 2015-16 | Budget 2016-17 | Percent Change |
|-----------------|-----------------------------|-------------------|-------------------|
| Local Sources | | 500,000 | |
| State Sources | | | |
| Federal Sources | | | |
| Total | | 500,000 | |

Expenditures

| Function | Projected Actual 2015-16 | Budget 2016-17 | Percent Change |
|---------------------------|-----------------------------|-------------------|-------------------|
| Current (11-61) | | 500,000 | |
| Debt Service (71) | | | |
| Capital Outlay (81) | | | |
| Intergovernmental (93-99) | | | |
| Other Uses (7915) | | | |
| Total | | 500,000 | |

The projected expenditures are to repair or replace damaged, lost or stolen devices. As the District continues to integrate technology into the instructional environment, this fund will assist with ensuring all students have equal access across the District.

Student Activity Funds

The District uses Fund 865 to account for the student activity account funds held in trust at each campus and is classified as agency funds for reporting purposes. These funds are accounted for on an economic resources measurement focus and the accrual basis of accounting. The funds are held in a custodial capacity only by the District. Agency funds do not involve measurement of results of operations and have no fund equity because assets are equal to liabilities, therefore they do not utilize revenues and expenses or budgets. In 2015-16, the total assets of the District's collective student activity funds were \$615,270.

Miscellaneous Agency Funds

The District uses Fund 890 to account for non-student agency funds held in a custodial capacity by the District. These accounts function in the same way as student activity funds described above. An example of a non-student related agency fund would be staff hospitality accounts or district wide organizations that are not located on a specific campus but raise their own funds to support their operations. In 2015-2016, the total assets of the District's collective non-student agency funds were \$475,243.

Private Purpose Funds Scholarships

The District uses Fund 828 to account for various scholarship funds held in trust by the District. These funds are accounted for on the economic resources measurement focus and the accrual basis of accounting. Reporting activities focus on net assets and changes in net assets. Resources accounted for in this fund type include scholarship funds that are received by the District that are to be awarded to current and former students for post-secondary education purposes based on pre-identified criteria and selection process. In 2015-2016, the ending Net Position of the District's Private Purpose Scholarship Fund was \$1,008,481

Tax Rate and Fund Balance Impact

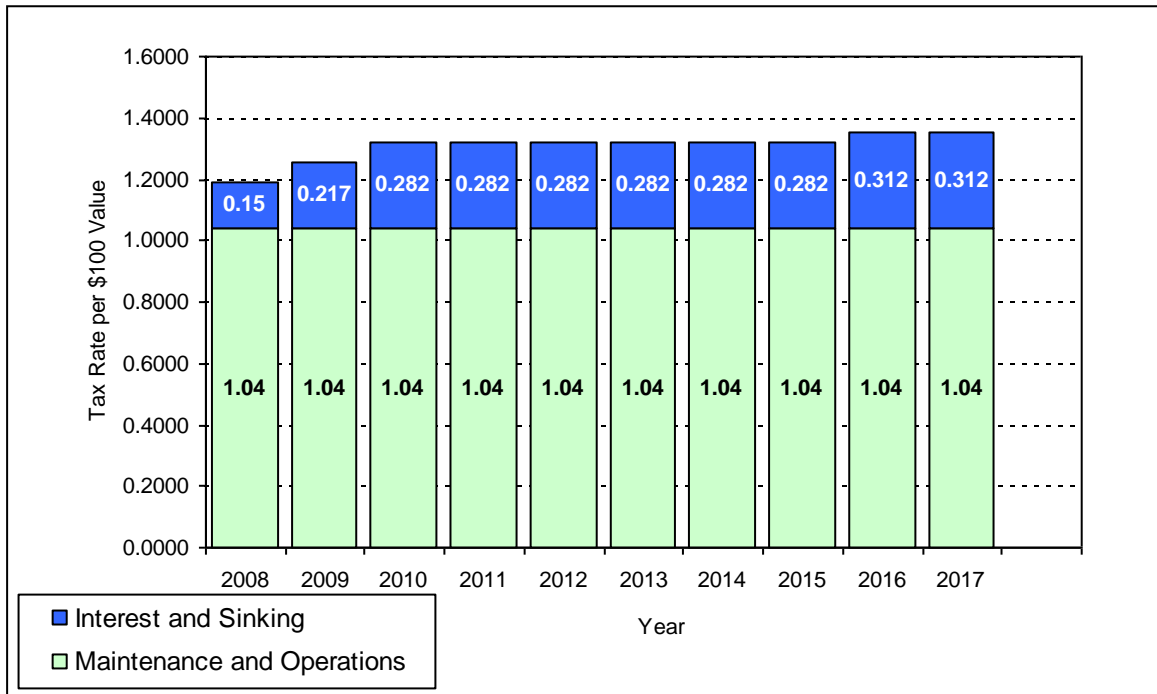
The tax rate necessary to fund expenditures prior to 2006 was historically calculated after determining the necessary level of expenditures to meet District educational goals and facility requirements and estimating state aid utilizing the funding formulas described previously. However, House Bill 1, first compressed the District's tax rate from \$1.50 to \$1.37 for 2006-07, and further compressed to \$1.04 for 2007-08 and 2008-09. The tax rate remains capped at 1.04 and cannot be increased without a tax rate election. Despite increases in operating costs, revenue is driven by increased ADA or increased taxable property values.

As explained in a previous section of this document, the Appraisal District's ability to effectively estimate and appraise property values is crucial to the District's effective projection of both local tax revenue as well as state aid revenue projections. The Appraisal District's inability to assess all property effectively in 2015-2016 not only affected 2015-2016, but also 2016-2017. Due to the massive errors resulting from the software conversion, the Appraisal District reported incorrect data on regular NCD, (New, changes, or deletions) files to the Tax Collection Office. This resulted in erroneous tax bills mailed out to tax payers which ultimately resulted in an unprecedented number of tax payer refunds which has halted all payments to the District until resolved. While the District expects these issues to be resolved eventually, the lack of payments has an impact on cash flow which will ultimately affect the total amount of revenue received. The District's Current budgeted expenditures are projected to exceed anticipated revenues by \$21M reducing the District's fund balance to approximately \$162.7M at the end of 2016-17 with an undesignated fund balance of \$142.7M or 19% of budgeted expenditures. The District strives to maintain an undesignated fund balance between 12-22% of expenditures.

Combined Tax Rate Impact

The District’s tax rate consists of two separate components – maintenance and operations rate (M&O - General Fund) and an interest and sinking rate (I&S - Debt Service Fund). M&O revenue is derived from current local property taxes, delinquent property taxes from previous years as well as penalty and interest from overdue taxes. I&S revenue is revenue collected on the debt service component from current, delinquent and penalty interest and can only be utilized to repay the debt and interest payments for the immediate fiscal year according to the bond repayment schedule.

Tax Rate Components



Budget Process and Significant Changes

In conjunction with the organization re-design, the Office of Budget and Management began transitioning to a new budget model: Smarter School Spending for Student Success. This budget model was developed in partnership with districts across the nation working closely with consultants on their budget process. The District recognized that as revenue remained constant while expenditures continued to increase, the traditional budget model would prove ineffective at providing the resources necessary for student achievement. The Smarter School Spending for Student Success budget development model focuses on a pro-active and efficient approach to aligning the limited resources to student outcomes. This budget model was introduced to the Board of Trustees, the District Leadership Team and all campus principals. At the core of this model is the collaboration required between instructional and financial leadership to effectively align the District’s resources with programs that have the greatest impact. This model is a multi-tiered process that involves collaboration with all stakeholders.

The 2016-2017 budget process was a hybrid approach of the traditional budget model and the Smarter School Spending budget model. The District continued the practice of allocating campus budgets based on estimated ADA. Each campus receives a basic allotment per projected ADA to be used for supplies, materials, equipment, staff development, and other appropriate instructional costs. The site-based decision making teams at each campus make decisions concerning utilization of this allocation. For the 2016-2017 budget cycle, the campus based allocations were increased by \$5/ADA each.

| Campus | Allocation |
|---------------|-------------------|
| Elementary | \$75/ADA |
| Middle | \$80/ADA |
| High School | \$85/ADA |
| Alternative | \$270/ADA |

Budgets for non-campus units are developed by department heads and reviewed by the budget committee. The budget committee consists of the Chief Financial Officer, District Leadership, and Superintendent.

Payroll budgets are developed utilizing established staffing guidelines. Personnel units are allocated to each campus based on student enrollment following state mandated ratios, as applicable. Non-campus personnel units are evaluated at each departmental budget hearing. Additional personnel units are evaluated by the Human Capital Management Department and the Office of Management and Budget each year and after extensive review and analysis, recommendations are presented to the Board of Trustees.

Following this development process, consolidated budgetary information is presented to the Board of Trustees in workshops and regular meetings. The District’s fiscal year runs from July 1 through June 30 which requires the budget to be adopted by the end of each June. The FY 2016-2017 budget was presented and adopted on June 28, 2016. The corresponding tax rate was presented for adoption by the Board of Trustees on August 23, 2016.

Significant Changes

FWISD underwent a fundamental redesign during the 2015-2016 fiscal year whereby the structure of the District’s Leadership team was changed to strategically address the needs of the District.

Key Personnel:

Superintendent – The District is under the guidance of Dr. Kent P. Scribner who officially became the District’s new Superintendent in October of 2015.

Chief Academic Officer – Charles Carroll joined the District in this capacity and replaced Dr. Michael Sorum who retired in June of 2016.

The District consolidated its three Learning Networks into two new divisions to more efficiently meet the needs of the campuses; Elementary Schools and Secondary Schools.

Chief of Secondary Schools – Cherie Washington
Chief of Elementary Schools – Karen Molinar

The District created two additional divisions to meet the changing needs of the District; Policy and Planning and Equity and Excellence.

Chief of Policy and Planning – Sammy Monge
Chief of Equity and Excellence – Sherry Breed

Chief of Human Capital Management – Cynthia Rincon joined the District in this capacity and replaced Sammy Monge who was appointed Chief of the newly created Policy and Planning Division.

Board of Trustees

Jacinto Ramos Jr., President

Ashley Paz, 1st Vice President

Ann Sutherland, 2nd Vice President

Norman Robbins, Board Secretary

Tobi Jackson, Board Trustee

Christene C. Moss, Board Trustee

T A Sims, Sr., Board Trustee

Judy Needham, Board Trustee

Matthew Avila, Board Trustee

Superintendent's Cabinet

Dr. Kent P. Scribner, Superintendent

Charles Carroll

Chief Academic Officer

Elsie I. Schiro

Chief Financial Officer

Cherie Washington

Chief of Secondary Schools

Karen Molinar

Chief of Elementary Schools

Kyle Davie

Chief Technology Officer

Art Cavazos

Chief District Operations

Sammy Monge

Chief of Policy and Planning

Barbara Griffith

Senior Communications Officer

Cynthia Rincon

Chief Human Capital Management

Sherry Breed

Chief of Equity and Excellence



Seated: Christene Moss, Dr. Kent Scribner, Jacinto Ramos, Jr., Ashley Paz, Tobi Jackson
Standing: T.A. Sims, Sr., Judy Needham, Matthew Avila, Ann Sutherland, Norman Robbins

Performance Measures

The State of Texas Assessments of Academic Readiness (STAAR) program was implemented in the spring of 2012 and includes assessments for:

- Reading and Mathematics, grades 3-8
- Writing at grades 4 and 7
- Science at grades 5 and 8
- Social Studies at grade 8
- End of Course (EOC) assessments for English I, English II, Algebra I, Biology and U.S. History.

The STAAR program replaces the Texas Assessment of Knowledge and Skills (TAKS). STAAR is designed to be a more rigorous testing program that emphasizes “readiness” standards, which are the knowledge and skills that are considered most important for success in the grade or course subject that follows and for college and career. Districts and campuses receive one of three ratings under the new accountability system: Met Standard; Met Alternative Standard; or Improvement Required.

FWISD places the highest priority on academic success for all students. The MVV established in 2013 is a direct reflection of the District’s commitment to student success. While the Mission is to prepare all students for success in college, career and community leadership, the very first guiding value that drives the district is student achievement. Campuses are focusing on continuous growth of their academic programs to provide instruction to meet the needs of each student in order to eliminate the achievement gap. The focus continues on the math and science programs as well as programs of choice alternatives. Additional strategies have been developed in these areas to strengthen the instructional program.

Fort Worth ISD 2015 Accountability Summary

| |
|------------------------------------|
| FWISD Accountability Rating |
| Met Standard |

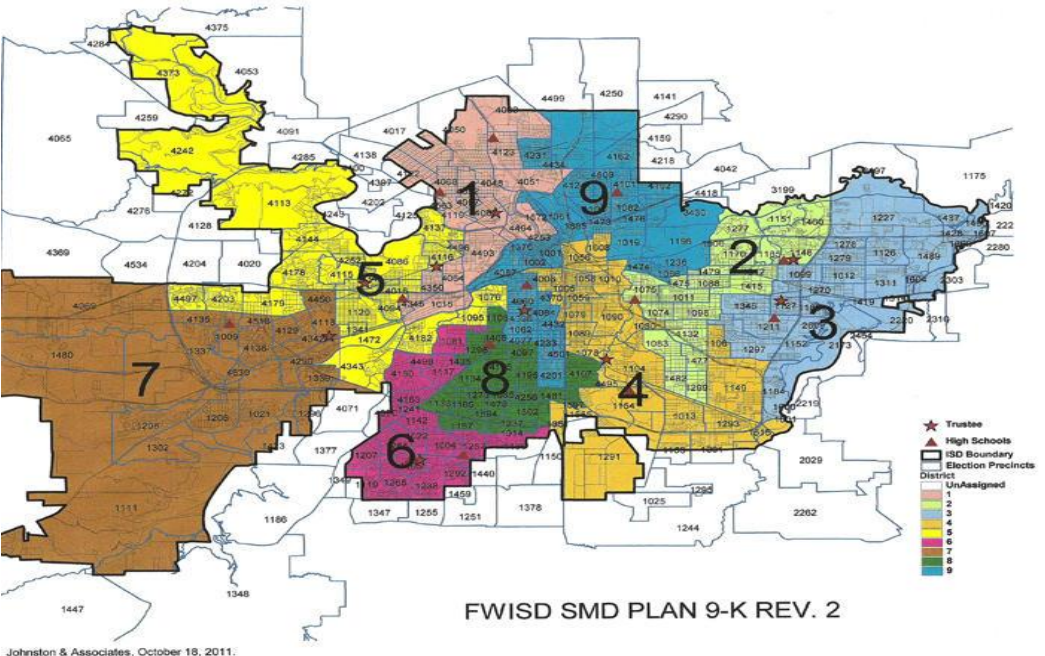
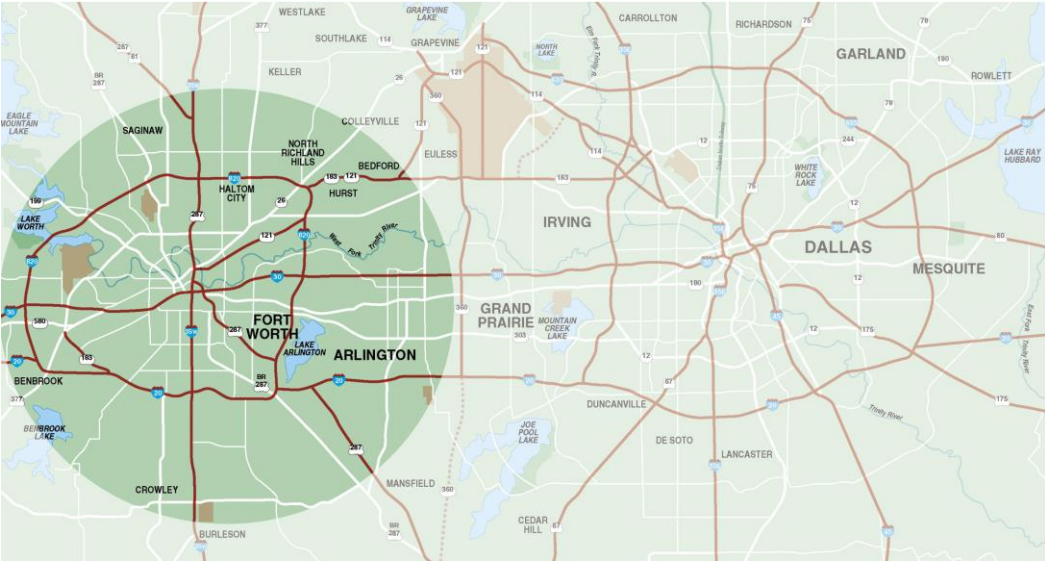
| Met Standards on: | Did Not Meet Standards On: |
|--------------------------|-----------------------------------|
| Student Achievement | None |
| Student Progress | |
| Closing Performance Gaps | |
| Postsecondary Readiness | |

Demographics

The Fort Worth Independent School District is an independent public educational agency operating under applicable laws and regulations of the State of Texas. The Fort Worth ISD was organized independent of the City of Fort Worth by a special act of the Texas State Legislature in March 1925. The Fort Worth Independent School District is the largest school district within the city limits, however, there are 14 additional districts whose boundaries are within city limits. There are over 200 private schools, inclusive of many faiths and teaching philosophies, in Fort Worth and Tarrant County.

Fort Worth ISD is a major urban district that encompasses 313 square miles. The district’s 144 campuses house approximately 87,090 students. 62.7% of those students are Hispanic; 22.9% are African American; 10.9% are White/Anglo; and 3.5% are Asian/Pacific Islanders and Native Americans. Over 74% of the District’s students are economically disadvantaged, 31% are English Language Learners (ELL), and 71% are at-risk of not graduating.

Fort Worth is generally associated with the Dallas-Fort Worth-Arlington, Texas Metropolitan area which encompasses 13 counties within the state of Texas. The estimated population as of 2016 is over 7 million and is considered the largest metropolitan area in Texas, the largest in the South, and the fourth largest in the United States. The City of Fort Worth's population exceeds 800,000 and is experiencing explosive growth and all indications lead the District to believe it will continue into the future. The District engaged Templeton Demographics to complete a comprehensive demography assessment for the entire DFW metroplex to facilitate the District's planning and readiness to accomplish its mission. Templeton's report indicated that FWISD will enroll more than 90,000 students by 2020 and more than 93,000 by 2025. The report was also instrumental in understanding where the greatest needs of the District are and where we need to focus our efforts to plan efficiently for the future.



Summary

The 2016-2017 proposed budget provides the resources to continue the programs that have demonstrated success and are in alignment with the District's Strategic Plan. It also includes the necessary resources to fund additional budget priorities that will propel the District further in pursuit of achieving its vision; to ignite in every child a passion for learning as well as its mission to prepare all students for success in college, career and community leadership.

The Fort Worth Independent School District has much to be proud of and has taken great strides in order to meet the challenges of the upcoming fiscal year and beyond. The Fort Worth ISD Board of Trustees is to be commended for their continued commitment to providing a quality school district for students, staff and citizens in the Fort Worth community.

Looking Forward

Fort Worth ISD is a progressive District which focuses on ensuring the District is poised for success in 2016-2017 and the years beyond. In order to prepare for the future, it is incumbent on the District to incorporate basic assumptions from the most current information possible as well as trend analysis into our revenue and expenditure models to ensure we are adequately forecasting for the District's needs. Budget forecasts assist the District with planning, decision making, and preparation to achieve the District's Mission, Vision, Values, and Goals. Additionally, this forecast uses current revenue estimates based on current funding formulas. As the 85th Legislature begins to work on the budget for the coming biennium, it is important to note that funding formulas could and are expected to change which will have a significant impact on revenue estimates. The following forecast indicates the District will need to make adjustments in planning in order to continue to ensure the District has the financial resources necessary beyond 2017-2018 and maintain its fund balance goals. It is also important to note that the District understands its fiduciary responsibility and is committed to ensuring the District is fiscally sound and prepared for the future. While this forecast depicts the District's fund balance would be depleted in 2018-2019, the District is currently initiating interventions through the Smarter School Spending Success process for corrective action that will ensure the District remains in compliance with its fund balance requirements. FWISD has adopted the Smarter School Spending for Student Success Budget model for the 2017-2018 budget development cycle. This model was inspired by school districts across the nation as a way to help increase student achievement by aligning resources with a district's student achievement goals. FWISD is embracing this model as a way to develop a strategic financial plan that will support the overall District Strategic Plan that will drive student success. FWISD has joined GFOA's second cohort of the Alliance for Excellence in School Budgeting in a concerted effort to ensure the implementation of this budget model is successful in meeting the needs of the District. FWISD is committed to our mission of preparing *all* students for success in college, career, and community leadership and understands by adopting best practices in school budgeting to align our resources with student outcomes, we are building capacity for the future.

General Fund 5 Year Forecast

| Based on Current Trends | 2016-2017 Budget | 2017-2018 Budget | 2018-2019 Budget | 2019-2020 Budget | 2020-2021 Budget |
|-------------------------|---------------------|------------------|---------------------|---------------------|---------------------|
| Revenues | \$728,244,321 | \$732,897,662 | \$739,229,883 | \$746,622,182 | \$754,088,404 |
| Expenditures | \$749,220,985 | \$752,004,429 | \$795,997,489 | \$836,274,962 | \$878,590,475 |
| Excess/Deficiency | (\$20,976,664) | (\$19,106,767) | (\$56,767,606) | (\$89,652,780) | (\$124,502,071) |
| Beginning Fund Balance | \$183,731,006 | \$162,754,342 | \$143,647,575 | \$86,879,969 | (\$2,772,811) |
| Ending Fund Balance | \$162,754,342 | \$143,647,575 | \$86,879,969 | (\$2,772,811) | (\$127,274,882) |
| Percent of Expenditures | 21.72% | 19.10% | 10.91% | -0.33% | -14.49% |

| With Corrective | 2016-2017 Budget | 2017-2018 Budget | 2018-2019 Budget | 2019-2020 Budget | 2020-2021 Budget |
|-------------------------|---------------------|------------------|---------------------|---------------------|---------------------|
| Revenues | \$728,244,321 | \$732,897,662 | \$739,229,883 | \$746,622,182 | \$754,088,404 |
| Expenditures | \$749,220,985 | \$752,004,429 | \$739,229,883 | \$746,622,182 | \$754,088,404 |
| Excess/Deficiency | (\$20,976,664) | (\$19,106,767) | \$0 | (\$0) | (\$0) |
| Beginning Fund Balance | \$183,731,006 | \$162,754,342 | \$143,647,575 | \$143,647,575 | \$143,647,575 |
| Ending Fund Balance | \$162,754,342 | \$143,647,575 | \$143,647,575 | \$143,647,575 | \$143,647,574 |
| Percent of Expenditures | 21.72% | 19.10% | 19.43% | 19.24% | 19.05% |

Debt Service Fund 5 Year Forecast

| | 2016-2017 Budget | 2017-2018 Budget | 2018-2019 Budget | 2019-2020 Budget | 2020-2021 Budget |
|-------------------------|---------------------|------------------|---------------------|---------------------|---------------------|
| Revenues | \$101,283,137 | \$103,308,800 | \$105,374,976 | \$107,482,475 | \$109,632,125 |
| Expenditures | \$101,612,500 | \$108,114,750 | \$105,551,950 | \$106,263,025 | \$104,634,513 |
| Excess/Deficiency | (\$329,363) | (\$4,805,950) | (\$176,974) | \$1,219,450 | \$4,997,612 |
| Beginning Fund Balance | \$43,238,141 | \$42,908,778 | \$38,102,828 | \$37,925,853 | \$39,145,304 |
| Ending Fund Balance | \$42,908,778 | \$38,102,828 | \$37,925,853 | \$39,145,304 | \$44,142,915 |
| Percent of Expenditures | 42.23% | 35.24% | 35.93% | 36.84% | 42.19% |

Enterprise Funds 5 Year Forecast

| | 2016-2017 Budget | 2017-2018 Budget | 2018-2019 Budget | 2019-2020 Budget | 2020-2021 Budget |
|-------------------------|---------------------|------------------|---------------------|---------------------|---------------------|
| Revenues | \$52,410,000 | \$52,934,100 | \$53,463,441 | \$53,998,075 | \$54,538,056 |
| Expenditures | \$60,597,580 | \$50,009,757 | \$51,510,050 | \$53,055,351 | \$54,647,012 |
| Excess/Deficiency | (\$8,187,580) | \$2,924,343 | \$1,953,391 | \$942,724 | (\$108,955) |
| Beginning Fund Balance | \$13,802,454 | \$5,614,874 | \$8,539,217 | \$10,492,609 | \$11,435,333 |
| Ending Fund Balance | \$5,614,874 | \$8,539,217 | \$10,492,609 | \$11,435,333 | \$11,326,378 |
| Percent of Expenditures | 9.27% | 17.08% | 20.37% | 21.55% | 20.73% |

Special Revenue Funds 5 Year Forecast

| | 2016-2017 Budget | 2017-2018 Budget | 2018-2019 Budget | 2019-2020 Budget | 2020-2021 Budget |
|-------------------------|---------------------|------------------|---------------------|---------------------|---------------------|
| Revenues | \$105,321,420 | \$105,321,420 | \$105,321,420 | \$105,321,420 | \$105,321,420 |
| Expenditures | \$96,421,889 | \$112,633,203 | \$114,633,203 | \$106,633,203 | \$105,321,420 |
| Excess/Deficiency | \$8,899,531 | (\$7,311,783) | (\$9,311,783) | (\$1,311,783) | \$0 |
| Beginning Fund Balance | \$14,211,314 | \$23,110,845 | \$15,799,062 | \$6,487,279 | \$5,175,496 |
| Ending Fund Balance | \$23,110,845 | \$15,799,062 | \$6,487,279 | \$5,175,496 | \$5,175,496 |
| Percent of Expenditures | 23.97% | 14.03% | 5.66% | 4.85% | 4.91% |

Capital Projects Fund 5 Year Forecast

| | 2016-2017 Budget | 2017-2018 Budget | 2018-2019 Budget | 2019-2020 Budget | 2020-2021 Budget |
|-------------------------|---------------------|------------------|---------------------|---------------------|---------------------|
| Revenues | \$240,210,000 | \$200,000 | | | |
| Expenditures | \$184,972,361 | \$127,588,387 | | | |
| Excess/Deficiency | \$55,237,639 | (\$127,388,387) | \$0 | \$0 | \$0 |
| Beginning Fund Balance | \$72,150,748 | \$127,388,387 | \$0 | \$0 | \$0 |
| Ending Fund Balance | \$127,388,387 | \$0 | \$0 | \$0 | \$0 |
| Percent of Expenditures | 68.87% | 0.00% | | | |

Internal Service Funds 5 Year Forecast

| | 2016-2017 Budget | 2017-2018 Budget | 2018-2019 Budget | 2019-2020 Budget | 2020-2021 Budget |
|-------------------------|---------------------|------------------|---------------------|---------------------|---------------------|
| Revenues | \$9,926,896 | \$10,026,165 | \$10,126,427 | \$10,227,691 | \$10,329,968 |
| Expenditures | \$9,926,896 | \$10,026,165 | \$10,126,427 | \$10,227,691 | \$10,329,968 |
| Excess/Deficiency | \$0 | \$0 | \$0 | \$0 | \$0 |
| Beginning Fund Balance | \$15,915,445 | \$15,915,445 | \$15,915,445 | \$15,915,445 | \$15,915,444 |
| Ending Fund Balance | \$15,915,445 | \$15,915,445 | \$15,915,445 | \$15,915,444 | \$15,915,444 |
| Percent of Expenditures | 160.33% | 158.74% | 157.17% | 155.61% | 154.07% |

Organizational Section



Fort Worth Independent School District 2016-17 Official Budget

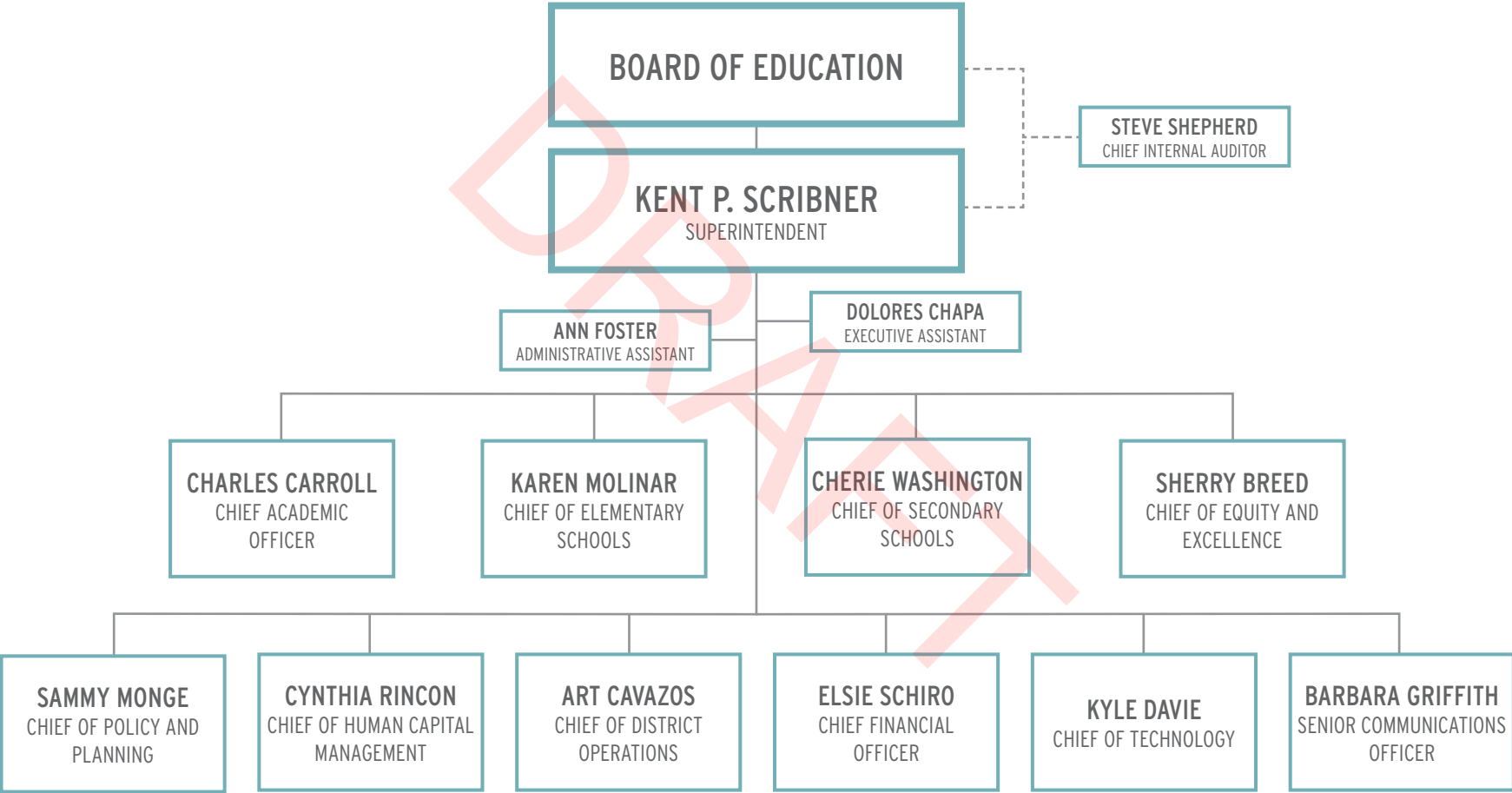


2016-17 Official Budget

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FORT WORTH ISD ORGANIZATIONAL CHART: LEADERSHIP TEAM



SINGLENESSE OF PURPOSE



Strategic Plan Task Force Meeting

FWISD Strategic Plan 2013-2018

Motto, Mission, Vision & Values



In May 2013, the Fort Worth Independent School District developed a new strategic plan. One of the key components to this plan are the new motto, mission, vision and values (MMVV) that will lead the way to success for all stakeholders (students, employees and the community). In August 2013, as part of the MMVV deployment effort, the Superintendent introduced the “On Purpose” campaign during his convocation address to employees. This campaign emphasized the deliberate and intentional actions, occurring every day in FWISD that support student achievement. We believe that it is vital for all stakeholders to have an awareness of these ideals and are able to find meaningful ways to apply the MMVV principles in their personal and professional lives. We also believe that by instilling these core values in our students, they will be prepared for success in college, career and community leadership. This web site is designed to provide you with resources and support materials that will “Ignite in Every Child a Passion for Learning”, by engaging your staff and students in relevant activities that promote our motto, mission, vision and values. Together, we are working towards a “Singleness of Purpose”.

Motto:

Singleness of Purpose

Mission:

Preparing students for success in college, career and community leadership.

Vision:

FWISD: Igniting in Every Child a Passion for Learning

Values:

- 1. Student Achievement*
- 2. Leadership Development*
- 3. Stakeholder Collaboration*
- 4. Respect for Diversity*
- 5. Equity in Access*
- 6. Perseverance and Commitment*
- 7. Continuous Improvement*

2013-2018 Strategic Goals

- 1. Increase Student Achievement*
- 2. Improve Operational Effectiveness and Efficiency*
- 3. Enhance Family and Community Engagement*
- 4. Develop a Workforce that is Student and Customer-Centered*



**Fort Worth ISD
Strategic Plan 2013-2018**

Motto:

Singleness of Purpose

Mission:

Preparing students for success in college, career, and community leadership

Vision:

Igniting in every child a passion for learning

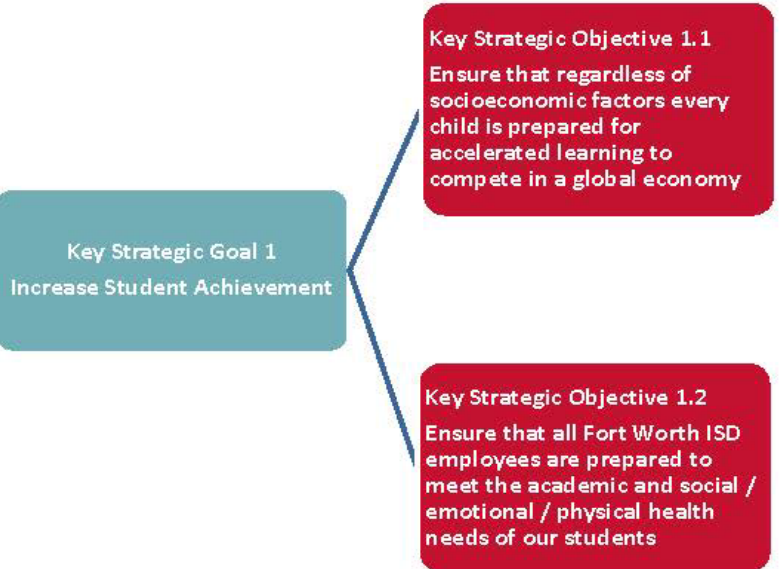
Values:

- Student Achievement
- Stakeholder Collaboration
- Leadership Development
- Respect for Diversity
- Equity in Access
- Perseverance & Commitment
- Continuous Improvement

| Key Strategic Goals | Key Strategic Objectives | Key Strategic Measures | Key Strategies |
|---------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Increase Student Achievement | 1.1 Ensure that regardless of socioeconomic factors every child is prepared for accelerated learning to compete in a global economy 1.2 Ensure that all Fort Worth ISD employees are prepared to meet the academic and social/emotional/physical health needs of our students | 1.1 Graduation rates 1.2 SAT scores for college readiness 1.3 Advance placement and dual credit 1.4 Certification and licensures for students 1.5 Achievement and passing rates on state and local assessments 1.6 Enrollment and continuation of Gold Seal Programs and Schools of Choice 1.7 District position for large urban districts, state, and nation 1.8 Post-secondary enrollment and continuation to second year 1.9 Students participating in extra- and co-curricular activities 1.10 Students social/emotional/physical health needs met | 1.1 Ensure that all students have access to rigorous and engaging curriculum and technology that promote accelerated learning and meets the needs of a global economy 1.2 Develop specific processes to be followed to assist students in successfully transitioning to the next level of education academically, socially, and emotionally 1.3 Ensure that every school promotes extra-curricular, co-curricular, and enrichment opportunities for every student 1.4 Equip employees to meet the academic and social/emotional/physical health needs for our students |
| 2. Improve Operational Effectiveness and Efficiency | 2.1 Establish a District-wide support system that encompasses all the operating needs of Fort Worth ISD 2.2 Leverage technology to automate routine practices and increase efficiencies 2.3 Establish a communication system that involves all stakeholders 2.4 Ensure a safe, secure environment for students and employees 2.5 Ensure budget supports the District priorities | 2.1 Fund balance 2.2 Grant funding 2.3 Efficient financial prioritization 2.4 Customer engagement and feedback 2.5 Major projects completed on time, within budget, and meeting customer quality requirements 2.6 Measure efficiency and effectiveness of day to day operations 2.7 Effectiveness of safety and security measures | 2.1 Examine and implement best practices to identify criteria to redirect external and internal financial resources 2.2 Implement best practices for increasing effectiveness and efficiency in operations 2.3 Provide a multifaceted plan to address stakeholder communication needs 2.4 Assess incident reports and recommend amendments to policy and procedures |
| 3. Enhance Family & Community Engagement | 3.1 Empower parents and the community to be full partners in students' educational success 3.2 Promote Fort Worth ISD image 3.3 Instill the belief that learning improves life | 3.1 Family engagement and involvement in student success 3.2 Community/business engagement 3.3 External stakeholder feedback 3.4 External stakeholder feedback on mission, values, performance | 3.1 Connect families and community to opportunities to expand their knowledge 3.2 Market Fort Worth ISD to families and the community 3.3 Leverage business and community partnerships to support MMVV of Fort Worth ISD |
| 4. Develop a Workforce that is Student and Customer-Centered | 4.1 Develop a strong recruitment, selection, leadership and continuous training model which acknowledges educating students as our core mission 4.2 Define, develop, and implement methods to provide an exceptional customer-centered culture 4.3 Establish a culture in all departments and campuses that attracts, develops, retains, and values employees who provide high level services | 4.1 Achievement of selection, recruitment, and hiring targets 4.2 Student perceptions of workforce goals as student and customer-centered 4.3 Internal workforce perception | 4.1 Establish District-wide standards for customer service 4.2 Design and implement a comprehensive professional development plan for all employees that emphasizes the District-wide standards 4.3 Establish a system that attracts, selects, develops, retains, and recognizes employees who provide high level services to students, parents, and communities 4.4 Develop, implement, and sustain programs that will positively affect the work place |

Key Strategic Goal 1

Fort Worth ISD Strategic Plan 2013-2018



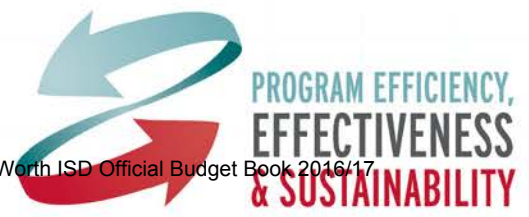
- Key Strategic Measures**
- 1.1 Graduation rates
 - 1.2 SAT scores for college readiness
 - 1.3 Advance placement and dual credit
 - 1.4 Certification and licensures for students
 - 1.5 Achievement and passing rates on state and local assessments
 - 1.6 Enrollment and continuation of Gold Seal Programs and Schools of Choice
 - 1.7 District position for large urban districts, state, and nation
 - 1.8 Post-secondary enrollment and continuation to second year
 - 1.9 Students participating in extra- and co-curricular activities
 - 1.10 Students social / emotional / **physical health** needs met

Key Strategy 1.1
Ensure that all students have access to rigorous and engaging curriculum and technology that promote accelerated learning and meets the needs of a global economy

Key Strategy 1.2
Develop specific processes to be followed to assist students in successfully transitioning to the next level of education academically, socially and emotionally

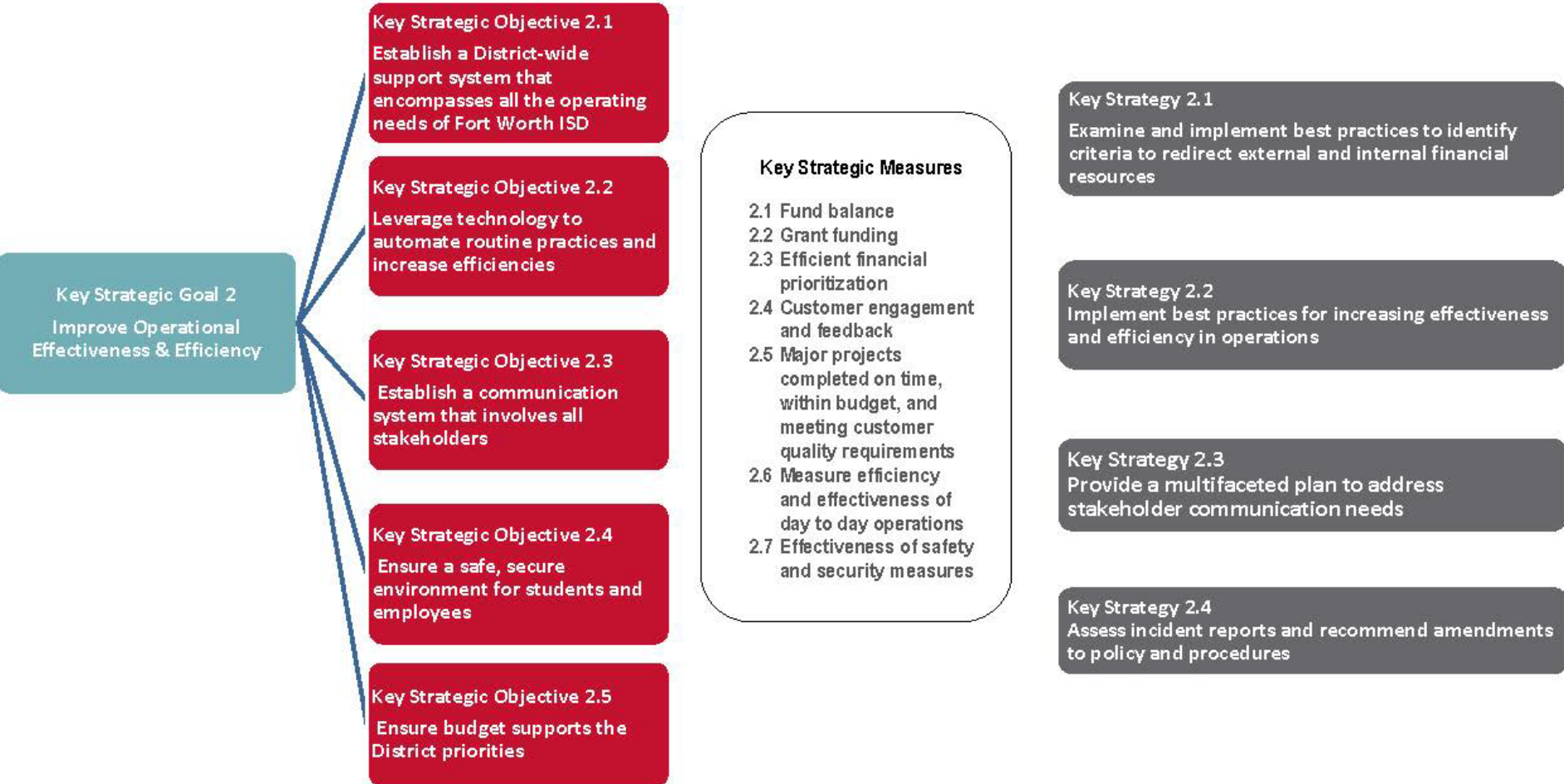
Key Strategy 1.3
Ensure that every school promotes extra-curricular, co-curricular, and enrichment opportunities for every student

Key Strategy 1.4
Equip employees to meet the academic and social / emotional / physical health needs for our students



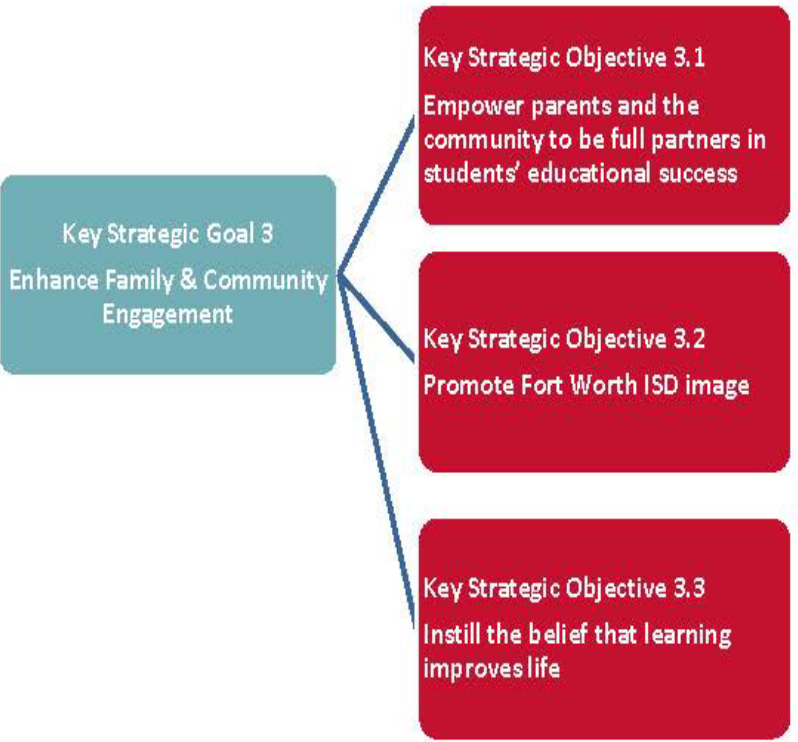
Key Strategic Goal 2

Fort Worth ISD Strategic Plan 2013-2018



Key Strategic Goal 3

Fort Worth ISD Strategic Plan 2013-2018

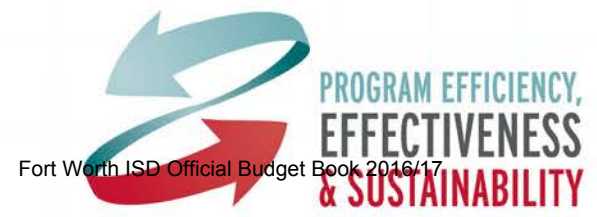


- Key Strategic Measures**
- 3.1 Family engagement and involvement in student success
 - 3.2 Community/business engagement
 - 3.3 External stakeholder feedback
 - 3.4 External stakeholder feedback on mission, values, performance

Key Strategy 3.1
Connect families and community to opportunities to expand their knowledge

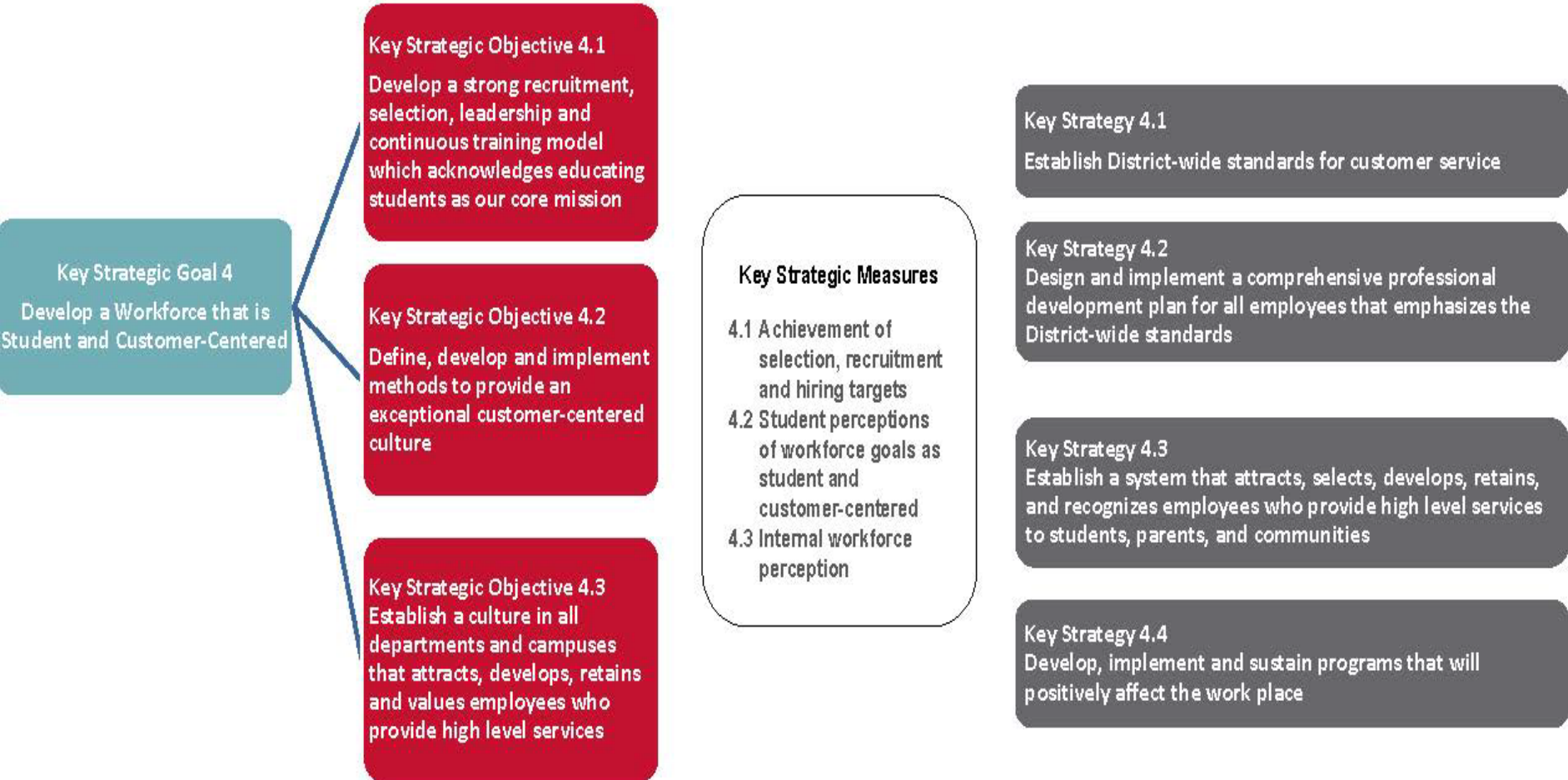
Key Strategy 3.2
Market Fort Worth ISD to families and the community

Key Strategy 3.3
Leverage business and community partnerships to support MMVV of Fort Worth ISD



Key Strategic Goal 4

Fort Worth ISD Strategic Plan 2013-2018



Key Strategic Goal 4

Develop a Workforce that is Student and Customer-Centered

Key Strategic Objective 4.1

Develop a strong recruitment, selection, leadership and continuous training model which acknowledges educating students as our core mission

Key Strategic Objective 4.2

Define, develop and implement methods to provide an exceptional customer-centered culture

Key Strategic Objective 4.3

Establish a culture in all departments and campuses that attracts, develops, retains and values employees who provide high level services

Key Strategic Measures

- 4.1 Achievement of selection, recruitment and hiring targets
- 4.2 Student perceptions of workforce goals as student and customer-centered
- 4.3 Internal workforce perception

Key Strategy 4.1

Establish District-wide standards for customer service

Key Strategy 4.2

Design and implement a comprehensive professional development plan for all employees that emphasizes the District-wide standards

Key Strategy 4.3

Establish a system that attracts, selects, develops, retains, and recognizes employees who provide high level services to students, parents, and communities

Key Strategy 4.4

Develop, implement and sustain programs that will positively affect the work place



2016-2017 District Improvement Plan



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Letter from the Superintendent...

During the past year, we have continued our journey of continuous improvement. We have kept you informed of the numerous projects as we build on our District Strategic Plan 2013-2018. We have put in place our Mission, Vision and Values, we have established and implemented Customer Service Guidelines, and we have developed our District Goals, the core of our journey toward excellence.

As a part of our District Strategic Plan, we have established the District Improvement Plan for the 2016-2017 school year. This plan was developed by a large number of district-wide employees as the framework to assess and define the District's strengths, needs and priorities to help us meet our District Goals:

- Increase Student Achievement
- Improve Operational Effectiveness and Efficiency
- Enhance Family and Community Engagement
- Develop a Workforce that is Student and Customer-Centered

Quarterly updates will be provided and using the Plan, Do, Study, Act (PDSA) Continuous Improvement tool, the end result of these plans will hold each and every District employee more responsible and accountable. We'll have a workforce that is student and customer-centered as we focus on the education of ALL students in the Fort Worth Independent School District.

Respectfully,

Kent Paredes Scribner, Ph.D.
Superintendent

Fort Worth ISD Board of Trustees



Jacinto Ramos, Jr., President
District 1



Ashley Paz, 1st Vice President
District 9



Ann Sutherland, 2nd Vice President
District 6



Norman Robbins, Board Secretary
District 7



Tobi Jackson
District 2

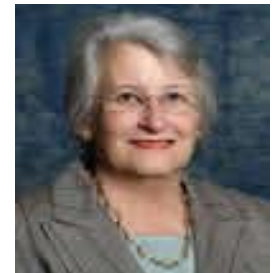
Christine C. Moss
District 3



T.A. Sims
District 4



Judy Needham
District 5



Matthew Avila
District 8



Fort Worth ISD District Leadership

Kent P. Scribner, Ph.D. Superintendent

Clint Bond, Director, External and Emergency Communication

Sherry Breed, Chief of Equity and Excellence

Vicki Burris, Chief Capital Improvement Program

Charles Carroll, Chief Academic Officer

Art Cavazos, Chief of District Operations

Kyle Davie, Chief Technology Officer

Barbara Griffith, Senior Communications Officer

Karen Molinar, Chief of Elementary Schools

Sammy Monge, Chief of Policy and Planning

Cynthia Rincón, Chief of Human Capital Management

Elsie Schiro, J.D., Chief Financial Officer

Cherie Washington, Chief of Secondary Schools

Mission, Vision, Values and Goals

Mission

Preparing students for success in college, career, and community leadership

Vision

Igniting in Every Child a Passion for Learning

Values

Student Achievement

Stakeholder Collaboration

Leadership Development

Respect for Diversity

Equity in Access

Perseverance and Commitment

Continuous Improvement

District Key Strategic Goals

Increase Student Achievement

Improve Operational Effectiveness and Efficiency

Enhance Family and Community Engagement

Develop a Workforce that is Student and Customer-Centered

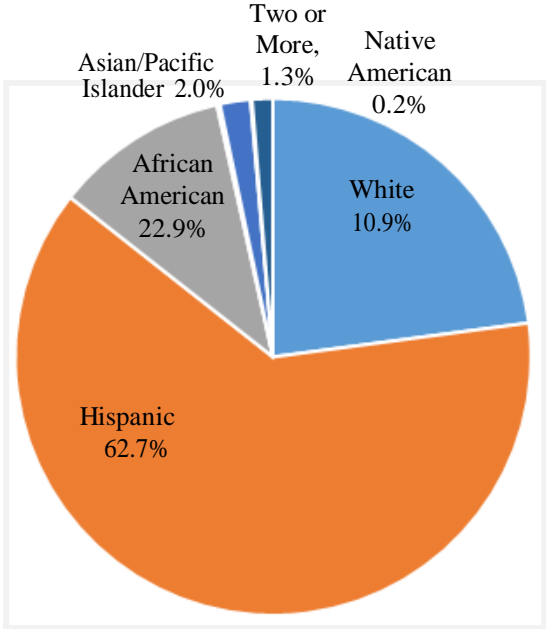
District Data



District Profile

In the 2014-15 school year, student enrollment exceeded 85,000 students. Student enrollment is projected to continue growing to more than 87,000 students served by 144 schools - including 19 four-year high schools.

Fort Worth ISD Student Profile



Fort Worth ISD Student Statistics

| | |
|----------------------------------------|-------|
| At-Risk | 51.2% |
| Low Income | 58.8% |
| Limited English Proficient | 18.2% |
| Special Education | 8.5% |
| Career Technical Education | 23.2% |
| Bilingual/English as a Second Language | 17.8% |
| Gifted/Talented | 7.6% |

Source: 2014-2015 TEA TAPR Report

Fort Worth ISD 2015 Accountability Summary

Fort Worth ISD’s final accountability ratings for the 2015-2016 school year released by the Texas Education Agency (TEA) show that outstanding student achievement produced a “Met Standard” rating for the District under the state accountability system. FWISD Met Standard on all four Indexes: Index 1-Student Performance; Index 2-Student Progress, Index 3-Closing the Performance Gap, and Index 4-Postsecondary Readiness. Within the accountability system FWISD also met 61, or 75 percent, of the required Safeguard Indicators. The Safeguard Indicators are measured in the areas of Performance, Participation, and Federal Graduation Rates for all students, seven ethnicity groups, economically disadvantaged, Special Education, and English Language Learners (Current and Monitored) for Reading, Mathematics, Writing, Science, and Social Studies.

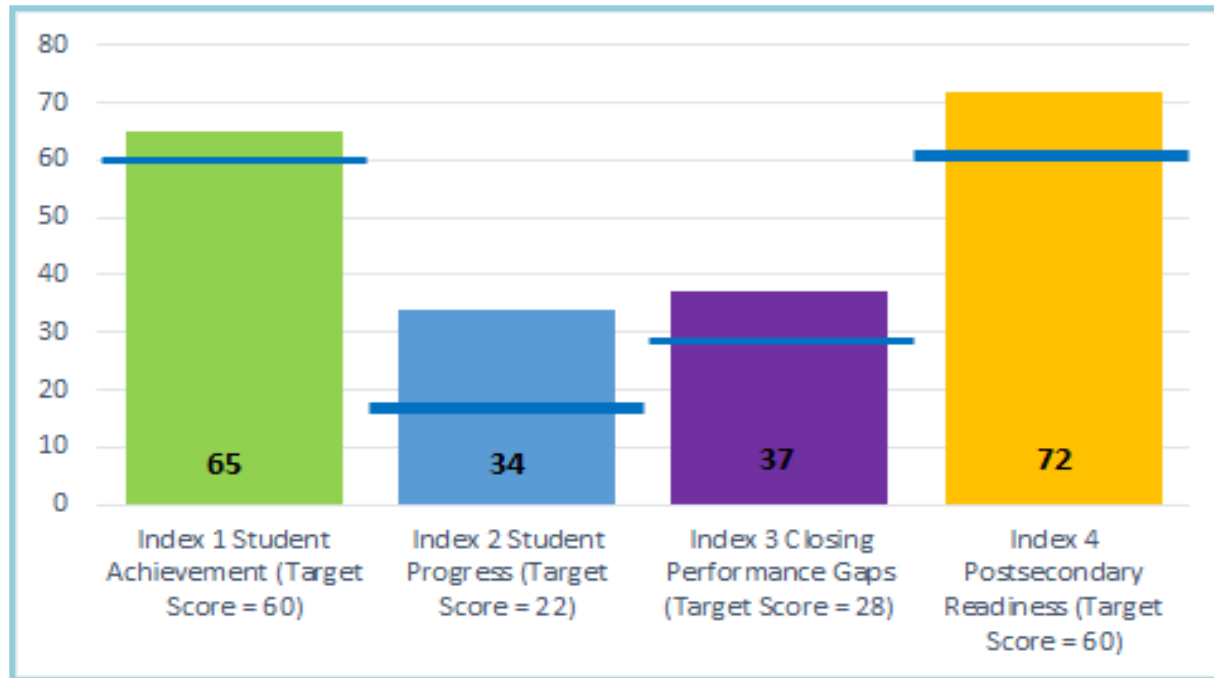
| | |
|------------------------------------|--|
| FWISD Accountability Rating | |
| Met Standard | |

| Met Standards on: | Did Not Meet Standards On: |
|--------------------------|-----------------------------------|
| Student Achievement | None |
| Student Progress | |
| Closing Performance Gaps | |
| Postsecondary Readiness | |

Performance Indexes

Four performance indexes include a broad set of measures that provide a comprehensive evaluation of FWISD ISD.

2015 FWISD Accountability Summary



Distinction Designations

Distinction designations are awarded to campuses based on achievement in several performance indicators relative to a group of 40 campuses of similar type, size, and student demographics.

System Safeguards

The disaggregated performance results of the state accountability system serve as the basis of safeguards for the accountability rating system to ensure that poor performance in one area or one student group is not masked in the performance index. The disaggregated performance measures and safeguard targets are calculated for performance rates, participation rates, and graduation rates of eleven student groups: All Students, Seven Racial/Ethnic groups: African American, American Indian, Asian, Hispanic, Pacific Islander, White, and Two or More Races; Economically Disadvantaged, Students with Disabilities, and English language learners (ELLs).

| System Safeguards | | | |
|-----------------------------|---------------------|----------|------------|
| FWISD Indicators Met | | | |
| Performance Rates | 33 out of 49 | = | 67% |
| Participation Rates | 22 out of 22 | = | 100% |
| Graduation Rates | 5 out of 9 | = | 56% |
| Total | 61 out of 81 | = | 75% |

FWISD 2015 Student Performance

State of Texas Assessments of Academic Readiness (STAAR) are administered in the core subject areas—reading, writing, mathematics, science, and social studies. The number of tests taken each year varies depending on the student’s grade level. As the state has done for at least the past two testing programs, the passing standards are phased in. The Level II passing standards will be a multi-year process until the final standard is implemented. The phase in approach was adopted as a result of the significant increase in the rigor of the STAAR program. The phase-in will provide FWISD with time to adjust instruction, provide additional staff training, and close knowledge gaps.

STAAR Performance Level Descriptors:

- | | |
|----------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| Level III: Advanced Academic Performance- | Performance in this category indicates that students are well prepared for the next grade or course. |
| Level II: Satisfactory Academic Performance- | Performance in this category indicates that students are sufficiently prepared for the next grade or course. |

2015 FWISD STAAR Performance, Overall

| | All Students | African American | Hispanic | White | American Indian | Asian | Pacific Islander | Two or More | Special Education | Eco Dis | ELL |
|-----------------------------------|--------------|------------------|----------|-------|-----------------|-------|------------------|-------------|-------------------|---------|-----|
| Reading | | | | | | | | | | | |
| % at Phase-in 1 Level II or above | 67% | 58% | 68% | 86% | 74% | 58% | 71% | 77% | 33% | 65% | 56% |
| % at Level III Advanced | 10% | 5% | 8% | 28% | 18% | 15% | 17% | 17% | 2% | 8% | 8% |
| Mathematics | | | | | | | | | | | |
| % at Phase-in 1 Level II or above | 73% | 64% | 74% | 86% | 60% | 74% | 83% | 80% | 33% | 72% | 53% |
| % at Level III Advanced | 15% | 7% | 14% | 36% | * | 27% | * | 31% | * | 12% | 4% |
| Writing | | | | | | | | | | | |
| % at Phase-in 1 Level II or above | 62% | 52% | 62% | 80% | 54% | 60% | * | 70% | 17% | 59% | 55% |
| % at Level III Advanced | 5% | 2% | 4% | 17% | * | 15% | * | 12% | * | 3% | 3% |
| Science | | | | | | | | | | | |
| % at Phase-in 1 Level II or above | 70% | 59% | 70% | 89% | 67% | 71% | 88% | 82% | 39% | 66% | 51% |
| % at Level III Advanced | 11% | 4% | 9% | 32% | 25% | 23% | 31% | 23% | 3% | 7% | 4% |
| Social Studies | | | | | | | | | | | |
| % at Phase-in 1 Level II or above | 71% | 62% | 70% | 89% | 67% | 72% | 70% | 86% | 37% | 67% | 37% |
| % at Level III Advanced | 11% | 5% | 9% | 33% | 39% | 20% | * | 25% | 2% | 8% | 2% |

Source: 2015 TEA TAPR Report

FWISD 2014-2015 SAT/ACT Summary

| Indicator: | State | Region IX | District | African American | Hispanic | White | American Indian | Asian | Pacific Islander | Two or More | Special Ed | Eco Dis | ELL |
|-------------------------------|-------|-----------|----------|------------------|----------|-------|-----------------|-------|------------------|-------------|------------|---------|-----|
| SAT/ACT Results Tested | | | | | | | | | | | | | |
| Class of 2014 | 66.3% | 68.4% | 99.1% | 97.5% | 95.9% | ? | ? | ? | 100% | ? | n/a | ? | n/a |
| Class of 2013 | 63.8% | 62.9% | 62.5% | 72.4% | 54.5% | 73.8% | 75.0% | 83.5% | * | 79.6% | n/a | ? | n/a |
| At/Above Criterion | | | | | | | | | | | | | |
| Class of 2014 | 25.1% | 31.2% | 11.3% | 3.4% | 5.7% | 38.0% | 25.0% | 26.5% | 20.0% | 17.4% | n/a | 1.9% | n/a |
| Class of 2013 | 25.4% | 32.9% | 15.2% | 4.6% | 10.4% | 41.3% | 66.7% | 30.2% | * | 25.6% | n/a | 6.1% | n/a |
| Average SAT Score | | | | | | | | | | | | | |
| Class of 2014 | 1417 | 1453 | 1232 | 1125 | 1187 | 1502 | 1269 | 1332 | * | 1376 | n/a | 1103 | n/a |
| Class of 2013 | 1422 | 1477 | 1316 | 1189 | 1283 | 1577 | 1892 | 1372 | * | 1416 | n/a | 1225 | n/a |
| Average ACT Score | | | | | | | | | | | | | |
| Class of 2014 | 20.6 | 21.9 | 17.9 | 16.0 | 17.2 | 23.5 | * | 18.9 | * | 21.6 | n/a | 15.9 | n/a |
| Class of 2013 | 20.6 | 21.8 | 18.2 | 16.2 | 17.7 | 22.6 | * | 20.1 | * | 21.4 | n/a | 17.1 | n/a |

‘?’ indicates that the data for this item were statistically improbable, or were reported outside a reasonable range.

‘*’ indicates results are masked due to small numbers to protect student confidentiality.

Source: 2014-2015 TEA TAPR Report

2016-2017 District Priorities



2016-2017 District Priorities - Goal 1

| Goal 1: Increase Student Achievement | 2016 Goal | 2016 Results |
|---------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------|
| Performance Objective 1: Kindergarten Readiness | | |
| Increase percentage of Pre-K students marked M on their final report card | 5% Increase | |
| Performance Objective 2: Third Grade Reading Levels | | |
| Increase the percentage of students reading on grade level by the end of 3 rd grade | 5% Increase | |
| Performance Objective 3: Middle Grades Math/Algebra I | | |
| Increase the percentage of Freshmen receiving credit in Algebra I by the end of 9 th grade. | 5% Increase | |
| Increase the percentage of middle school students receiving credit in Algebra I | 5% Increase | |
| Performance Objective 4: State Accountability | | |
| Demonstrate Continuous Improvement of District Accountability measures through aligned systems and curriculum | 2% closure of gap with state | |
| Performance Objective 5: Student Participation in Extracurricular Activities | | |
| Maintain current level of student participation and monitor academic achievement through measure of academic eligibility. | 85% academically eligible | |
| Performance Objective 6: College and Career Readiness | | |
| Close graduation rate gap between FWISD and State | 2% | |
| Increase enrollment in dual credit and AP courses | 5% increase | |
| Increase the mean SAT scale score for 11 th graders | 10 point increase | |
| Increase the number of AP exams with a score of 3 or higher | 5% increase | |

2016-2017 District Priorities - Goal 2

| Goal 2: Improve Operational Effectiveness and Efficiency | 2016 Goal | 2016 Results |
|---------------------------------------------------------------------------------------------------------------------|----------------|--------------|
| Performance Objective 1: Fund Balance | | |
| Maintain a Fund Balance between 12 – 20% | 12% - 20% | |
| Performance Objective 2: District FIRST Rating | | |
| Efficient use of resources by the District FIRST rating | Score above 28 | |
| Performance Objective 3: Substitute Fill Rate | | |
| Decrease the percent of unfilled teacher absences requiring substitutes | 10% decrease | |
| Performance Objective 4: FWISD Teacher Hiring Process | | |
| Campus teacher vacancies will be filled by candidates who have been screened by the FWISD teacher selection process | 95% | |
| Performance Objective 5: Percent of Certified Teachers | | |
| Decrease the percent of FWISD classrooms with uncertified teachers | 10% decrease | |
| Performance Objective 6: One-to-One Technology Usage | | |
| Increase the percentage of high school students who have and utilize a one-to-one device by end of first 6-weeks | 75% | |
| Performance Objective 7: Maintenance Work Order Response | | |
| Maintenance work orders will be addressed within one week of receipt | 90% | |
| Performance Objective 8: Continuous Improvement | | |
| FWISD departments will define and begin documenting key processes. | 100% | |

2015-2016 District Priorities - Goal 3

| Goal 3: Enhance Family and Community Engagement | 2016 Goal | 2016 Results |
|-----------------------------------------------------------------------|----------------------|--------------|
| Performance Objective 1: Family Education and Awareness | | |
| Increase the number of knowledge-based offerings delivered to parents | 100 program increase | |
| Performance Objective 2: Community Partnerships | | |
| Increase the number of active business and community partnerships | 10% Increase | |

2015-2016 District Priorities - Goal 4

| Goal 3: Develop a Workforce that is Student and Customer Centered | 2016 Goal | 2016 Results |
|-----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|--------------|
| Performance Objective 1: Student Discipline | | |
| Decrease suspensions experienced by historically marginalized student groups by decreasing the number of students suspended | 2% decrease | |
| Decrease the DAEP referrals experienced by historically marginalized student groups by decreasing the number of students referred | 2% decrease | |
| Performance Objective 2: Racial Equity | | |
| Develop and enact a racial equity action plan that yields observable progress towards each goal. | Action plan progress on 6 of 6 goals | |

Goal 1: Increase Student Achievement



| Department | Dept. Leader | Goal | Action Steps |
|----------------------------|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Elementary Leadership | Karen Molinar | 90% of students in grades 3 – 5 will meet Reading Lexile Growth Targets | Q1 – 50% of students in grades 3 – 5 met Reading Lexile Growth targets Q2 – 75% of students in grades 3 – 5 met Reading Lexile Growth targets Q3 – 85% of students in grades 3 – 5 met Reading Lexile Growth targets Q4 - 90% of students in grades 3 – 5 met Reading Lexile Growth targets |
| Curriculum and Instruction | Khechara Bradford | Sustainable systems are built to improve Tier 1 student learning in the core content areas as evidenced by 5% growth in all content areas | Q1 – Ensure 100% of new teachers are partnered with trained mentors and are connected to a coherent professional learning plan Q2 – Focus on designing rigorous and relevant student learning experiences. Launch purposeful planning utilizing PLC and DII resources in our FWISD planning process and aligned to T-PCESS/T-TESS indicators. Q3 – Revise core curriculum and classroom expectations to explicitly express district areas of focus with specific attention to differentiation and hands-on real-world opportunities and DII protocol Q4 – Create sustainable professional learning plans that are targeted, purposeful, aligned to our core focus areas and presented by content masters through differentiated modes. |
| Curriculum and Instruction | Khechara Bradford | 15% Tier movement from Tier III to Tier I, increasing the number of students attaining grade level literacy. | Q1 – 100% of K – 3 students assessed with universal screener to establish baseline data point Q2 – Instructional guidance given to primary literacy teachers and principals in both document format and engaging professional learning experiences. Visioning is guided to strengthen aligned programs and eliminate unsuccessful resources. Q3 – Literacy task force has established 3-year timeline which includes classroom expectations, resources, community involvement, and progress monitoring connected to Rtl. Middle of Year data shows increase in students moving from Tier III to Tier II. Q4 – End of year improvement equivalent to 200 Lexile points per student |

| Department | Dept. Leader | Goal | Action Steps |
|----------------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Curriculum and Instruction | Khechara Bradford | 8% increase in grade 6 – 8 mathematics each year for the next 3 years. | <p>Q1 – Professional learning focused on the new TEKS and areas where gaps may exist or worsen based on the new TEKS and the new assessment. Middle School Mathematics Task Force will develop a timeline, mathematics plan, and communication systems for the district focus.</p> <p>Q2 – Develop a portrait of a middle school mathematics teacher to share with principals/recruiters. Develop a screening process to assess mathematical knowledge of potential new hires. Discuss stipends for highly qualified mathematics teachers.</p> <p>Q3 –Decrease the number of HS students failing Algebra 1 at the semester snapshot by 10%.</p> <p>Q4 – Increase student achievement in the middle school and the number of students enrolling in an passing Algebra 1.</p> |
| Fine Arts | Christina Walk | Monitor academic eligibility of students participating in fine arts extracurricular activities and student attendance in fine arts classes which result in a positive impact on FWISD dropout rate. | <p>Q1 – Monitor student attendance in Fine Arts Classes with a goal of 97% or higher</p> <p>Q2 – Monitor academic eligibility of Fine Arts students with a goal of 80% or higher</p> <p>Q3 – Monitor academic eligibility of Fine Arts students with a goal of 80% or higher.</p> <p>Q4 – Monitor student attendance in Fine Arts classes with a goal of 97% or higher</p> |
| Fine Arts | Christina Walk | Performance groups and Visual Arts student activities show a positive outcome with Excellent to Superior results from 80% of participants. | <p>Q1 – 95% of secondary FA courses scheduled by Level at each campus</p> <p>Q2 – 80% of performance groups schedule fall/winter programs</p> <p>Q3 – Academic eligibility of Fine Arts students equals 80% or higher</p> <p>Q4 – 85% of secondary FA programs participate in UIL/VASE</p> |
| Athletics | Kevin Greene | Increase the 2016-2017 student participation rate in middle and high school athletics by .5% as compared to the 2015-2016 participation rate. | <p>Q1 – Participation rate comparison of Football, Volleyball, Tennis, and Cross Country.</p> <p>Q2 – Participation rate comparison of Basketball, Soccer, Wrestling, and Swimming</p> <p>Q3 – Participation rate comparison of Track, Baseball, and Softball</p> <p>Q4 – Overall participation comparison</p> |

| Department | Dept. Leader | Goal | Action Steps |
|-------------------|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Athletics | Kevin Greene | Ensure eligibility of students who participate in athletics by maintaining an 85% passing rate, in all classes, for student athletes. | Q1 – Passing rates for students participating in Football, Volleyball, Tennis, and Cross Country. Q2 – Passing rates for students participating in Basketball, Soccer, Wrestling, and Swimming Q3 – Passing rates for students participating in Track, Baseball, and Softball Q4 – Overall passing rates for all student athletes |
| Bilingual/ESL | Mariagrazia Sheffield | By collaborating with Literacy Department , English Learners in grades 3 – 8 and ELs taking STAAR – EOC English I and English II will increase their academic achievement in Reading and or Writing by 5 points, as measured by STAAR and STAAR-EOC passing rates, and as reported in PBMAS 2017 data. | Q1 – Establish baseline with Learning Management System data Q2 – Increase by 3 points the percentage of ELs making progress as measured through LMS data. Q3 – Increase by 3 points the percentage of ELs making progress as measured through LMS data. Q4 –Utilize STAAR and STAAR-EOC results to predict PBMAS 2017 results. |
| Special Education | Mariagrazia Sheffield | By collaborating with Literacy Department, Special Education students in grades 3 – 8 will increase their academic achievement in Reading and or Writing by 5 points, as measured by STAAR passing rates, and as reported in PBMAS 2017 data. | Q1 – Establish baseline with Learning Management System data Q2 – Increase by 3 points the percentage of SpEd students making progress as measured through LMS data. Q3 – Increase by 3 points the percentage of SpEd students making progress as measured through LMS data. Q4 –Utilize STAAR results to predict PBMAS 2017 results. |
| Special Education | Mariagrazia Sheffield | By collaborating with Literacy Department, Special Education students in grades 9 – 10 will increase their academic achievement in English Language Arts by 5 points, as measured by STAAR-EOC passing rates, and as reported in PBMAS 2017 data. | Q1 – Establish baseline with Learning Management System data Q2 – Increase by 2 points the percentage of SpEd students making progress as measured through LMS data. Q3 – Increase by 2 points the percentage of SpEd students making progress as measured through LMS data. Q4 –Utilize STAAR results to predict PBMAS 2017 results. |

| Department | Dept. Leader | Goal | Action Steps |
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| JROTC | Richard Crosley | Increase the percentage of students participating in JROTC by .5%. | <p>Q1 – Recruit students to enroll in JROTC and monitor the enrollment numbers at each of the high school programs.</p> <p>Q2 – Review second semester enrollment numbers and ensure student enrollment does not decrease in Spring semester.</p> <p>Q3 – Continue monitoring enrollment in JROTC and begin recruiting students for 2017-2018.</p> <p>Q4 – Review final enrollment numbers and projected enrollment for 2017-2018</p> |
| JROTC | Richard Crosley | Establish a baseline for enrollment in the new United States Military History course which will result in students being eligible for a Humanities endorsement on the high school diploma. | <p>Q1 – Establish the group of students enrolled in Military History that will be eligible for endorsement by the end of the school year, 2016-2017 and monitor history grades from the first 6-weeks of all students in identified group.</p> <p>Q2 – Monitor History grades of identified students from both 2nd and 3rd 6-weeks reporting periods.</p> <p>Q3 – Monitor History scores of identified students for 4th 6-weeks and recruit students for enrollment in Military History for 2017-2018.</p> <p>Q4 – Review annual passing rates of identified students and determine who will receive Humanities endorsement and determine student group eligible for endorsement in 2017-2018.</p> |
| Advanced, Accelerated, and Innovative Learning | Sharon Meng | By August 2017, FWISD will show a 2% increase in the number of AP exams that were taken by FWISD students which resulted in a score of 3 or higher. | <p>Q1 – Monitor enrollment in Advanced Placement courses to ensure an increase in District enrollment.</p> <p>Q2 – Monitor Passing rates from Fall Semester Advanced Placement courses.</p> <p>Q3 – Monitor enrollment and continuation in Advanced Placement courses to ensure an increase in District enrollment.</p> <p>Q4 – Monitor passing rates from Spring Semester and yearly Advanced Placement courses.</p> |

| Department | Dept. Leader | Goal | Action Steps |
|------------------------------------------------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Advanced, Accelerated, and Innovative Learning | Sharon Meng | By August 2017, FWISD will have 100% of elementary campuses serving at least 10% of their population in Gifted and Talented programs while the District as a whole will show 10% of each student ethnicity group participating in GT programs. | Q1 – Identify GT student population at each elementary school campus. Q2 – Monitor student participation to ensure identified students are being served. Q3 – Monitor student participation to ensure identified students are being served. Q4 –Analyze end of year data to determine success with end of year measure. |
| Advanced, Accelerated, and Innovative Learning | Sharon Meng | By August 2017, SAT scores for FWISD Juniors and PSAT scores for FWISD Sophomores will show a 2% increase in mean scores as compared to the 2015-2016 administration. | Q1 – Monitor student enrollment at all high school campuses to determine number of 10 th graders taking PSAT and number of 11 th graders taking SAT. Q2 – Administer PSAT during the school day to all 10 th graders. Q3 – Administer SAT during the school day to all 11 th graders. Q4 –Review Preliminary score reports and analyze results for improvement. |
| Secondary School Leadership | Cherie Washington | By June 2017, students enrolled in all FWISD secondary schools will demonstrate a 200 point Lexile growth as measured by FWISD literacy assessment tool. | Q1 – 100% of students will take BOY testing to establish a Lexile level baseline Q2 – MOY testing will show 100 point Lexile gain from BOY testing Q3 – MOY testing will show 100 point Lexile gain from BOY testing Q4 –EOY testing will show a 200 point Lexile gain from BOY testing |
| Secondary School Leadership | Cherie Washington | By June 2017, Math EOC and STAAR tests at grades 6 th – 9 th will reflect a 5% increase in total students passing in secondary schools, as compared to 15-16 data. | Q1 – 50% of students will pass each SCA/Unit during the quarter (70% standard) Q2 – Fall Benchmarks will reflect 50% of students passing at 70% standard Q3 – 55% of students will pass each SCA/Unit during the quarter (70% standard) Q4 –a 5% increase in passing between Fall and Spring district benchmarks |

| Department | Dept. Leader | Goal | Action Steps |
|------------------------------------------------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Advanced, Accelerated, and Innovative Learning | Sharon Meng | By August 2017, FWISD will have 100% of elementary campuses serving at least 10% of their population in Gifted and Talented programs while the District as a whole will show 10% of each student ethnicity group participating in GT programs. | Q1 – Identify GT student population at each elementary school campus. Q2 – Monitor student participation to ensure identified students are being served. Q3 – Monitor student participation to ensure identified students are being served. Q4 –Analyze end of year data to determine success with end of year measure. |
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| Department | Dept. Leader | Goal | Action Steps |
|-------------------------------------------------------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Division of Academics | Charles Carroll | By June 2017, FWISD will strengthen tier I instruction so that all teachers engage all students in rigorous, relevant and real-world learning experiences that are purposefully designed and such instruction leads to 10% improvement in all tested disciplines. | Q1 – Establish walkthrough document that establishes baseline for student engagement and 20% of students in classrooms walked will demonstrate highly engaged behavior. Q2 – 25% or more of students in classrooms walked will be highly engaged at an analysis/application level or above. Q3 – 40% or more of students in classrooms walked will be highly engaged at an analysis/application level or above. Q4 –50% or more of students in classrooms walked will be highly engaged at an analysis/application level or above |
| New Teacher Induction/ Professional Learning and Innovation | Berty Magaña | By June 2017, 50% of new teachers will have attended a New Teacher professional learning offering as monitored through Eduphoria and self-reported by NTIS sign in sheets.. | Q1 – 20% of all new teachers attend learning offering. Q2 – 30% of all new teachers attend learning offering. Q3 – 40% of all new teachers attend learning offering. Q4 –50% of all new teachers attend learning offering. |
| Professional Learning and Innovation | Lezley Lewis | By August 2017, 100% of FWISD campuses will utilize the PLI professional learning communities support and resources as monitored through Eduphoria and self-reported by PLI PLC Activity Logs. | Q1 – 25% of campuses utilize PLC resources Q2 – 50% of campuses utilize PLC resources Q3 – 75% of campuses utilize PLC resources Q4 –100% of campuses utilize PLC resources |
| Professional Learning and Innovation | Lezley Lewis | By September 2017, 1 20% increase in differentiated professional learning opportunities during summer and non-instructional time will be realized as monitored through Eduphoria and the summer catalogue. | Q1 – 5% increase in offerings. Q2 – 10% increase in offerings. Q3 – 15% increase in offerings. Q4 –20% increase in offerings. |

| Department | Dept. Leader | Goal | Action Steps |
|---------------------------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Accountability and Data Quality | Sara Arispe | By August 2017, 75% of users report that reports provided information that is relevant to decision –making at the student, class, campus, and district levels for student progress toward on-grade level reading using measures from the new literacy screener. | <p>Q1 – Create RFP and obtain approval on universal screener for K-12 students.</p> <p>Q2 – Complete teacher training and implementation of Achieve tolls for BOY and provide training on reports.</p> <p>Q3 – Assess 100% of K-3 students and 85% of 4 – 12 students for MOY measure.</p> <p>Q4 –Assess 100% of K-3 students and 85% of 4 – 12 students for EOY measure.</p> |
| Accountability and Data Quality | Sara Arispe | In the 2016-2017 school year, FWISD will participate for the first time in the NAEP testing as one of 27 large urban districts and therefore 90% of stakeholders will report that they received consistent, timely communication on NAEP-TUDA processes. | <p>Q1 – Creation of District NAEP-TUDA cross-functional team.</p> <p>Q2 – Begin bi-weekly meetings in November</p> <p>Q3 – Begin bi-weekly meetings in January</p> <p>Q4 –Begin monthly meetings with a focus on planning for report release.</p> |

Goal 2: Improve Operational Effectiveness and Efficiency



Goal 2: Improve Operational Effectiveness and Efficiency

| Department | Dept. Leader | Goal | Action Steps |
|----------------------|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Business and Finance | Elsie Schiro | For the 2017-2018 Budget Planning cycle, the District will transition into using the Smarter School Spending for Student Success Budget Model to develop the 2017-2018 budget, together with a three-year strategic financial plan. | <p>Q1 – Plan and prepare budget model.</p> <p>Q2 – Develop instructional priorities.</p> <p>Q3 – Allocate resources; finalize 3-year Strategic Financial Plan.</p> <p>Q4 – Adopt budget and begin 2018-2019 budget development cycle.</p> |
| District Operations | Art Cavazos | By June 2017, FWISD will conduct a facilities master plan analysis that will yield an individualized plan for each of our FWISD Comprehensive High Schools as well as a rubric that can be applied to every other campus in the District. | <p>Q1 – Engage the Fort Worth community in visioning sessions by holding Focus Groups and Community Summits as well as administer an on-line survey.</p> <p>Q2 – Establish an Educational Program Design Team to translate community voice learnings and facility needs into a facility plan for FWISD.</p> <p>Q3 – Facilities rubric will be created and Learning Environment Team will complete site visits.</p> <p>Q4 –All Facilities Master Plan work will be completed and the Final report will be provided to FWISD.</p> |
| District Operations | Art Cavazos | By June 2017, FWISD Transportation Department will fully implement a bus tracking system for 100% of FWISD busses that is supported by a parent application that can locate any identified bus. | <p>Q1 – GPS equipment will be installed in 100% of FWISD busses.</p> <p>Q2 –100% of FWISD transportation drivers will have electronic vehicle inspection capabilities and begin creation of an electronic transportation map.</p> <p>Q3 – Transportation routes will be converted to electronic version, bus pick-up and drop-off as well as safe alternative routes will be added to map.</p> <p>Q4 –Map and App ready for release and a pilot for Transportation Student ID check-in will happen at one High School campus.</p> |

Goal 2: Improve Operational Effectiveness and Efficiency

| Department | Dept. Leader | Goal | Action Steps |
|-----------------------------------------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Transportation | Shirley Morris | The Transportation Department will improve student safety at 50% of district campuses through the improvement of “bus loading zone” locations, practices and procedures by the end of the 2016-2017 school year. | <p>Q1 – Hold first general committee meeting to discuss the development of a bus loading zone improvement plan and commence preliminary budget planning.</p> <p>Q2 – Visit 30% of identified campuses and meet with campus leaders to address bus loading zone improvement plans.</p> <p>Q3 – Visit 65% of identified campuses and meet with campus leaders to address bus loading zone improvement plans.</p> <p>Q4 – Visit 100% of identified campuses and meet with campus leaders to address bus loading zone improvement plans ID check-in will happen at one High School campus.</p> |
| Fleet Operations and Auxiliary Services | Carl Alfred | The Fleet Operations and Auxiliary Services Department will acquire and implement a work order system that will optimize the efficiency of the maintenance department, interface with Budget and Operations processes and improve the overall quality of customer service provided to department stakeholders. | <p>Q1 – RFP and Purchasing process completed.</p> <p>Q2 – 50% of all maintenance staff trained on new system.</p> <p>Q3 – 100% of maintenance staff trained on new system.</p> <p>Q4 – New work order system fully implemented and operational for use in 2017-2018 school year.</p> |
| Policy and Planning | Sammy Monge | By August 2017, an FWISD Board Policy review process will be established that ensures 100% of TASB recommended updates are considered and reviewed, and any policy changes are taken before the Board for approval. | <p>Q1 – Review past TASB policy updates that were not addressed from previous vacancy and hold September and October review committee meetings.</p> <p>Q2 – Conduct Policy Review Committees for Nov, Dec, and January.</p> <p>Q3 – Conduct Policy Review Committee meetings for Feb, Mar, and April</p> <p>Q4 – Conduct Policy Review Committee meetings for May, Jun, and July</p> |
| Policy and Planning | Sammy Monge | By August 2017, FWISD Leadership will establish an agreed upon list of District Priorities with 100% of priorities supported by budget and action planning. | <p>Q1 – Define process and share information with Leadership team with identified dates.</p> <p>Q2 – Hold first two planning meetings with resulting list of possible priorities being identified.</p> <p>Q3 – Finalize priority list and ensure support through budget process.</p> <p>Q4 – Develop action plans for 17-18 that support District Priorities.</p> |
| Policy and Planning | Sammy Monge | By August 2017, FWISD will have established an Annual Employee Handbook that is ready for distribution to 100% of FWISD employees. | <p>Q1 – Review policies that are required to be communicated to employees on an annual basis and review employee procedure manuals that already exist.</p> <p>Q2 – Create format for Annual Employee Handbook</p> <p>Q3 – Establish employee review committees to receive feedback.</p> <p>Q4 – Make revisions and prepare for distribution to employees in August</p> |

Goal 2: Improve Operational Effectiveness and Efficiency

| Department | Dept. Leader | Goal | Action Steps |
|------------------------------------------|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Legal Services | Valerie Carrillo | By May 2017, an electronic system will be in place and used by trained staff to enable vendors and campuses to receive agreement of services within 10 days of an application. | <p>Q1 – The Legal team will explore possible electronic review systems for effectiveness and efficiency.</p> <p>Q2 –An electronic system will be created and tested for staff and campus use.</p> <p>Q3 – Training materials will be produced and training schedules communicated to District Chiefs and Principals.</p> <p>Q4 – District and campus staff will be trained by May.</p> |
| Office of Professional Standards | Michael Menchaca | By August 2017, The Office of Professional Standards' Standard Operating Procedures will be revised and disseminated so that 100% of all central office and campus administrators are aware of approved employee behavior procedures.. | <p>Q1 – Complete revisions to existing Standard Operating Procedures and obtain approval.</p> <p>Q2 – Disseminate and review new operating procedures with central and campus administration and begin implementation.</p> <p>Q3 – Conduct on-going analysis of cases taken before the Case Review Committee for application of new standards.</p> <p>Q4 –Make revisions, provide training for all new campus and central office administrators, and provide refresher training for existing administrators.</p> |
| Human Capital Management | Cynthia Rincón | By August 2017, an FWISD Human Capital Management Department will establish new key processes which include hiring and retaining staff, and result in 100% of FWISD stakeholders understanding the key functions of the HCM Department. | <p>Q1 – Review current HCM Departments and align department functions to Divisional purpose.</p> <p>Q2 – Work with Divisional Chiefs to establish a clear process for hiring, inducting, and retaining staff.</p> <p>Q3 – Organize and coordinate a strategic communications plan to share HCM Key processes with FWISD Staff.</p> <p>Q4 –Review HCM departmental structure and reorganize in support of key HCM processes.</p> |
| Employee Relations | Rufino Mendoza | Develop and implement a training program to assist campus leadership with greater understanding of implementation of T-TESS requirements. | <p>Q1 – Determine training components and schedule for 2016-2017 school year.</p> <p>Q2 – Conduct training of principals by pyramid.</p> <p>Q3 – Assess the implementation of training.</p> <p>Q4 –review 2016-2017 process for improvements in the following year.</p> |
| Transactional Team and Substitute Office | Rafaela Gomez | By August 2017, 90% of all teacher absences will be filled by FWISD substitutes. | <p>Q1 – Organize a committee to develop an attendance incentive plan.</p> <p>Q2 – Complete action plan and implement District-side plan.</p> <p>Q3 – Review incentive plan and conduct a substitute appreciation event.</p> <p>Q4 –Provide incentive to qualifying employees.</p> |

Goal 2: Improve Operational Effectiveness and Efficiency

| Department | Dept. Leader | Goal | Action Steps |
|------------------------------------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Transactional Team and Substitute Office | Rafaela Gomez | By August 2017, employees will be processed and eligible to report to duty within seven business days from the date of their employment offer.. | <p>Q1 – Develop action plan for reducing employee on-boarding time.</p> <p>Q2 – Complete purchasing processes for the necessary tools identified in action plan and establish a direct deposit work-flow in the Applitrack/MUNIS system.</p> <p>Q3 – Tools received, installed, staff has been trained to utilize tools and department is fully prepared for hiring season.</p> <p>Q4 –Evaluate the efficiency and effectiveness of new on-boarding processes implemented during hiring season and make adjustments to the process where necessary.</p> |
| Talent Acquisition and Development | Yasmine Lee | FWISD will be staffed at 100% by January 2017 (first day of second semester) in response to fall semester retirements/resignations; FWISD will be staffed at 100% by 1 st day of 2017-2018 school year. | <p>Q1 – Develop a pool of candidates for vacancies at a 4:1 ration</p> <p>Q2 – Plan and develop systematic operations and processes to effectively and efficiently attract candidates to FWISD.</p> <p>Q3 – Implement systematic processes and begin filling vacancies on a monthly basis at 100%</p> <p>Q4 –All position and vacancies filled at 100%</p> |
| HCM: Selection and Retention | Cliff Mayer | Evaluate the current application process to improve the likelihood of candidate completion and aid the identification of quality candidates resulting in 100% of positions being filled for 2017-2018. | <p>Q1 – Determine a team to re-examine the current application process and complete employee projections for 2017-2018.</p> <p>Q2 – New application process finalized and on-line applications go live spring and summer job fair dates determined and weekly departmental monitoring has commenced.</p> <p>Q3 – Transfer list is complete, spring Job Fair planned and executed.</p> <p>Q4 –Planning and execution of June Job Fair, all vacancies are filled and applicants have been processed and are ready for the 1st day of school.</p> |
| Division of Technology | Kyle Davie | 100% of FWISD Critical Connectivity systems and the Data center will be dually located at Region 11 and the new FWISD Technology facility by August of 2017. | <p>Q1 – Secure critical connectivity availability at Region 11 for FWISD system</p> <p>Q2 – All current FWISD technology systems moved from IM Terrell</p> <p>Q3 – Secure critical connectivity availability at the new FWISD technology facility for FWISD system.</p> <p>Q4 –New FWISD Technology facility will be operational for all critical connectivity systems.</p> |

Goal3: Enhance Family and Community Engagement



Goal 3: Enhance Family and Community Engagement

| Department | Dept. Leader | Goal | Action Steps |
|--------------------------|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategic Communications | Barbara Griffith Scott Juvette | By August 2017, FWISD will see a 5% increase in the number of views to videos hosted on YouTube and Granicus as well as establish a baseline for the average time spent viewing such videos. | Q1 – Monitor total views and average time spent viewing FWISD video marketing products. Q2 – Monitor total views and average time spent viewing FWISD video marketing products. Q3 – Monitor total views and average time spent viewing FWISD video marketing products. Q4 – Monitor total views and average time spent viewing FWISD video marketing products. |
| Strategic Communications | Barbara Griffith Clint Bond | By August 2017, FWISD will establish a baseline for news coverage as measured by news reporting by external media outlets. | Q1 – Review External News reports to determine progress toward FWISD news coverage. Q2 – Review External News reports to determine progress toward FWISD news coverage. Q3 – Review External News reports to determine progress toward FWISD news coverage. Q4 – Review External News reports to determine progress toward FWISD news coverage. |
| Strategic Communications | Barbara Griffith Jennifer Perez | By August 2017, FWISD will establish a baseline of total number of volunteers and total number of volunteer hours that have been provided in support of FWISD schools. | Q1 – Review Volunteer Activity Report for progress on volunteers and number of hours volunteered. Q2 – Review Volunteer Activity Report for progress on volunteers and number of hours volunteered. Q3 – Review Volunteer Activity Report for progress on volunteers and number of hours volunteered. Q4 – Review Volunteer Activity Report for progress on volunteers and number of hours volunteered. |
| Strategic Communications | Barbara Griffith John Cope | By August 2017, FWISD Web and Social Media presence will show a 5% increase in engagement by measuring Likes, Comments, and Shares on District Facebook and Twitter accounts. | Q1 – Monitor District Level Data for engagement on FWISD Facebook and Twitter accounts by measuring Likes, Comments, and Shares. Q2 – Monitor District Level Data for engagement on FWISD Facebook and Twitter accounts by measuring Likes, Comments, and Shares. Q3 – Monitor District Level Data for engagement on FWISD Facebook and Twitter accounts by measuring Likes, Comments, and Shares. Q4 – Monitor District Level Data for engagement on FWISD Facebook and Twitter accounts by measuring Likes, Comments, and Shares. |

Goal 3: Enhance Family and Community Engagement

| Department | Dept. Leader | Goal | Action Steps |
|-----------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Adult Education | Ed Spears | By July 2017, 5313 adult students will have been served in required services in accordance to the Texas Workforce Commission grant as measured by the TEAMS Table 4 report. | Q1 – Assess current enrollment to determine if additional intake is needed Q2 – 60% of total goal served students will be met Q3 – Current enrollment will have been assessed to determine if additional intake is needed. Q4 – 100% of total goal of served students will be met. |

Goal 4: Develop a Workforce that is Student and Customer-Center



Goal 4: Develop a Workforce that is Student and Customer-centered

| Department | Dept. Leader | Goal | Action Steps |
|----------------------------|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Elementary Leadership | Karen Molinar | By August 2017, 95% of Elementary Principal will achieve identified T-PESS goals with 80% proficient or above in all standards. | <p>Q1 – 100% completed BOY goal setting and 60% with at least 1 Evaluation Rubric</p> <p>Q2 – 100% completed mid-year conference and 75% progressing toward goal attainment</p> <p>Q3 – 90% with at least 5 evaluation rubrics.</p> <p>Q4 – 95% of Elementary Principals will achieve goal attainment.</p> |
| Student Support Services | Michael Steinert | Decrease the annual number of days of lost instruction for students K-12 as measured by the duplicate suspensions events by 5%. | <p>Q1 – Review Days of lost instruction for 1st and 2nd 6 – weeks and not to exceed 6,051Days per 6-weeks.</p> <p>Q2 – Review Days of lost instruction for 3rd 6 – weeks and not to exceed 6,051Days per 6-weeks.</p> <p>Q3 – Review Days of lost instruction for 4th and 5th 6 – weeks and not to exceed 6,051Days per 6-weeks.</p> <p>Q4 – Review Days of lost instruction for 6th 6 – weeks and not to exceed 6,051Days per 6-weeks.</p> |
| Student Support Services | Michael Steinert | Decrease the number of African American students K-12 assigned out of school suspensions as measured by unduplicated students suspended by 5% or 41 students every 6 weeks. | <p>Q1 – Review students suspended for 1st and 2nd 6 – weeks and not to exceed 821 Students per 6-weeks.</p> <p>Q2 – Review students suspended for 3rd 6 – weeks and not to exceed 821 Students per 6-weeks.</p> <p>Q3 – Review students suspended for 4th and 5th 6 – weeks and not to exceed 821 Students per 6-weeks.</p> <p>Q4 – Review students suspended for 6th 6 – weeks and not to exceed 821 Students per 6-weeks.</p> |
| Child Nutritional Services | Glenn Headlee | By August 2017, FWISD will increase students participating in breakfast programs by 3%. | <p>Q1 – Analyze previous and current year participation data and begin new product sampling.</p> <p>Q2 – Begin new product implementation of Kick-Start Breakfast items.</p> <p>Q3 – Analyze participation data for response to product adjustments.</p> <p>Q4 – Analyze and compare product performance for likes/dislikes and determine appropriate product selection for the 2017-2018 school year.</p> |

Goal 4: Develop a Workforce that is Student and Customer-centered

| Department | Dept. Leader | Goal | Action Steps |
|------------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Division of Technology | Kyle Davie | Facilitate the implementation of Digital Citizenship professional development to all FWISD zones and increase teacher knowledge by 25% as reported through the BrightBytes survey. | <p>Q1 – Administer BrightBytes re-assessment survey at all FWISD campuses to identify digital citizenship needs.</p> <p>Q2 – Conduct a data analysis of survey results and use data to plan PD needs for each individual campus with all technology Coaches becoming Common Sense Media Ambassadors.</p> <p>Q3 – Conduct and complete targeted PD for each individual FWISD campus.</p> <p>Q4 – Remediate and address any campus not meeting the 25% growth target by providing additional targeted PD.</p> |
| Equity and Excellence | Sherry Breed | By August 2017, 100% of District Equity Committee sub-committees will have established membership and will have accomplished at least one goal for the committee established list. | <p>Q1 – Committee Membership established and meeting schedules established.</p> <p>Q2 – Sub-committee annual priority identified and action plan created.</p> <p>Q3 – Interim report on progress completed for each of the six sub-committees.</p> <p>Q4 – Report on Action Plan accomplishment, as well as reflections and planning for future action.</p> |
| Equity and Excellence | Sherry Breed | By August 2017, 100% of central office departments as well as 5 campuses will participate in systemic equity training and pilot campuses will create a campus equity committee. | <p>Q1 – Identify outside group to provide systemic training and conduct preliminary planning.</p> <p>Q2 – Begin Central Office implementation with first Equity Training.</p> <p>Q3 – Begin campus implementation with first training and second central office training.</p> <p>Q4 – Campus equity committee formed and second campus training conducted.</p> |

2015-2016 District Improvement Plan

Performance Measures and Historical Data



Letter from the Superintendent...

During the past year, we have continued our journey of continuous improvement. We have kept you informed of the numerous projects as we build on our District Strategic Plan 2013-2018. We have put in place our Motto, Mission, Vision and Values, we have established and implemented Customer Service Guidelines, and we have developed our District Goals, the core of our journey toward excellence.

As a part of our District Strategic Plan, we have established the District Improvement Plan for the 2015-2016 school year. This plan was developed by a large number of district-wide employees as the framework to assess and define the District's strengths, needs and priorities to help us meet our District Goals:

- Increase Student Achievement
- Improve Operational Effectiveness and Efficiency
- Enhance Family and Community Engagement
- Develop a Workforce that is Student and Customer-Centered

Quarterly Progress Reviews will be conducted and using the Plan, Do, Study, Act (PDSA) Continuous Improvement tool, the end result of these plans will hold each and every District employee more responsible and accountable. We'll have a workforce that is student and customer-centered as we focus on the education of every student in the Fort Worth Independent School District.

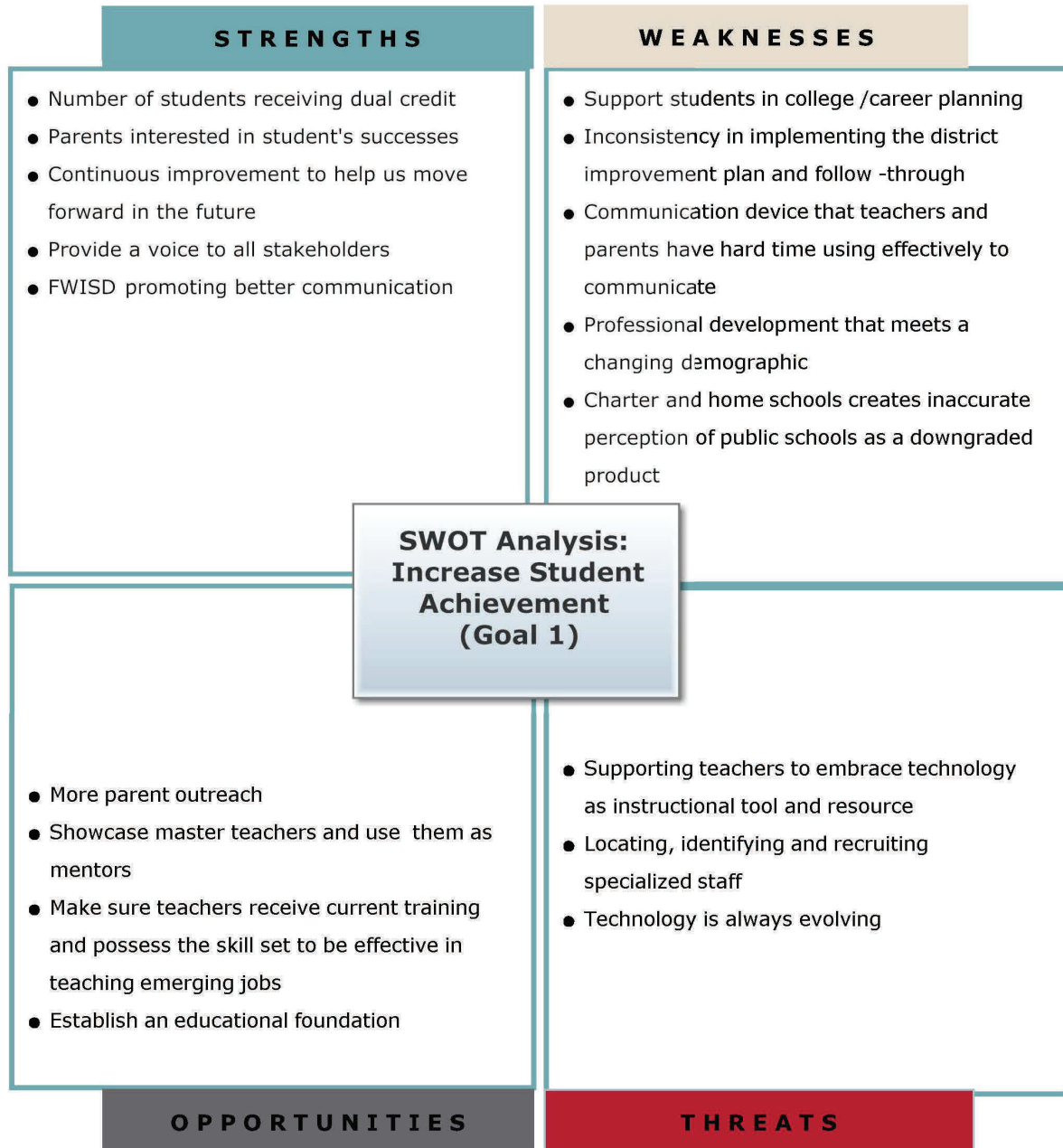
Respectfully,

Kent Paredes Scribner, Ph.D.
Superintendent

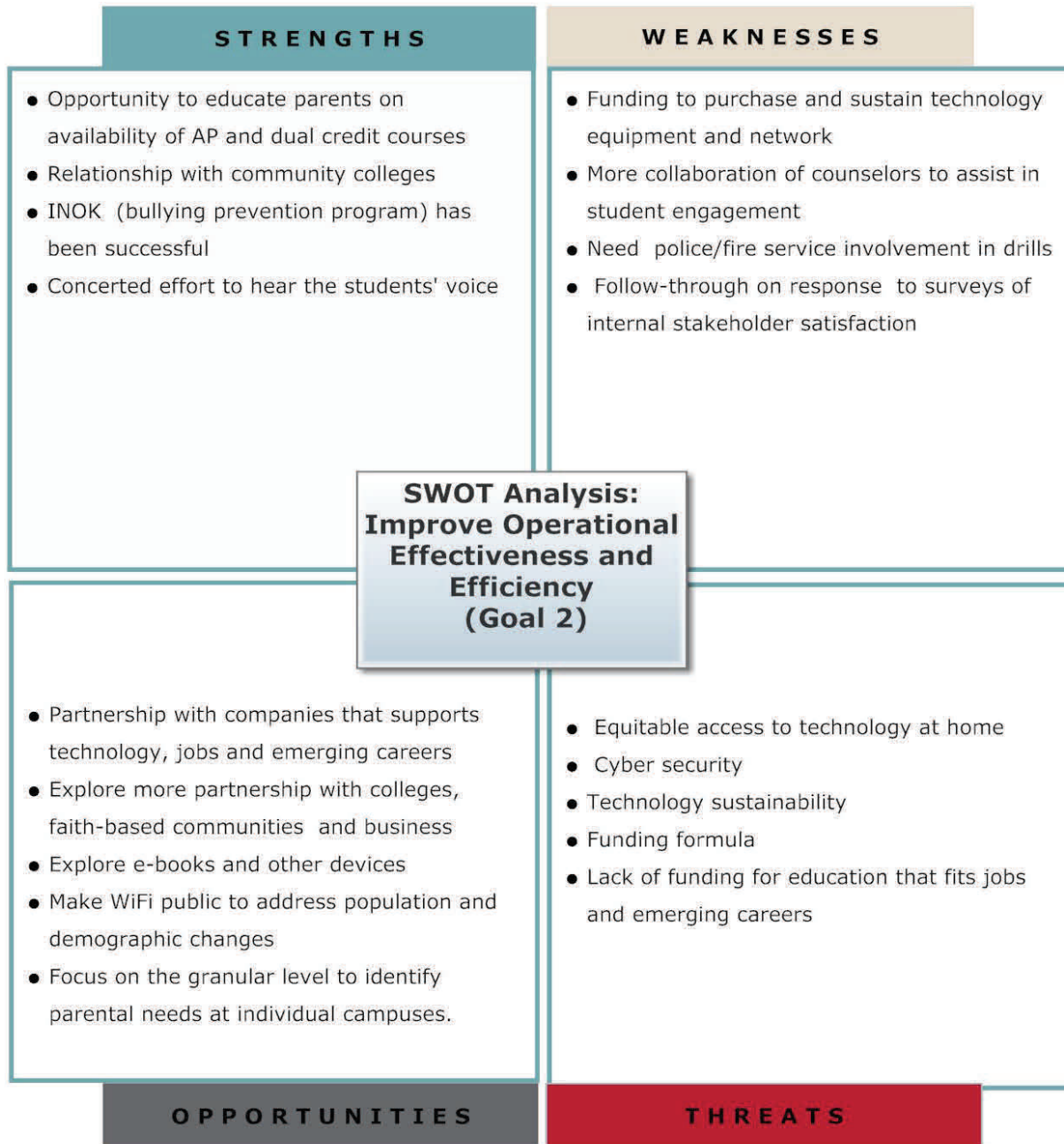
Strengths, Weaknesses, Opportunities, and Threats (SWOT)



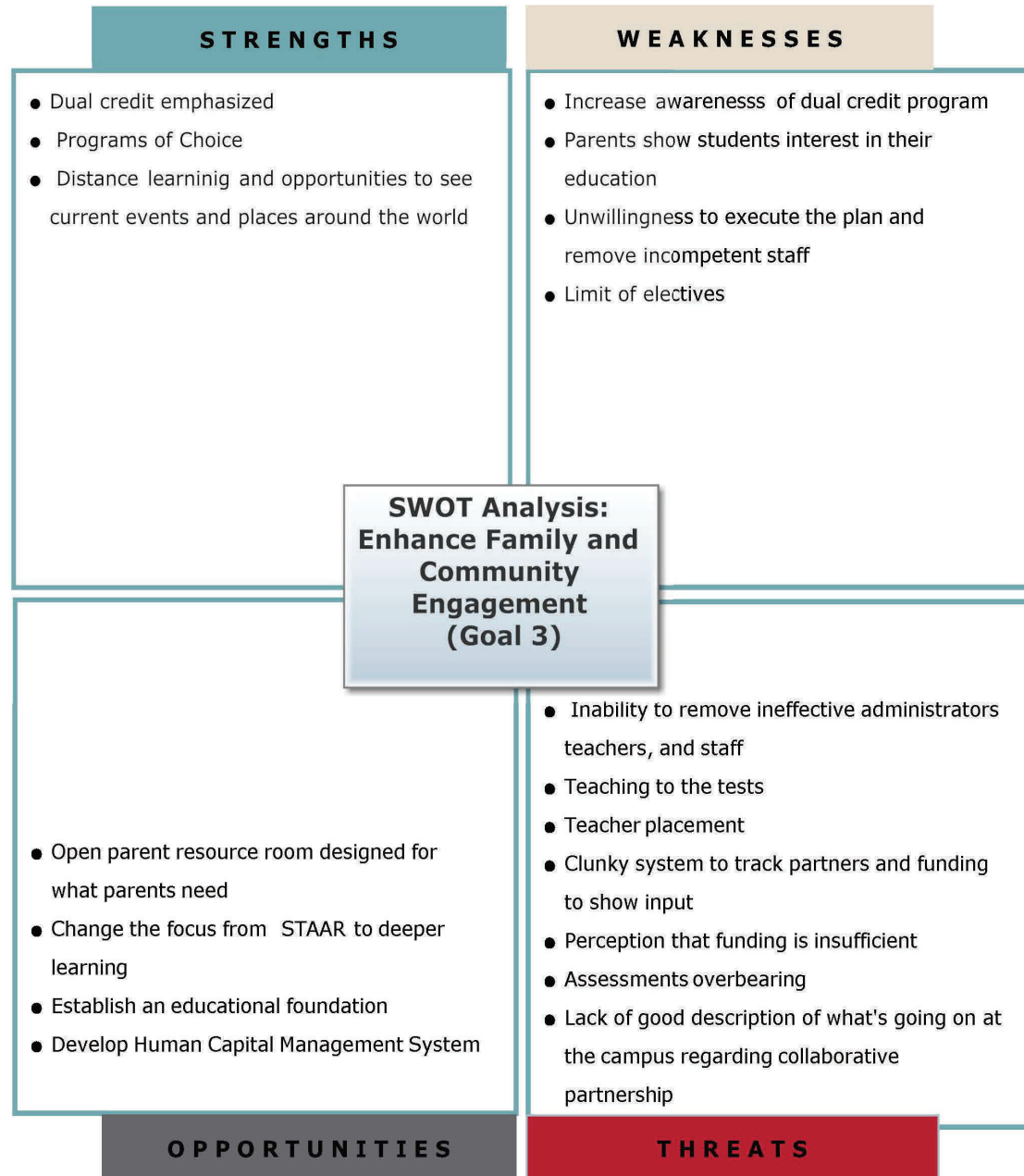
Goal 1: Increase Student Achievement



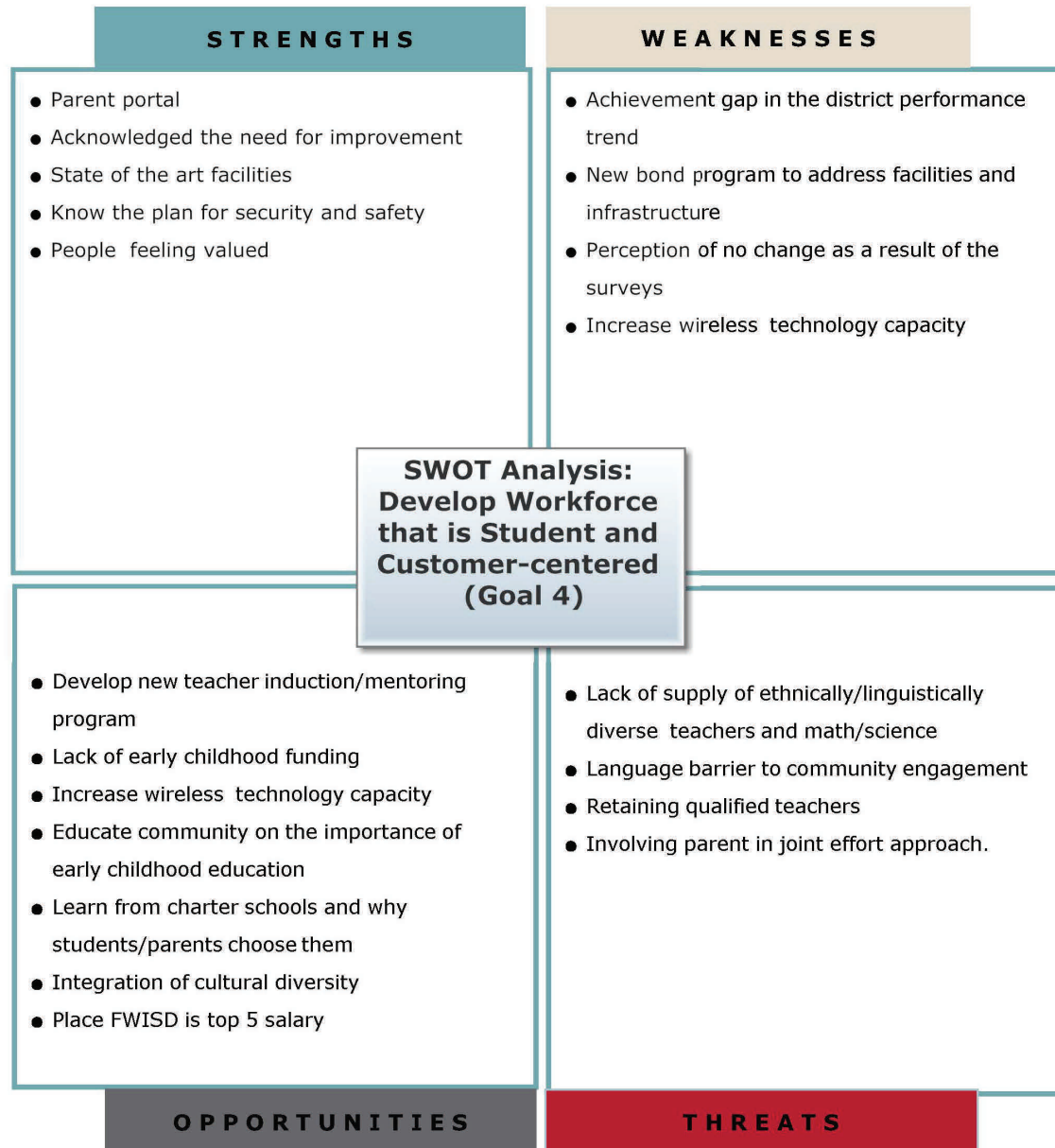
Goal 2: Improve Operational Effectiveness and Efficiency



Goal 3: Enhance Family and Community Engagement



Goal 4: Develop a Workforce that is Student and Customer-Centered



2015-2016 District Priorities - Targets and Historical Data



2015-2016 District Priorities - Targets and Historical Data: Goal 1

| Goal 1: Increase Student Achievement | 2014 | 2015 Goal | 2015 Results | 2016 Goal |
|----------------------------------------------------------------------------------------------------------------|---------------------|-----------|----------------|-----------|
| 1.1 Graduation Rate | | | | |
| A. Increase the percentage of recommended and distinguished diplomas | 85% <i>draft</i> | 87% | 89% | 90% |
| B. Decrease the drop-out rate | 2.90% | * | 3.0 (estimate) | * |
| 1.2 SAT Scores and College Readiness | | | | |
| A. Increase the percentage of 11th graders taking SAT | 91% | 92% | 83% | 92% |
| B. Increase mean SAT scale score for 11 th graders | | | | |
| Math | 421 | 423 | 416 | 423 |
| Reading | 388 | 390 | 400 | 402 |
| Writing | 393 | 395 | 384 | 395 |
| 1.3 Advanced Placement and Dual Credit | | | | |
| A. Increase the number of AP exams with a score of three or higher | 1,870 | 2,000 | 2,149 | 2,200 |
| B. Increase number of AP exam takers | 3,641 | 3,700 | 5,482 | 5,500 |
| C. Increase the number of AP exams taken | 6,792 | 6,900 | 10,744 | 10,800 |
| D. Increase number of dual credits received by FWISD students | 8,205 | 8,300 | 11,183 | 11,000 |
| 1.4 Certification and Licensures for Students | | | | |
| A. Increase the percentage of students in a program that are eligible to take their licensure or certification | 19.30% | 20% | 21% | 22% |
| B. Increase the number of exams taken | 1,249 | 1,300 | 1,369 | 1,400 |
| C. Increase the number of exams passed | 878 | 900 | 869 | 900 |
| D. Increase the number of individual exam takers | 950 | 1,000 | 542 | 1,000 |
| 1.5 Achievement and Passing Rates on State and Local Assessments | | | | |
| Reading | 64% | 66% | 64% | 66% |
| Math | 60% | 62% | 62% | 64% |
| Writing | 59% | 61% | 60% | 62% |
| Science | 62% | 64% | 61% | 63% |
| Social Studies | 52% | 54% | 57% | 59% |

2015-2016 District Priorities - Targets and Historical Data: Goal 1, continued

| Goal 1: Increase Student Achievement | 2014 | 2015 Goal | 2015 Results | 2016 Goal |
|---------------------------------------------------------------------------------------------------------------------------------------------------|------|-----------|--------------|---------------|
| End of Course Assessments under HB5 | | | | |
| Algebra I | 69% | 71% | 72% | 74% |
| English I | 51% | 53% | 51% | 53% |
| English II | 53% | 55% | 54% | 56% |
| Biology | 83% | 85% | 87% | 89% |
| US History | 88% | 88% | 86% | 88% |
| Increase the percentile rank score for ITBS 10 and Logramos tests for K-2nd grade students (Note: Stanford and Aprenda testing discontinued 2015) | | | | |
| Kindergarten-Stanford Reading | 40% | 41% | 38% | N/A |
| Kindergarten- Stanford Math | 47% | 48% | 43% | N/A |
| Kindergarten- Aprenda Reading | 66% | 67% | 66% | N/A |
| Kindergarten-ITBS Reading | N/A | N/A | N/A | Baseline Year |
| Kindergarten-ITBS Math | N/A | N/A | N/A | Baseline Year |
| Kindergarten-Logramos Reading | N/A | N/A | N/A | Baseline Year |
| 1st grade- Stanford Reading | 34% | 35% | 35% | N/A |
| 1st grade- Stanford Math | 39% | 40% | 36% | N/A |
| 1st grade- Aprenda Reading | 76% | 77% | 76% | N/A |
| 1st grade-ITBS Reading | N/A | N/A | N/A | Baseline Year |
| 1st grade-ITBS Math | N/A | N/A | N/A | Baseline Year |
| 1st grade-Logramos Reading | N/A | N/A | N/A | Baseline Year |
| 2nd grade- Stanford Reading | 32% | 33% | 32% | N/A |
| 2nd grade- Stanford Math | 43% | 44% | 38% | N/A |
| 2nd grade- Aprenda Reading | 74% | 75% | 73% | N/A |
| 2nd grade-ITBS Reading | N/A | N/A | N/A | Baseline Year |
| 2nd grade-ITBS Math | N/A | N/A | N/A | Baseline Year |
| 2nd grade-Logramos Reading | N/A | N/A | N/A | Baseline Year |

2015-2016 District Priorities - Targets and Historical Data: Goal 1, continued

| Goal 1: Increase Student Achievement | 2014 | 2015 Goal | 2015 Results | 2016 Goal |
|--------------------------------------------------------------------------------------------|----------------------|----------------------|----------------------|----------------------|
| 1.6 Enrollment and Continuation of Gold Seal Programs and Schools of Choice | | | | |
| A. Addition of 2-3 Elementary/Middle School Programs of Choice | 6 | 2 | 5 | 2 |
| 1.7 District position for large urban districts, state, and nation | | | | |
| A. Improve FWISD rank as compared to large urban Texas districts | 6 th of 8 | 5 th of 8 | 5 th of 8 | 4 th of 8 |
| 1.8 Post-secondary enrollment and continuation to second year | | | | |
| A. Increase the percentage of students enrolling in post-secondary education | 52% | 55% | 52% | 54% |
| 1.9 Students participating in extra- and co-curricular activities | | | | |
| A. Increase the percentage of students participating in Performing Arts | 11.70% | 34.40% | 36% | 37% |
| B. Increase the percentage of students participating in Athletics: All Students/All Sports | 34.90% | 35.40% | 38.25% | 39% |
| 1.10 Student social/emotional/physical health needs met | | | | |
| A. Decrease students suspended by 5% | 9,407 | 8,937 | 8,787 | 8,348 |
| B. Decrease of COC hearings resulting in DAEP placement by 5% | 1,088 | 1,034 | 989 | 891 |

2015-2016 District Priorities - Targets and Historical Data: Goal 2

| Goal 2: Improve Operational Effectiveness and Efficiency | 2014 | 2015 Goal | 2015 Results | 2016 Goal |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------|--------------|-----------|
| 2.1 Fund Balance | | | | |
| A. Fund balance will remain between 12-20% of the annual general fund expenditures | 24.7% <i>(Estimate)</i> | 18% | 25.50% | 22% |
| 2.2 Grant Funding | | | | |
| A. Achieve a grant award rate of at least 75% for the 2014-2015 fiscal year. The grant award rate is determined by the percentage of grants applied for those that are awarded in a fiscal year | \$143,332,733 (as of May 2014) | 75% | 76% | 75% |
| 2.3 Efficient financial prioritization for student success | | | | |
| A. A minimum of 55% of the General Operating Fund will be appropriated and expended on instructional-related categories (Functions. 11, 12, 13 & 95) | 60.10% | 60% | 59.91% | 60% |
| 2.4 Customer engagement and feedback | | | | |
| A. At least 70% of the employees will see FWISD as customer-focused | 82.90% | 80% | 78% | 80% |
| 2.7 Effectiveness of safety and security | | | | |
| A. Increase one additional safety and security layer at 100% of Middle schools | N/A | 100% | N/A | N/A |

2015-2016 District Priorities - Targets and Historical Data: Goal 3

| Goal 3: Enhance Family and Community Engagement | 2014 | 2015 Goal | 2015 Results | 2016 Goal |
|-------------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------|----------------------------------|-----------|
| 3.1 Family Engagement and involvement in student success | | | | |
| A. Increase the number knowledge-based programs delivered to families | 680 <i>(76 dept./604 campus)</i> | 680 <i>(76 dept./604 campus)</i> | 1,356 (175 dept./1181 campus) | 1,500 |
| B. Increase the number of FWISD social media “followers” and monitor social media and mobile app engagement | 26,018 | 29,494 | 34,492 | 36,000 |
| C. Establish a baseline of recorded volunteer hours | 110,507 | 127,083 | 156,012 | 179,413 |
| D. Increase the number of parents responding positively to satisfaction questions on annual Parent Survey | 73% | 80% | 80% | 82.50% |
| 3.2 Community/Business Engagement | | | | |
| A. Increase financial support of partners | \$544,817 | \$572,058 | \$622,173 | \$640,000 |
| B. Increase in-kind support of partners | \$879,725 | \$967,697 | \$872,871 | \$875,000 |

2015-2016 District Priorities - Targets and Historical Data: Goal 4–

| Goal 4: Develop a Workforce that is Student and Customer-Centered | 2014 | 2015 Goal | 2015 Results | 2016 Goal |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-----------|--------------|-----------|
| 4.1 Selection, Recruitment, Hiring | | | | |
| A. At least 95% of all identified campus teacher vacancies are filled by candidates who have been screened by the established teacher selection process | 95% | 95% | 98% | 99.50% |
| B. At least 600 quality teacher candidates will be recruited to the District and represent proportionately equal to the 2014-2015 hiring needs for 15-16 school year. | 1,000 | 600 | 1,237 | 1,350 |
| 4.2 Student Perception/Satisfaction | | | | |
| A. Increase the number of students responding positively to satisfaction questions on annual Student Survey | 79% | 81% | 82.40% | 82% |
| A. At least 80% of employees will implement customer service standards | 91% | 80% | 87% | 82% |
| 4.3 Internal Workforce Perception/Satisfaction | | | | |
| A. At least 80% of employees will implement customer service standards | 91% | 80% | 87% | 82% |

DIVISION SUMMARIES

The District is organized into ten major divisions under the direction of Superintendent, Dr. Kent Scribner. In 2016-17, the divisions were reorganized to facilitate more efficient operations of the District. The following is a summary of each division, their main responsibilities and initiatives.

Division of Business & Finance

Elsie I. Schiro, Chief Financial Officer

Location: Administration Building

100 N. University Drive, SW 170, Fort Worth, TX 76107

Areas of Responsibility

- Management and Budget Department
- Accounting Department
- Purchasing Department
- Mail Room and Print Shop
- Payroll, Benefits & Risk Management Departments
- Compensation & Employee Records Department
- Fiscal-Business Operations Compliance
- District Records Management Department
- Grant Development, Management & Monitoring Department
- Capital Improvement Program Financial Oversight
- Applied Research and Program Evaluation Department

Smart Goals

- By the end of 2017, implement MUNIS software for Vendor Self-Service Module and E-Procurement module
- By May 31, 2017, analyze salary structures and realign where necessary to maintain market competitiveness and internal equity
- By the June 2017, implement new financial software for Student Activity Funds
- By the June 2017, redesign department websites to enhance financial transparency
- By the June 2017, attain a 75% on time payment rate (within 30 days of invoice date)
- By June 2017, new Districtwide Time and Attendance System will be implemented and fully operational

Division of District Operations

Art Cavazos, Chief of Operations

Location: Administration Building

100 N. University Drive, SE 219, Fort Worth, TX 76107

Areas of Responsibility

- Safety & Security
- Child Nutrition Services
- Transportation
- Maintenance
- Custodial Services
- Facility Planning
- Incident Management
- Warehouse
- Environmental Management
- Geographic Information System (GIS)
- Fleet Operations and Auxiliary Services

Division Smart Goals

- By June 2017, FWISD will conduct a facilities master plan analysis that will yield an individualized plan for each of our FWISD Comprehensive High Schools as well as a rubric that can be applied to every other campus in the District
- By June 2017, FWISD Transportation Department will fully implement a bus tracking system for 100% of FWISD buses that are supported by a parent application that can locate any identified bus
- By June 2017, the Transportation Department will improve student safety at 50% of district campuses through the improvement of “bus loading zone” locations, practices and procedures
- By June 2017, the Fleet Operations and Auxiliary Services Departments will acquire and implement a work order system that will optimize the efficiency of the maintenance department, interface with Budget and Operations processes and improve the overall quality of customer service provided to department stakeholders

Division of Strategic Communications

Barbara Griffith, Senior Communications Officer

Location: Administration Building

100 N. University Drive, NW 258 Fort Worth, TX 76107

Areas of Responsibility

- Marketing and Multimedia Strategies
- Translation
- Internal Communications
- External and Emergency Communication
- District Wide Presentations
- Web Design & Maintenance
- Family Communications

Division Smart Goals

- By August 2017, FWISD will see a 5% increase in the number of views to videos hosted on YouTube and Granicus as well as establish a baseline for the average time spent viewing such videos
- By August 2017, FWISD will establish a baseline for news coverage as measured by news reporting by external media outlets
- By August 2017, FWISD will establish a baseline of total number of volunteers and total number of volunteer hours that have been provided in support of FWISD schools
- By August 2017, FWISD Web and Social Media presence will show a 5% increase in engagement by measuring Likes, Comments, and Shares on District Facebook and Twitter accounts

Division of Human Capital Management

Cynthia Rincon, Chief Human Capital Management

Location: Administration Building

100 N. University Drive, NW 130-I, Fort Worth, TX 76107

Area of Responsibility

- Employee Relations
- Department of Human Resources
- Talent Acquisition and Development
- Selection and Retention
- Transactional Team
- Central Calling for Substitute Placement
- Human Capital Management Operations

Division Smart Goals

- By August 2017, FWISD will develop and implement a training program to assist campus leadership with greater understanding of implementation of T-TESS requirements
- By August 2017, 90% of all teacher absences will be filled by FWISD substitutes
- By August 2017, employees will be processed and eligible to report to duty within seven business days from the date of their employment offer
- By January 2017, FWISD will be staffed at (first day of school second semester) in response to fall semester retirements/resignations; FWISD will be staffed at 100% by 1st day of 2017-2018 school year

Chief of Policy and Planning

Sammy Monge, Chief of Policy and Planning

Location: Administration Building

100 N. University Drive, SW 212, Fort Worth, TX 76107

Area of Responsibility

Legal Services

- Policy and Law Interpretation
- Contract Review
- Open Records Requests

Office of Professional Standards

Investigations

Strategic Planning and Continuous Improvement

- Governance and Strategic Support
- District Improvement Plan
- Policy and Planning

Board Governance

- Prepare agendas, meeting material and finalize minutes for Board meetings

Division Smart Goals

- By August 2017, FWISD Board Policy review process will be established that endures 100% of TABS recommended updates are considered and reviewed, and any policy changes are taken before the Board for approval
- By August 2017, FWISD Leadership will establish an agreed upon list of District Priorities with 100% of priorities support by budget and action planning
- By May 2017, an electronic system will be in place and used by trained staff to enable vendors and campuses to receive agreement of services within 10 days of an application
- By August 2017, the Office of Professional Standards' Standard Operating Procedures will be revised and disseminated so that 100% of all central office and campus administrators are aware of approved employee behavior procedures

Division of Academics

Charles Carrol, Chief Academic Officer

Location: Administration Building

100 N. University Drive, SW 208, Fort Worth, TX 76107

Area of Responsibility

Curriculum and Instruction

- Literacy
- Mathematics
- Science
- Social Studies
- Dyslexia
- World Languages
- Curriculum Policy

Assessment and Accountability

- Assessment and Data Reporting
- Secondary Advisement
- Early Academics Success
- Professional Learning
- Direct Induction Coaches
- New Teacher Support
- Classified Learning

Student Support Services

- Adolescent Pregnancy Services
- Crisis Intervention Services
- Family and Community Resources
- Fort Worth After School
- Guidance and Counseling
- Health Services
- Special Programs 504/Indian Education/ Homeless
- Student Discipline and Placement
- Student Engagement and School Completion

Visual and Performing Arts

- Elementary and Choral Music
- Visual Arts
- Instrumental Music
- Theatre and Dance

Division of Equity and Excellence

Sherry Breed, Chief of Equity and Excellence

Location: Administration Building

100 N. University Drive, SW 203, Fort Worth, TX 76107

Area of Responsibility

- Community and Strategic Partnerships
- Public Relations
- Advanced, Accelerated and Innovative Learning
- Gifted and Talented Programs
- Dual Credit
- Programs of Choice
- UIL and District Wide Activities
- AVID
- Collective Impact

Division Smart Goals

- By August 2017, FWISD will show a 2% increase in the number of AP exams that were taken by FWISD students which resulted in a score of 3 or higher
- By August 2017, FWISD will have 100% of elementary campuses serving at least 10% of their population in Gifted and Talented programs while the District as a whole will show 10% of each student ethnicity group participating in GT programs
- By August 2017, SAT scores for FWISD Juniors and PSAT scores for FWISD Sophomores will show a 2% increase in mean scores as compared to the 2015-2016 administration
- By August 2017, 100% of central office departments as well as campuses will participate in systematic equity training and pilot campuses will create a campus equity committee

Division of Internal Audit

Steve Shepherd, Chief Internal Auditor

Location: Administration Building

100 N. University Drive, SW 171, Fort Worth, TX 76107

Area of Responsibility

- Evaluate the District's procedures and controls
- Documentation of fiscal and administrative methodologies
- Follow-Ups on significant finding from previous audits
- Special Audits at the request of the Board of Trustees and Management
- Review of all operational areas for their stewardship of resources and compliance with established policies and procedures
- Review of internal administrative and accounting controls designed to safeguard resources and ensure compliance with laws and regulations
- Investigation of reported fraud, embezzlement, theft, waste, or abuse; and recommendation of controls to prevent or detect such occurrences

Division of Elementary Leadership

Karen Molinar, Chief of Elementary Schools

Location: Administration Building

100 N. University Drive, SE 256, Fort Worth, TX 76107

Areas of Responsibility

- Elementary School Leadership
- Adult Education Department

Division Smart Goals

- By June 2017, 90% of students in grades 3-5 will meet Reading Lexile Growth targets
- By July 2017, 5313 adult students will have been served in required services in accordance to the Texas Workforce Commission grant as measured by TEAMS Table 4 report
- By August 2017, 95% of Elementary Principals will achieve identified T-PESS goals with 80% proficient or above in all standards

Division of Secondary Schools

Cherie Washington, Chief of Secondary Schools

Location: Administration Building

100 N. University Drive, SE 255B, Fort Worth, TX 76107

Areas of Responsibility

- Secondary School Leadership Support
- Athletic Department
- JROTC
- Outdoor Learning Center

Division Smart Goals

- By June 2017, JROTC will see a 5% increase in student enrollment
- By June 2017, students enrolled in all FWISD secondary schools will have demonstrated a 200 point Lexile growth as measured by FWISD literacy assessment tool
- By June 2017, Math EOC and STAAR tests at grades 6th - 9th will reflect a 5% increase in total students passing secondary schools, as compared to 15-16 data

Financial Structure and Basis of Accounting/Budgeting

Description of Entity

The Fort Worth Independent School District is an independent public educational agency operating under applicable laws and regulations of the State of Texas. The Fort Worth ISD was organized independent of the City of Fort Worth by a special act of the Texas State Legislature in March 1925. The District is governed by a nine member Board of Trustees, each of whom serves four-year terms, and are elected from single-member districts. All positions are filled by biennial elections with individual positions coming to the voters on a rotating basis. All candidates must be registered voters and residents of the District and/or single-member district which they represent.

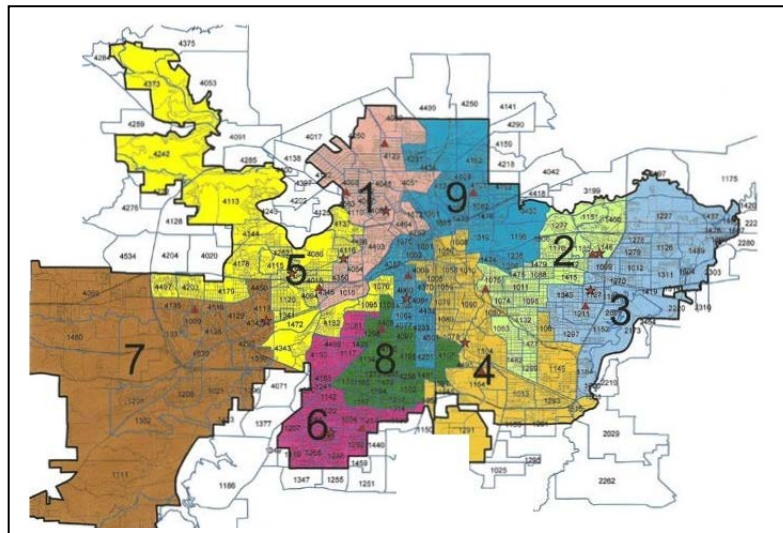
Semi-monthly meetings of the Board are posted and advertised as prescribed under state law to facilitate the responsibilities to the students, parents, staff, and taxpayers of the District. Special meetings or work sessions are scheduled as needed.

The Board autonomously governs the District and has final control over all matters except as limited by state law, the courts, and the will of its citizenry as expressed in elections. The Board's responsibilities include but are not limited to: ensure efficient operations, to select and evaluate the Superintendent of Schools, to adopt an annual budget and its supporting tax rate, and to foster good community relations and communications.

The District provides a well-rounded program of public education from pre-kindergarten through grade twelve. The District is fully accredited by the Texas Education Agency. Enrollment in the District's 83 elementary, 24 middle, 19 high, and 17 alternative schools is projected at 87,936 for the 2016-17 school year.

The District provides regular, special education, vocational, gifted/talented, and bilingual/ESL curriculums in order to meet the needs of the diverse student population. Additionally, a broad range of electives, extra-curricular, and concentrated high academic programs are also offered to enhance learning opportunities beyond core curriculum. Finally, the District's service departments exist to ensure that student needs for transportation, nutrition, guidance, counseling, and facilities maintenance are met.

As the 16th largest city in the United States and the fifth-largest city in Texas, Fort Worth ranks as the fourth best big city for U.S. job growth according to Forbes, Com. Since the 2000 U.S. census, the population has increased from over 206,000 to 830,000 persons. The Fort Worth area forms the western half of the Dallas-Fort Worth "Metroplex". With a population of over seven million, the DFW Metroplex is the largest market in the southern U.S. and fourth largest in the nation. Fort Worth ISD is the six largest school district in the state of Texas.



Johnston & Associates, October 18, 2011

Fund Accounting

The funds and accounts of the District have been established in accordance with the rules prescribed in the Financial Accounting and Reporting Model of the Texas Education Agency Financial Accountability System Resource Guide. The legal requirements are dictated by the State, Texas Education Code Section 44.002, TEA-FASRG, Section 2.6 and The Education Commissioner Rules and Local Board Policy CAA. This budget document contains detailed information for all funds for which the Board of Trustees is required to adopt annual budgets. Budgets for all funds are prepared using the modified accrual method of accounting for financial reports. Under the modified accrual basis of accounting, revenues are recognized in the accounting period in which they become both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the government considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures are recognized in the accounting period which the fund liability is incurred, except for principal and interest on general long-term debt, which is recognized when due. Following is a description of the funds which annual budgets are adopted by the Board of Trustees:

General Fund

The General Fund is the primary operating fund used to maintain and operate the District. Based on the annual budget, resources are allocated to prioritized needs of the district as determined by the planning process. The principal sources of revenue include local maintenance & operations property taxes, state foundation school program and Per Capita. Secondary sources of revenue include oil and gas leases, investment income, facility rentals, athletic activity, tuition and other miscellaneous local revenues. Expenditures include all costs necessary for the daily operation of the District except for specific programs funded by the federal or state government, food service, debt service, and capital projects.

Debt Service

The Debt Service Fund is a governmental fund used to account for the payment of principal and interest on all debt of the District. The primary sources of revenue for the debt service fund are local interest & sinking property taxes and the state existing debt allotment. The I & S rate is determined on an annual basis to meet the yearly debt requirements.

Food Service Fund

The Food Service Fund is an enterprise fund used to account for the financial operations of the breakfast, lunch, and snack programs offered and managed through the District's Food Services Department. The District participates in the federally funded National School Breakfast and Lunch Program which provides partial reimbursement of the cost of meals served to students. The remaining costs of preparing and serving these meals are funded by the price of the meals for students and staff.

Classification of Revenues and Expenditures

Section 44.007 of the Texas Education Code requires that a standard school district fiscal accounting system be adopted by each school district. The system must meet at least the minimum requirements prescribed by the State Board of Education and also be subject to review and comment by the state auditor. Additionally, the accounting system must conform to Generally Accepted Accounting Principles (GAAP). This section further requires that a report be provided at the time that the school district budget is filed, showing financial information sufficient to enable the State Board of Education to monitor the funding process, and to determine educational system costs by school district, campus, and program.

A major purpose of the accounting code structure is to establish the standard school district fiscal accounting system required by law. Although certain codes within the overview may be used at local option, the sequence of the codes within the structure, and the funds and chart of accounts, are to be uniformly used by all school districts in accordance with GAAP.

Basic System Expenditure Code Composition

- Fund Code – A mandatory 3 digit code is used for all financial transactions to identify the fund group and specific funds. The first digit refers to the fund group, and the second and third digits specify the fund.
- Function Code – A mandatory 2 digit code that identifies the purpose of the expenditure transaction. The first digit identifies the major service area and the second digit refers to the specific function within the area.
- Object Code – A mandatory 4 digit code identifying the nature and object of an account, a transaction, or a source. The first of the four digits identifies the type of account or transaction, the second digit identifies the major area, and the third and fourth digits provide further sub-classifications.
- Sub-object Code – Optional code. Used at Forth Worth ISD to provide special accountability for certain programs or areas.
- Organization Code – A mandatory 3 digit code identifying the organization, i.e., the campus or department.
- Fiscal Year Code – A mandatory single digit code that identifies the fiscal year of the transaction or the project year of inception of a grant project.
- Program Intent Code – A mandatory 2 digit code used to designate services provided to students.
- Owner Code – Optional code. Used at Fort Worth ISD to identify who has authorization or ownership of the expenditures.

District revenues are classified by fund and object or source. There are three major sources: local sources, state sources, and federal sources.

Expenditure budgets are legally adopted at the fund and function level; however, within this document we have included several additional presentations of expenditures. These presentations segregate expenditures by organization or by major object. Major object codes are used to describe the type of items purchased or services obtained. The major object codes used in the document are: payroll and related costs, purchased and contracted services, supplies and materials, other operating expenditures, and capital outlay. Fund codes have been described in the preceding Financial Structure section. Following is a description of the function codes used throughout this document.

Classification of Revenues and Expenditures, Continued

Function Codes
General Descriptions

| Class | Detail | Description |
|-----------|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10 | | Instruction and Instructional Related Services |
| | 11 | <u>Instruction</u> This function is used for activities that deal directly with the interaction between teachers and students. This function includes expenditures for direct classroom instruction and other activities that deliver, enhance, or direct the delivery of learning situations to students. Expenditures for the delivery of instruction in regular program basic skills, bilingual and ESL programs, compensatory, remedial or tutorial programs, gifted and talented education programs, and vocational education programs are classified in function 11. For example, function 11 includes classroom teachers, teacher assistants, and graders, but does not include curriculum development (function 13) or principals (function 23). |
| | 12 | <u>Instructional Resources and Media Services</u> This function is used for expenditures that are directly and exclusively used for resource centers, establishing and maintaining libraries, and other major facilities dealing with educational resources and media. For example, function 12 includes librarians, but does not include textbooks (function 11) or reference books in the classroom (also function 11). |
| | 13 | <u>Curriculum Development and Instructional Staff Development</u> This function is used for expenditures that are directly and exclusively used to aid instructional staff in planning, developing, and evaluating the process of providing learning experiences for students. This function also includes expenditures related to research and development activities that investigate, experiment and/or follow-through with the development of new or modified instructional methods, techniques, procedures, service, etc. For example, this function includes staff that research and develop innovative, new, or modified instruction and staff who prepare inservice training for instructional staff, but does not include salaries of instructional staff when attending inservice training (function 11 or 12). |
| 20 | | Instructional and School Leadership |
| | 21 | <u>Instructional Leadership</u> This function encompasses those district-wide activities which have as their purpose managing, directing, and supervising the general and specific instructional programs and activities. For example, function 21 includes instructional supervisors but does not include principals (function 23). |
| | 23 | <u>School Leadership</u> This function includes expenses for directing, managing, and supervising a school. It includes salaries and supplies for the principal, assistant principal, and other administrative and clerical staff, including attendance clerks. |

Classification of Revenues and Expenditures, Continued

Function Codes
General Descriptions

| Class | Detail | Description |
|-----------|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 30 | | Support Services - Student |
| | 31 | <u>Guidance, Counseling, and Evaluation Service</u> This function includes expenses for testing and assessing students' abilities, aptitudes, and interests with respect to career and educational goals and opportunities. It includes psychological services, testing, and counseling. |
| | 32 | <u>Social Work Services</u> This function includes expenditures which directly and exclusively promote and improve school attendance. Examples include social workers, non-instructional home visitors, home visitor aides, and truant officers. |
| | 33 | <u>Health Services</u> This function embraces the area of responsibility providing health services which are not a part of direct instruction. It includes medical, dental, and nursing services. |
| | 34 | <u>Student Transportation</u> This function includes the cost of providing management and operational services for transporting students to and from school. Function 34 includes transportation supervisors and bus drivers, but does not include field trips (function 11) or student organization trips (function 36). |
| | 35 | <u>Food Services</u> This function includes the management of the food service program at the schools and the serving of meals, lunches, or snacks in connection with school activities. Function 35 includes cooks and food purchases, but does not include concession stands (function 36). |
| | 36 | <u>Cocurricular/Extracurricular Activities</u> This function incorporates those activities which are student and curricular related, but which are not necessary to the regular instructional services. Examples of cocurricular activities are scholastic competition, speech, debate, and band. Examples of extracurricular activities are football, baseball, etc. and the related activities (drill team, cheerleading) that exist because of athletics. Function 36 includes athletic salary supplements paid exclusively for coaching, directing, or sponsoring extracurricular athletics, but does not include salaries for teaching physical education (function 11). |
| 40 | | Support Services - Administrative |
| | 41 | <u>General Administration</u> This function includes expenses incurred for the overall administrative responsibilities of the District. It includes expenses for the school board, superintendent's office, personnel services, and financial services. |

Classification of Revenues and Expenditures, Continued

Function Codes
General Descriptions

| Class | Detail | Description |
|-----------|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 50 | | Support Services – Non Student Based |
| | 51 | <u>Plant Maintenance</u> This function deals with expenditures made to keep buildings, grounds, and equipment safe for use and in efficient working condition. This function also includes expenditures associated with warehousing services. Examples include janitors, facility insurance premiums, utilities, and warehouse personnel. |
| | 52 | <u>Security and Monitoring Services</u> This function is used for expenditures that are for activities to keep student and staff surroundings safe, whether in transit to or from school, on a campus, or participating in school-sponsored events at another location. |
| | 53 | <u>Data Processing Services</u> This function is for non-instructional data processing services which include computer facility management, computer processing, systems development, analysis, and design. Personal computers that are stand alone are to be charged to the appropriate function. Peripherals including terminals and printers are also to be charged to the appropriate function. |
| 60 | | Ancillary Services |
| | 61 | <u>Community Services</u> This function encompasses all other activities of the District which are designed to provide a service or benefit to the community as a whole or a portion of the community. Examples would include recreational programs, public library services, and parenting programs. |
| 70 | | Debt Service |
| | 71 | <u>Debt Service</u> This function includes expenditures for bond and lease purchase principal, and all types of interest paid. |
| 80 | | Capital Outlay |
| | 81 | <u>Facilities Acquisition and Construction</u> This function includes the acquisition of land and buildings, the remodeling of buildings and additions to buildings, and installation and extension of service systems and other built-in systems. |
| 90 | | Intergovernmental Charges |
| | 95 | <u>Payments to Juvenile Justice Alternative Education Programs</u> This function is for expenditures that provide financial resources for Juvenile Justice Alternative Education Programs under Chapter 37, TEC. This function is also used to account for incremental costs associated with this activity. |
| | 97 | <u>Payments to Tax Increment Fund</u> This function is for expenditures that provide financial resources paid into a tax increment fund under Chapter 311, Tax Code. |

Significant Financial Policies and Procedures

The following financial policies and procedures of the District significantly influence the development of the annual budget.

Cash Management

The District's cash management objectives, in priority order, are:

- Safety of principal.
- Provide adequate liquidity to meet all debt service and operating expenses as they arise.
- Obtain the maximum rate of return available (yield).

These objectives are accomplished by keeping bank balances as low as possible by transferring all available funds into one of four investment pools used by the District (TexStar, TexPool, Texas Class, and LOGIC). Additionally, the District's investment strategy utilizes a variety of investment vehicles in accordance with the Investment Policy for available cash balances.

Cash balances are monitored daily by the District via on-line banking. This process allows accounting personnel to maintain only the balance necessary to cover the dollar amount of checks that present to the bank each day, thus minimizing the low interest bearing bank balances while maximizing interest earnings.

Investment Policies

The Board of Trustees has adopted a written investment policy; CDA, regarding the investment of its funds as defined in the Public Funds Investment Act of 1995. This policy authorizes the District to invest in obligations of the U.S. Treasury, the State of Texas, or certain U.S. Agencies, certificates of deposit, repurchase agreements, commercial paper, money market and no-load mutual funds, and public funds investments pools as permitted by Chapter 2256, Texas Government Code.

The main goal of the investment program is to ensure its safety, as well as to maximize financial returns within current market conditions in accordance with the District's investment policy. The investment portfolio shall be diversified in terms of investment instrument, maturity scheduling, and financial institutions to reduce the risk of loss.

Investment reports are prepared and submitted quarterly to the Board of Trustees for review. In addition, the District investment officer annually prepares and presents a comprehensive report on the investment program and investment activity.

Debt Administration

In November, 2013 voters in the Fort Worth Independent School district approved a \$489.9 M Initiative, Commitment to Classrooms, by more than 72%. Three Propositions included funding for District-wide security and technology upgrades, District-wide Universal Pre-kindergarten, classroom additions, kitchen and cafeteria renovations, two new elementary schools, field houses renovations, a Performing and Fine Arts Academy, a Science, Technology, Engineering and Math Academy, renovations to existing facilities and refreshing of buses and equipment were approved. By the end of 2015, \$250 M had been issued in bonds to fund the 2013 CIP with a remaining \$239.9 M to be issued in subsequent years.

Significant Financial Policies and Procedures, Continued

The Citizens' Oversight Committee (COC) is selected by the superintendent and approved by the Board of Education. Members of the COC are volunteers who are appointed for staggered two or three year terms. The committee may not include any current District employee or any current vendor, contractor or consultant of the District. Members are not compensated for their participation.

The Citizens Oversight Committee will report at least quarterly to the superintendent and the Board of Education on CIP topics that may include, but are not limited to:

- Overall finance, schedule and budget status
- Program management and construction issues
- Environmental stewardship
- Historically underutilized businesses status
- Compliance with District policies

Reserve Policies

- *General Fund* – The District strives to maintain a General Fund balance of approximately 12-22% of current budgeted expenditures.
- *Debt Service Fund*–The District maintains a minimum fund balance of 25% of annual expenditures. The fund balance will be used in future years to minimize tax increases.
- *Food Service Fund* – The fund balance for food service should not exceed three months of average food service operations expenditures.

Any exceptions to these reserve policies are explained in the corresponding sections of this document.

Risk Management

The District's risk management policies and practices incorporate all the functions of a sound risk management program. The District is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets, errors and omissions; and natural disasters for which the District is insured. Real property, fleet liability, portable equipment, specified causes of loss and bonding insurance is purchased commercially. General liability coverage is purchased from the Texas Association of School Boards and limited special event liability insurance is purchased from the commercial market.

A risk manager is employed to provide ongoing attention to the complex changes in health, unemployment and workers' compensation benefits. Eligible employees and eligible dependents are offered a choice of medical plans provided through the Teachers Retirement System of Texas. The District selfinsures against workers' compensation and unemployment claims.

Independent Audit and Financial Reporting

In accordance with Section 221.256, Texas Education Code, public school districts in Texas are subject to an annual audit by an independent auditor. The audit is conducted on an organization-wide basis, and involves all fund types and account groups of the school district. In addition to meeting the requirements set forth in state statutes, the audit is also in accordance with the requirements of the federal Single Audit Act of 1984 and the related provisions of the Office of Management and Budget (OMB) circular A-133 "Audits of State, Local Governments, and Non-Profit Organizations."

Significant Financial Policies and Procedures, Continued

On completion of the annual audit, a Comprehensive Annual Financial Report is prepared by the District's Accounting Department and submitted to the Texas Education Agency for review. This report is designed to meet the specific monitoring needs of the Texas Education Agency. The report also conforms to the standards of both the Association of School Business Officials International and the Government Finance Officers Association.

Categories and Classifications of Fund Balance and Net Position

In accordance with GASB 54 which establishes fund balance classifications that comprise a hierarchy based primarily on the extent to which a government is bound to observe constraints imposed upon the use of the resources reported in governmental funds. The objective of this Statement is to enhance the usefulness of fund balance information by providing clearer fund balance classifications that can be more consistently applied and by clarifying the existing governmental fund type definitions.

Governmental Fund Financial Statements

Governmental fund balances are classified as Nonspendable, Restricted, Committed, Assigned and Unassigned. These classifications reflect not only the nature of funds but also provide clarity as to the level of restriction placed upon fund balance. Fund balances have different levels of constraint, such as external versus internal compliance requirements, unassigned fund balance is a residual classification within the General Fund. The General Fund should be the only fund that reports a positive unassigned balance. In all other funds, unassigned is limited to negative residual fund balance.

1. Nonspendable Fund Balance – includes fund balance amounts that cannot be spent either because it is not in spendable form or because of legal or contractual requirements. Examples include inventories, long-term receivables, endowment principal, and/or prepaid/deferred items.
2. Spendable Fund Balance
 - a. Restricted Fund Balance – includes amounts that can be spent only for the specific purposes as imposed by law, or imposed by creditors, grantors, contributors, or other governments' laws and regulations. Examples include federal and state grant programs, retirement of long-term debt, and construction.
 - i. The aggregate fund balance in the debt service fund is legally restricted for payment of bonded indebtedness and is not available for other purposes until all bonded indebtedness is liquidated.
 - ii. The fund balance of the capital projects fund reflects an amount restricted for construction and major renovation projects, and it usually represents unexpended proceeds from the sale of school building bonds, which primarily have restricted uses.
 - iii. The proceeds of specific revenue sources that are restricted to expenditures for specified purposes as designated by grantors, contributors, or governmental entities over state or local program grants.

Significant Financial Policies and Procedures, Continued

Committed Fund Balance – includes amounts that can be used only for the specific purposes as determined by the governing body by formal action via board resolution recorded in the minutes of the governing body. Commitments may be changed or lifted only by the governing body taking the same formal action that imposed the constraint originally. Examples include, but are not limited to, board action regarding construction, claims, and judgments, retirement of loans/notes payable, capital expenditures, and self-insurance. The school board must take action to commit funds for a specific purpose prior to the end of the fiscal year, but the amount of the commitment may be determined after the end of the fiscal year.

- iv. Funds were committed during the fiscal year by Board Resolution to reimburse Arlington Heights High School through an in-kind contribution for a qualified construction project to enhance the athletic program.
- v. Campus activity funds are considered committed by the governing body through adoption of board policy pertaining to the usage of these funds.

c. Assigned Fund Balance – comprises amounts intended to be used by the district for specific purposes. Pursuant to GASB 54, this intent can be expressed by an official or body to which the governing body delegates that authority. In Fort Worth ISD that authority has not been delegated to any official or body. The Board of Education is the only governing body that can assign fund balance for specific purposes by formal action via board resolution recorded in the official minutes. These amounts take on similar appearance as those enumerated for committed fund balance. The current year's assignment includes the appropriation of existing fund balance to eliminate a deficit in next year's budget.

d. Unassigned Fund Balance – is the residual classification of the General Fund and includes all amounts not contained in other classifications. Only the General Fund will have unassigned amounts. By accounting for amounts in other funds, the District has implicitly assigned the funds for the purposes of those particular funds.

For accounting purposes, committed amounts are reduced first followed by assigned, and then unassigned in accordance with GASB 54. Nonspendable and restricted fund balances are governed by legal or contractual requirements or as may be imposed by law, creditors, grantors, contributors, or other governments' laws and regulations. The Board of Education is the highest and only level of decision-making authority and determines the spending of its restricted and unrestricted resources. When both restricted and unrestricted resources are available for use, it is the District's policy to use restricted resources first, then unrestricted resources as they are needed.

Budget Policies and Development Procedures

The State, the Texas Education Agency (TEA), and each local district formulate legal requirements for school district budgets.

Legal Requirements

Sections 44.002 through 44.006 of the Texas Education Code establish the legal basis for budget development in school districts. The following items summarize the legal requirements from the code:

- The Superintendent is the budget officer for the District and prepares or causes the budget to be prepared.
- The District budget must be prepared by a date set by the State Board of Education.
- The President of the Board of Trustees must call a public meeting of the Board of Trustees, giving ten days public notice in a newspaper, for the adoption of the district budget. Any taxpayer in the District may be present and participate in the meeting.
- No funds may be expended in any manner other than as provided for in the adopted budget. The Board does have the authority to amend the budget or adopt a supplementary emergency budget to cover unforeseen expenditures.
- The budget must be prepared in accordance with GAAP (generally accepted accounting principles) and state guidelines.
- The budget must be legally adopted before the adoption of the tax rate.

Annual budgets must be prepared for the General Fund, Debt Service Fund, and Food Service Fund.

Budget Development Process

Teachers, principals, community members, and other staff of the District, under the direction of the Chief Financial Officer and the Superintendent, develop the budget. All expenditure allocations are determined based on projected revenue from state and local sources with the goals of maintaining an appropriate fund balance and combined tax rate while still meeting District educational goals.

The budget process begins in September when the Board of Trustees discusses the District's Vision, Mission, Strategic Goals, and Performance Standards. The enrollment projections contained in the long range plan form the basis for significant budgetary decisions including per pupil allocations to each campus, instructional staffing allocations, and other required service levels. Upon adoption of the Long Range Plan in December, the Board of Trustees can begin discussions concerning budget strategies and priorities, and establish the budget calendar.

The Chief Financial Officer and Senior Officer, Budget and Finance prepare revenue projections for all funds. These projections are based on enrollment projections, estimates of local tax revenue, state funding formulas, and other significant factors. The state funding formulas are extremely complex. Any revisions to the funding formulas occur every other year when the Texas Legislature meets and remain in force until addressed again by the Legislature. .

With salaries and benefits comprising approximately 85% of the annual operating budget; the Board of Trustees gives careful consideration to staffing allocations for both instructional and non-instructional positions. Additional personnel units are evaluated by the Office of Management and Budget and the Human Capital Management Department each year. After extensive review and analysis, recommendations are presented to the Board of Trustees.

Budget Policies and Development Procedures, Continued

Personnel units are allocated to each campus based on projected student enrollment following state mandated ratios, as applicable. The budget amounts are then developed by the Office of Management and Budget and the Human Capital Management Department utilizing approved staffing guidelines and estimates of costs for each position. Projected costs for each position are based on the average cost of employees currently filling each position.

Supplemental pay (coaches, department heads, etc.) is approved on an annual basis and is not included in the base salary of an employee. A salary supplement may be increased, decreased or eliminated as the Board of Trustees deems is in the best interest of the District.

In order to decentralize the budget process for non-payroll related budget allocations, site-based decision making teams, working under the direction of each campus principal, contribute extensively to campus budget decisions. Each campus receives a basic allotment per student to be used for supplies, materials, equipment, staff development, and other appropriate costs. Decisions concerning utilization of this allocation are made by the site-based decision making teams in conjunction with their Campus Improvement Plan.

Budgets for non-campus units are developed by department heads and reviewed by the Chief Financial Officer, Cabinet, and the Superintendent.

The Senior Officer, Budget and Finance develops the Debt Service Fund budget. This budget is constructed based primarily on tax base assumptions (for local revenue projections), state funding estimates, and required and projected debt retirement requirements.

The Food Service Fund budget is prepared by the Director of Child Nutrition Services and submitted to the Department of Budget for evaluation by the Senior Officer, Budget and Finance, Chief Financial Officer, Cabinet, and the Superintendent.

Following this development process, consolidated budgetary information is presented to the Board of Trustees in workshops and regular meetings. This information is summarized in a variety of different presentations and line item detail is provided, as requested, through written and verbal supporting information. The Board of Trustees reviews budgetary information and provides feedback and direction to the Administration before final budget recommendation.

Significant dates and events included in the budget development process are summarized on the budget calendar.

Capital Improvement Budget Policies

Capital Improvement Funds are used to account for the proceeds of general obligation bonds and related interest earnings and the expenditures of these funds for the construction and equipping of new school facilities, to purchase school sites, and renovations or repair of existing facilities. The 2013 CIP Program has currently sold \$250 million in bonds to fund the three Propositions. The I & S component of the tax rate is calculated based on the funds necessary to meet the principal and interest obligation each year.

Budget Administration and Management Process

Adoption of the official budget by the Board of Trustees is only the first step in the budget process. Following adoption, the budget administration and management process begins. The Department of Budget under the direction of the Executive Director monitors the District's adopted budget to ensure expenditures do not exceed authorized amounts and are utilized in the manner intended.

Expenditure Control and Approvals

Expenditure appropriations are allocated between approximately 237 owners, organizations, or cost centers (campuses, departments, divisions, etc.). Each owner, organization, or cost center is assigned a budget manager (i.e. principal, department head). The budget manager is accountable for his/her organizations' portion of the budget. Each budget manager is authorized to approve the expenditure of funds within their respective organization, provided that funds are expended in accordance with District purchasing procedures and legal requirements.

This is accomplished through the use of the standard account code system prescribed by the Texas Education Agency, which includes an organization code. In addition, Fort Worth ISD has assigned an owner code which further defines a budget manager's budget authority. Each budget manager is granted on-line access to the account codes for their organization. This access includes payroll and purchase orders.

Payroll

All positions are monitored and paid through the position control and budget system. All extra payroll expenses must be paid through the payroll office and in accordance with all Human Resources and Compensation Department policies.

Purchase Orders

Under the Texas Education Code 44.0312(a), the Board of Trustees of the District may, as appropriate, delegate its authority under this subchapter regarding an action authorized or required by this subchapter to be taken by a school district to a designated person, representative, or committee. The Fort Worth ISD Board of Trustees has delegated authority to the following persons to act as agents in carrying out the purchasing activities of the District:

- Chief Financial Officer,
- Director of Purchasing,
- Purchasing Department Senior Buyers/Buyers,
- Contract and Purchasing Card Administrator.

Budget owners have the authority to initiate and approve purchase requisitions, including travel requests, within their authorized budget. The District's financial software will not allow purchase requisitions to be entered if they exceed available budget amounts. Purchasing card holders have the authority to make purchases in accordance with statutes, regulations, Board policy, and Purchasing Department policies. Budget owners must coordinate purchases valued at \$10,000 or more with the Purchasing Department for competitive procurement and to select the best method of procurement that will meet the needs of the District. All requests for procurements that cost or aggregate to a cost of \$50,000 or more must be approved by the Board of Trustees.

Once a purchase order/requisition is entered and approved at the campus/departmental level, an encumbrance is automatically created in the appropriate account. Encumbrances are reservations of appropriations for purchase orders/invoices. The purpose of the encumbrance is to insure that obligations are recognized as soon as financial commitments are made in order to prevent inadvertent over-expenditure of funds due to lack of information about future commitments.

Budget Administration and Management Process, Continued

The Purchasing Department reviews purchase order/requisitions for proper account coding and compliance with legal purchasing procedures. Once the purchase order/requisition is approved by the Purchasing Department it is sent to the vendor for fulfillment.

The budget manager receives the goods or services and indicates through the District's financial management system, Munis. Once the Accounts Payable Department matches the purchase order, receiving report, and vendor invoice, payment is made.

Amending the Budget

The budget is legally adopted at the fund and function level. The Board of Trustees must therefore, approve all budget transfers between funds or functions. All budget amendment requests are reviewed and approved by the Office of Management and Budget.

To reduce the number of budget transfers that require processing by the Office of Management and Budget, budgetary control accounts have been established so that budget managers are able to utilize their organization's funds as necessary within the same fund, function, and major object without submitting an official budget amendment. Control accounts link several detail expenditure accounts to the same budgetary control balance.

Monitoring the Budget

The District's interactive, on-line budgetary accounting and control system provides many useful reports to assist Board Members, administrative personnel, and budget managers in administering, monitoring, and controlling the implementation of the budget. The system provides many checks on account balances to insure that funds are not over expended at the budgetary control account level. If sufficient funds are not available at the budgetary control account level, purchase orders and check requisitions cannot be generated. The Senior Officer, Business and Finance carefully monitors comparisons between budget and actual expenditures to maintain cost control and to insure against overspending for payroll and related accounts.

On a monthly basis, management reviews financial projection reports generated by the Office of Management and Budget. At any period of time during the year, financial projections through the end of the fiscal year can be calculated by dividing the expenditures through a certain specified period in the current year by the average percent of expenditures through this same period in the prior five years. This process of reviewing projected year-end expenditure levels, as well as current expenditure levels, provides an increase level of comfort in assuring budgetary compliance.

Relevant financial reports and projections are approved by the Board of Trustees on a quarterly basis. The final step in the budget monitoring process is the evaluation of the results of operations, which are presented annually in the District's Comprehensive Annual Financial Report (CAFR).

Reporting to the Texas Education Agency (TEA)

The District budget must be submitted to TEA annually via the Public Education Information Management System (PEIMS). The adopted budget is submitted in conjunction with Student and Staff data as of the date established in the annual instructions for the system, traditionally the last Friday in October. This submission is generally due in December of each year. TEA monitors for compliance at the District level only. This monitoring is a legal requirement to ensure mandatory expenditure levels in certain areas. In addition, amended budgets are reflected on the schedules comparing budget and actual results in the Comprehensive Annual Financial Report. The requirement for filing the amended budget with TEA is formally met when the District submits its Comprehensive Annual Financial Report. Actual financial data is submitted to TEA via PEIMS after the close of each year and completion of the annual audit. This submission generally occurs in late January or early February of the following year. Upon receipt of actual finance data, TEA compiles all data submitted on behalf of the district and issues several reports on the progress of the District including annual, Texas Academic Performance Report, (TAPR), The School Report Card, and the Financial Integrity Rating System of Texas, (FIRST) reports. These reports can be found on the District's website in addition to TEA's website by district.

Fort Worth ISD
Budget Planning Calendar 2016/17

| Date | Action |
|------------------------|---------------------------------------------------------------------------------------------------------------------|
| Sept 1 - Oct 1 | BPE (Budgetary Planning and Execution) meet with Division and Department Leadership to review budgets for 2015-2016 |
| 10/08/15 | Departmental Planning (BPE) |
| 10/19/15 | Capital Budget-Facility Master Plan Committee Meeting |
| 11/4/2015 | Departmental Planning (BPE) |
| 12/1/2015 | Begin BPE meetings with Departments for 2016-2017 Budget |
| 12/7/2015 | Capital Projects-Facility Master Plan Committee Meeting |
| 1/12/2016 | Present Budget Planning Report to Board |
| 1/12/2016 | Budget Process/Planning - Cabinet |
| December 1 - Jan, 2016 | Final BPE meetings with Departments |
| 01/19/16 | Planning Calendar Cabinet Review |
| 01/12/16 | Facility Master Plan Committee, Board Approval of Guiding Principles |
| 02/08/16 | Staffing estimates for Program Growth |
| 02/16/16 | Budget Process/Planning - Cabinet |
| 02/22/16 | Facility Master Plan Committee Workshop |
| 02/23/16 | Budget Priorities/Planning Calendar Presentation |
| 02/23/16 | Cabinet Review of Campus Allocations/Instructions |
| 02/26/16 | Budget Review and Reductions by Departments Due |
| 03/01/16 | Final Department Meetings for Budget Review and Budget Entry into Munis |
| 03/02/16 | Budget Process/Planning - Cabinet |
| 03/03/16 | Feedback to the Departments for Growth Requests and New Investments |
| 03/10/16 | Board Budget Workshop |
| 03/11/16 | Facilities Master Plan, Demographics Study Review |

Fort Worth ISD
Budget Planning Calendar 2016/17

| Date | Action |
|-----------|------------------------------------------------------------------------------------------------------------------|
| 03/21/16 | Departmental Budgets Due to Budget Dept |
| 03/22/16 | Site-Based Budget Allocations Provided to Campuses |
| 03/22/16 | Budget Process/Planning - Cabinet |
| 04/01/16 | Departmental and Campus Budgets due to Budget Dept |
| 04/04/16 | Facility Master Plan Committee Meeting, RFP for consultant |
| 04/05/16 | Budget Workshop - Cabinet |
| 04/19/16 | Board Budget Workshop |
| 04/26/16 | Budget Update to Board of Education |
| 05/06/16 | Revise Preliminary Revenue Projections Based on Taxable Values from the Appraisal District |
| 05/13/16 | Receive Preliminary Tax Values from the Appraisal District |
| 05/17/16 | Board Budget Workshop |
| 05/24/16 | Board Budget Workshop |
| 05/31/16 | Board Budget Work Session |
| 06/06/16 | Facility Master Plan Committee Meeting, Facility Space Utilization Study |
| 06/07/16 | Regular Board of Trustee Meeting; Preliminary 2016 - 2017 Budget for General Fund; Debt Service and Food Service |
| 06/07/16 | Post Notice for Hearing and Adoption of Tax Rate |
| 06/28/16 | Board Meeting - Presentation of and Public Hearing on 2016 - 2017 Proposed Budget |
| 8/23/2016 | Public Hearing on 2016-17 Proposed Tax Rates, Adopt Tax Rates for M & O and Debt Service Funds |

OTHER REVENUES
INVESTMENTS

CDA
(LEGAL)

All investments made by the District shall comply with the Public Funds Investment Act (Texas Government Code Chapter 2256, Subchapter A) and all federal, state, and local statutes, rules or regulations. *Gov't Code 2256.026*

WRITTEN POLICIES

Investments shall be made in accordance with written policies approved by the Board. The investment policies must primarily emphasize safety of principal and liquidity and must address investment diversification, yield, and maturity and the quality and capability of investment management. The policies must include:

1. A list of the types of authorized investments in which the District's funds may be invested;
2. The maximum allowable stated maturity of any individual investment owned by the District;
3. For pooled fund groups, the maximum dollar-weighted average maturity allowed based on the stated maturity date of the portfolio;
4. Methods to monitor the market price of investments acquired with public funds;
5. A requirement for settlement of all transactions, except investment pool funds and mutual funds, on a delivery versus payment basis; and
6. Procedures to monitor rating changes in investments acquired with public funds and the liquidation of such investments consistent with the provisions of Government Code 2256.021 [see LOSS OF REQUIRED RATING, below].

Gov't Code 2256.005(b)

ANNUAL REVIEW

The Board shall review its investment policy and investment strategies not less than annually. The Board shall adopt a written instrument stating that it has reviewed the investment policy and investment strategies and that the written instrument so adopted shall record any changes made to either the investment policy or investment strategies. *Gov't Code 2256.005(e)*

ANNUAL AUDIT

The District shall perform a compliance audit of management controls on investments and adherence to the District's established investment policies. The compliance audit shall be performed in conjunction with the annual financial audit. *Gov't Code 2256.005(m)*

INVESTMENT
STRATEGIES

As part of the investment policy, the Board shall adopt a separate written investment strategy for each of the funds or group of funds under the Board's control. Each investment strategy must describe

the investment objectives for the particular fund under the following priorities in order of importance:

1. Understanding of the suitability of the investment to the financial requirements of the District;
2. Preservation and safety of principal;
3. Liquidity;
4. Marketability of the investment if the investment needs to be liquidated before maturity;
5. Diversification of the investment portfolio; and
6. Yield.

Gov't Code 2256.005(d)

INVESTMENT
OFFICER

The District shall designate one or more officers or employees as investment officer(s) to be responsible for the investment of its funds. If the District has contracted with another investing entity to invest its funds, the investment officer of the other investing entity is considered to be the investment officer of the contracting Board's District. In the administration of the duties of an investment officer, the person designated as investment officer shall exercise the judgment and care, under prevailing circumstances that a prudent person would exercise in the management of the person's own affairs, but the Board retains the ultimate responsibility as fiduciaries of the assets of the District. Unless authorized by law, a person may not deposit, withdraw, transfer, or manage in any other manner the funds of the investing entity. Authority granted to a person to invest the District's funds is effective until rescinded by the District or until termination of the person's employment by the District, or for an investment management firm, until the expiration of the contract with the District. *Gov't Code 2256.005(f)*

A District or investment officer may use the District's employees or the services of a contractor of the District to aid the investment officer in the execution of the officer's duties under Government Code, Chapter 2256. *Gov't Code 2256.003(c)*

INVESTMENT
TRAINING
INITIAL

Within 12 months after taking office or assuming duties, the treasurer or chief financial officer and the investment officer of the District shall attend at least one training session from an independent source approved either by the Board or by a designated investment committee advising the investment officer. This initial training must contain at least ten hours of instruction relating to their respective responsibilities under the Public Funds Investment Act. *Gov't Code 2256.008(a)*

OTHER REVENUES
INVESTMENTS

CDA
(LEGAL)

ONGOING

The treasurer or chief financial officer and the investment officer must also attend an investment training session not less than once in a two-year period that begins on the first day of the District's fiscal year and consists of the two consecutive fiscal years after that date, and receive not less than ten hours of instruction relating to investment responsibilities under the Public Funds Investment Act from an independent source approved by the Board or a designated investment committee advising the investment officer. If the District has contracted with another investing entity to invest the District's funds, this training requirement may be satisfied by having a Board officer attend four hours of appropriate instruction in a two-year period that begins on the first day of the District's fiscal year and consists of the two consecutive fiscal years after that date. *Gov't Code 2256.008(a)-(b)*

Investment training shall include education in investment controls, security risks, strategy risks, market risks, diversification of investment portfolio, and compliance with the Government Code, Chapter 2256. *Gov't Code 2256.008(c)*

STANDARD OF
CARE

Investments shall be made with judgment and care, under prevailing circumstances that a person of prudence, discretion, and intelligence would exercise in the management of his or her own affairs, not for speculation, but for investment, considering the probable safety of capital and the probable income to be derived. Investments shall be governed by the following objectives in order of priority:

1. Preservation and safety of principal;
2. Liquidity; and
3. Yield.

In determining whether an investment officer has exercised prudence with respect to an investment decision, the following shall be taken into consideration:

1. The investment of all funds, rather than the prudence of a single investment, over which the officer had responsibility.
2. Whether the investment decision was consistent with the Board's written investment policy.

Gov't Code 2256.006

PERSONAL
INTEREST

A District investment officer who has a personal business relationship with a business organization offering to engage in an investment transaction with the District shall file a statement disclosing that personal business interest. An investment officer who is re-

lated within the second degree by affinity or consanguinity, as determined by Government Code Chapter 573, to an individual seeking to sell an investment to the investment officer's District shall file a statement disclosing that relationship. A required statement must be filed with the Board and with the Texas Ethics Commission. For purposes of this policy, an investment officer has a personal business relationship with a business organization if:

1. The investment officer owns ten percent or more of the voting stock or shares of the business organization or owns \$5,000 or more of the fair market value of the business organization;
2. Funds received by the investment officer from the business organization exceed ten percent of the investment officer's gross income for the previous year; or
3. The investment officer has acquired from the business organization during the previous year investments with a book value of \$2,500 or more for the personal account of the investment officer.

Gov't Code 2256.005(i)

QUARTERLY
REPORTS

Not less than quarterly, the investment officer shall prepare and submit to the Board a written report of investment transactions for all funds covered by the Public Funds Investment Act. This report shall be presented to the Board and the Superintendent not less than quarterly, within a reasonable time after the end of the period. The report must:

1. Contain a detailed description of the investment position of the District on the date of the report.
2. Be prepared jointly and signed by all District investment officers.
3. Contain a summary statement for each pooled fund group (i.e., each internally created fund in which one or more accounts are combined for investing purposes) that states the:
 - a. Beginning market value for the reporting period;
 - b. Ending market value for the period; and
 - c. Fully accrued interest for the reporting period.
4. State the book value and market value of each separately invested asset at the end of the reporting period by the type of asset and fund type invested.
5. State the maturity date of each separately invested asset that has a maturity date.

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6. State the account or fund or pooled group fund in the District for which each individual investment was acquired.
7. State the compliance of the investment portfolio of the District as it relates to the District's investment strategy expressed in the District's investment policy and relevant provisions of Government Code, Chapter 2256.

If the District invests in other than money market mutual funds, investment pools or accounts offered by its depository bank in the form of certificates of deposit, or money market accounts or similar accounts, the reports shall be formally reviewed at least annually by an independent auditor, and the result of the review shall be reported to the Board by that auditor.

Gov't Code 2256.023

SELECTION OF
BROKER

The Board or a designated investment committee, shall, at least annually, review, revise, and adopt a list of qualified brokers that are authorized to engage in investment transactions with the District. *Gov't Code 2256.025*

AUTHORIZED
INVESTMENTS

The Board may purchase, sell, and invest its funds and funds under its control in investments described below, in compliance with its adopted investment policies and according to the standard of care set out in this policy. Investments may be made directly by the Board or by a nonprofit corporation acting on behalf of the Board or an investment pool acting on behalf of two or more local governments, state agencies, or a combination of the two. *Gov't Code 2256.003(a)*

In the exercise of these powers, the Board may contract with an investment management firm registered under the Investment Advisers Act of 1940 (15 U.S.C. Section 80b-1 et seq.) or with the State Securities Board to provide for the investment and management of its public funds or other funds under its control. A contract made for such purpose may not be for a term longer than two years. A renewal or extension of the contract must be made by the Board by order, ordinance, or resolution. *Gov't Code 2256.003(b)*

The following investments are authorized:

1. Obligations, including letters of credit, of the United States or its agencies and instrumentalities; direct obligations of the state of Texas or its agencies and instrumentalities; collateralized mortgage obligations directly issued by a federal agency or instrumentality of the United States, the underlying security for which is guaranteed by an agency or instrumentality of the United States; other obligations, the principal and interest of which are unconditionally guaranteed or insured by, or backed

by the full faith and credit of, the state of Texas, the United States, or their respective agencies and instrumentalities, including obligations that are fully guaranteed or insured by the Federal Deposit Insurance Corporation (FDIC) or by the explicit full faith and credit of the United States; obligations of states, agencies, counties, cities, and other political subdivisions of any state rated as to investment quality by a nationally recognized investment rating firm not less than A or its equivalent; and bonds issued, assumed, or guaranteed by the state of Israel. *Gov't Code 2256.009(a)*

The following investments are not authorized:

- a. Obligations whose payment represents the coupon payments on the outstanding principal balance of the underlying mortgage-backed security collateral and pays no principal.
- b. Obligations whose payment represents the principal stream of cash flow from the underlying mortgage-backed security collateral and bears no interest.
- c. Collateralized mortgage obligations that have a stated final maturity date of greater than ten years.
- d. Collateralized mortgage obligations the interest rate of which is determined by an index that adjusts opposite to the changes in a market index.

Gov't Code 2256.009(b)

2. Certificates of deposit or share certificates issued by a depository institution that has its main office or a branch office in Texas that is guaranteed or insured by the FDIC or its successor or the National Credit Union Share Insurance Fund or its successor and is secured by obligations described in item 1 above, including mortgage-backed securities directly issued by a federal agency or instrumentality that have a market value of not less than the principal amount of the certificates (but excluding those mortgage-backed securities described in Section 2256.009[b]) or secured in any other manner and amount provided by law for the deposits of the investing entity. *Gov't Code 2256.010(a)*

In addition to the authority to invest funds in certificates of deposit under the previous section, an investment in certificates of deposit made in accordance with the following conditions is an authorized investment under Government Code 2256.010:

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- a. The funds are invested by the District through a broker that has its main office or a branch office in this state and is selected from a list adopted by the District as required by Government Code 2256.025, or a depository institution that has its main office or a branch office in this state and that is selected by the District;
- b. The broker or depository institution selected by the District arranges for the deposit of the funds in certificates of deposit in one or more federally insured depository institutions, wherever located, for the account of the District;
- c. The full amount of the principal and accrued interest of each of the certificates of deposit is insured by the United States or an instrumentality of the United States; and
- d. The District appoints the depository institution selected by the District, an entity described by Government Code 2257.041(d), or a clearing broker-dealer registered with the Securities and Exchange Commission and operating pursuant to Securities and Exchange Commission Rule 15c3-3 (17 C.F.R. Section 240.15c3-3) as custodian for the District with respect to the certificates of deposit issued for the account of the District entity.

Gov't Code 2256.010(b)

The investment policies may provide that bids for certificates of deposit be solicited orally, in writing, electronically, or in any combination of those methods. *Gov't Code 2256.005(c)*

3. Fully collateralized repurchase agreements that have a defined termination date; are secured by a combination of cash and obligations of the United States or its agencies and instrumentalities; require the securities being purchased by the District or cash held by the District to be pledged to the District, held in the District's name, and deposited with the District or a third party selected and approved by the District, and are placed through a primary government securities dealer, as defined by the Federal Reserve or a financial institution doing business in Texas. The term of any reverse security repurchase agreement may not exceed 90 days after the date the reverse security repurchase agreement is delivered. Money received by the District under the terms of a reverse security repurchase agreement shall be used to acquire additional authorized investments, but the term of the authorized investments acquired must mature not later than the expiration date stated in the reverse security repurchase agreement. *Gov't Code 2256.011*

4. A securities lending program if:
 - a. The value of securities loaned is not less than 100 percent collateralized, including accrued income, and the loan allows for termination at any time;
 - b. The loan is secured by:
 - (1) Pledged securities described by Government Code 2256.009;
 - (2) Pledged irrevocable letters of credit issued by a bank that is organized and existing under the laws of the United States or any other state and continuously rated by at least one nationally recognized investment rating firm at not less than A or its equivalent; or
 - (3) Cash invested in accordance with Government Code 2256.009, 2256.013, 2256.014, or 2256.016;
 - c. The terms of the loan require that the securities being held as collateral be pledged to the investing entity, held in the investing entity's name, and deposited at the time the investment is made with the entity or with a third party selected by or approved by the investing entity; and
 - d. The loan is placed through a primary government securities dealer or a financial institution doing business in this state.

An agreement to lend securities under a securities lending program must have a term of one year or less.

Gov't Code 2256.0115

5. Banker's acceptance, with a stated maturity of 270 days or fewer from the date of issuance that will be liquidated in full at maturity, which is eligible for collateral for borrowing from a Federal Reserve Bank, and is accepted by a bank meeting the requirements of Government Code 2256.012(4). *Gov't Code 2256.012*
6. Commercial paper that has a stated maturity of 270 days or fewer from the date of issuance and is rated not less than A-1 or P-1 or an equivalent rating by at least two nationally recognized credit rating agencies or by one nationally recognized credit rating agency provided the commercial paper is fully secured by an irrevocable letter of credit issued by a bank organized and existing under United States law or the law of any state. *Gov't Code 2256.013*

7. No-load money market mutual funds that:
 - a. Are registered with and regulated by the Securities and Exchange Commission;
 - b. Provide the District with a prospectus and other information required by the Securities and Exchange Act of 1934 (15 U.S.C. 78a et seq.) or the Investment Company Act of 1940 (15 U.S.C. 80a-1 et seq.);
 - c. Have a dollar-weighted average stated maturity of 90 days or fewer; and
 - d. Include in their investment objectives the maintenance of a stable net asset value of \$1 for each share.

However, investments in no-load money market mutual funds shall be limited to the percentages authorized by Government Code 2256.014(c).

8. No-load mutual funds that:
 - a. Are registered with the Securities and Exchange Commission;
 - b. Have an average weighted maturity of less than two years;
 - c. Are invested exclusively in obligations approved by Government Code Chapter 2256, Subchapter A, regarding authorized investments (Public Funds Investment Act);
 - d. Are continuously rated by at least one nationally recognized investment rating firm of not less than AAA or its equivalent; and
 - e. Conform to the requirements in Government Code 2256.016(b) and (c) relating to the eligibility of investment pools to receive and invest funds of investing entities.

Investments in no-load mutual funds shall be limited to the percentages authorized by Government Code 2256.014(c). In addition, the District may not invest any portion of bond proceeds, reserves, and funds held for debt service, in no-load mutual funds described in this item.

Gov't Code 2256.014

9. A guaranteed investment contract, as an investment vehicle for bond proceeds, if the guaranteed investment contract:

- a. Has a defined termination date.
- b. Is secured by obligations described by Government Code 2256.009(a)(1), excluding those obligations described by Section 2256.009(b), in an amount at least equal to the amount of bond proceeds invested under the contract.
- c. Is pledged to the District and deposited with the District or with a third party selected and approved by the District.

Bond proceeds, other than bond proceeds representing reserves and funds maintained for debt service purposes, may not be invested in a guaranteed investment contract with a term longer than five years from the date of issuance of the bonds.

To be eligible as an authorized investment:

- a. The Board must specifically authorize guaranteed investment contracts as eligible investments in the order, ordinance, or resolution authorizing the issuance of bonds.
- b. The District must receive bids from at least three separate providers with no material financial interest in the bonds from which proceeds were received.
- c. The District must purchase the highest yielding guaranteed investment contract for which a qualifying bid is received.
- d. The price of the guaranteed investment contract must take into account the reasonably expected drawdown schedule for the bond proceeds to be invested.
- e. The provider must certify the administrative costs reasonably expected to be paid to third parties in connection with the guaranteed investment contract.

Gov't Code 2256.015

10. A public funds investment pool meeting the requirements of Government Code 2256.016 and 2256.019, if the Board authorizes the investment in the particular pool by resolution.
Gov't Code 2256.016, .019
11. "Corporate bond" means a senior secured debt obligation issued by a domestic business entity and rated not lower than "AA-" or the equivalent by a nationally recognized investment

rating firm. The term does not include a debt obligation that on conversion would result in the holder becoming a stockholder or shareholder in the entity, or any affiliate or subsidiary of the entity, that issued the debt obligation, or is an unsecured debt obligation. *Gov't Code 2256.0204(a)*

A district that qualifies as an issuer as defined by Government Code 1371.001 [see CCF] may purchase, sell, and invest its funds and funds under its control in corporate bonds that, at the time of purchase, are rated by a nationally recognized investment rating firm "AA-" or the equivalent and have a stated final maturity that is not later than the third anniversary of the date the corporate bonds were purchased. *Gov't Code 2256.0204(b)-(c)*

The District is not authorized to:

- a. Invest in the aggregate more than 15 percent of its monthly average fund balance, excluding bond proceeds, reserves, and other funds held for the payment of debt service, in corporate bonds; or
- b. Invest more than 25 percent of the funds invested in corporate bonds in any one domestic business entity, including subsidiaries and affiliates of the entity.

Gov't Code 2256.0204(d)

The District may purchase, sell, and invest its funds and funds under its control in corporate bonds if the Board:

- a. Amends its investment policy to authorize corporate bonds as an eligible investment;
- b. Adopts procedures to provide for monitoring rating changes in corporate bonds acquired with public funds, and liquidating the investment in corporate bonds; and
- c. Identifies the funds eligible to be invested in corporate bonds.

Gov't Code 2256.0204(e)

The District investment officer, acting on behalf of the District, shall sell corporate bonds in which the District has invested its funds not later than the seventh day after the date a nationally recognized investment rating firm:

- a. Issues a release that places the corporate bonds or the domestic business entity that issued the corporate bonds on negative credit watch or the equivalent, if the corpo-

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rate bonds are rated "AA-" or the equivalent at the time the release is issued; or

- b. Changes the rating on the corporate bonds to a rating lower than "AA-" or the equivalent.

Gov't Code 2256.0204(f)

Corporate bonds are not an eligible investment for a public funds investment pool. *Gov't Code 2256.0204(g)*

CHANGE IN LAW

The District is not required to liquidate investments that were authorized investments at the time of purchase. *Gov't Code 2256.017*

LOSS OF REQUIRED RATING

An investment that requires a minimum rating does not qualify as an authorized investment during the period the investment does not have the minimum rating. The District shall take all prudent measures that are consistent with its investment policy to liquidate an investment that does not have the minimum rating. *Gov't Code 2256.021*

SELLERS OF INVESTMENTS

A written copy of the investment policy shall be presented to any person offering to engage in an investment transaction with the District or to an investment management firm under contract with the District to invest or manage the District's investment portfolio. For purposes of this section, a business organization includes investment pools and an investment management firm under contract with the District to invest or manage the District's investment portfolio. The qualified representative of the business organization offering to engage in an investment transaction with the District shall execute a written instrument in a form acceptable to the District and the business organization substantially to the effect that the business organization has:

1. Received and thoroughly reviewed the District investment policy; and
2. Acknowledged that the business organization has implemented reasonable procedures and controls in an effort to preclude investment transactions conducted between the District and the organization that are not authorized by the District's policy, except to the extent that this authorization is dependent on an analysis of the makeup of the District's entire portfolio or requires an interpretation of subjective investment standards.

The investment officer may not acquire or otherwise obtain any authorized investment described in the District's investment policy

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from a person who has not delivered to the District the instrument described above.

Gov't Code 2256.005(k)-(l)

DONATIONS

A gift, devise, or bequest made to provide college scholarships for District graduates may be invested by the Board as provided in Property Code 117.004, unless otherwise specifically provided by the terms of the gift, devise, or bequest. *Education Code 45.107*

Investments donated to the District for a particular purpose or under terms of use specified by the donor are not subject to the requirements of Government Code Chapter 2256, Subchapter A. *Gov't Code 2256.004(b)*

ELECTRONIC FUNDS
TRANSFER

The District may use electronic means to transfer or invest all funds collected or controlled by the District. *Gov't Code 2256.051*

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INTRODUCTION

The District shall invest its public funds in a manner that will ensure the safety and protection of these funds at all times. Investments shall provide adequate liquidity for all District cash flow demands and maximize the District's investment returns within all state and local statutes governing the investment of public funds.

SCOPE

This policy shall cover all financial assets that are under the direct authority of the Board and are accounted for in the District's comprehensive annual financial report. Financial assets include the following listed funds and any other assets in any other funds that may be created or added by the District in the future:

| | |
|------------------------|---------------------------|
| General Fund* | Agency Fund* |
| Debt Service Fund | Enterprise Fund |
| Special Revenue Fund* | Internal Service Fund* |
| Expendable Trust Fund* | Nonexpendable Trust Fund* |

*These items are considered a "pooled fund group" as defined by the Public Funds Investment Act (Government Code 2256.002(9)).

OBJECTIVES

The primary objectives, in priority order, of the District's investment program shall be as follows:

SAFETY

1. Safety of principal is the foremost objective of the investment program. Investments of the District shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio at all times.

LIQUIDITY

2. The District's investment portfolio shall provide adequate liquidity to meet all debt service and operating expenses of the District as they arise.

YIELD

3. The District's investment portfolio shall be designed to obtain the maximum rate of return available within all legal, legislated, and mandated investment guidelines, giving effect to the District's risk constraints and cash flow requirements.

4. The investment portfolio shall be designed with the objective of regularly exceeding the average return (bond equivalent basis) on the three-month U.S. Treasury bill. The portion of the portfolio managed by a registered investment advisor shall be benchmarked and reported against the AAA-rated local government investment pools operating in Texas. The investment program shall seek to augment returns above this threshold, consistent with risk limitations identified herein and prudent investment principles.

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5. All attempts shall be made to diversify investments to avoid incurring unreasonable and avoidable risks regarding specific security types or individual financial institutions.
6. Management of the investment portfolio shall adhere to the guidance provided by the “prudent person rule,” which obligates a fiduciary to ensure that:

“...investments shall be made with the exercise of that degree of judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise 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.”
7. Management of the investment portfolio shall specifically avoid any purchase of investments, or any investment practice or procedures, not specifically authorized under the terms of this policy.
8. The District intends to pursue active portfolio management techniques in order to enhance total returns.
9. All participants in the investment process shall seek to act responsibly as custodians of the public trust. Investment officials shall avoid any transaction that might impair public confidence. The overall program shall be designed and managed with a degree of professionalism that is worthy of the public trust. Nevertheless, the Board recognizes that in a diversified portfolio, occasional measured losses are inevitable, and must be considered within the context of the overall portfolio’s investment return provided that adequate diversification has been implemented.

INDIVIDUAL FUND /
PORTFOLIO
STRATEGIES

POOLED FUNDS

The pooled fund is comprised of the general fund, special revenue fund, expendable trust fund, internal service fund, nonexpendable trust fund, and agency fund. These funds are defined as follows:

1. General Fund: Revenues and expenditures, not accounted for in other funds, relating to general operations of the District. The maximum dollar weighted average maturity on any fund/portfolio shall not exceed one year. No security maturity in the pooled fund shall exceed three years.
2. Special Revenue Fund: Proceeds of specific program grants that are legally restricted to expenditures for specified purposes. The maximum dollar weighted average maturity on any fund/portfolio shall not exceed one year. No security maturity in the pooled fund shall exceed three years.

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3. Expendable Trust Fund: State and federally funded cooperative programs over which the District acts as fiscal manager. These funds are accounted for by the District; however, other school districts also benefit from the programs as a result of cooperative agreements between the member districts and the fiscal manager. The maximum dollar weighted average maturity on any fund/portfolio shall not exceed one year. No security maturity in the pooled fund shall exceed three years.
4. Internal Service Fund: Accumulation of resources for the payment of employee claims and insurance policies. The maximum dollar weighted average maturity on any fund/portfolio shall not exceed one year. No security maturity in the pooled fund shall exceed three years.
5. Nonexpendable Trust Fund: Assets held by the District in a trustee capacity for individuals and private organizations. The maximum dollar weighted average maturity on any fund/portfolio shall not exceed one year. No security maturity in the pooled fund shall exceed three years.
6. Agency Funds: Receipts and disbursements of monies from granting organizations. The maximum dollar weighted average maturity on any fund/portfolio shall not exceed one year. No security maturity in the pooled fund shall exceed three years.

The primary strategy for this fund is to match the regular operational expenditures of the fund with investment maturities, investment interest, and other income sources of the fund. Because the funds are pooled for investment purposes, the portfolio will address the varying needs of all funds in the pooled fund group recognizing liquidity needs as well as the desire to extend slightly for incremental return on core funds. Investment of surplus fund balances shall be made to match future expenditure needs of the fund. The highest quality securities shall be chosen to ensure preservation of principal, liquidity, and ultimate marketability in the case of needed liquidity. Diversification will be addressed by use of different local government investment pools and a portfolio of differing securities. This fund typically is at its low investment balance around the end of the calendar year and must be very liquid at this point. A cash flow analysis of these funds shall be used to determine any funds available for longer term investment. Investments will be made in accordance with this cash flow analysis.

DEBT SERVICE
FUND

The debt service fund is used to account for payment of principal and interest of the District's general obligation bonds.

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The primary strategy is to match the regular (February and August) scheduled debt payments with investments having fixed maturity dates on or before payment dates for liquidity purposes on these dates. Investments should be purchased with a maturity date to fully fund the next scheduled debt payment. The highest quality securities shall be chosen to ensure preservation of principal, liquidity, and ultimate marketability in the case of needed liquidity.

ENTERPRISE FUND

The enterprise fund is used to account for the operations of the District's cafeterias and other food facilities. Revenues are derived primarily from charges to users and from federal child nutrition programs under which amounts are received by grant and by receipt of commodities from the United States Department of Agriculture (USDA).

The primary strategy is to keep all investments short term in nature to fund operational expenses as they arise. The fund should be liquid at the start of the school year as receipts have not started but the payment of invoices is being made for the initial start-up supply.

STUDENT ACTIVITY
FUND

The student activity fund is a portion of the agency funds that has been separated from the pooled fund group. This is used to account for monies generated at the campus level such as student councils, soft drink machines, and the like.

The primary strategy is to keep all investments liquid in nature as each school location has different cash flow needs. Generally, during the summer months less activity in the accounts would justify somewhat longer investment strategies. Regardless of the anticipated use of funds, the highest quality securities shall be chosen to ensure preservation of principal, liquidity, and ultimate marketability in the case of needed liquidity. A diversified strategy using high-quality, marketable securities will be used to preserve principal and generate incremental income.

BOND FUND

These funds are used to account on a project basis for projects financed from the proceeds from bond issues or for capital projects otherwise mandated for this type of fund.

Investment strategies for bond proceeds shall have as the primary objective the ability to generate a dependable revenue stream from securities with a low degree of volatility, and be able to meet the liquidity requirements of the capital project. The highest quality securities shall be chosen to ensure preservation of principal, liquidity, and ultimate marketability in the case of needed liquidity. Projected cash flow needs shall be matched with investment liquidity. The stated final maturity dates of securities held should not exceed the estimated project completion date.

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DELEGATION OF
AUTHORITY

The Board shall designate, by resolution, one or more officers or employees of the District to be responsible for the investment of its funds and to be investment officers. No person may deposit, withdraw, invest, transfer, or otherwise manage funds of the District without the express authority derived from this resolution. The Board may further designate a registered investment advisor to manage a portion of the District's funds. This investment advisor shall manage District funds under the provisions of this policy and the direction of the chief financial officer.

CONFLICTS OF
INTEREST

Officers, employees, and contracted investment advisors involved in the investment process shall refrain from personal business activity as defined by statute that could conflict with proper execution of the investment program, or that could impair their ability to make impartial investment decisions. Employees and investment officials shall disclose to the Board any material financial interests in financial institutions that conduct business within this jurisdiction, and they shall further disclose any large personal financial/investment positions that could be related to the performance of the District, particularly with regard to the time of purchases and sales.

AUTHORIZED
FINANCIAL DEALERS

The District shall make its investment policy available to any securities firm seeking to do business with the District that is registered in the state of Texas and is Financial Industry Regulatory Authority (FINRA) registered or a bank, fund, or pool seeking to do business. After thoroughly reviewing the policy, the firm shall provide the District with a written instrument stating that the investment policy of the District has been reviewed, and that the firm acknowledges that the securities firm has implemented reasonable procedures and controls in an effort to ensure that investment transactions conducted between the District and the firm conform to the policy, before the District may purchase securities from the securities firm, bank, pool, or fund. A list of the District's authorized brokers/dealers will be reviewed and adopted at least annually by the Board.

INVESTMENT
INSTRUMENTS /
MATURITIES

Investment instruments authorized for purchase include:

1. Direct obligations of the U.S. government, its agencies, and its instrumentalities with a stated maximum maturity not to exceed three years from the date of purchase. The total portfolio may contain up to a maximum of 80 percent in this type of security.
2. Other obligations, the principal and interest on which are guaranteed or insured by, or backed by the full faith and credit of, the United States, with a stated maximum maturity not to exceed three years from the date of purchase. The total

portfolio may contain up to a maximum of 60 percent in this type of security.

3. Obligations of states, agencies, counties, cities, and other political subdivisions of any state rated as to investment quality by a nationally recognized investment rating firm not less than A or its equivalent. The total portfolio may contain up to a maximum of 20 percent of this type of security.
4. Fully collateralized, nonnegotiable certificates of deposit issued by a bank doing business in Texas, guaranteed or insured by the FDIC or its successor or secured by obligations defined in items one and two above, maintained under third-party safekeeping arrangements to include mortgage-backed securities passing the bank test. Market value of collateral must at all times be equal to or greater than 110 percent of principal and accrued interest on the certificates. The maximum maturity is not to exceed two years. The total portfolio may contain up to a maximum of 100 percent in this type of security.
5. Prime domestic bankers' acceptances with a maximum maturity not to exceed 180 days. The total portfolio may contain up to a maximum of 15 percent in this type of security.
6. Commercial paper, which is rated at time of purchase, not less than A1/P1 by at least two nationally recognized credit rating agencies, and with a maximum maturity not to exceed 270 days. The total portfolio may contain up to a maximum of 25 percent in this type of security.
7. Fully collateralized repurchase agreements and reverse repurchase agreements, fully secured by obligations authorized by this policy and maintained under third-party safekeeping arrangements, under the terms of an executed PSA Master Repurchase Agreement, and with maximum maturity of one year and reinvestment of reverse income not to exceed 90 days. Bond funds may be invested in a flex repurchase agreement extending beyond one year but not extending past the expenditure plan of the bonds.
8. Constant dollar local government investment pools as described in Government Code 2256.016 and 2256.019.
9. No-load money market mutual funds described in Government Code 2256.014. Use of this instrument shall be limited to a "sweep account" in conjunction with the District's checking account(s) with its depository bank.

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10. Corporate bonds as permitted by Government Code
2256.0204.

The maximum dollar weighted average maturity on any fund/portfolio shall not exceed one year. The weighted average maturity shall exempt flex repurchase agreements that are used exclusively for bond funds and are tied to anticipated bond expenditure schedules.

PRUDENCE

The standard of prudence to be used by investment officers shall be the "prudent person," and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided that deviations from expectations are reported in a timely fashion, and appropriate action is taken to control adverse developments.

REPORTING

The investment officer shall submit written reports of the investment activity and investment performance to the Board in accordance with the provisions of all applicable legislation and the desires of the Board. Market prices for securities required in this reporting will be obtained from such independent sources as investment advisors and financial publications.

INTEREST RATE RISK

To reduce exposure to changes in interest rates that could adversely affect the value of investments, the District shall use final and weighted-average-maturity limits and diversification.

The District shall monitor interest rate risk using weighted average maturity and specific identification.

MONITORING RATING
CHANGES

In accordance with Government Code 2256.005(b), the investment officer shall develop a procedure to monitor changes in investment ratings and to liquidate investments that do not maintain satisfactory ratings.

INTERNAL CONTROLS

A system of internal controls shall be documented in writing. The internal controls shall be reviewed by the District. The controls shall be designed to prevent loss of funds arising from fraud, employee error, misrepresentation by third parties, unanticipated changes in financial markets, or imprudent actions by employees or the Board. Controls deemed most important would include:

1. Control of collusion.
2. Separation of duties.
3. Separating transaction authority from accounting and record-keeping.

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4. Custodial safekeeping.
5. Avoidance of bearer-form securities.
6. Clear delegation of authority.
7. Specific limitations regarding securities losses and remedial action.
8. Written confirmation of telephone transactions.
9. Minimizing the number of authorized investment officials to retain control of transactions.
10. Documentation of transactions and strategies.

RISK TOLERANCE

The District recognizes that investment risks can result from issuer defaults, market price changes, or various technical complications leading to temporary liquidity. Portfolio diversification is employed as a way to control risk. Investment officers are expected to practice prudent decision-making procedures to minimize default and market risk through diversification of market sector, issuer, and maturity. No individual investment transaction shall be undertaken that jeopardizes the total position of the overall portfolio. All investment reports shall specifically address whether current investment results have been affected by any of the foregoing risks, and shall explain what actions investment officials have taken to control or correct such risks.

In addition to these general policy considerations, the following specific policies shall be strictly observed:

1. All investment transactions will be with District-authorized institutions under compliance provisions established by the District. These compliance provisions will include NASD certification, state registration, and completion of required certification for review of the District's policy. The list of authorized brokers/dealers shall be given to the Board or a committee of the Board on an annual basis for review.
2. All transactions except investment pool, certificates of deposit, and mutual fund transactions shall be executed on a delivery versus payment basis.
3. All transactions with securities dealers shall be completed on a competitive basis, utilizing a minimum of three bids/offers. Based on an evaluation, securities dealers will be dropped or continued on the eligibility list. The following criteria shall be used in the evaluation:
 - a. Number of transactions competitively won.

OTHER REVENUES
INVESTMENTS

CDA
(LOCAL)

- b. Prompt and accurate confirmation of transactions.
 - c. Efficient securities delivery.
 - d. Accurate market information.
 - e. Account servicing.
4. An investment that requires a minimum rating does not qualify as an authorized investment during the period the investment does not have the minimum rating. The District shall take all prudent measures that are consistent with its investment policy to liquidate an investment that does not have the minimum rating.

SAFEKEEPING AND
CUSTODY

To protect against potential fraud and embezzlement, the assets of the District shall be secured through independent third-party custody and safekeeping procedures. Original safekeeping receipts will be maintained for all District assets. Bearer instruments shall be held only through independent third-party institutions.

INTERNAL AUDIT

The internal audit department shall, at the direction of the Board, conduct audits of the investment activities, including a review of the quarterly reports provided to the Board.

INVESTMENT POLICY
ADOPTION

The investment policy shall be annually reviewed and approved by the Board. Any changes shall be reflected in the approval resolution.

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AUTHORIZED
EXPENDITURES

The District shall not lend its credit or gratuitously grant public money or things of value in aid of any individual, association, or corporation. *Tex. Const. Art. III, Sec. 52; Brazoria County v. Perry, 537 S.W.2d 89 (Tex. Civ. App.—Houston [1st Dist.] 1976, no writ)*

The District shall not grant any extra compensation, fee, or allowance to a public officer, agent, servant, or contractor after service has been rendered or a contract entered into and performed in whole or in part. Nor shall the District pay or authorize the payment of any claim against the District under any agreement or contract made without authority of law. *Tex. Const. Art. III, Sec. 53; Harlingen Indep. Sch. Dist. v. C.H. Page and Bro., 48 S.W.2d 983 (Comm. App. 1932)*

The state and county available funds disbursed to the District shall be used exclusively for salaries of professional certified staff and for interest on money borrowed on short time to pay such salaries, when salaries become due before school funds for the current year become available. Loans for paying professional certified staff salaries may not be paid out of funds other than those for the current year. *Education Code 45.105(b)*

Local funds from District taxes, tuition fees, other local sources, and state funds not designated for a specific purpose may be used for salaries of any personnel and for purchasing appliances and supplies; for the payment of insurance premiums; for buying school sites; for buying, building, repairing, and renting school buildings, including acquisition of school buildings and sites by leasing through annual payments with an ultimate option to purchase [see CHG]; and for other purposes necessary in the conduct of the public schools to be determined by the Board. *Education Code 45.105(c)*

No public funds of the District may be spent in any manner other than as provided for in the budget adopted by the Board. *Education Code 44.006(a)*

USE OF DISTRICT
RESOURCES

IMPROVEMENTS TO
REAL PROPERTY

Except as provided below or by Education Code 45.109(a-1) or (a-2) [see CX], the Board shall not enter into an agreement authorizing the use of District employees, property, or resources for the provision of materials or labor for the design, construction, or renovation of improvements to real property not owned or leased by the District.

This section does not prohibit the Board from entering into an agreement for the design, construction, or renovation of improvements to real property not owned or leased by the District if the improvements benefit real property owned or leased by the District. Benefits to real property owned or leased by the District include the

design, construction, or renovation of highways, roads, streets, sidewalks, crosswalks, utilities, and drainage improvements that serve or benefit the real property owned or leased by the District.

Education Code 11.168

HOTELS

The Board may not impose taxes, issue bonds, use or authorize the use of District employees, use or authorize the use of District property, money, or other resources, or acquire property for the design, construction, renovation, or operation of a hotel. The Board may not enter into a lease, contract, or other agreement that obligates the Board to engage in an activity prohibited by this section or obligates the use of District employees or resources in a manner prohibited by this section.

“Hotel” means a building in which members of the public obtain sleeping accommodations for consideration. The term includes a motel.

Education Code 11.178

ELECTIONEERING

The Board may not use state or local funds or other resources of the District to electioneer for or against any candidate, measure, or political party. *Education Code 11.169*

COMMITMENT OF
CURRENT REVENUE

A contract for the acquisition, including lease, of real or personal property is a commitment of the District’s current revenue only, provided the contract contains either or both of the following provisions:

1. Retains to the Board the continuing right to terminate the contract at the expiration of each budget period during the term of the contract.
2. Is conditioned on a best efforts attempt by the Board to obtain and appropriate funds for payment of the contract.

Local Gov’t Code 271.903

FISCAL YEAR

The Board may determine if the District’s fiscal year begins on July 1 or September 1 of each year. *Education Code 44.0011*

BUDGET
PREPARATION

The Superintendent shall prepare, or cause to be prepared, a proposed budget covering all estimated revenue and proposed expenditures of the District for the following fiscal year. *Education Code 44.002*

FUNDS FOR
ACCELERATED
INSTRUCTION

A district that is required to provide accelerated instruction under Education Code 29.081(b-1) [see EHBC] shall separately budget sufficient funds, including funds under Education Code 42.152, for that purpose. The District may not budget funds received under

ANNUAL OPERATING BUDGET

CE
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Education Code 42.152 for any other purpose until the District adopts a budget to support additional accelerated instruction.
Education Code 29.081(b-2)

DEADLINES

The proposed budget shall be prepared on or before a date set by the State Board of Education, currently August 20 (June 19 if the District uses a July 1 fiscal year start date). *Education Code 44.002(a); 19 TAC 109.1(a), .41*

The adopted budget must be filed with the Texas Education Agency on or before the date established in the *Financial Accountability System Resource Guide*. *Education Code 44.005; 19 TAC 109.1(a)*

PUBLIC MEETING ON
BUDGET AND
PROPOSED TAX RATE

After the proposed budget has been prepared, the Board President shall call a Board meeting for the purpose of adopting a budget for the succeeding fiscal year. Any taxpayer of the District may be present and participate in the meeting. *Education Code 44.004(a), (f)* [See CCG for provisions governing tax rate adoption]

The meeting must comply with the notice requirements of the Open Meetings Act. *Gov't Code 551.041, .043*

PUBLISHED NOTICE

The Board President shall also provide for publication of notice of the budget and proposed tax rate meeting in a daily, weekly, or bi-weekly newspaper published in the District. If no daily, weekly, or biweekly newspaper is published in the District, the President shall provide for publication of notice in at least one newspaper of general circulation in the county in which the District's central administrative office is located. The notice shall be published not earlier than the 30th day or later than the tenth day before the date of the hearing.

FORM OF NOTICE

The published notice of the public meeting to discuss and adopt the budget and the proposed tax rate must meet the size, format, and content requirements dictated by law.

The notice is not valid if it does not substantially conform to the language and format prescribed by the comptroller.

TAXPAYER
INJUNCTION

If the District has not complied with the published notice requirements in the FORM OF NOTICE described above, and the requirements for DISTRICTS WITH JULY 1 FISCAL YEAR below, if applicable, and the failure to comply was not in good faith, a person who owns taxable property in the District is entitled to an injunction restraining the collection of taxes by the District. An action to enjoin the collection of taxes must be filed before the date the District delivers substantially all of its tax bills.

Education Code 44.004(b)-(e)

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|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PUBLICATION OF PROPOSED BUDGET SUMMARY | Concurrently with the publication of notice of the budget under Education Code 44.004, the District shall post a summary of the proposed budget on the District's Internet Web site or, if the District has no Internet Web site, in the District's central administrative office. |
| | The budget summary must include a comparison to the previous year's actual spending and information relating to per student and aggregate spending on: |
| | <ol style="list-style-type: none">1. Instruction;2. Instructional support;3. Central administration;4. District operations;5. Debt service; and6. Any other category designated by the Commissioner. |
| | <i>Education Code 44.0041</i> |
| DECREASE IN DEBT SERVICE RATE | If the debt service rate calculated under Education Code 44.004(c)(5)(A)(ii)(b) decreases after the publication of the notice required by this section, the Board President is not required to publish another notice or call another meeting to discuss and adopt the budget and the proposed lower tax rate. <i>Education Code 44.004(g-1)</i> |
| BUDGET ADOPTION | The Board shall adopt a budget to cover all expenditures for the succeeding fiscal year at the meeting called for that purpose and before the adoption of the tax rate for the tax year in which the fiscal year covered by the budget begins. <i>Education Code 44.004(f)-(g)</i> |
| CERTIFIED ESTIMATE | By April 30, the chief appraiser shall prepare and certify an estimate of the taxable value of District property. <i>Tax Code 26.01(e)</i> |
| DISTRICTS WITH JULY 1 FISCAL YEAR | A district with a fiscal year beginning July 1 may use the certified estimate of the taxable value of District property in preparing the published notice if the District does not receive the certified appraisal roll on or before June 7. A district that uses a certified estimate may adopt a budget at the public meeting designated in the published notice prepared using the estimate, but the District may not adopt a tax rate before the District receives the certified appraisal roll for the District. <i>Education Code 44.004(h)-(i)</i> |

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| BUDGET ADOPTION AFTER TAX RATE ADOPTION | Notwithstanding Education Code 44.004(g), (h), and (i), above, the District may adopt a budget after the District adopts a tax rate for the tax year in which the fiscal year covered by the budget begins if the District elects to adopt a tax rate before receiving the certified appraisal roll for the District as provided by Tax Code 26.05(g). Following adoption of the tax rate [see CCG], the District must publish notice and hold a public meeting before the District may adopt a budget. The comptroller shall prescribe the language and format to be used in the notice. The District may use the certified estimate of taxable value in preparing the notice. <i>Education Code 44.004(j)</i> |
| PUBLICATION OF ADOPTED BUDGET | On final approval of the budget by the Board, the District shall post on the District's Internet Web site a copy of the budget adopted by the Board. The District's Web site must prominently display the electronic link to the adopted budget. The District shall maintain the adopted budget on the District's Web site until the third anniversary of the date the budget was adopted. <i>Education Code 39.084</i> |
| AMENDMENT OF APPROVED BUDGET | The Board shall have the authority to amend the approved budget or to adopt a supplementary emergency budget to cover necessary unforeseen expenses. Copies of any amendment or supplementary budget must be prepared and filed in accordance with State Board rules. <i>Education Code 44.006</i> |
| FAILURE TO COMPLY WITH BUDGET REQUIREMENTS | A Board member who votes to approve any expenditure of school funds in excess of the item or items appropriated in the adopted budget or a supplementary or amended budget commits a misdemeanor offense. <i>Education Code 44.052(c)</i> |
| CERTAIN DONATIONS | The District may donate funds or other property or service to the adjutant general's department, the Texas National Guard, or the Texas State Guard. <i>Gov't Code 437.111(b), .252, .304(a)</i> |

ANNUAL OPERATING BUDGET

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|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| FISCAL YEAR | The District shall operate on a fiscal year beginning July 1 and ending June 30. |
| BUDGET PLANNING | Budget planning shall be an integral part of overall program planning so that the budget effectively reflects the District's programs and activities and provides the resources to implement them. In the budget planning process, general educational goals, specific program goals, and alternatives for achieving program goals shall be considered, as well as input from the District- and campus-level planning and decision-making committees. Budget planning and evaluation are continuous processes and shall be a part of each month's activities. |
| BUDGET MEETING | <p>The annual public meeting to discuss the proposed budget and tax rate shall be conducted as follows:</p> <ol style="list-style-type: none">1. The Board President shall request at the beginning of the meeting that all persons who desire to speak on the proposed budget and/or tax rate sign up on the sheet provided. Only those who sign in with the Board secretary or designee shall be heard.2. Prior to the beginning of the meeting, the Board may establish time limits for speakers.3. Speakers shall confine their remarks to the appropriation of funds as contained in the proposed budget and/or the tax rate.4. No officer or employee of the District shall be required to respond to questions from speakers at the meeting. |
| AUTHORIZED EXPENDITURES | The adopted budget provides authority to expend funds for the purposes indicated and in accordance with state law, Board policy, and the District's approved purchasing procedures. The expenditure of funds shall be under the direction of the Superintendent or designee who shall ensure that funds are expended in accordance with the adopted budget. |
| BUDGET AMENDMENTS | The Board shall amend the budget when a change is made increasing any one of the functional spending categories or increasing revenue object accounts and other resources. |

Financial Section



Fort Worth Independent School District 2016-17 Official Budget

2016-17 Official Budget

Financial Section

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Description of ALL FUNDS

Governmental Fund Types are those through which most governmental functions of the District are financed. The acquisition, use, and balance of the District's expendable financial resources, and the related liabilities, are accounted for using Governmental Fund Types. The measurement focus is based upon determination of changes in financial position rather than upon net income determination. The following are the District's governmental funds:

- **General Fund** – The *General Fund* accounts for all financial transactions not properly included in other funds. The principal sources of revenue include local property taxes and state aid. Expenditures include costs associated with the daily operations of the schools.
- **Debt Service Fund** – The *Debt Service Fund* accounts for the accumulation of resources for, and the retirement of, general long-term debt and related costs.
- **Special Revenue Fund** – The *Special Revenue Fund* accounts for the proceeds of specific revenue sources (other than private-purpose trust funds or capital projects) such as federal, state or locally financed programs where unused balances are returned to the grantor at the close of specified project periods. Funds are legally restricted to expenditures for specified purposes.
- **Capital Projects Fund** – The *Capital Projects Fund* accounts for the proceeds of bond sales and the associated capital expenditures.

Proprietary Fund Types are services for which the District charges customers a fee. The following are the District's proprietary funds:

- **Enterprise Funds** – The *Enterprise Fund* reports activities for which a fee is charged to external users for goods and services.
 - **Food Service Fund** – The District participates in the federally funded National School Breakfast and Lunch Program which provides partial reimbursement of the cost of meals served to children. The remaining costs of preparation and serving those meals are covered by the price of the meals for students and staff.
 - **Leadership Learning Center Fund** – The Leadership Learning Center Fund accounts for all the operations of the outdoor learning center which provides an outdoor learning environment for cadets, students, staff and other organizations across the state.

Description of All Funds, Continued

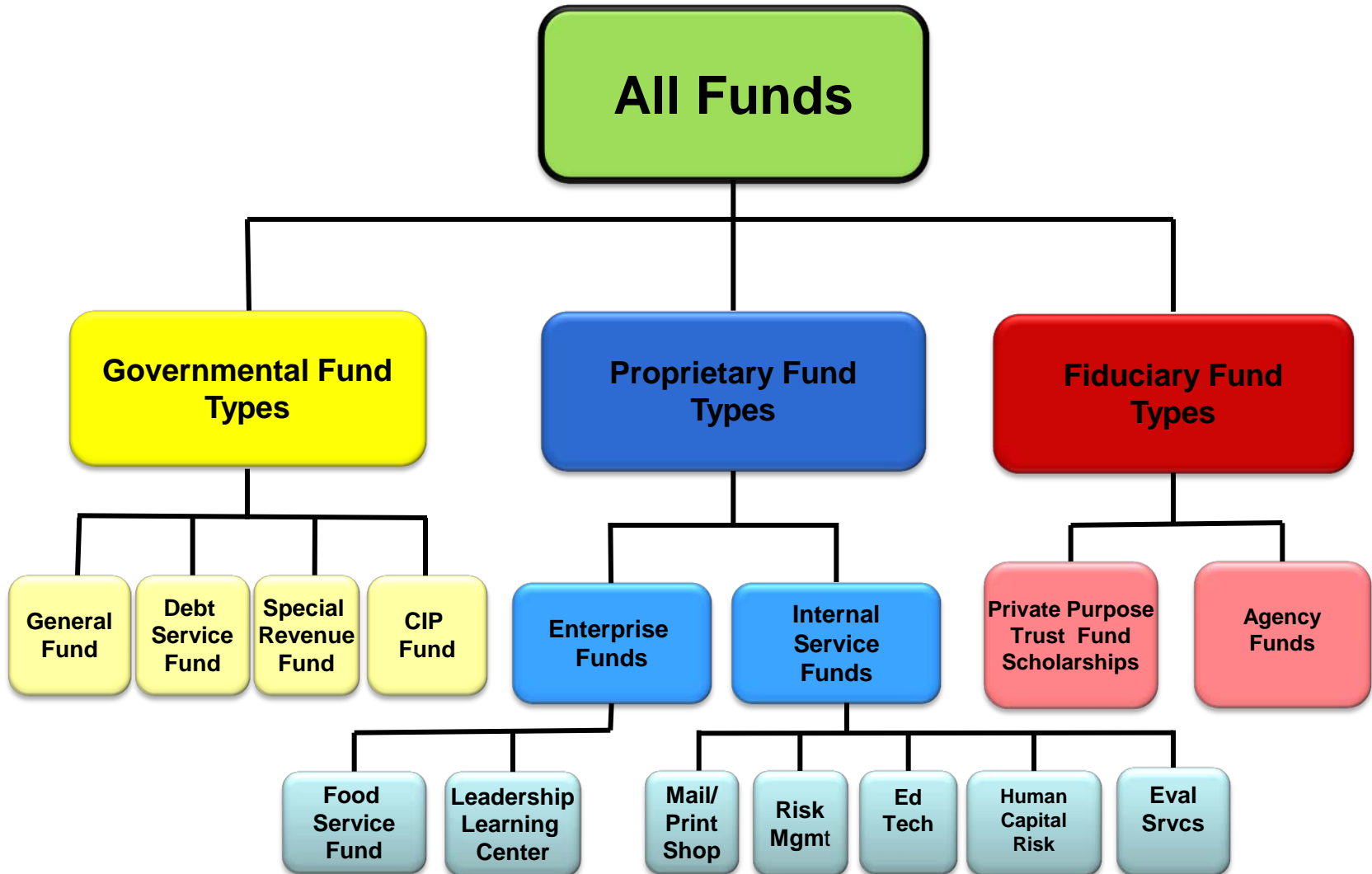
- **Internal Service Funds** – The *Internal Service Fund* reports activities that provide supplies and services for the District's other programs and activities.
 - **Mail Services/Print Shop** – The Mail Room and Print Shop are responsible for the District's incoming and outgoing mail and printing services.
 - **Risk Management** – The District is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets, errors and omissions; and natural disasters for which the District is insured. This exposure is in property and general liability, health insurance, workers' compensation and unemployment insurance.
 - **Educational Technology** – Educational Technology equips students across the District with digital instruction devices. The fund accounts for the fees collected from the student users and the expenses incurred to repair damaged equipment or to replace lost or stolen devices. The fund was established to ensure sustainability of the program.
 - **Human Capital Risk** – The District is exposed to various risks of loss related to employment practices. The Human Capital Risk fund was established to account for the transactions related to liabilities associated with employee claims.
 - **Evaluation Services** – The Research and Evaluation Department is responsible for providing evaluation services for various departments and District programs.

Fiduciary Funds Types are used to report assets held by the District in a trustee or agency capacity for others and therefore cannot be used to support the District's own programs. The following are the District's fiduciary funds:

- **Private Purpose Trust Funds** – *The Private Purpose Trust Funds* are used to report all trust arrangements under which principal and income benefit a specific school or group of students. This includes the scholarship funds that are received and awarded to current and former students for postsecondary education purposes.
- **Agency Funds** – *The Agency Funds* are used to account for the receipts and disbursements of monies from student activity and other organizations.

Structure of All Funds

Fort Worth Independent School District



Combined Proposed Budget Summary: 2016-17

All Funds

| | Governmental Fund Types | Proprietary Fund Types | Fiduciary Fund Types | Total All Funds |
|-------------------------------------------|-------------------------------|------------------------------|----------------------------|-----------------------|
| Revenues | | | | |
| 5710 Tax Collections | \$ 428,950,672 | \$ - | \$ - | \$ 428,950,672 |
| 5730 Tuition and Fees | 175,000 | - | - | 175,000 |
| 5740 Miscellaneous Local Revenue | 23,590,788 | - | 573,693 | 24,164,481 |
| 5750 Extra/Cocurricular Activity | 642,484 | 13,619,896 | - | 14,262,380 |
| 5760 Misc. Revenue Intermediate Sources | - | - | - | - |
| Total Local Revenues | 453,358,944 | 13,619,896 | 573,693 | 467,552,533 |
| 5810 Foundation School Program | 350,524,522 | 250,000 | - | 350,774,522 |
| 5820 Miscellaneous State Revenue | 8,417,480 | - | - | 8,417,480 |
| 5830 Teacher Retirement On-behalf | 36,382,683 | - | - | 36,382,683 |
| Total State Revenues | 395,324,685 | 250,000 | - | 395,574,685 |
| 5920 Miscellaneous Federal Revenue | 78,015,249 | - | - | 78,015,249 |
| 5930 School Health Related | 6,500,000 | - | - | 6,500,000 |
| 5940 Direct Federal Revenue | 2,000,000 | - | - | 2,000,000 |
| 7950 Non-operating Revenue | - | 47,507,000 | - | 47,507,000 |
| Total Federal Revenues | 86,515,249 | 47,507,000 | - | 134,022,249 |
| 7910 Sale of Bonds/Property | 239,860,000 | 60,000 | - | 239,920,000 |
| 7940 Other Sources | - | 900,000 | - | 900,000 |
| Total Other Sources | 239,860,000 | 960,000 | - | 240,820,000 |
| Total Revenues & Other Sources | 1,175,058,878 | 62,336,896 | 573,693 | 1,237,969,467 |
| Expenditures | | | | |
| 11 Instruction | 506,789,665 | 500,000 | 573,693 | 507,863,358 |
| 12 Instruction Resources & Media | 11,383,999 | - | - | 11,383,999 |
| 13 Curriculum & Staff Development | 30,622,197 | - | - | 30,622,197 |
| 21 Instructional Administration | 25,057,334 | - | - | 25,057,334 |
| 23 School Administration | 49,654,751 | - | - | 49,654,751 |
| 31 Guidance & Counseling Services | 41,862,487 | 593,100 | - | 42,455,587 |
| 32 Social Work Services | 6,753,625 | - | - | 6,753,625 |
| 33 Health Services | 9,481,942 | 2,000 | - | 9,483,942 |
| 34 Student Transportation | 25,175,333 | - | - | 25,175,333 |
| 35 Food Services | 876,816 | 59,598,950 | - | 60,475,766 |
| 36 Cocurricular/Extracurricular | 14,974,769 | - | - | 14,974,769 |
| 41 General Administration | 22,202,828 | 8,833,796 | - | 31,036,624 |
| 51 Plant Maintenance & Operations | 82,558,295 | 918,930 | - | 83,477,225 |
| 52 Security & Monitoring Services | 11,920,903 | 4,000 | - | 11,924,903 |
| 53 Data Processing Services | 14,231,373 | - | - | 14,231,373 |
| 61 Community Services | 8,437,286 | 73,700 | - | 8,510,986 |
| 71 Debt Service | 102,612,500 | - | - | 102,612,500 |
| 81 Facilities Acquisition & Constr. | 172,375,777 | - | - | 172,375,777 |
| 93 Payments to Fiscal Agents | 1,205,386 | - | - | 1,205,386 |
| 95 Payments to JJAEP | 350,000 | - | - | 350,000 |
| 97 Tax Increment Financing | - | - | - | - |
| 99 Intergovernmental Charges | 2,600,000 | - | - | 2,600,000 |
| Total Expenditures | 1,141,127,266 | 70,524,476 | 573,693 | 1,212,225,435 |
| Operating Transfers Out | - | - | - | - |
| Total Operating Expenditures | 1,141,127,266 | 70,524,476 | 573,693 | 1,212,225,435 |
| Excess of Revenues Over (Under) | | | | |
| Expenditures | 33,931,612 | (8,187,580) | - | 25,744,032 |
| Fund Balance-Beginning-Projected | 386,790,878 | 31,442,212 | 1,008,481 | 419,241,571 |
| Fund Balance-Ending-Projected | \$ 420,722,490 | \$ 23,254,632 | \$ 1,008,481 | \$ 444,985,603 |

Combined Proposed Budget Summary: 2016-17
All Funds

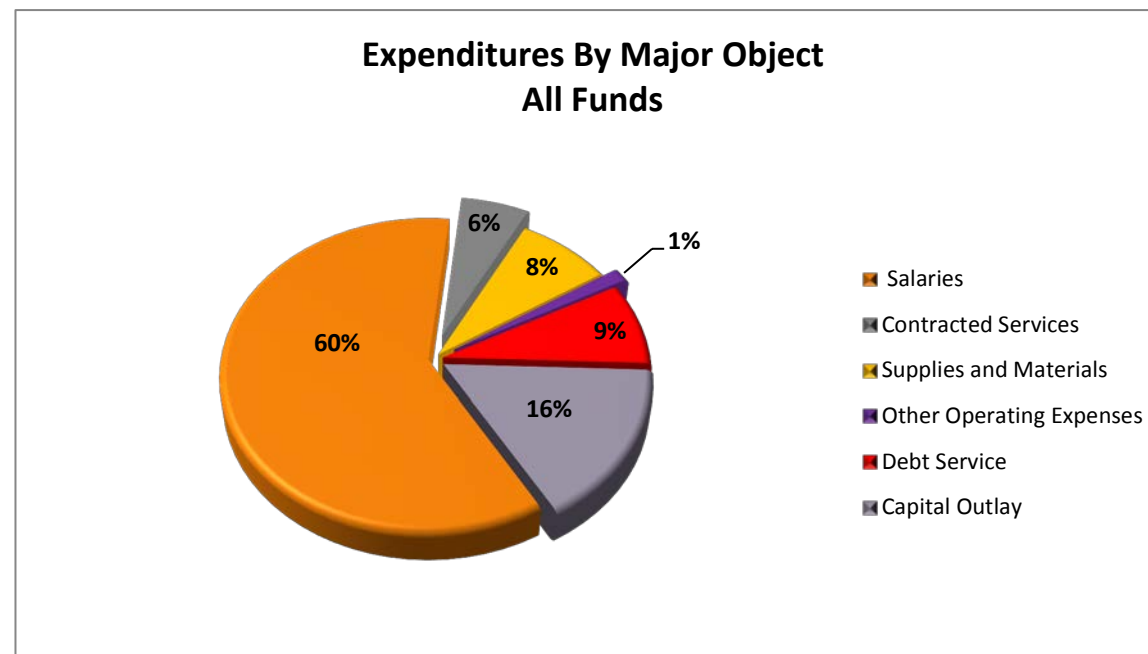
| | Governmental Fund Types | | | | | Enterprise | | | | | | Proprietary Fund Types | Fiduciary Fund Types | Total All Funds | |
|-------------------------------------------|-------------------------|---------------------|----------------------|----------------------|----------------------|--------------------|-----------------|------------------|----------------|---------------------|--------------------|------------------------|----------------------|--------------------|----------------------|
| | General Fund | Debt Service | Special Rev. | CIP | | Food Service | Leadership Ctr | Mail/Print | Eval Svcs | Internal Service | Human Capital | | | | Ed Tech |
| Revenues | | | | | | | | | | | | | | | |
| 5710 Tax Collections | \$329,944,357 | \$99,006,315 | \$ - | \$ - | \$ 428,950,672 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 428,950,672 |
| 5730 Tuition and Fees | 175,000 | - | - | - | 175,000 | - | - | - | - | - | - | - | - | - | 175,000 |
| 5740 Miscellaneous Local Revenue | 3,724,132 | - | 19,516,656 | 350,000 | 23,590,788 | - | - | - | - | - | - | - | - | 573,693 | 24,164,481 |
| 5750 Extra/Cocurricular Activity | 452,500 | - | 189,984 | - | 642,484 | 3,578,000.00 | 115,000.00 | 1,105,534.00 | 724,093.00 | 7,045,269.00 | 552,000.00 | 500,000.00 | 13,619,896 | - | 14,262,380 |
| 5760 Misc. Revenue Intermediate Sources | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Local Revenues | 334,295,989 | 99,006,315 | 19,706,640 | 350,000 | 453,358,944 | 3,578,000 | 115,000 | 1,105,534 | 724,093 | 7,045,269 | 552,000 | 500,000 | 13,619,896 | 573,693 | 467,552,533 |
| 5810 Foundation School Program | 350,012,713 | - | 511,809 | - | 350,524,522 | 250,000.00 | - | - | - | - | - | - | 250,000 | - | 350,774,522 |
| 5820 Miscellaneous State Revenue | 350,000 | 2,276,822 | 5,790,658 | - | 8,417,480 | - | - | - | - | - | - | - | - | - | 8,417,480 |
| 5830 Teacher Retirement On-behalf | 33,785,619 | - | 2,597,064 | - | 36,382,683 | - | - | - | - | - | - | - | - | - | 36,382,683 |
| Total State Revenues | 384,148,332 | 2,276,822 | 8,899,531 | - | 395,324,685 | 250,000.00 | - | - | - | - | - | - | 250,000 | - | 395,574,685 |
| 5920 Miscellaneous Federal Revenue | 1,300,000 | - | 76,715,249 | - | 78,015,249 | - | - | - | - | - | - | - | - | - | 78,015,249 |
| 5930 School Health Related | 6,500,000 | - | - | - | 6,500,000 | - | - | - | - | - | - | - | - | - | 6,500,000 |
| 5940 Direct Federal Revenue | 2,000,000 | - | - | - | 2,000,000 | - | - | - | - | - | - | - | - | - | 2,000,000 |
| 7950 Non-operating Revenue | - | - | - | - | - | 47,507,000 | - | - | - | - | - | - | 47,507,000 | - | 47,507,000 |
| Total Federal Revenues | 9,800,000 | - | 76,715,249 | - | 86,515,249 | 47,507,000 | - | - | - | - | - | - | 47,507,000 | - | 134,022,249 |
| 7910 Sale of Bonds/Property | - | - | - | 239,860,000 | 239,860,000 | 60,000 | - | - | - | - | - | - | 60,000 | - | 239,920,000 |
| 7940 Other Sources | - | - | - | - | - | 900,000 | - | - | - | - | - | - | 900,000 | - | 900,000 |
| Total Other Sources | - | - | - | 239,860,000 | 239,860,000 | 960,000 | - | - | - | - | - | - | 960,000 | - | 240,820,000 |
| Total Revenues & Other Sources | 728,244,321 | 101,283,137 | 105,321,420 | 240,210,000 | 1,175,058,878 | 52,295,000 | 115,000 | 1,105,534 | 724,093 | 7,045,269 | 552,000 | 500,000 | 62,336,896 | 573,693 | 1,237,969,467 |
| Expenditures | | | | | | | | | | | | | | | |
| 11 Instruction | 439,217,520 | - | 47,572,145 | 20,000,000 | 506,789,665 | - | - | - | - | - | - | 500,000 | 500,000 | 573,693 | 507,863,358 |
| 12 Instruction Resources & Media | 10,625,412 | - | 758,587 | - | 11,383,999 | - | - | - | - | - | - | - | - | - | 11,383,999 |
| 13 Curriculum & Staff Development | 8,328,372 | - | 22,293,825 | - | 30,622,197 | - | - | - | - | - | - | - | - | - | 30,622,197 |
| 21 Instructional Administration | 14,730,387 | - | 10,326,947 | - | 25,057,334 | - | - | - | - | - | - | - | - | - | 25,057,334 |
| 23 School Administration | 48,457,742 | - | 1,197,009 | - | 49,654,751 | - | - | - | - | - | - | - | - | - | 49,654,751 |
| 31 Guidance & Counseling Services | 38,141,679 | - | 3,720,808 | - | 41,862,487 | - | - | 593,100 | - | - | - | - | 593,100 | - | 42,455,587 |
| 32 Social Work Services | 4,615,378 | - | 2,138,247 | - | 6,753,625 | - | - | - | - | - | - | - | - | - | 6,753,625 |
| 33 Health Services | 9,481,942 | - | - | - | 9,481,942 | - | 2,000 | - | - | - | - | - | 2,000 | - | 9,483,942 |
| 34 Student Transportation | 20,175,333 | - | - | 5,000,000 | 25,175,333 | - | - | - | - | - | - | - | - | - | 25,175,333 |
| 35 Food Services | 247,583 | - | 629,233 | - | 876,816 | 59,598,950 | - | - | - | - | - | - | 59,598,950 | - | 60,475,766 |
| 36 Cocurricular/Extracurricular | 14,472,275 | - | 202,494 | 300,000 | 14,974,769 | - | - | - | - | - | - | - | - | - | 14,974,769 |
| 41 General Administration | 18,729,032 | - | 3,323,796 | 150,000 | 22,202,828 | - | - | 1,105,534 | 130,993 | 7,045,269 | 552,000 | - | 8,833,796 | - | 31,036,624 |
| 51 Plant Maintenance & Operations | 81,595,350 | - | 162,945 | 800,000 | 82,558,295 | 879,630 | 39,300 | - | - | - | - | - | 918,930 | - | 83,477,225 |
| 52 Security & Monitoring Services | 11,918,642 | - | 2,261 | - | 11,920,903 | 4,000 | - | - | - | - | - | - | 4,000 | - | 11,924,903 |
| 53 Data Processing Services | 12,731,373 | - | - | 1,500,000 | 14,231,373 | - | - | - | - | - | - | - | - | - | 14,231,373 |
| 61 Community Services | 5,138,608 | - | 3,298,678 | - | 8,437,286 | - | 73,700 | - | - | - | - | - | 73,700 | - | 8,510,986 |
| 71 Debt Service | - | 101,612,500 | - | 1,000,000 | 102,612,500 | - | - | - | - | - | - | - | - | - | 102,612,500 |
| 81 Facilities Acquisition & Constr. | 7,664,357 | - | 8,489,059 | 156,222,361 | 172,375,777 | - | - | - | - | - | - | - | - | - | 172,375,777 |
| 93 Payments to Fiscal Agents | - | - | 1,205,386 | - | 1,205,386 | - | - | - | - | - | - | - | - | - | 1,205,386 |
| 95 Payments to JJAEP | 350,000 | - | - | - | 350,000 | - | - | - | - | - | - | - | - | - | 350,000 |
| 97 Tax Increment Financing | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 99 Intergovernmental Charges | 2,600,000 | - | - | - | 2,600,000 | - | - | - | - | - | - | - | - | - | 2,600,000 |
| Total Expenditures | 749,220,985 | 101,612,500 | 105,321,420 | 184,972,361 | 1,141,127,266 | 60,482,580 | 115,000 | 1,105,534 | 724,093 | 7,045,269 | 552,000 | 500,000 | 70,524,476 | 573,693 | 1,212,225,435 |
| Operating Transfers Out | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Operating Expenditures | 749,220,985 | 101,612,500 | 105,321,420 | 184,972,361 | 1,141,127,266 | 60,482,580 | 115,000 | 1,105,534 | 724,093 | 7,045,269 | 552,000 | 500,000 | 70,524,476 | 573,693 | 1,212,225,435 |
| Excess of Revenues Over (Under) | | | | | | | | | | | | | | | |
| Expenditures | (20,976,664) | (329,363) | - | 55,237,639 | 33,931,612 | (8,187,580) | - | - | - | - | - | - | (8,187,580) | - | 25,744,032 |
| Fund Balance-Beginning-Projected | 158,806,960 | 40,528,222 | 115,304,944 | 72,150,752 | 386,790,878 | 15,453,821 | 72,945 | - | - | 14,909,931 | 1,005,515 | - | 31,442,212 | 1,008,481 | 419,241,571 |
| Fund Balance-Ending-Projected | \$137,830,296 | \$40,198,859 | \$115,304,944 | \$127,388,391 | \$420,722,490 | \$7,266,241 | \$72,945 | \$- | \$- | \$14,909,931 | \$1,005,515 | \$- | \$23,254,632 | \$1,008,481 | \$444,985,603 |

Combined Budget Summary -All Funds
For the Years Ended June 30, 2012- June 30, 2017 (Actuals, Estimated and Budgeted)

| | 2011-12 Actual | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Estimated | 2016-17 Budget |
|----------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Revenues | | | | | | |
| 5710 Tax collections | \$ 341,570,640 | \$ 352,119,441 | \$ 363,560,667 | \$ 374,815,694 | \$ 388,153,882 | \$ 428,950,672 |
| 5730 Tuition and Fees | 255,057 | 165,080 | 210,315 | 191,947 | 678,822 | 175,000 |
| 5740 Miscellaneous local revenue | 23,646,037 | 24,349,213 | 19,725,457 | 21,809,041 | 16,546,459 | 24,164,481 |
| 5750 Extra/Cocurricular activity | 5,262,052 | 4,700,567 | 4,944,717 | 3,563,238 | 12,596,189 | 14,262,380 |
| 5760 Misc Revenue Intermediate Source | | 38,279 | 13,301 | 37,155 | 27,730 | - |
| Total Local Revenues | 370,733,786 | 381,372,580 | 388,454,457 | 400,417,075 | 418,003,082 | 467,552,533 |
| 5800 State Matching and Other | 254,745 | 255,947 | - | - | - | - |
| 5810 Foundation school program | 262,988,221 | 307,350,250 | 294,432,868 | 329,170,151 | 354,428,795 | 350,774,522 |
| 5820 Miscellaneous state revenue | 19,246,992 | 8,324,101 | 17,567,703 | 6,648,553 | 20,354,536 | 8,417,480 |
| 5830 Teacher retirement on-behalf | 24,902,219 | 22,681,352 | 26,129,927 | 30,014,161 | 33,375,315 | 36,382,683 |
| Total State Revenues | 307,392,177 | 338,611,650 | 338,130,498 | 365,832,865 | 408,158,646 | 395,574,685 |
| 5900 Miscellaneous federal revenue | 89,107,897 | 81,384,773 | 69,076,410 | 76,934,260 | 81,331,746 | 78,015,249 |
| 5930 School health related | 10,265,878 | 3,291,375 | 6,636,147 | 8,269,529 | 10,112,020 | 6,500,000 |
| 5940 Direct Federal revenue | 12,827,364 | 10,959,171 | 3,555,653 | 2,164,000 | 3,839,925 | 2,000,000 |
| Total Federal Revenues | 112,201,139 | 95,635,319 | 79,268,210 | 87,367,789 | 95,283,691 | 86,515,249 |
| 7910 Sale of Bonds | - | - | 136,038,574 | 317,972,325 | - | 239,920,000 |
| 7912 Sale of Property | - | - | - | - | 453,495 | - |
| 7915 Transfer In | 511,358 | 434,142 | 4,925,746 | 10,846,242 | - | - |
| 7940 Other Sources | - | - | - | - | - | 900,000 |
| 7950 Non-operating revenue | 35,866,306 | 36,460,006 | 39,018,721 | 44,380,332 | 45,545,947 | 47,507,000 |
| 7980 Afterschool Snack Program | 771,869 | 767,054 | 262,353 | 545,375 | - | - |
| Total Other Sources | 37,149,533 | 37,661,202 | 180,245,394 | 373,744,274 | 45,999,442 | 288,327,000 |
| Total Revenues & Oth Srcs | 827,476,635 | 853,280,751 | 986,098,559 | 1,227,362,003 | 967,444,861 | 1,237,969,467 |
| Expenditures | | | | | | |
| 11 Instruction | 431,551,211 | 402,572,574 | 419,038,980 | 461,375,241 | 488,459,360 | 507,863,358 |
| 12 Instruction Resources & Media | 11,421,454 | 11,350,506 | 11,531,514 | 12,137,921 | 12,132,330 | 11,383,999 |
| 13 Curriculum & Staff Development | 32,001,701 | 24,182,924 | 26,877,448 | 27,701,869 | 29,587,197 | 30,622,197 |
| 21 Instructional Administration | 12,349,308 | 12,325,143 | 14,705,216 | 15,133,744 | 15,712,755 | 25,057,334 |
| 23 School Leadership | 45,248,425 | 44,158,105 | 44,062,474 | 47,402,277 | 46,257,419 | 49,654,751 |
| 31 Guidance & Counseling Services | 32,245,885 | 32,881,854 | 36,871,169 | 40,153,452 | 39,128,318 | 42,455,587 |
| 32 Social Work Services | 4,541,456 | 4,221,005 | 3,845,891 | 4,626,895 | 5,992,503 | 6,753,625 |
| 33 Health Services | 7,621,164 | 7,559,547 | 7,404,628 | 8,613,276 | 9,140,934 | 9,483,942 |
| 34 Student Transportation | 23,845,181 | 18,047,189 | 18,487,431 | 23,613,755 | 26,912,524 | 25,175,333 |
| 35 Food Services | 39,342,949 | 42,399,244 | 42,858,063 | 47,781,384 | 47,711,068 | 60,475,766 |
| 36 Cocurricular/Extracurricular | 9,903,083 | 10,501,646 | 10,901,660 | 12,942,328 | 14,450,356 | 14,974,769 |
| 41 General Administration | 24,614,899 | 18,231,690 | 25,536,200 | 21,691,223 | 23,809,024 | 31,036,624 |
| 51 Plant Maintenance & Operations | 68,771,961 | 67,489,116 | 72,556,932 | 74,785,228 | 76,590,667 | 83,477,225 |
| 52 Security & Monitoring Services | 10,645,445 | 10,167,932 | 10,789,781 | 10,431,150 | 11,036,652 | 11,924,903 |
| 53 Data Processing Services | 9,926,664 | 10,176,401 | 11,298,926 | 13,206,154 | 14,232,974 | 14,231,373 |
| 61 Community Services | 5,274,673 | 5,675,454 | 6,290,655 | 8,114,272 | 7,996,974 | 8,510,986 |
| 71 Debt Service | 75,062,944 | 75,188,849 | 76,140,954 | 91,245,090 | 88,907,808 | 102,612,500 |
| 81 Facilities Acquisition & Constr. | 72,922,661 | 47,562,379 | 20,843,702 | 33,006,968 | 102,375,986 | 172,375,777 |
| 93 Payments to Fiscal Agents | 113,848 | 57,952 | 97,489 | 39,294 | - | 1,205,386 |
| 95 Payments to JJAEP | 248,250 | 279,000 | 127,680 | 81,657 | 69,531 | 350,000 |
| 97 Tax Increment Financing | 4,516,572 | 3,769,943 | 3,668,931 | 4,114,520 | 731,751 | - |
| 99 Other Intergovernmental Charges | 2,064,703 | 2,106,868 | 1,998,394 | 2,160,447 | 2,091,085 | 2,600,000 |
| 00 Other Uses/Transfers Out | 511,358 | 434,142 | 4,925,746 | 212,161,965 | 629,877 | - |
| Total Expenditures | 924,745,795 | 851,339,463 | 870,859,864 | 1,172,520,110 | 1,063,957,093 | 1,212,225,435 |
| Excess of Revenues Over (Under) | | | | | | |
| Expenditures | (97,269,160) | 1,941,288 | 115,238,695 | 54,841,893 | (96,512,232) | 25,744,032 |
| Fund Balance-Beginning-Projected | 355,125,919 | 257,856,759 | 261,678,693 | 377,960,849 | 432,802,742 | 419,241,571 |
| Prior Period Adjustment | | | | | 8,854,935 | |
| Fund Balance-Ending-Projected | \$ 257,856,759 | \$ 259,798,047 | \$ 376,917,388 | \$ 432,802,742 | \$ 336,290,510 | \$ 444,985,603 |

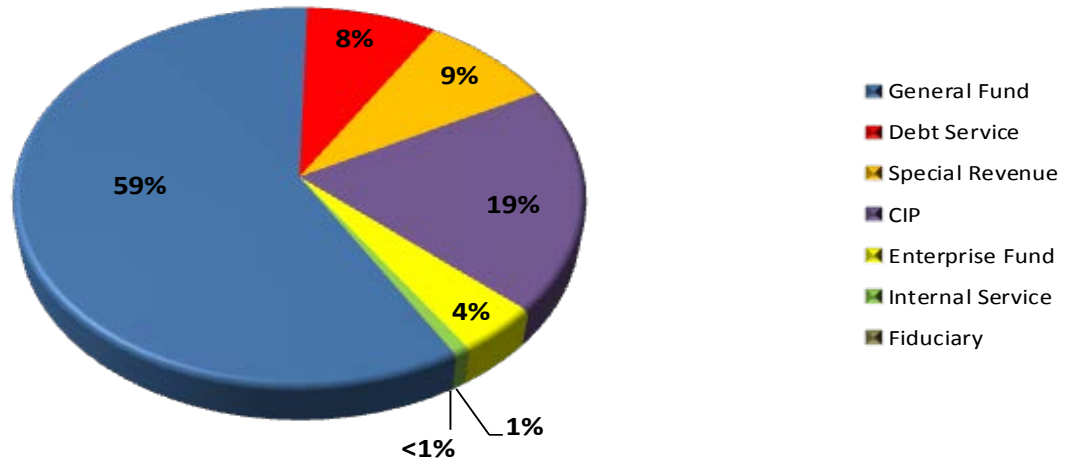
Projected Expenditures by Function and Major Object -All Funds
2016-17 Budget

| Expenditures | Salaries (6100) | Contracted Services (6200) | Supplies and Materials (6300) | Other Operating Expenses (6400) | Debt Service (6500) | Capital Outlay (6600) | Other Uses (8900) | Total |
|-------------------------------------|-----------------------|----------------------------------|-------------------------------------|---------------------------------------|---------------------------|-----------------------------|-------------------------|-------------------------|
| 11 Instruction | \$ 448,123,895 | \$ 8,621,198 | \$ 34,171,963 | \$ 1,883,238 | \$ - | \$ 15,063,064 | \$ - | \$ 507,863,358 |
| 12 Instruction Resources & Media | 9,498,452 | 216,149 | 1,571,734 | 33,664 | - | 64,000 | - | 11,383,999 |
| 13 Curriculum & Staff Development | 20,900,900 | 4,120,879 | 3,609,957 | 1,990,461 | - | - | - | 30,622,197 |
| 21 Instructional Administration | 22,251,207 | 888,370 | 1,212,514 | 705,243 | - | - | - | 25,057,334 |
| 23 School Administration | 47,709,590 | 238,895 | 1,199,473 | 506,793 | - | - | - | 49,654,751 |
| 31 Guidance & Counseling Services | 37,831,054 | 1,654,308 | 2,636,277 | 333,948 | - | - | - | 42,455,587 |
| 32 Social Work Services | 5,421,701 | 843,819 | 303,331 | 184,774 | - | - | - | 6,753,625 |
| 33 Health Services | 9,287,800 | 63,584 | 129,233 | 3,325 | - | - | - | 9,483,942 |
| 34 Student Transportation | 15,474,619 | 1,352,496 | 2,750,337 | 597,881 | - | 5,000,000 | - | 25,175,333 |
| 35 Food Services | 24,148,283 | 764,185 | 29,004,625 | 423,253 | - | 6,135,420 | - | 60,475,766 |
| 36 Cocurricular/Extracurricular | 10,749,030 | 713,476 | 1,404,678 | 2,107,585 | - | - | - | 14,974,769 |
| 41 General Administration | 14,145,749 | 11,369,889 | 1,084,233 | 4,436,753 | - | - | - | 31,036,624 |
| 51 Plant Maintenance & Operations | 40,314,130 | 27,114,219 | 8,695,738 | 1,664,966 | - | 5,688,172 | - | 83,477,225 |
| 52 Security & Monitoring Services | 6,878,551 | 4,858,075 | 173,875 | 14,402 | - | - | - | 11,924,903 |
| 53 Data Processing Services | 9,025,533 | 3,123,582 | 2,018,258 | 64,000 | - | - | - | 14,231,373 |
| 61 Community Services | 4,763,820 | 2,458,049 | 939,378 | 349,739 | - | - | - | 8,510,986 |
| 71 Debt Service | - | - | - | - | 102,612,500 | - | - | 102,612,500 |
| 81 Facilities Acquisition & Constr. | 1,545,337 | - | 7,616,857 | 19,403 | - | 163,194,180 | - | 172,375,777 |
| 93 Pymts to Fiscal Agent Shared Svc | - | - | - | 1,205,386 | - | - | - | 1,205,386 |
| 95 Payments to JJAEP | - | 350,000 | - | - | - | - | - | 350,000 |
| 97 Tax Increment Financing | - | - | - | - | - | - | - | - |
| 99 Intergovernmental Charges | - | 2,600,000 | - | - | - | - | - | 2,600,000 |
| 00 Operating Transfers Out | - | - | - | - | - | - | - | - |
| Total Expenditures | \$ 728,069,651 | \$ 71,351,173 | \$ 98,522,461 | \$ 16,524,814 | \$ 102,612,500 | \$ 195,144,836 | \$ - | \$ 1,212,225,435 |

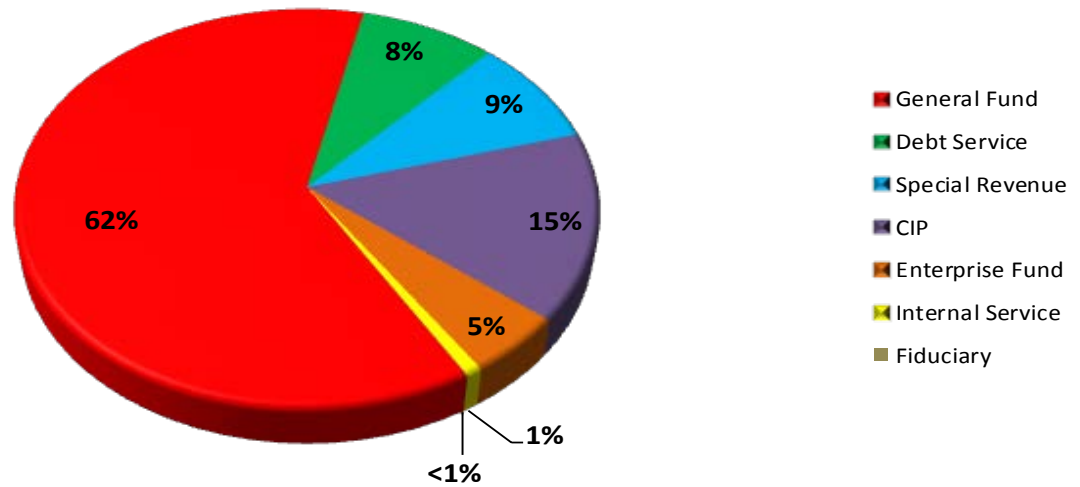


Revenue and Expenditures by Fund - FY 2016-17

Total Projected Revenue by Fund - FY 2016-17
\$1,237,969,467

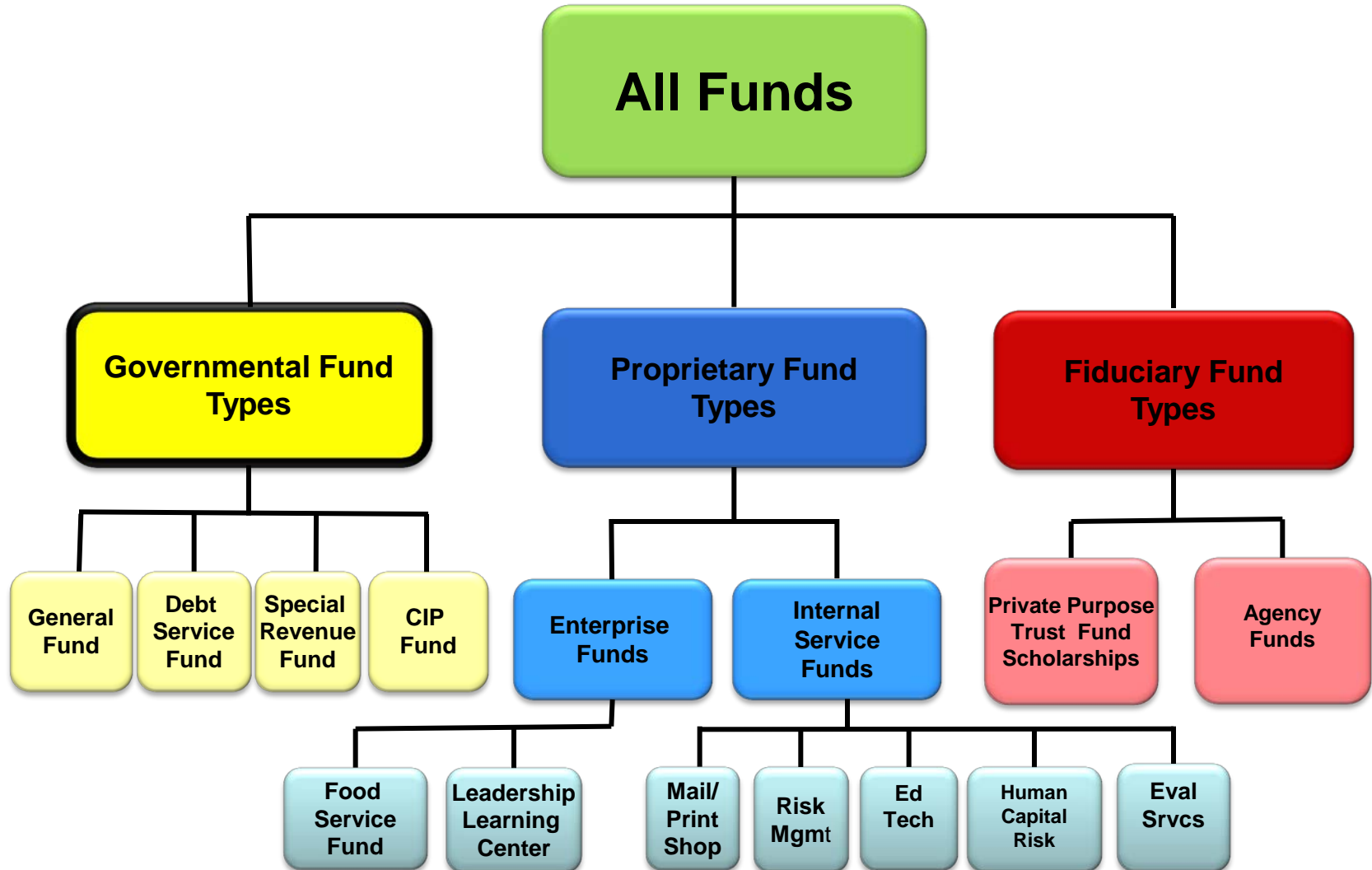


Total Projected Expenditures by Fund - FY 2016-17
\$1,212,225,435



Structure of All Funds

Fort Worth Independent School District



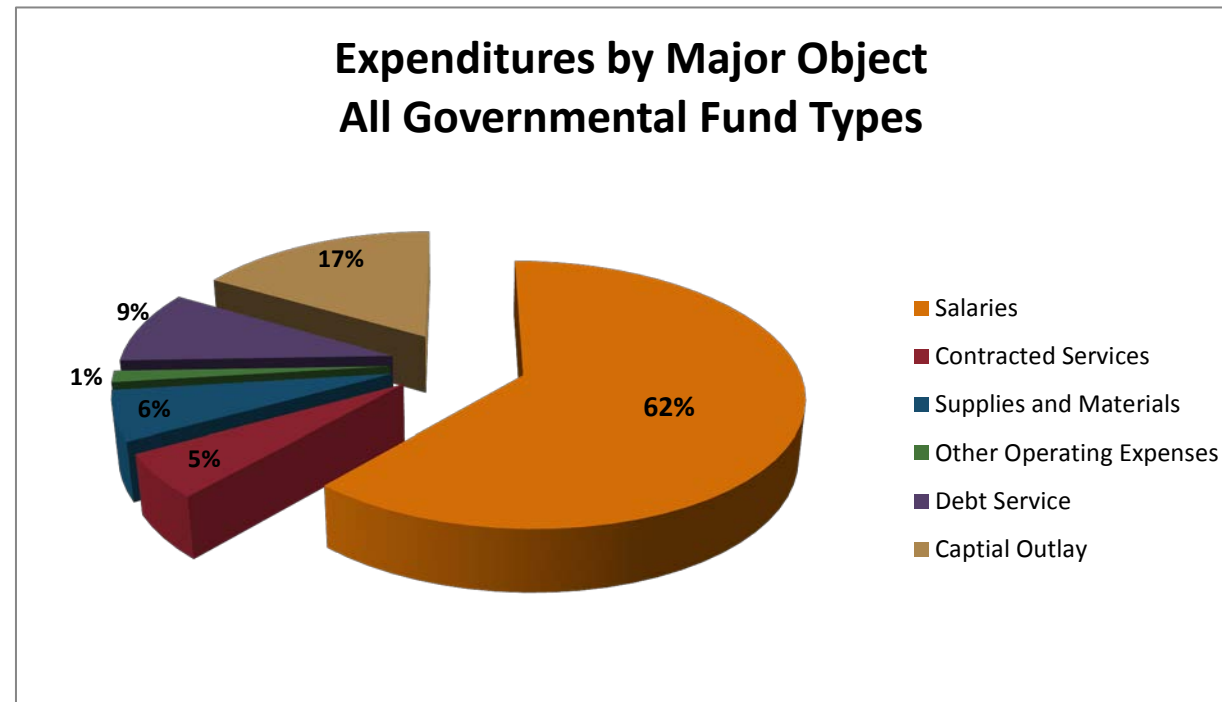
Combined Proposed Budget Summary: 2016-17
Governmental Funds

| | | | | | | Governmental Fund Types |
|----------------------------------------|-------------------------------------------|-----------------------|----------------------|---------------------|----------------------|-------------------------------|
| | | General Fund | Debt Service | Special Rev. | CIP | |
| Revenues | | | | | | |
| 5710 | Tax Collections | \$ 329,944,357 | \$ 99,006,315 | \$ - | \$ - | \$ 428,950,672 |
| 5730 | Tuition and Fees | 175,000 | - | - | - | 175,000 |
| 5740 | Miscellaneous Local Revenue | 3,724,132 | - | 19,516,656 | 350,000 | 23,590,788 |
| 5750 | Extra/Cocurricular Activity | 452,500 | - | 189,984 | - | 642,484 |
| 5760 | Misc. Revenue Intermediate Sources | - | - | - | - | - |
| | Total Local Revenues | <u>334,295,989</u> | <u>99,006,315</u> | <u>19,706,640</u> | <u>350,000</u> | <u>453,358,944</u> |
| 5810 | Foundation School Program | 350,012,713 | - | 511,809 | - | 350,524,522 |
| 5820 | Miscellaneous State Revenue | 350,000 | 2,276,822 | 5,790,658 | - | 8,417,480 |
| 5830 | Teacher Retirement On-behalf | 33,785,619 | - | 2,597,064 | - | 36,382,683 |
| | Total State Revenues | <u>384,148,332</u> | <u>2,276,822</u> | <u>8,899,531</u> | <u>-</u> | <u>395,324,685</u> |
| 5920 | Miscellaneous Federal Revenue | 1,300,000 | - | 76,715,249 | - | 78,015,249 |
| 5930 | School Health Related | 6,500,000 | - | - | - | 6,500,000 |
| 5940 | Direct Federal Revenue | 2,000,000 | - | - | - | 2,000,000 |
| 7950 | Non-operating Revenue | - | - | - | - | - |
| | Total Federal Revenues | <u>9,800,000</u> | <u>-</u> | <u>76,715,249</u> | <u>-</u> | <u>86,515,249</u> |
| 7910 | Sale of Bonds/Property | - | - | - | 239,860,000 | 239,860,000 |
| 7940 | Other Sources | - | - | - | - | - |
| | Total Other Sources | <u>-</u> | <u>-</u> | <u>-</u> | <u>239,860,000</u> | <u>239,860,000</u> |
| | Total Revenues & Other Sources | 728,244,321 | 101,283,137 | 105,321,420 | 240,210,000 | 1,175,058,878 |
| Expenditures | | | | | | |
| 11 | Instruction | 439,217,520 | - | 47,572,145 | 20,000,000 | 506,789,665 |
| 12 | Instruction Resources & Media | 10,625,412 | - | 758,587 | - | 11,383,999 |
| 13 | Curriculum & Staff Development | 8,328,372 | - | 22,293,825 | - | 30,622,197 |
| 21 | Instructional Administration | 14,730,387 | - | 10,326,947 | - | 25,057,334 |
| 23 | School Administration | 48,457,742 | - | 1,197,009 | - | 49,654,751 |
| 31 | Guidance & Counseling Services | 38,141,679 | - | 3,720,808 | - | 41,862,487 |
| 32 | Social Work Services | 4,615,378 | - | 2,138,247 | - | 6,753,625 |
| 33 | Health Services | 9,481,942 | - | - | - | 9,481,942 |
| 34 | Student Transportation | 20,175,333 | - | - | 5,000,000 | 25,175,333 |
| 35 | Food Services | 247,583 | - | 629,233 | - | 876,816 |
| 36 | Cocurricular/Extracurricular | 14,472,275 | - | 202,494 | 300,000 | 14,974,769 |
| 41 | General Administration | 18,729,032 | - | 3,323,796 | 150,000 | 22,202,828 |
| 51 | Plant Maintenance & Operations | 81,595,350 | - | 162,945 | 800,000 | 82,558,295 |
| 52 | Security & Monitoring Services | 11,918,642 | - | 2,261 | - | 11,920,903 |
| 53 | Data Processing Services | 12,731,373 | - | - | 1,500,000 | 14,231,373 |
| 61 | Community Services | 5,138,608 | - | 3,298,678 | - | 8,437,286 |
| 71 | Debt Service | - | 101,612,500 | - | 1,000,000 | 102,612,500 |
| 81 | Facilities Acquisition & Constr. | 7,664,357 | - | 8,489,059 | 156,222,361 | 172,375,777 |
| 93 | Payments to Fiscal Agents | - | - | 1,205,386 | - | 1,205,386 |
| 95 | Payments to JJAEP | 350,000 | - | - | - | 350,000 |
| 97 | Tax Increment Financing | - | - | - | - | - |
| 99 | Intergovernmental Charges | 2,600,000 | - | - | - | 2,600,000 |
| | Total Expenditures | <u>749,220,985</u> | <u>101,612,500</u> | <u>105,321,420</u> | <u>184,972,361</u> | <u>1,141,127,266</u> |
| | Operating Transfers Out | - | - | - | - | - |
| | Total Operating Expenditures | <u>749,220,985</u> | <u>101,612,500</u> | <u>105,321,420</u> | <u>184,972,361</u> | <u>1,141,127,266</u> |
| Excess of Revenues Over (Under) | | | | | | |
| | Expenditures | (20,976,664) | (329,363) | 4,838,874 | 55,237,639 | 33,931,612 |
| | Fund Balance-Beginning-Projected | 158,806,960 | 40,528,222 | - | - | 199,335,182 |
| | Fund Balance-Ending-Projected | <u>\$ 137,830,296</u> | <u>\$ 40,198,859</u> | <u>\$ 4,838,874</u> | <u>\$ 55,237,639</u> | <u>\$ 233,266,794</u> |

Projected Expenditures by Function and Major Object - All Governmental Fund Types

2016-17 Budget

| Expenditures | | Salaries (6100) | Contracted Services (6200) | Supplies and Materials (6300) | Other Operating Expenses (6400) | Debt Service (6500) | Capital Outlay (6600) | Total |
|---------------------------|----------------------------------|-----------------------|----------------------------------|-------------------------------------|---------------------------------------|---------------------------|-----------------------------|-------------------------|
| 11 | Instruction | \$ 448,123,895 | \$ 7,547,505 | \$ 34,171,963 | \$ 1,883,238 | \$ - | \$ 15,063,064 | \$ 506,789,665 |
| 12 | Instruction Resources & Media | 9,498,452 | 216,149 | 1,571,734 | 33,664 | - | 64,000 | 11,383,999 |
| 13 | Curriculum & Staff Development | 20,900,900 | 4,120,879 | 3,609,957 | 1,990,461 | - | - | 30,622,197 |
| 21 | Instructional Administration | 22,251,207 | 888,370 | 1,212,514 | 705,243 | - | - | 25,057,334 |
| 23 | School Administration | 47,709,590 | 238,895 | 1,199,473 | 506,793 | - | - | 49,654,751 |
| 31 | Guidance & Counseling Services | 37,444,454 | 1,542,308 | 2,593,777 | 281,948 | - | - | 41,862,487 |
| 32 | Social Work Services | 5,421,701 | 843,819 | 303,331 | 184,774 | - | - | 6,753,625 |
| 33 | Health Services | 9,286,800 | 62,584 | 129,233 | 3,325 | - | - | 9,481,942 |
| 34 | Student Transportation | 15,474,619 | 1,352,496 | 2,750,337 | 597,881 | - | 5,000,000 | 25,175,333 |
| 35 | Food Services | 247,583 | 20,185 | 593,625 | 15,003 | - | 420 | 876,816 |
| 36 | Cocurricular/Extracurricular | 10,749,030 | 713,476 | 1,404,678 | 2,107,585 | - | - | 14,974,769 |
| 41 | General Administration | 12,974,904 | 4,032,538 | 796,133 | 4,399,253 | - | - | 22,202,828 |
| 51 | Plant Maintenance & Operations | 40,311,630 | 26,853,789 | 8,039,738 | 1,664,966 | - | 5,688,172 | 82,558,295 |
| 52 | Security & Monitoring Services | 6,874,551 | 4,858,075 | 173,875 | 14,402 | - | - | 11,920,903 |
| 53 | Data Processing Services | 9,025,533 | 3,123,582 | 2,018,258 | 64,000 | - | - | 14,231,373 |
| 61 | Community Services | 4,759,320 | 2,416,049 | 912,378 | 349,539 | - | - | 8,437,286 |
| 71 | Debt Service | - | - | - | - | 102,612,500 | - | 102,612,500 |
| 81 | Facilities Acquisition & Constr. | 1,545,337 | - | 7,616,857 | 19,403 | - | 163,194,180 | 172,375,777 |
| 93 | Pymts to Fiscal Agent Shared Svc | - | - | - | 1,205,386 | - | - | 1,205,386 |
| 95 | Payments to JJAEP | - | 350,000 | - | - | - | - | 350,000 |
| 97 | Tax Increment Financing | - | - | - | - | - | - | - |
| 99 | Intergovernmental Charges | - | 2,600,000 | - | - | - | - | 2,600,000 |
| Total Expenditures | | \$ 702,599,506 | \$ 61,780,699 | \$ 69,097,861 | \$ 16,026,864 | \$ 102,612,500 | \$ 189,009,836 | \$ 1,141,127,266 |

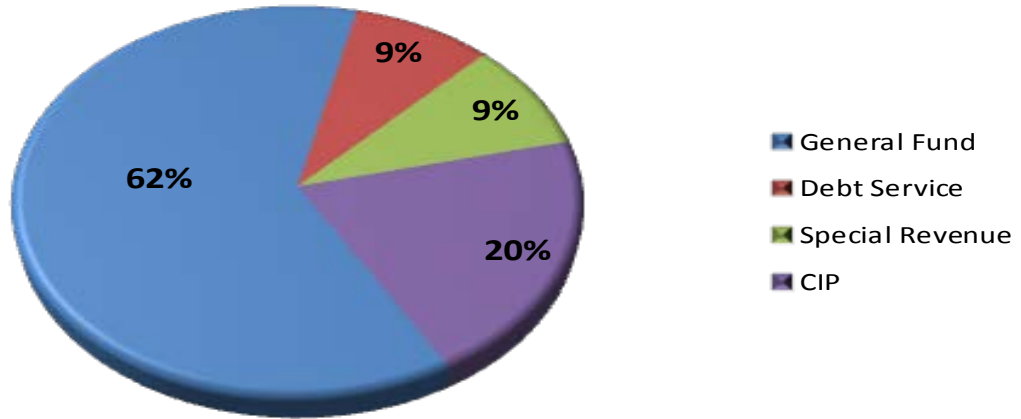


Combined Budget Summary-All Governmental Fund Types
For the Years Ended June 30, 2012 - June 30, 2017 (Actuals, Estimated, Budgeted)

| | 2011-12 Actual | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Estimated | 2016-17 Budgeted |
|----------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Revenues | | | | | | |
| 5710 Tax Collections | \$ 341,570,640 | \$ 352,119,441 | \$ 363,560,667 | \$ 374,815,694 | \$ 388,153,882 | \$ 428,950,672 |
| 5730 Tuition and Fees | 255,057 | 165,080 | 210,315 | 191,947 | \$ 678,822 | 175,000 |
| 5740 Miscellaneous Local Revenue | 15,392,631 | 14,751,401 | 16,435,714 | 15,219,921 | \$ 16,532,975 | 23,590,788 |
| 5750 Extra/Cocurricular Activity | 582,587 | 491,755 | 588,373 | 510,577 | \$ 596,488 | 642,484 |
| 5760 Misc Revenue Intermediate Sources | 22,545 | 38,279 | 13,301 | 37,155 | \$ 27,730 | - |
| Total Local Revenues | 357,823,460 | 367,565,956 | 380,808,370 | 390,775,294 | 405,989,897 | 453,358,944 |
| 5810 Foundation School Program | 262,988,221 | 307,350,250 | 294,432,868 | 329,170,151 | \$ 354,150,832 | 350,524,522 |
| 5820 Miscellaneous State Revenue | 19,246,992 | 8,324,101 | 17,567,703 | 6,382,625 | \$ 20,354,536 | 8,417,480 |
| 5830 Teacher Retirement On-behalf | 24,902,219 | 22,681,352 | 26,129,927 | 30,014,161 | \$ 33,375,315 | 36,382,683 |
| Total State Revenues | 307,137,432 | 338,355,703 | 338,130,498 | 365,566,937 | 407,880,683 | 395,324,685 |
| 5920 Miscellaneous Federal Revenue | 89,107,897 | 81,384,773 | 69,076,410 | 76,934,260 | \$ 81,331,746 | 78,015,249 |
| 5930 School Health Related | 10,265,878 | 3,291,375 | 6,636,147 | 8,269,529 | \$ 10,112,020 | 6,500,000 |
| 5940 Direct Federal Revenue | 12,827,364 | 10,959,171 | 3,555,653 | 2,164,000 | \$ 3,839,925 | 2,000,000 |
| Total Federal Revenues | 112,201,139 | 95,635,319 | 79,268,210 | 87,367,789 | 95,283,691 | 86,515,249 |
| 7910 Sale of Bonds/Property | | | 136,038,574 | 317,972,325 | \$ 453,495 | 239,860 |
| 7915 Transfers In | | | 4,453,536 | 10,500,000 | \$ - | - |
| 7950 Non-operating Revenue | | | - | | \$ (12,325) | - |
| Total Other Sources | - | - | 140,492,110 | 328,472,325 | 441,170 | 239,860 |
| Total Revenues & Oth Srcs | 777,162,031 | 801,556,978 | 938,699,188 | 1,172,182,345 | 909,595,441 | 1,175,058,878 |
| Expenditures | | | | | | |
| 11 Instruction | 431,551,211 | 402,572,574 | 419,038,980 | 461,331,041 | \$ 488,438,897 | 506,789,665 |
| 12 Instruction Resources & Media | 11,421,454 | 11,350,506 | 11,531,514 | 12,137,921 | \$ 12,132,330 | 11,383,999 |
| 13 Curriculum & Staff Development | 32,001,701 | 24,182,924 | 26,877,448 | 27,701,869 | \$ 29,587,197 | 30,622,197 |
| 21 Instructional Administration | 12,349,308 | 12,325,143 | 14,705,216 | 15,133,744 | \$ 15,712,755 | 25,057,334 |
| 23 School Leadership | 45,248,425 | 44,158,105 | 44,062,474 | 47,402,277 | \$ 46,257,419 | 49,654,751 |
| 31 Guidance & Counseling Services | 32,245,885 | 32,881,854 | 36,563,809 | 39,027,131 | \$ 39,128,318 | 41,862,487 |
| 32 Social Work Services | 4,541,456 | 4,221,005 | 3,845,891 | 4,626,895 | \$ 5,992,503 | 6,753,625 |
| 33 Health Services | 7,621,164 | 7,559,547 | 7,404,628 | 8,608,107 | \$ 9,140,934 | 9,481,942 |
| 34 Student Transportation | 23,845,181 | 18,047,189 | 18,487,431 | 23,613,755 | \$ 26,912,524 | 25,175,333 |
| 35 Food Services | 310,500 | 301,624 | 458,819 | 734,039 | \$ 573,709 | 876,816 |
| 36 Cocurricular/Extracurricular | 9,903,083 | 10,501,646 | 10,901,660 | 12,928,888 | \$ 14,450,356 | 14,974,769 |
| 41 General Administration | 14,209,758 | 13,477,123 | 15,093,008 | 15,687,307 | \$ 15,148,840 | 22,202,828 |
| 51 Plant Maintenance & Operations | 68,771,961 | 67,489,116 | 72,498,871 | 74,495,412 | \$ 78,021,390 | 82,558,295 |
| 52 Security & Monitoring Services | 10,645,445 | 10,167,932 | 10,789,781 | 10,431,150 | \$ 11,036,652 | 11,920,903 |
| 53 Data Processing Services | 9,926,664 | 10,176,401 | 11,298,926 | 13,206,154 | \$ 14,232,974 | 14,231,373 |
| 61 Community Services | 5,274,673 | 5,675,454 | 6,290,655 | 8,051,108 | \$ 7,996,974 | 8,437,286 |
| 71 Debt Service | 75,062,944 | 75,188,849 | 76,140,954 | 91,245,090 | \$ 88,907,808 | 102,612,500 |
| 81 Facilities Acquisition & Constr. | 72,922,661 | 47,562,379 | 20,843,702 | 33,006,968 | \$ 102,375,986 | 172,375,777 |
| 93 Payments to Fiscal Agents | 113,848 | 57,952 | 97,489 | 39,294 | \$ - | 1,205,386 |
| 95 Payments to JJAEP | 248,250 | 279,000 | 127,680 | 81,657 | \$ 69,531 | 350,000 |
| 97 Tax Increment Financing | 4,516,572 | 3,769,943 | 3,668,931 | 4,114,520 | \$ 731,751 | - |
| 99 Other Governmental Charges | 2,064,703 | 2,106,868 | 1,998,394 | 2,160,447 | \$ 2,091,085 | 2,600,000 |
| Total Expenditures | 874,796,847 | 804,053,134 | 812,726,261 | 905,764,774 | 1,008,939,933 | 1,141,127,266 |
| Other Uses/Transfers Out | 511,358 | 434,142 | 4,925,746 | 201,661,965 | 2,060,600 | - |
| Total Operating Expenditures | 875,308,205 | 804,487,276 | 817,652,007 | 1,107,426,739 | 1,011,000,533 | 1,141,127,266 |
| Excess of Revenues Over (Under) | | | | | | |
| Expenditures | (98,146,174) | (2,930,298) | 121,047,181 | 64,755,606 | (101,405,092) | 33,931,612 |
| Fund Balance-Beginning-Projected | 320,812,183 | 222,666,009 | 219,735,711 | 340,782,892 | 405,538,498 | 199,335,182 |
| Prior Period Adjustment | | | | | 8,854,935 | |
| Fund Balance-Ending-Projected | \$ 222,666,009 | \$ 219,735,711 | \$ 340,782,892 | \$ 405,538,498 | \$ 312,988,341 | \$ 233,266,794 |

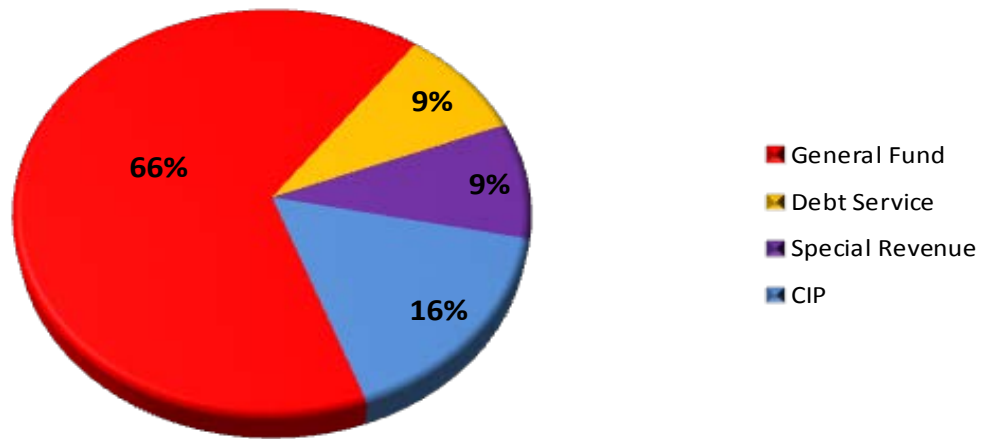
Revenue and Expenditures All Governmental Funds - FY 2016-17

**Revenue by Government Fund 2016-17
\$1,175,058,878**



The chart above reflects revenues by fund as a percentage of the total revenues for Governmental Funds.

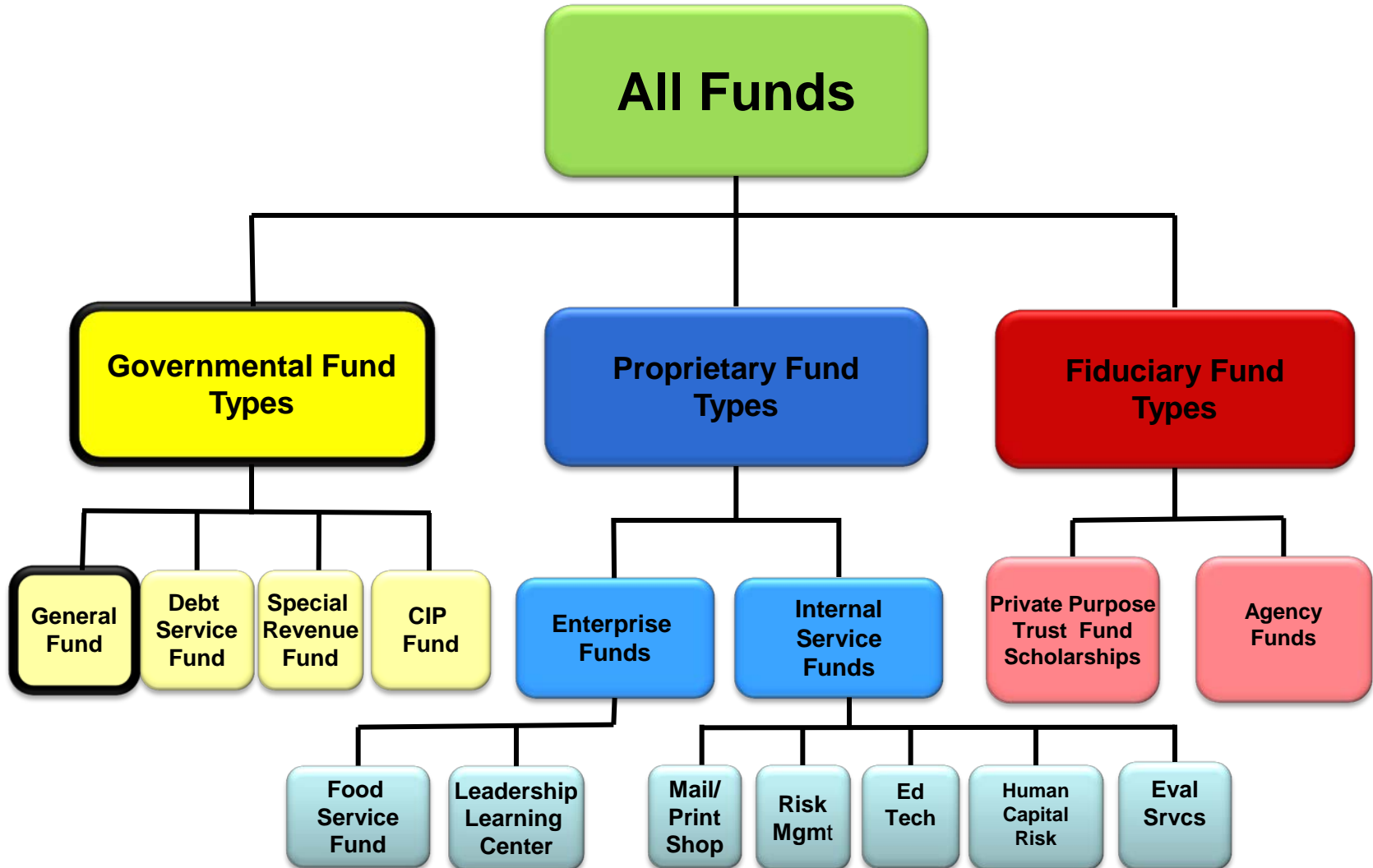
**Expenditures by Governmental Fund 2016-17
\$1,141,127,266**



The chart above reflects expenditures by fund as a percentage of the total expenditures for Governmental Funds.

Structure of All Funds

Fort Worth Independent School District

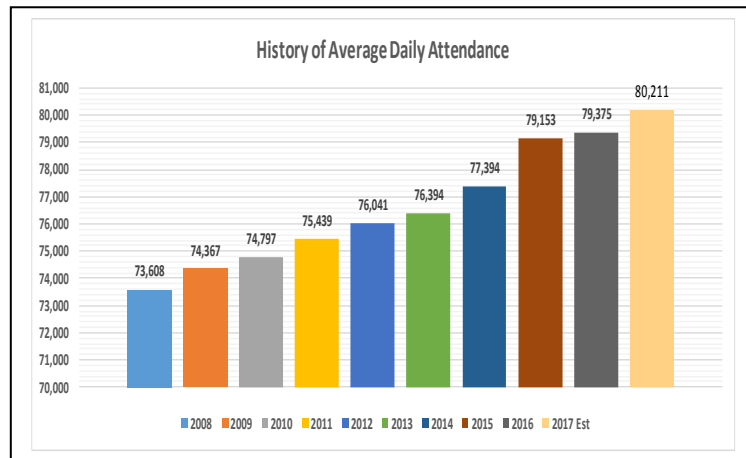


Governmental Fund Types: General Fund Overview

The first, and largest, of the **Governmental Fund Types** is the *General Fund*. The General Fund accounts for all financial transactions not properly included in other funds. The principal sources of revenue include local property taxes and state funding. Expenditures include costs associated with the daily maintenance and operations of the school district.

Average Daily Attendance

The General Fund budget is predicated on projecting student populations, Average Daily Attendance (ADA), State revenue estimates, as well as campus expenditure and staffing allocations. The District experienced an increase of 888 students in ADA in FY 2016 and is projecting a further increase of 836 students ADA in FY 2017. The District is growing at a constant rate of 1% on average per year in both enrollment and ADA. The District projects this growth rate to continue into 2020



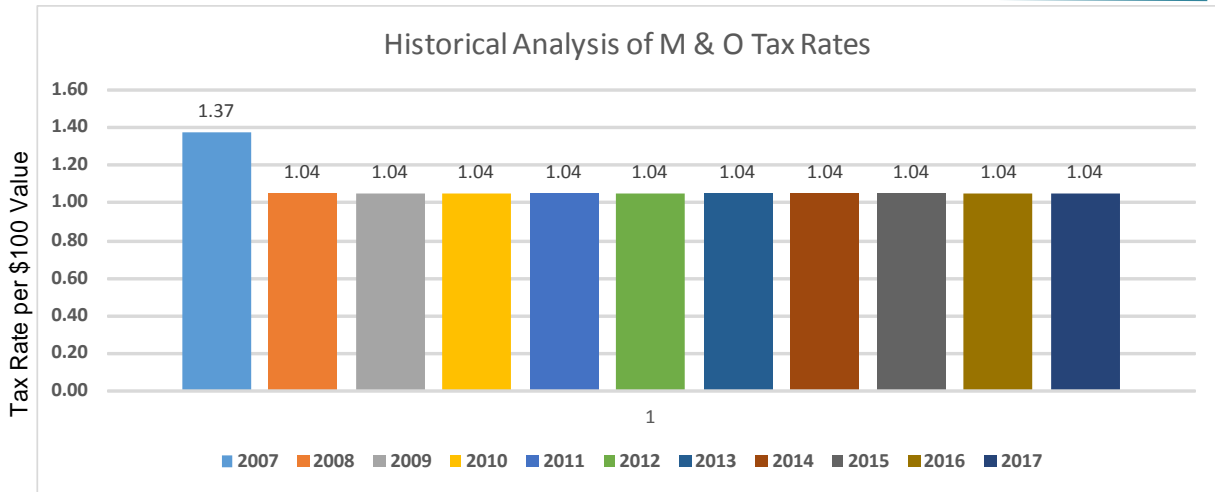
Revenue Trends and Assumptions

Revenue for the General Fund comes primarily from local sources, such as tax collections and investment earnings, and from the State through Foundation School Program and Per Capita Funding.

Local Sources:

Tax Collections

The Board of Trustees for the District is charged with establishing a tax rate in order to fund the daily operations of the school district. This tax rate is the Maintenance and Operations (M&O) tax rate. The District is currently at the maximum \$1.04/100 M & O Tax Rate allowable without voter approval through a tax ratification election. The amount of taxes collected is based on the assessed tax rate multiplied by the taxable value as appraised by the Tarrant County Appraisal District. Prior to 2015, the District had been experiencing an average growth rate of approximately 3% in taxable values. Due to a software conversion by the Appraisal District, the District's taxable value for 2015-2016 experienced a sharp decline. The District anticipates a significant increase of 8% in property values in 2016 to account for the increases that should have impacted 2015.



Based on the M&O tax rate of \$1.04, Fort Worth ISD expects to collect \$329,944,357 in local property taxes for current, delinquent, and penalties and interest. With additional revenue, such as investment earnings, facility rentals and athletic revenue, the district anticipates total local revenue for the General Fund of \$334,295,989. This is an increase of \$29,712,625 over prior year actual local revenue collections.

Impact on Tax Payer

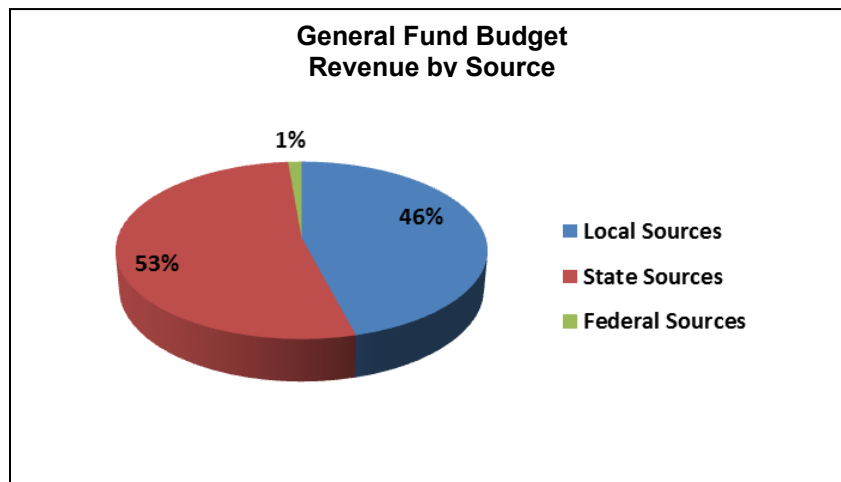
| | 2015-16 | 2016-17 |
|-------------------------------|------------------|------------------|
| M & O Rate | \$1.04 | \$1.04 |
| I & S Rate | \$0.312 | \$0.312 |
| Total Tax Rate | \$1.352 | \$1.352 |
| Avg Appraised Value | \$124,517 | \$147,120 |
| Avg Taxable Value | \$105,850 | \$118,663 |
| Total Tax Rate Per 100 | \$1.352 | \$1.352 |
| Tax Bill | \$1,431 | \$1,604 |
| Increase in Taxes | | \$173 |
| Percentage Increase | | 12.10% |

State Sources:

The State of Texas subsidizes tax receipts as needed to produce a basic allotment for each student in average daily attendance. Additionally, the State will subsidize tax receipts as needed to produce a guaranteed level of revenue per student per penny of property tax levy. FY 2016-2017 state revenues are expected to be \$384,148,332, an increase of \$301,738 from the prior fiscal year. The 84th Legislature increased the basic allotment from \$5,040 to 5,140 for both 2015-2016 and 2016-2017. They also increased the Level 2 Guaranteed Yield to \$77.53 and the per capita rate to 257.27.

Federal Sources:

Federal Revenue in the General Operating Fund is derived from revenue generated from reimbursements the Department of Health and Human Services for services administered to eligible students by qualified Fort Worth ISD staff in the form of Medicaid Assistance Claiming and School Health and Related Services. School Health and Related Services, SHARS, has increased steadily each year due to the increase in eligible students and services provided by the District. Indirect Costs associated with grant administration services comprises the remainder of the federal revenue each year.



Expenditure Summary

The General Fund expenditure budget for 2016-17 is \$749,220,985. This budget is an increase of 8.11%, or \$56,173,089, more than the 2015-16 actual expenditures.

The largest expense in the General Fund is payroll, which accounts for 85% of total General Fund expenditures. Providing the best compensation package for all district employees is a budget priority. The goal of Fort Worth ISD is to remain in the top five teacher salaries among Tarrant County school districts in order to recruit and retain effective teachers, principals and other instructional staff. To accomplish this goal, the budget was increased by an additional \$12.1M to provide a 2% general salary increase to all employees, plus an increase to beginning teacher salary to \$51K. \$4.8M was also added for a \$50 monthly increase to the employer insurance contribution.

Other priorities for the 2016-17 year included providing funding in the amount of \$7.8M to continue the commitment to expand the District's Gold Seal Programs of Choice Programs, Schools of Choice, and Universal Pre-Kindergarten programs.

Expenditure Summary – Continued

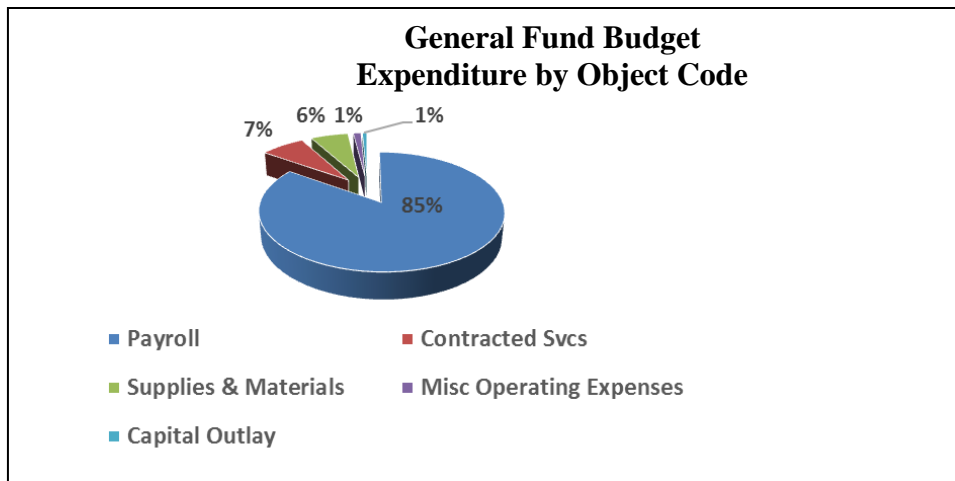
\$8.8M was budgeted to ensure the District maintained compliance with all local, state, and federal laws in regard to Special Education, Dyslexia Services, Health Services, and English as a Second Language Programs.

The District added an additional \$10.9M to the General Fund budget in 2016-2017 for the following priorities:

- Capital Projects identified by the Facilities Master Planning Committee
- Positive Behavior Interventions Support Software
- Athletic Program Increases
- Cultural Diversity Curriculum
- Reduction in Unfilled Classrooms
- New Time and Attendance System
- New Internal Finance System
- Student Achievement Initiatives
- Improvement Required Campuses

Long Range Planning:

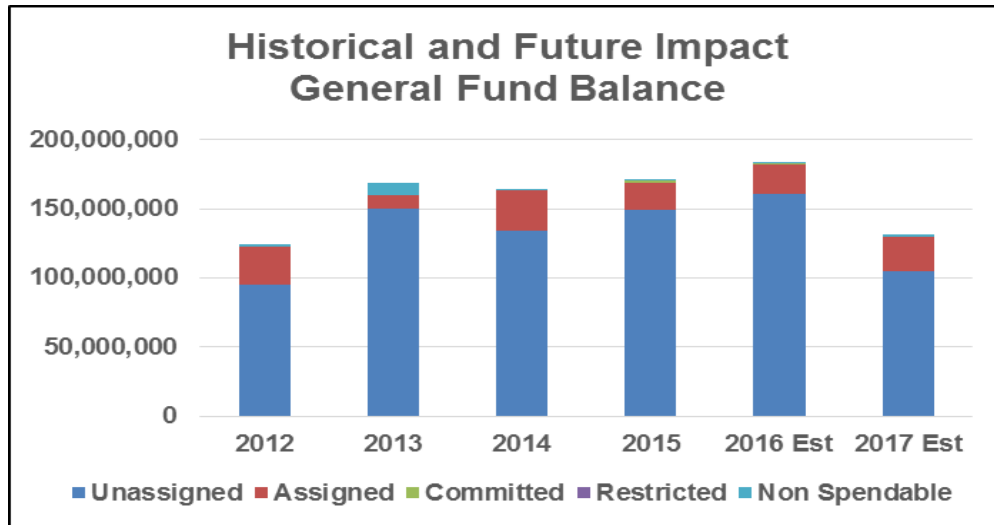
Looking forward, the District has assembled a Long Range Facility Planning Committee comprised of District leadership, board members, and community members as well as partnered with Engage 2 Learn to build the District’s first Long-Term Facility Master Plan. In the District’s quest to achieve its Mission, Vision and Values, the District will engage all of its stakeholders to align the District’s priorities with its resources. During phase 1 of this process, the District is reaching out to the community to learn its vision for learning for FWISD. In phase 2, the District will assemble a Design team made up of staff, students, and community to evaluate the data from phase 1. In the final phase, the Community Learning Environment Team will take the Learning framework and assess the District’s facilities to develop a Long-Term Facilities Master Plan that will support the learning environment for our current as well as future students.



General Fund Overview, Continued

Fund Balance Impact

Budgeted expenditures for the 2016-17 fiscal year are \$21M in excess of anticipated revenues. Historically, actual expenditures are between 95% and 98% of budget. The majority of unexpended funds are due to lapsed salaries. Lapsed salaries are due to unfilled positions and positions that are filled at less than the budgeted salary amount. Based on historical trends, we expect actual expenditures for 2016-17 to be approximately \$734,236,565.



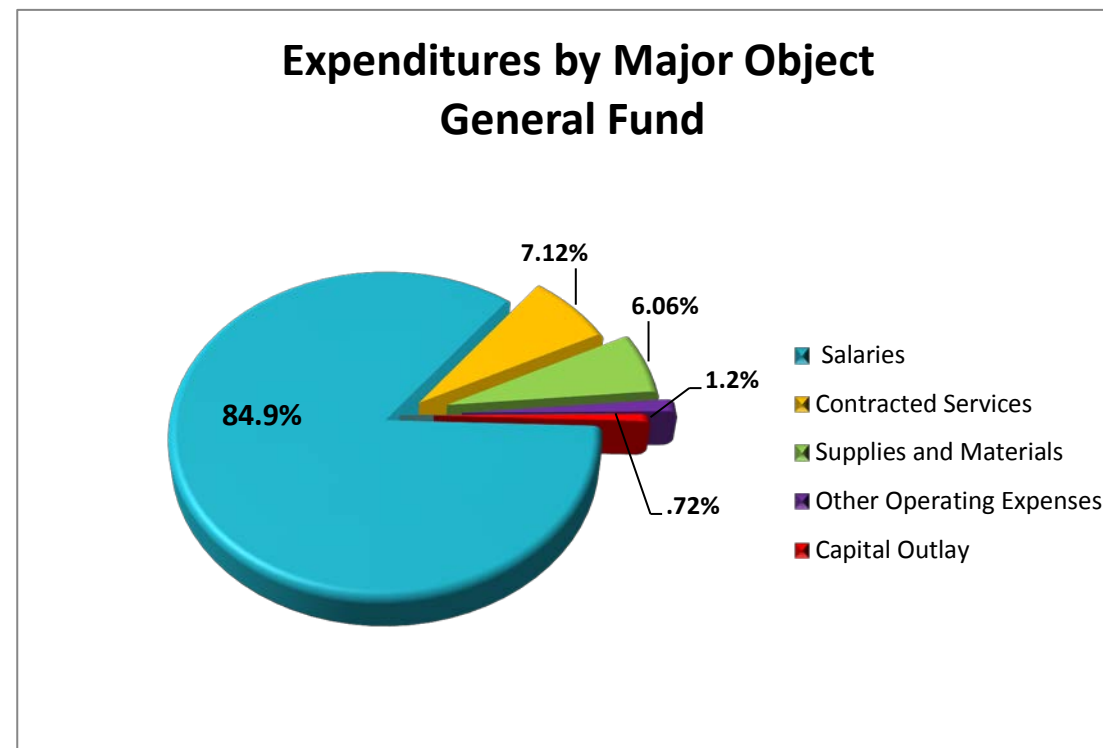
Current projections indicate FWISD will close the 2015-16 fiscal year with an unassigned fund balance of approximately \$161.2M. The projected unassigned fund balance represents approximately 21% of the 2016-17 budgeted expenditures. The District strives to maintain an unassigned fund balance of between 12%-22%. Total fund balance, including non-spendable, restricted, committed, assigned, and unassigned is projected to be \$183,731,006 at close of fiscal year 2015-2016 or approximately 25% of budgeted expenditures.

Budget Summary - General Fund
For the Years Ended June 30, 2012 - June 30, 2017 (Actual, Estimated, Budgeted)

| | | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015/16 | 2016/17 |
|----------------------------------------|--------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | | Actual | Actual | Actual | Actual | Estimated | Original |
| | | Rev/Exp | Rev/Exp | Rev/Exp | Rev/Exp | Rev/Exp | Budget |
| Revenues | | | | | | | |
| 5710 | Tax Collections | \$ 268,949,404.00 | \$ 277,323,144 | \$ 286,326,639 | \$ 294,948,775 | \$ 299,167,714 | \$ 329,944,357.00 |
| 5730 | Tuition & Fees | 253,748 | 165,080 | 210,315 | 191,947 | 174,914 | 175,000 |
| 5740 | Miscellaneous Local Revenue | 6,566,771 | 5,503,449 | 4,155,163 | 4,539,227 | 4,342,371 | 3,724,132 |
| 5750 | Extra/Cocurricular Activity | 445,641 | 422,092 | 479,481 | 448,380 | 457,195 | 452,500 |
| 5760 | Misc Revenue Intermediate Source | - | - | - | - | - | - |
| | Total Local Revenues | 276,215,564 | 283,413,765 | 291,171,598 | 300,128,329 | 304,142,194 | 334,295,989 |
| 5810 | Foundation School Program | 262,168,999 | 306,817,983 | 293,963,450 | 328,654,042 | 353,793,382 | 350,012,713 |
| 5820 | State Revenue Dist by TEA | 112,418 | 44,035 | 311,519 | 333,505 | 365,011 | 350,000 |
| 5830 | Teacher Retirement On-Behalf | 24,754,693 | 22,467,673 | 25,701,420 | 29,273,350 | 30,291,677 | 33,785,619 |
| | Total State Revenues | 287,036,110 | 329,329,691 | 319,976,389 | 358,260,897 | 384,450,070 | 384,148,332 |
| 5920 | Miscellaneous Federal Revenue | 1,610,936 | 2,581,002 | - | 1,336,984 | 4,030,020 | 1,300,000 |
| 5930 | School Health Related | 10,268,058 | 3,175,992 | 6,636,147 | 8,269,529 | 10,112,020 | 6,500,000 |
| 5940 | Direct Federal Revenue | 3,003,733 | 2,752,375 | 3,555,653 | 2,164,000 | 3,839,925 | 2,000,000 |
| | Total Federal Revenues | 14,882,727 | 8,509,369 | 10,191,800 | 11,770,513 | 17,981,965 | 9,800,000 |
| 7912 | Sale of Land | - | - | 75,767 | - | 453,495 | - |
| 7915 | Transfers In | - | - | 4,453,536 | 10,500,000 | - | - |
| 7950 | Non-operating Revenue | - | - | - | - | (12,325) | - |
| | Total Other Sources | - | - | 4,529,303 | 10,500,000 | 441,170 | - |
| | Total Revenues & Oth Srcs | 578,134,401 | 621,252,825 | 625,869,090 | 680,659,739 | 707,015,399 | 728,244,321 |
| Expenditures | | | | | | | |
| 11 | Instruction | 349,662,911 | 333,988,968 | 359,391,574 | 385,823,938 | 408,584,830 | 439,217,520 |
| 12 | Instruction Resources & Media | 10,153,802 | 9,539,652 | 9,708,152 | 10,078,189 | 10,440,631 | 10,625,412 |
| 13 | Curriculum & Staff Development | 5,812,001 | 5,155,859 | 7,889,193 | 6,885,049 | 7,446,747 | 8,328,372 |
| 21 | Instructional Administration | 10,388,457 | 10,924,249 | 13,268,100 | 13,554,025 | 14,114,348 | 14,730,387 |
| 23 | School Administration | 41,985,702 | 40,974,492 | 42,017,047 | 45,347,334 | 44,151,204 | 48,457,742 |
| 31 | Guidance & Counseling Services | 28,277,831 | 28,887,392 | 32,410,994 | 34,892,580 | 34,909,236 | 38,141,679 |
| 32 | Social Work Services | 3,187,901 | 3,667,351 | 3,048,739 | 3,861,728 | 4,084,743 | 4,615,378 |
| 33 | Health Services | 7,300,087 | 7,471,705 | 7,250,730 | 8,428,970 | 9,108,846 | 9,481,942 |
| 34 | Student Transportation | 18,726,656 | 18,047,189 | 18,487,431 | 19,493,857 | 19,383,043 | 20,175,333 |
| 35 | Food Services | 197,295 | 181,998 | 196,393 | 208,888 | 231,636 | 247,583 |
| 36 | Cocurricular/Extracurricular | 9,214,713 | 10,023,365 | 10,568,349 | 12,333,013 | 13,677,301 | 14,472,275 |
| 41 | General Administration | 14,062,421 | 13,386,520 | 15,031,359 | 15,572,190 | 14,970,404 | 18,729,032 |
| 51 | Plant Maintenance & Operations | 67,891,709 | 66,877,027 | 71,635,364 | 73,122,030 | 76,179,101 | 81,595,350 |
| 52 | Security & Monitoring Services | 10,104,702 | 9,609,422 | 10,624,740 | 10,398,507 | 10,990,957 | 11,918,642 |
| 53 | Data Processing Services | 9,926,664 | 10,169,236 | 11,294,228 | 13,028,519 | 12,535,952 | 12,731,373 |
| 61 | Community Services | 3,466,811 | 3,845,744 | 4,221,114 | 5,025,840 | 4,519,626 | 5,138,608 |
| 71 | Debt Service | - | - | - | - | - | - |
| 81 | Facilities Acquisition & Constr. | - | 5,871,794 | 71,464 | 9,014,777 | 4,995,812 | 7,664,357 |
| 93 | Payments to Fiscal Agents | - | - | - | - | - | - |
| 95 | Payments to JJAEP | 248,250 | 279,000 | 127,680 | 81,657 | 69,531 | 350,000 |
| 97 | Tax Increment Financing | 3,553,128 | 2,965,765 | 2,883,780 | 3,236,839 | 562,863 | - |
| 99 | Other Governmental Charges | 2,064,703 | 2,106,868 | 1,998,394 | 2,160,447 | 2,091,085 | 2,600,000 |
| | Total Expenditures | 596,225,744 | 583,973,596 | 622,124,825 | 672,548,377 | 693,047,896 | 749,220,985 |
| | Operating Transfers Out | 511,358 | 434,142 | 472,210 | 346,242 | 2,060,600 | - |
| | Total Operating Expenditures | 596,737,102 | 584,407,738 | 622,597,035 | 672,894,619 | 695,108,496 | 749,220,985 |
| Excess of Revenues Over (Under) | | | | | | | |
| Expenditures | | \$ (18,602,701) | 36,845,087 | 3,272,055 | 7,765,120 | 11,906,903 | (20,976,664) |
| Fund Balance-Beginning | | 142,544,542 | 123,941,841 | 160,786,928 | 164,058,983 | 171,824,103 | 158,806,960 |
| Prior Period Adjustment | | - | - | - | - | - | - |
| Fund Balance-Ending | | \$ 123,941,841 | \$ 160,786,928 | \$ 164,058,983 | \$ 171,824,103 | \$ 183,731,006 | \$ 137,830,296 |

Projected Expenditures by Function and Major Object - General Fund
2016-17 Budget

| Expenditures | | Salaries (6100) | Contracted Services (6200) | Supplies and Materials (6300) | Other Operating Expenses (6400) | Debt Service (6500) | Capital Outlay (6600) | Total |
|---------------------------|----------------------------------|-----------------------|----------------------------------|-------------------------------------|---------------------------------------|---------------------------|-----------------------------|-----------------------|
| 11 | Instruction | \$ 417,187,310 | \$ 4,528,990 | \$ 15,431,035 | \$ 1,528,685 | \$ - | \$ 541,500 | \$ 439,217,520 |
| 12 | Instruction Resources & Media | 9,462,452 | 160,703 | 972,182 | 11,075 | - | 19,000 | 10,625,412 |
| 13 | Curriculum & Staff Development | 4,037,620 | 1,029,503 | 2,285,845 | 975,404 | - | - | 8,328,372 |
| 21 | Instructional Administration | 12,442,909 | 851,819 | 1,052,237 | 383,422 | - | - | 14,730,387 |
| 23 | School Administration | 46,793,414 | 224,541 | 1,199,304 | 240,483 | - | - | 48,457,742 |
| 31 | Guidance & Counseling Services | 34,841,865 | 767,947 | 2,375,673 | 156,194 | - | - | 38,141,679 |
| 32 | Social Work Services | 3,612,409 | 636,197 | 186,148 | 180,624 | - | - | 4,615,378 |
| 33 | Health Services | 9,286,800 | 62,584 | 129,233 | 3,325 | - | - | 9,481,942 |
| 34 | Student Transportation | 15,474,619 | 1,352,496 | 2,750,337 | 597,881 | - | - | 20,175,333 |
| 35 | Food Services | 247,583 | - | - | - | - | - | 247,583 |
| 36 | Cocurricular/Extracurricular | 10,718,184 | 712,000 | 1,051,709 | 1,990,382 | - | - | 14,472,275 |
| 41 | General Administration | 12,850,044 | 3,881,788 | 794,222 | 1,202,978 | - | - | 18,729,032 |
| 51 | Plant Maintenance & Operations | 40,306,479 | 26,745,172 | 7,990,561 | 1,664,966 | - | 4,888,172 | 81,595,350 |
| 52 | Security & Monitoring Services | 6,872,290 | 4,858,075 | 173,875 | 14,402 | - | - | 11,918,642 |
| 53 | Data Processing Services | 9,025,533 | 2,452,106 | 1,189,734 | 64,000 | - | - | 12,731,373 |
| 61 | Community Services | 2,624,575 | 2,138,126 | 232,022 | 143,885 | - | - | 5,138,608 |
| 71 | Debt Service | - | - | - | - | - | - | - |
| 81 | Facilities Acquisition & Constr. | - | - | 7,616,857 | - | - | 47,500 | 7,664,357 |
| 93 | Pymts to Fiscal Agent Shared Svc | - | - | - | - | - | - | - |
| 95 | Payments to JJAEP | - | 350,000 | - | - | - | - | 350,000 |
| 97 | Tax Increment Financing | - | - | - | - | - | - | - |
| 99 | Intergovernmental Charges | - | 2,600,000 | - | - | - | - | 2,600,000 |
| Total Expenditures | | \$ 635,784,086 | \$ 53,352,047 | \$ 45,430,974 | \$ 9,157,706 | \$ - | \$ 5,496,172 | \$ 749,220,985 |



General Fund Budget
By Campus and Division

| Campus or Division | Original Budget 2014-15 | % of Total | Original Budget 2015-16 | % of Total | Original Budget 2016-17 | % of Total |
|-----------------------------------------------------------|----------------------------|---------------|----------------------------|---------------|----------------------------|---------------|
| Superintendent's Office | 1,383,805 | 0.2% | 649,014 | 0.1% | 636,571 | 0.1% |
| Internal Audit | 563,154 | 0.1% | 579,357 | 0.1% | 580,359 | 0.1% |
| Division of Academics | - | 0.0% | - | 0.0% | 142,106,822 | 19.0% |
| Division of Elementary Schools | - | 0.0% | - | 0.0% | 2,590,053 | 0.3% |
| Division of Secondary Schools | - | 0.0% | - | 0.0% | 14,358,806 | 1.9% |
| Division of Equity and Excellence | - | 0.0% | - | 0.0% | 17,814,643 | 2.4% |
| Division of Policy and Planning | - | 0.0% | - | 0.0% | 3,271,911 | 0.4% |
| Division of Human Capital Management | 8,480,019 | 1.2% | 9,857,332 | 1.4% | 9,089,175 | 1.2% |
| Division of District Operations | 98,346,270 | 14.1% | 103,168,912 | 14.4% | 104,079,517 | 13.9% |
| Division of Business and Finance | 72,005,380 | 10.3% | 70,357,720 | 9.8% | 85,785,031 | 11.4% |
| Division of Technology | 15,898,060 | 2.3% | 14,743,526 | 2.1% | 14,407,026 | 1.9% |
| Division of Strategic Communications | 2,377,132 | 0.3% | 2,563,845 | 0.4% | 2,051,060 | 0.3% |
| Elementary Schools (Campus based Budgets) | 185,919,133 | 26.7% | 185,883,208 | 26.0% | 193,870,523 | 25.9% |
| Middle Schools (Campus based Budgets) | 72,185,776 | 10.4% | 76,220,248 | 10.6% | 77,462,200 | 10.3% |
| High Schools (Campus based Budgets) | 74,653,410 | 10.7% | 76,439,136 | 10.7% | 81,117,288 | 10.8% |
| *Athletic Department | 5,407,883 | 0.8% | 8,019,674 | 1.1% | - | 0.0% |
| *Legal Department | 1,409,726 | 0.2% | 1,423,187 | 0.2% | - | 0.0% |
| *Program Efficiency, Effectiveness & Sustainability Dept. | 1,431,663 | 0.2% | 906,841 | 0.1% | - | 0.0% |
| *Division of Leadership, Learning & Student Support | 156,645,545 | 22.5% | 165,262,057 | 23.1% | - | 0.0% |
| Total Expenditures | \$ 696,706,956 | 100.0% | \$ 716,074,057 | 100.0% | \$ 749,220,985 | 100.0% |

*Note: In 2016/17, these Departments/Division were intergrated with other Divisions, due to the District's reorganization.

General Fund Budget (See Note)
Superintendent's Office

| | | Original Budget 2014-15 | % of Total | Original Budget 2015-16 | % of Total | Original Budget 2016-17 | % of Total |
|---------------------------------|----------------------------------|----------------------------|---------------|----------------------------|---------------|----------------------------|---------------|
| Expenditures by Function | | | | | | | |
| 11 | Instruction | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| 12 | Instruction Resources & Media | - | 0.0% | - | 0.0% | - | 0.0% |
| 13 | Curriculum & Staff Development | - | 0.0% | - | 0.0% | - | 0.0% |
| 21 | Instructional Administration | - | 0.0% | - | 0.0% | - | 0.0% |
| 23 | School Administration | - | 0.0% | - | 0.0% | - | 0.0% |
| 31 | Guidance & Counseling Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 32 | Social Work Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 33 | Health Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 34 | Student Transportation | - | 0.0% | - | 0.0% | - | 0.0% |
| 35 | Food Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 36 | Cocurricular/Extracurricular | 2,285 | 0.2% | 10,000 | 1.5% | 1,140 | 0.2% |
| 41 | General Administration | 1,381,120 | 99.8% | 639,014 | 98.5% | 635,431 | 99.8% |
| 51 | Plant Maintenance & Operations | 400 | 0.0% | - | 0.0% | - | 0.0% |
| 52 | Security & Monitoring Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 53 | Data Processing Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 61 | Community Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 71 | Debt Service | - | 0.0% | - | 0.0% | - | 0.0% |
| 81 | Facilities Acquisition & Constr. | - | 0.0% | - | 0.0% | - | 0.0% |
| 93 | Payments to Fiscal Agents | - | 0.0% | - | 0.0% | - | 0.0% |
| 95 | Payments to JJAEP | - | 0.0% | - | 0.0% | - | 0.0% |
| 97 | Tax Increment Financing | - | 0.0% | - | 0.0% | - | 0.0% |
| 99 | Other Intergovernmental Charges | - | 0.0% | - | 0.0% | - | 0.0% |
| 00 | Other Uses/Transfers Out | - | 0.0% | - | 0.0% | - | 0.0% |
| Total Expenditures | | 1,383,805 | 100.0% | 649,014 | 100.0% | 636,571 | 100.0% |

Note: These budgets were developed in accordance with the District goals and standards as stated previously.

General Fund Budget (See Note)
Internal Audit

| | | Original Budget 2014-15 | % of Total | Original Budget 2015-16 | % of Total | Original Budget 2016-17 | % of Total |
|---------------------------------|----------------------------------|----------------------------|---------------|----------------------------|---------------|----------------------------|---------------|
| Expenditures by Function | | | | | | | |
| 11 | Instruction | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| 12 | Instruction Resources & Media | - | 0.0% | - | 0.0% | - | 0.0% |
| 13 | Curriculum & Staff Development | - | 0.0% | - | 0.0% | - | 0.0% |
| 21 | Instructional Administration | - | 0.0% | - | 0.0% | - | 0.0% |
| 23 | School Administration | - | 0.0% | - | 0.0% | - | 0.0% |
| 31 | Guidance & Counseling Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 32 | Social Work Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 33 | Health Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 34 | Student Transportation | - | 0.0% | - | 0.0% | - | 0.0% |
| 35 | Food Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 36 | Cocurricular/Extracurricular | - | 0.0% | - | 0.0% | - | 0.0% |
| 41 | General Administration | 563,154 | 100.0% | 579,357 | 100.0% | 577,509 | 99.5% |
| 51 | Plant Maintenance & Operations | - | 0.0% | - | 0.0% | 2,850 | 0.5% |
| 52 | Security & Monitoring Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 53 | Data Processing Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 61 | Community Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 71 | Debt Service | - | 0.0% | - | 0.0% | - | 0.0% |
| 81 | Facilities Acquisition & Constr. | - | 0.0% | - | 0.0% | - | 0.0% |
| 93 | Payments to Fiscal Agents | - | 0.0% | - | 0.0% | - | 0.0% |
| 95 | Payments to JJAEP | - | 0.0% | - | 0.0% | - | 0.0% |
| 97 | Tax Increment Financing | - | 0.0% | - | 0.0% | - | 0.0% |
| 99 | Other Intergovernmental Charges | - | 0.0% | - | 0.0% | - | 0.0% |
| 00 | Other Uses/Transfers Out | - | 0.0% | - | 0.0% | - | 0.0% |
| Total Expenditures | | 563,154 | 100.0% | 579,357 | 100.0% | 580,359 | 100.0% |

Note: These budgets were developed in accordance with the District goals and standards as stated previously.

General Fund Budget (See Note)
Division of Academics

| | | Original Budget 2014-15 | % of Total | Original Budget 2015-16 | % of Total | Original Budget 2016-17 | % of Total |
|---------------------------------|----------------------------------|----------------------------|---------------|----------------------------|---------------|----------------------------|---------------|
| Expenditures by Function | | | | | | | |
| 11 | Instruction | 86,160,696 | 55.0% | 93,232,846 | 56.4% | \$ 77,096,340 | 54.3% |
| 12 | Instruction Resources & Media | 383,618 | 0.2% | 374,429 | 0.2% | 252,410 | 0.2% |
| 13 | Curriculum & Staff Development | 5,048,670 | 3.2% | 4,703,122 | 2.8% | 3,673,071 | 2.6% |
| 21 | Instructional Administration | 13,006,554 | 8.3% | 12,084,216 | 7.3% | 6,942,809 | 4.9% |
| 23 | School Administration | 1,942,546 | 1.2% | 2,166,116 | 1.3% | 192,383 | 0.1% |
| 31 | Guidance & Counseling Services | 32,955,344 | 21.0% | 34,066,613 | 20.6% | 35,388,135 | 24.9% |
| 32 | Social Work Services | 3,363,295 | 2.1% | 3,917,303 | 2.4% | 4,054,840 | 2.9% |
| 33 | Health Services | 7,923,042 | 5.1% | 8,245,549 | 5.0% | 8,822,143 | 6.2% |
| 34 | Student Transportation | 6,428 | 0.0% | 2,000 | 0.0% | 1,900 | 0.0% |
| 35 | Food Services | - | 0.0% | 50,824 | 0.0% | - | 0.0% |
| 36 | Cocurricular/Extracurricular | 1,076,389 | 0.7% | 1,087,643 | 0.7% | 800,131 | 0.6% |
| 41 | General Administration | 41,724 | 0.0% | 42,906 | 0.0% | - | 0.0% |
| 51 | Plant Maintenance & Operations | 600,182 | 0.4% | 496,201 | 0.3% | 675,253 | 0.5% |
| 52 | Security & Monitoring Services | 94,835 | 0.1% | 96,200 | 0.1% | 17,845 | 0.0% |
| 53 | Data Processing Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 61 | Community Services | 3,635,216 | 2.3% | 4,346,089 | 2.6% | 3,839,562 | 2.7% |
| 71 | Debt Service | - | 0.0% | - | 0.0% | - | 0.0% |
| 81 | Facilities Acquisition & Constr. | 57,006 | 0.0% | - | 0.0% | - | 0.0% |
| 93 | Payments to Fiscal Agents | - | 0.0% | - | 0.0% | - | 0.0% |
| 95 | Payments to JJAEP | 350,000 | 0.2% | 350,000 | 0.2% | 350,000 | 0.2% |
| 97 | Tax Increment Financing | - | 0.0% | - | 0.0% | - | 0.0% |
| 99 | Other Intergovernmental Charges | - | 0.0% | - | 0.0% | - | 0.0% |
| 00 | Other Uses/Transfers Out | - | 0.0% | - | 0.0% | - | 0.0% |
| Total Expenditures | | 156,645,545 | 100.0% | 165,262,057 | 100.0% | 142,106,822 | 100.0% |

Note: This Division includes the budget for the former Division of Leadership, Learning and & Student Support. These budgets were developed in accordance with the District goals and standards as stated previously.

General Fund Budget (See Note)
Division of Elementary Schools

| | | Original Budget 2014-15 | % of Total | Original Budget 2015-16 | % of Total | Original Budget 2016-17 | % of Total |
|---------------------------------|----------------------------------|----------------------------|---------------|----------------------------|---------------|----------------------------|---------------|
| Expenditures by Function | | | | | | | |
| 11 | Instruction | \$ - | 0.0% | \$ - | 0.0% | \$ 1,102,471 | 42.6% |
| 12 | Instruction Resources & Media | - | 0.0% | - | 0.0% | - | 0.0% |
| 13 | Curriculum & Staff Development | - | 0.0% | - | 0.0% | - | 0.0% |
| 21 | Instructional Administration | - | 0.0% | - | 0.0% | 1,481,787 | 57.2% |
| 23 | School Administration | - | 0.0% | - | 0.0% | 5,700 | 0.2% |
| 31 | Guidance & Counseling Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 32 | Social Work Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 33 | Health Services | - | 0.0% | - | 0.0% | 95 | 0.0% |
| 34 | Student Transportation | - | 0.0% | - | 0.0% | - | 0.0% |
| 35 | Food Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 36 | Cocurricular/Extracurricular | - | 0.0% | - | 0.0% | - | 0.0% |
| 41 | General Administration | - | 0.0% | - | 0.0% | - | 0.0% |
| 51 | Plant Maintenance & Operations | - | 0.0% | - | 0.0% | - | 0.0% |
| 52 | Security & Monitoring Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 53 | Data Processing Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 61 | Community Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 71 | Debt Service | - | 0.0% | - | 0.0% | - | 0.0% |
| 81 | Facilities Acquisition & Constr. | - | 0.0% | - | 0.0% | - | 0.0% |
| 93 | Payments to Fiscal Agents | - | 0.0% | - | 0.0% | - | 0.0% |
| 95 | Payments to JJAEP | - | 0.0% | - | 0.0% | - | 0.0% |
| 97 | Tax Increment Financing | - | 0.0% | - | 0.0% | - | 0.0% |
| 99 | Other Intergovernmental Charges | - | 0.0% | - | 0.0% | - | 0.0% |
| 00 | Other Uses/Transfers Out | - | 0.0% | - | 0.0% | - | 0.0% |
| Total Expenditures | | - | 0.0% | - | 0.0% | 2,590,053 | 100.0% |

Note: These budgets were developed in accordance with the District goals and standards as stated previously.

General Fund Budget (See Note)
Division of Secondary Schools

| | | Original Budget 2014-15 | % of Total | Original Budget 2015-16 | % of Total | Original Budget 2016-17 | % of Total |
|---------------------------------|----------------------------------|----------------------------|---------------|----------------------------|---------------|----------------------------|---------------|
| Expenditures by Function | | | | | | | |
| 11 | Instruction | \$ - | 0.0% | \$ 11,000 | 0.1% | \$ 4,230,587 | 29.5% |
| 12 | Instruction Resources & Media | - | 0.0% | - | 0.0% | - | 0.0% |
| 13 | Curriculum & Staff Development | - | 0.0% | - | 0.0% | 31,821 | 0.2% |
| 21 | Instructional Administration | - | 0.0% | - | 0.0% | 1,725,619 | 12.0% |
| 23 | School Administration | - | 0.0% | - | 0.0% | 47,275 | 0.3% |
| 31 | Guidance & Counseling Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 32 | Social Work Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 33 | Health Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 34 | Student Transportation | - | 0.0% | - | 0.0% | - | 0.0% |
| 35 | Food Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 36 | Cocurricular/Extracurricular | 5,204,649 | 96.2% | 7,756,616 | 96.7% | 8,091,051 | 56.3% |
| 41 | General Administration | - | 0.0% | - | 0.0% | - | 0.0% |
| 51 | Plant Maintenance & Operations | 203,234 | 3.8% | 252,058 | 3.1% | 231,687 | 1.6% |
| 52 | Security & Monitoring Services | - | 0.0% | - | 0.0% | 766 | 0.0% |
| 53 | Data Processing Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 61 | Community Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 71 | Debt Service | - | 0.0% | - | 0.0% | - | 0.0% |
| 81 | Facilities Acquisition & Constr. | - | 0.0% | - | 0.0% | - | 0.0% |
| 93 | Payments to Fiscal Agents | - | 0.0% | - | 0.0% | - | 0.0% |
| 95 | Payments to JJAEP | - | 0.0% | - | 0.0% | - | 0.0% |
| 97 | Tax Increment Financing | - | 0.0% | - | 0.0% | - | 0.0% |
| 99 | Other Intergovernmental Charges | - | 0.0% | - | 0.0% | - | 0.0% |
| 00 | Other Uses/Transfers Out | - | 0.0% | - | 0.0% | - | 0.0% |
| Total Expenditures | | 5,407,883 | 100.0% | 8,019,674 | 100.0% | 14,358,806 | 100.0% |

Note: This Division includes the budget for the Athletic Department. These budgets were developed in accordance with the District goals and standards as stated previously.

General Fund Budget (See Note)
Division of Equity and Excellence

| | | Original Budget 2014-15 | % of Total | Original Budget 2015-16 | % of Total | Original Budget 2016-17 | % of Total |
|---------------------------------|----------------------------------|----------------------------|---------------|----------------------------|---------------|----------------------------|---------------|
| Expenditures by Function | | | | | | | |
| 11 | Instruction | \$ - | 0.0% | \$ - | 0.0% | \$ 13,367,254 | 75.0% |
| 12 | Instruction Resources & Media | - | 0.0% | - | 0.0% | 4,784 | 0.0% |
| 13 | Curriculum & Staff Development | - | 0.0% | - | 0.0% | 544,936 | 3.1% |
| 21 | Instructional Administration | - | 0.0% | - | 0.0% | 2,275,566 | 12.8% |
| 23 | School Administration | - | 0.0% | - | 0.0% | 444,285 | 2.5% |
| 31 | Guidance & Counseling Services | - | 0.0% | - | 0.0% | 96,040 | 0.5% |
| 32 | Social Work Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 33 | Health Services | - | 0.0% | - | 0.0% | 33,597 | 0.2% |
| 34 | Student Transportation | - | 0.0% | - | 0.0% | 28,500 | 0.2% |
| 35 | Food Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 36 | Cocurricular/Extracurricular | - | 0.0% | - | 0.0% | 308,024 | 1.7% |
| 41 | General Administration | - | 0.0% | - | 0.0% | - | 0.0% |
| 51 | Plant Maintenance & Operations | - | 0.0% | - | 0.0% | 6,498 | 0.0% |
| 52 | Security & Monitoring Services | - | 0.0% | - | 0.0% | 51,342 | 0.3% |
| 53 | Data Processing Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 61 | Community Services | - | 0.0% | - | 0.0% | 653,817 | 3.7% |
| 71 | Debt Service | - | 0.0% | - | 0.0% | - | 0.0% |
| 81 | Facilities Acquisition & Constr. | - | 0.0% | - | 0.0% | - | 0.0% |
| 93 | Payments to Fiscal Agents | - | 0.0% | - | 0.0% | - | 0.0% |
| 95 | Payments to JJAEP | - | 0.0% | - | 0.0% | - | 0.0% |
| 97 | Tax Increment Financing | - | 0.0% | - | 0.0% | - | 0.0% |
| 99 | Other Intergovernmental Charges | - | 0.0% | - | 0.0% | - | 0.0% |
| 00 | Other Uses/Transfers Out | - | 0.0% | - | 0.0% | - | 0.0% |
| Total Expenditures | | - | 0.0% | - | 0.0% | 17,814,643 | 100% |

Note: These budgets were developed in accordance with the District goals and standards as stated previously.

General Fund Budget (See Note)
Division of Policy and Planning

| | | Original Budget 2014-15 | % of Total | Original Budget 2015-16 | % of Total | Original Budget 2016-17 | % of Total |
|---------------------------------|----------------------------------|----------------------------|---------------|----------------------------|---------------|----------------------------|---------------|
| Expenditures by Function | | | | | | | |
| 11 | Instruction | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| 12 | Instruction Resources & Media | - | 0.0% | - | 0.0% | - | 0.0% |
| 13 | Curriculum & Staff Development | - | 0.0% | - | 0.0% | - | 0.0% |
| 21 | Instructional Administration | 1,309,822 | 46.1% | 904,841 | 38.8% | 521,030 | 15.9% |
| 23 | School Administration | - | 0.0% | - | 0.0% | - | 0.0% |
| 31 | Guidance & Counseling Services | 119,841 | 4.2% | - | 0.0% | - | 0.0% |
| 32 | Social Work Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 33 | Health Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 34 | Student Transportation | - | 0.0% | - | 0.0% | - | 0.0% |
| 35 | Food Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 36 | Cocurricular/Extracurricular | - | 0.0% | - | 0.0% | - | 0.0% |
| 41 | General Administration | 1,409,726 | 49.6% | 1,423,187 | 61.1% | 2,746,931 | 84.0% |
| 51 | Plant Maintenance & Operations | 2,000 | 0.1% | 2,000 | 0.1% | 3,950 | 0.1% |
| 52 | Security & Monitoring Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 53 | Data Processing Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 61 | Community Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 71 | Debt Service | - | 0.0% | - | 0.0% | - | 0.0% |
| 81 | Facilities Acquisition & Constr. | - | 0.0% | - | 0.0% | - | 0.0% |
| 93 | Payments to Fiscal Agents | - | 0.0% | - | 0.0% | - | 0.0% |
| 95 | Payments to JJAEP | - | 0.0% | - | 0.0% | - | 0.0% |
| 97 | Tax Increment Financing | - | 0.0% | - | 0.0% | - | 0.0% |
| 99 | Other Intergovernmental Charges | - | 0.0% | - | 0.0% | - | 0.0% |
| 00 | Other Uses/Transfers Out | - | 0.0% | - | 0.0% | - | 0.0% |
| Total Expenditures | | 2,841,389 | 100.0% | 2,330,028 | 100.0% | 3,271,911 | 100.0% |

Note: This Division includes the budgets for Legal and Program Efficiency, Effectiveness & Sustainability Departments. These budgets were developed in accordance with the District goals and standards as stated previously.

General Fund Budget (See Note)
Human Capital Management

| | | Original Budget 2014-15 | % of Total | Original Budget 2015-16 | % of Total | Original Budget 2016-17 | % of Total |
|---------------------------------|----------------------------------|----------------------------|---------------|----------------------------|---------------|----------------------------|---------------|
| Expenditures by Function | | | | | | | |
| 11 | Instruction | \$ 1,542,853.00 | 18.2% | \$ 3,763,956.00 | 38.2% | \$ 4,881,984 | 53.7% |
| 12 | Instruction Resources & Media | 0 | 0.0% | 0 | 0.0% | - | 0.0% |
| 13 | Curriculum & Staff Development | 783,064 | 9.2% | 780,371 | 7.9% | - | 0.0% |
| 21 | Instructional Administration | 0 | 0.0% | 126,576 | 1.3% | - | 0.0% |
| 23 | School Administration | 195,521 | 2.3% | 200,457 | 2.0% | 505,797 | 5.6% |
| 31 | Guidance & Counseling Services | 101,051 | 1.2% | 176,390 | 1.8% | 67,867 | 0.7% |
| 32 | Social Work Services | 0 | 0.0% | 0 | 0.0% | - | 0.0% |
| 33 | Health Services | - | 0.0% | 0 | 0.0% | - | 0.0% |
| 34 | Student Transportation | - | 0.0% | - | 0.0% | - | 0.0% |
| 35 | Food Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 36 | Cocurricular/Extracurricular | 20,925 | 0.2% | 1,050 | 0.0% | - | 0.0% |
| 41 | General Administration | 5,818,010 | 68.6% | 4,803,532 | 48.7% | 3,633,527 | 40.0% |
| 51 | Plant Maintenance & Operations | 7,700 | 0.1% | 3,000 | 0.0% | - | 0.0% |
| 52 | Security & Monitoring Services | - | 0.0% | 2,000 | 0.0% | - | 0.0% |
| 53 | Data Processing Services | 10,895 | 0.1% | - | 0.0% | - | 0.0% |
| 61 | Community Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 71 | Debt Service | - | 0.0% | - | 0.0% | - | 0.0% |
| 81 | Facilities Acquisition & Constr. | - | 0.0% | - | 0.0% | - | 0.0% |
| 93 | Payments to Fiscal Agents | - | 0.0% | - | 0.0% | - | 0.0% |
| 95 | Payments to JJAEP | - | 0.0% | - | 0.0% | - | 0.0% |
| 97 | Tax Increment Financing | - | 0.0% | - | 0.0% | - | 0.0% |
| 99 | Other Intergovernmental Charges | - | 0.0% | - | 0.0% | - | 0.0% |
| 00 | Other Uses/Transfers Out | - | 0.0% | - | 0.0% | - | 0.0% |
| Total Expenditures | | 8,480,019 | 100.0% | 9,857,332 | 100.0% | 9,089,175 | 100.0% |

Note: These budgets were developed in accordance with the District goals and standards as stated previously.

General Fund Budget (See Note)
District Operations

| | | Original Budget 2014-15 | % of Total | Original Budget 2015-16 | % of Total | Original Budget 2016-17 | % of Total |
|---------------------------------|----------------------------------|----------------------------|---------------|----------------------------|---------------|----------------------------|---------------|
| Expenditures by Function | | | | | | | |
| 11 | Instruction | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| 12 | Instruction Resources & Media | - | 0.0% | - | 0.0% | - | 0.0% |
| 13 | Curriculum & Staff Development | - | 0.0% | - | 0.0% | - | 0.0% |
| 21 | Instructional Administration | - | 0.0% | - | 0.0% | - | 0.0% |
| 23 | School Administration | - | 0.0% | - | 0.0% | - | 0.0% |
| 31 | Guidance & Counseling Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 32 | Social Work Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 33 | Health Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 34 | Student Transportation | 16,810,077 | 17.1% | 17,379,165 | 16.8% | 18,399,788 | 17.7% |
| 35 | Food Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 36 | Cocurricular/Extracurricular | - | 0.0% | - | 0.0% | - | 0.0% |
| 41 | General Administration | - | 0.0% | - | 0.0% | - | 0.0% |
| 51 | Plant Maintenance & Operations | 70,846,297 | 72.0% | 72,975,322 | 70.7% | 74,250,008 | 71.3% |
| 52 | Security & Monitoring Services | 10,389,896 | 10.6% | 10,714,425 | 10.4% | 11,382,221 | 10.9% |
| 53 | Data Processing Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 61 | Community Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 71 | Debt Service | - | 0.0% | - | 0.0% | - | 0.0% |
| 81 | Facilities Acquisition & Constr. | 300,000 | 0.3% | 2,100,000 | 2.0% | 47,500 | 0.0% |
| 93 | Payments to Fiscal Agents | - | 0.0% | - | 0.0% | - | 0.0% |
| 95 | Payments to JJAEP | - | 0.0% | - | 0.0% | - | 0.0% |
| 97 | Tax Increment Financing | - | 0.0% | - | 0.0% | - | 0.0% |
| 99 | Other Intergovernmental Charges | - | 0.0% | - | 0.0% | - | 0.0% |
| 00 | Other Uses/Transfers Out | - | 0.0% | - | 0.0% | - | 0.0% |
| Total Expenditures | | 98,346,270 | 100.0% | 103,168,912 | 100.0% | 104,079,517 | 100.0% |

Note: These budgets were developed in accordance with the District goals and standards as stated previously.

General Fund Budget (See Note)
Business and Finance

| | | Original Budget 2014-15 | % of Total | Original Budget 2015-16 | % of Total | Original Budget 2016-17 | % of Total |
|---------------------------------|----------------------------------|----------------------------|---------------|----------------------------|---------------|----------------------------|---------------|
| Expenditures by Function | | | | | | | |
| 11 | Instruction | \$ 32,431,208.00 | 45.0% | \$ 28,152,525.00 | 40.0% | \$ 41,390,911 | 48.2% |
| 12 | Instruction Resources & Media | 1,477,976 | 2.1% | 570,043 | 0.8% | 706,879 | 0.8% |
| 13 | Curriculum & Staff Development | 2,925,129 | 4.1% | 2,166,382 | 3.1% | 2,038,589 | 2.4% |
| 21 | Instructional Administration | 697,412 | 1.0% | 611,981 | 0.9% | 1,693,872 | 2.0% |
| 23 | School Administration | 2,728,028 | 3.8% | 2,652,963 | 3.8% | 4,180,048 | 4.9% |
| 31 | Guidance & Counseling Services | 3,280,296 | 4.6% | 1,840,479 | 2.6% | 2,438,334 | 2.8% |
| 32 | Social Work Services | 297,708 | 0.4% | 164,061 | 0.2% | 246,741 | 0.3% |
| 33 | Health Services | 879,474 | 1.2% | 501,830 | 0.7% | 614,393 | 0.7% |
| 34 | Student Transportation | 2,866,860 | 4.0% | 2,602,749 | 3.7% | 1,745,145 | 2.0% |
| 35 | Food Services | 169,049 | 0.2% | - | 0.0% | 20,443 | 0.0% |
| 36 | Cocurricular/Extracurricular | 1,827,229 | 2.5% | 1,077,246 | 1.5% | 3,149,816 | 3.7% |
| 41 | General Administration | 6,876,696 | 9.6% | 8,514,219 | 12.1% | 9,824,823 | 11.5% |
| 51 | Plant Maintenance & Operations | 4,638,865 | 6.4% | 10,171,619 | 14.5% | 6,096,602 | 7.1% |
| 52 | Security & Monitoring Services | 740,325 | 1.0% | 263,105 | 0.4% | 431,201 | 0.5% |
| 53 | Data Processing Services | 2,528,992 | 3.5% | 875,204 | 1.2% | 688,006 | 0.8% |
| 61 | Community Services | 302,268 | 0.4% | 673,443 | 1.0% | 302,371 | 0.4% |
| 71 | Debt Service | - | 0.0% | - | 0.0% | - | 0.0% |
| 81 | Facilities Acquisition & Constr. | 2,017,994 | 2.8% | 3,700,000 | 5.3% | 7,616,857 | 8.9% |
| 93 | Payments to Fiscal Agents | - | 0.0% | - | 0.0% | - | 0.0% |
| 95 | Payments to JJAEP | - | 0.0% | - | 0.0% | - | 0.0% |
| 97 | Tax Increment Financing | 2,945,000 | 4.1% | 3,445,000 | 4.9% | - | 0.0% |
| 99 | Other Intergovernmental Charges | 2,374,871 | 3.3% | 2,374,871 | 3.4% | 2,600,000 | 3.0% |
| 00 | Other Uses/Transfers Out | - | 0.0% | - | 0.0% | - | 0.0% |
| Total Expenditures | | 72,005,380 | 100.0% | 70,357,720 | 100.0% | 85,785,031 | 100.0% |

Note: These budgets were developed in accordance with the District goals and standards as stated previously.

General Fund Budget (See Note)
Division of Technology

| | | Original Budget 2014-15 | % of Total | Original Budget 2015-16 | % of Total | Original Budget 2016-17 | % of Total |
|---------------------------------|----------------------------------|----------------------------|---------------|----------------------------|---------------|----------------------------|---------------|
| Expenditures by Function | | | | | | | |
| 11 | Instruction | \$ 157,561.00 | 1.0% | \$ 611,667.00 | 4.1% | \$ 215,351 | 1.5% |
| 12 | Instruction Resources & Media | 503,797 | 3.2% | 565,247 | 3.8% | 528,863 | 3.7% |
| 13 | Curriculum & Staff Development | 1,538,266 | 9.7% | 1,190,774 | 8.1% | 1,173,017 | 8.1% |
| 21 | Instructional Administration | 213,020 | 1.3% | 365,433 | 2.5% | 371,944 | 2.6% |
| 23 | School Administration | 21,750 | 0.1% | - | 0.0% | - | 0.0% |
| 31 | Guidance & Counseling Services | 59,700 | 0.4% | 87,400 | 0.6% | 78,765 | 0.5% |
| 32 | Social Work Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 33 | Health Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 34 | Student Transportation | - | 0.0% | - | 0.0% | - | 0.0% |
| 35 | Food Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 36 | Cocurricular/Extracurricular | - | 0.0% | - | 0.0% | - | 0.0% |
| 41 | General Administration | 153,583 | 1.0% | 155,034 | 1.1% | 142,006 | 1.0% |
| 51 | Plant Maintenance & Operations | 349,589 | 2.2% | 235,504 | 1.6% | 228,713 | 1.6% |
| 52 | Security & Monitoring Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 53 | Data Processing Services | 12,900,794 | 81.1% | 11,532,467 | 78.2% | 11,668,367 | 81.0% |
| 61 | Community Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 71 | Debt Service | - | 0.0% | - | 0.0% | - | 0.0% |
| 81 | Facilities Acquisition & Constr. | - | 0.0% | - | 0.0% | - | 0.0% |
| 93 | Payments to Fiscal Agents | - | 0.0% | - | 0.0% | - | 0.0% |
| 95 | Payments to JJAEP | - | 0.0% | - | 0.0% | - | 0.0% |
| 97 | Tax Increment Financing | - | 0.0% | - | 0.0% | - | 0.0% |
| 99 | Other Intergovernmental Charges | - | 0.0% | - | 0.0% | - | 0.0% |
| 00 | Other Uses/Transfers Out | - | 0.0% | - | 0.0% | - | 0.0% |
| Total Expenditures | | 15,898,060 | 100.0% | 14,743,526 | 100.0% | 14,407,026 | 100.0% |

Note: These budgets were developed in accordance with the District goals and standards as stated previously.

General Fund Budget (See Note)
Division of Strategic Communications

| | | Original Budget 2014-15 | % of Total | Original Budget 2015-16 | % of Total | Original Budget 2016-17 | % of Total |
|---------------------------------|----------------------------------|----------------------------|---------------|----------------------------|---------------|----------------------------|---------------|
| Expenditures by Function | | | | | | | |
| 11 | Instruction | \$ - | 0.0% | \$ - | 0.0% | \$ - | 0.0% |
| 12 | Instruction Resources & Media | 165,130 | 6.9% | 164,168 | 6.4% | 166,155 | 8.1% |
| 13 | Curriculum & Staff Development | - | 0.0% | - | 0.0% | - | 0.0% |
| 21 | Instructional Administration | - | 0.0% | - | 0.0% | - | 0.0% |
| 23 | School Administration | - | 0.0% | - | 0.0% | - | 0.0% |
| 31 | Guidance & Counseling Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 32 | Social Work Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 33 | Health Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 34 | Student Transportation | - | 0.0% | - | 0.0% | - | 0.0% |
| 35 | Food Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 36 | Cocurricular/Extracurricular | - | 0.0% | - | 0.0% | - | 0.0% |
| 41 | General Administration | 1,369,994 | 57.6% | 1,160,204 | 45.3% | 1,168,805 | 57.0% |
| 51 | Plant Maintenance & Operations | 4,240 | 0.2% | 3,100 | 0.1% | 1,900 | 0.1% |
| 52 | Security & Monitoring Services | 500 | 0.0% | 5,700 | 0.2% | 1,542 | 0.1% |
| 53 | Data Processing Services | - | 0.0% | 375,000 | 14.6% | 375,000 | 18.3% |
| 61 | Community Services | 837,268 | 35.2% | 855,673 | 33.4% | 337,658 | 16.5% |
| 71 | Debt Service | - | 0.0% | - | 0.0% | - | 0.0% |
| 81 | Facilities Acquisition & Constr. | - | 0.0% | - | 0.0% | - | 0.0% |
| 93 | Payments to Fiscal Agents | - | 0.0% | - | 0.0% | - | 0.0% |
| 95 | Payments to JJAEP | - | 0.0% | - | 0.0% | - | 0.0% |
| 97 | Tax Increment Financing | - | 0.0% | - | 0.0% | - | 0.0% |
| 99 | Other Intergovernmental Charges | - | 0.0% | - | 0.0% | - | 0.0% |
| 00 | Other Uses/Transfers Out | - | 0.0% | - | 0.0% | - | 0.0% |
| Total Expenditures | | 2,377,132 | 100.0% | 2,563,845 | 100.0% | 2,051,060 | 100.0% |

Note: These budgets were developed in accordance with the District goals and standards as stated previously.

General Fund Budget (See Note)
Elementary Schools

| | | Original Budget 2014-15 | % of Total | Original Budget 2015-16 | % of Total | Original Budget 2016-17 | % of Total |
|---------------------------------|--------------------------------|----------------------------|---------------|----------------------------|---------------|----------------------------|---------------|
| Expenditures by Function | | | | | | | |
| 11 | Instruction | \$ 160,000,246.00 | 86.1% | \$ 159,318,158.00 | 85.7% | \$ 167,056,796 | 86.2% |
| 12 | Instruction Resources & Media | 5,790,776 | 3.1% | 5,977,213 | 3.2% | 6,047,024 | 3.1% |
| 13 | Curriculum & Staff Development | 104,556 | 0.1% | 89,028 | 0.0% | 119,701 | 0.1% |
| 21 | Instructional Administration | - | 0.0% | 300 | 0.0% | - | 0.0% |
| 23 | School Administration | 19,750,470 | 10.6% | 20,265,071 | 10.9% | 20,342,158 | 10.5% |
| 31 | Guidance & Counseling Services | 31,001 | 0.0% | 33,677 | 0.0% | 34,769 | 0.0% |
| 32 | Social Work Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 33 | Health Services | 18,752 | 0.0% | 5,745 | 0.0% | 5,589 | 0.0% |
| 35 | Food Services | 184,122 | 0.1% | 156,093 | 0.1% | 226,940 | 0.1% |
| 36 | Cocurricular/Extracurricular | 500 | 0.0% | - | 0.0% | - | 0.0% |
| 51 | Plant Maintenance & Operations | 21,963 | 0.0% | 24,525 | 0.0% | 23,346 | 0.0% |
| 52 | Security & Monitoring Services | 13,878 | 0.0% | 11,548 | 0.0% | 10,500 | 0.0% |
| 53 | Data Processing Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 61 | Community Services | 2,869 | 0.0% | 1,850 | 0.0% | 3,700 | 0.0% |
| Total Expenditures | | 185,919,133 | 100.0% | 185,883,208 | 100.0% | 193,870,523 | 100.0% |

Note: These are campus based classroom personnel, campus based administrative personnel and school based budgets. School based budgets are administered by the school principal and the site based committee. For fiscal year 2016-17 each elementary school campus received a per student allocation of \$75 per membership. In the prior two years each campus received a per student allocation of \$70 per membership. Como Montessori and Daggett Montessori campuses also offer middle school classes and received a per student allocation of \$78 per membership.

General Fund Budget (See Note)
Middle Schools

| | | Original Budget 2014-15 | % of Total | Original Budget 2015-16 | % of Total | Original Budget 2016-17 | % of Total |
|---------------------------------|--------------------------------|----------------------------|---------------|----------------------------|---------------|----------------------------|---------------|
| Expenditures by Function | | | | | | | |
| 11 | Instruction | \$ 59,898,631 | \$ 1 | \$ 63,417,469 | 83.2% | \$ 64,467,624 | 83.2% |
| 12 | Instruction Resources & Media | 1,880,614 | 2.6% | 1,685,933 | 2.2% | 1,865,129 | 2.4% |
| 13 | Curriculum & Staff Development | 182,826 | 0.3% | 138,685 | 0.2% | 143,911 | 0.2% |
| 23 | School Administration | 9,893,204 | 13.7% | 10,670,518 | 14.0% | 10,778,521 | 13.9% |
| 31 | Guidance & Counseling Services | 16,725 | 0.0% | 11,825 | 0.0% | 15,700 | 0.0% |
| 32 | Social Work Services | 66,437 | 0.1% | 57,432 | 0.1% | 68,548 | 0.1% |
| 33 | Health Services | 4,260 | 0.0% | 3,550 | 0.0% | 3,125 | 0.0% |
| 35 | Food Services | - | 0.0% | - | 0.0% | 200 | 0.0% |
| 36 | Cocurricular/Extracurricular | 205,851 | 0.3% | 197,784 | 0.3% | 75,450 | 0.1% |
| 51 | Plant Maintenance & Operations | 24,778 | 0.0% | 25,100 | 0.0% | 31,967 | 0.0% |
| 52 | Security & Monitoring Services | 12,450 | 0.0% | 11,080 | 0.0% | 11,025 | 0.0% |
| 61 | Community Services | - | 0.0% | 872.00 | 0.0% | 1,000 | 0.0% |
| Total Expenditures | | 72,185,776 | 100.0% | 76,220,248 | 100.0% | 77,462,200 | 100.0% |

Note: These are campus based administrative and classroom personnel and school based budgets. School based budgets are administered by the school principal and the site based committee. For fiscal year 2016-17 each middle school campus received a per student allocation of \$80 per membership. In the prior two years each campus received a per student allocation of \$75 per membership. Benbrook MS, YWLA, YMLA, International Newcomers Academy and World Language campuses also offer high school classes and received a per student allocation of \$83 per membership.

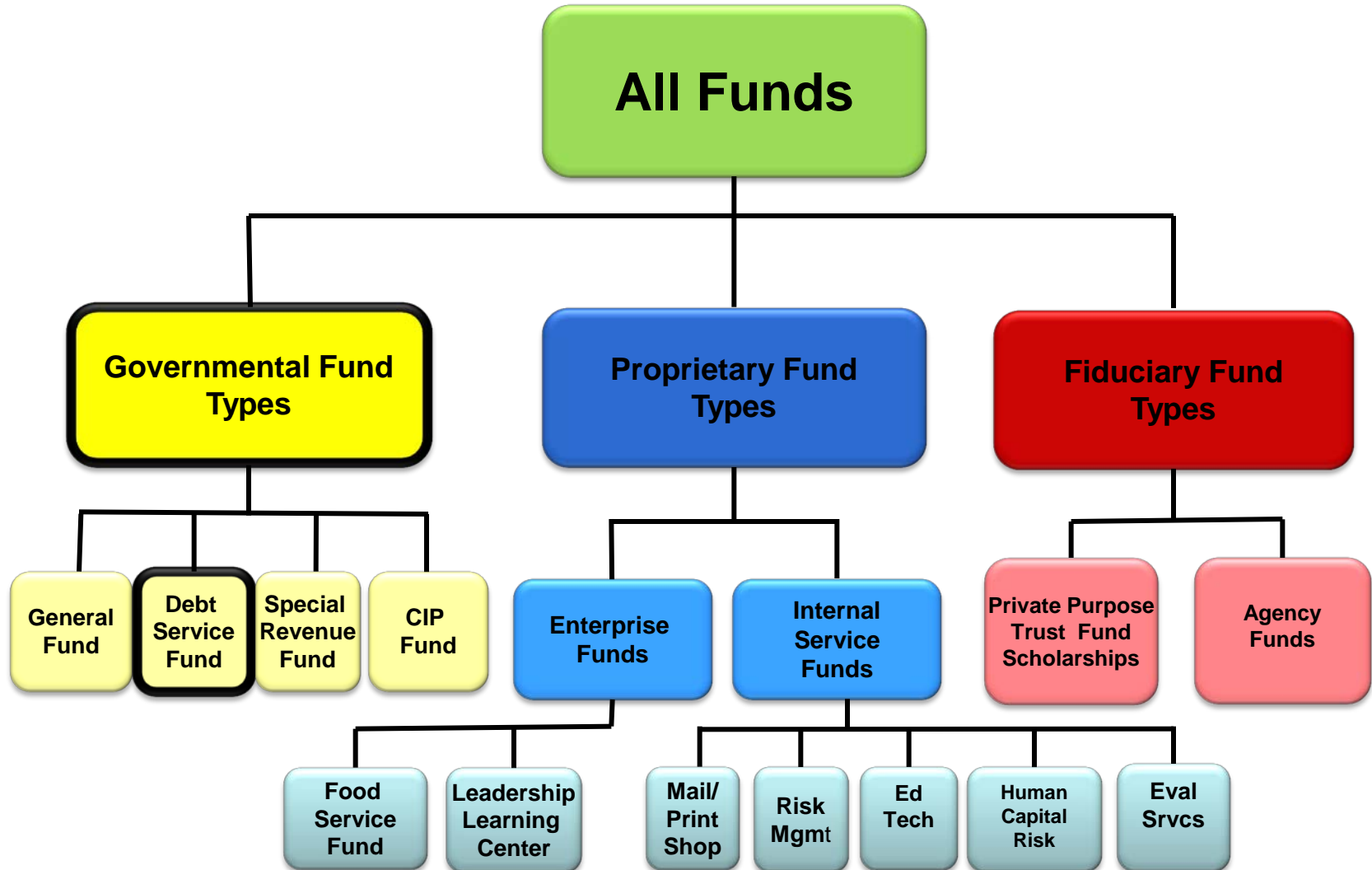
General Fund Budget (See Note)
High Schools

| | | Original Budget 2014-15 | % of Total | Original Budget 2015-16 | % of Total | Original Budget 2016-17 | % of Total |
|---------------------------------|--------------------------------|----------------------------|---------------|----------------------------|---------------|----------------------------|---------------|
| Expenditures by Function | | | | | | | |
| 11 | Instruction | \$ 58,853,372.00 | 78.8% | \$ 60,354,725.00 | 79.0% | \$ 65,231,059 | 80.4% |
| 12 | Instruction Resources & Media | 1,140,836 | 1.5% | 1,148,306 | 1.5% | 1,054,168 | 1.3% |
| 13 | Curriculum & Staff Development | 43,290 | 0.1% | 65,108 | 0.1% | 72,753 | 0.1% |
| 23 | School Administration | 10,977,797 | 14.7% | 11,662,385 | 15.3% | 11,862,698 | 14.6% |
| 31 | Guidance & Counseling Services | 24,048 | 0.0% | 24,250 | 0.0% | 22,069 | 0.0% |
| 32 | Social Work Services | 354,444 | 0.5% | 219,619 | 0.3% | 245,249 | 0.3% |
| 33 | Health Services | 1,300 | 0.0% | 1,950 | 0.0% | 3,000 | 0.0% |
| 35 | Food Services | - | 0.0% | - | 0.0% | - | 0.0% |
| 36 | Cocurricular/Extracurricular | 3,199,673 | 4.3% | 2,910,193 | 3.8% | 2,571,016 | 3.2% |
| 51 | Plant Maintenance & Operations | 34,050 | 0.0% | 43,800 | 0.1% | 42,576 | 0.1% |
| 52 | Security & Monitoring Services | 9,300 | 0.0% | 8,300 | 0.0% | 12,200 | 0.0% |
| 53 | Data Processing Services | 15,000 | 0.0% | - | 0.0% | - | 0.0% |
| 61 | Community Services | 300 | 0.0% | 500 | 0.0% | 500 | 0.0% |
| Total Expenditures | | 74,653,410 | 100.0% | 76,439,136 | 100.0% | 81,117,288 | 100.0% |

Note: These are campus based classroom personnel, campus based administrative personnel and school based budgets. School based budgets are administered by the school principal and the site based committee. For fiscal year 2016-17 each high school campus received a per student allocation of \$85 per membership. In the prior two years each campus received a per student allocation of \$80 per membership.

Structure of All Funds

Fort Worth Independent School District



Governmental Fund Types: Debt Service Fund Overview

The Debt Service Fund accounts for payments of principal, interest, and related fees on the District's general obligation bonds. Under Texas law, only these debt service payments can be charged to this fund. Educational legislation has eliminated limits on outstanding debt; however, prior law limited debt to 10% of assessed value, and the District is well below that level. Revenue is received from a designated allocation of the property tax rate and from the state Existing Debt Allotment (EDA) program. The District calculates the legal debt limit at 10% of assessed value.

Revenue Trends and Assumptions

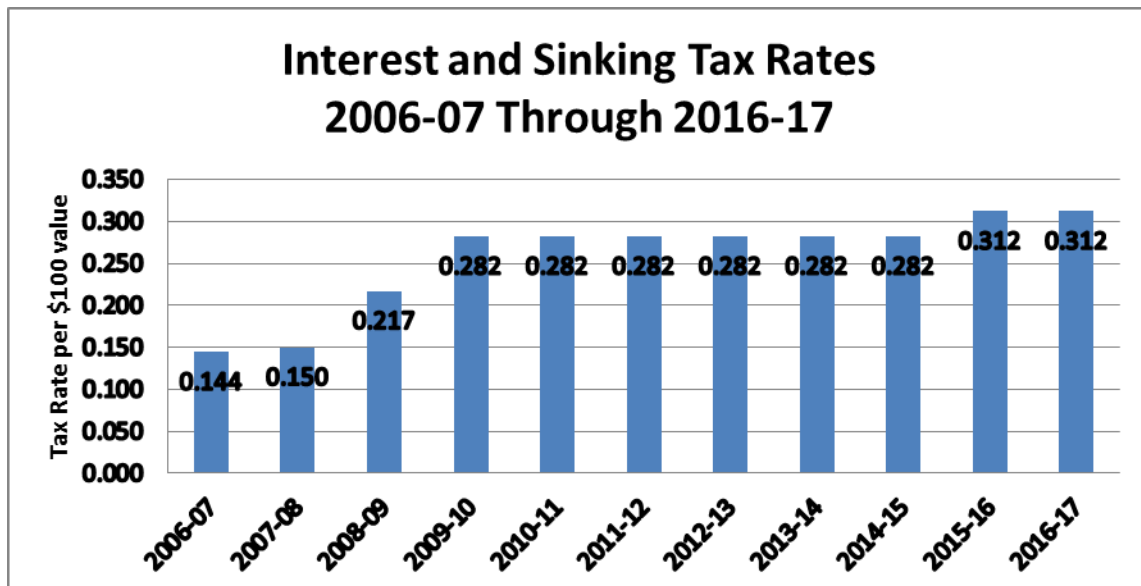
Revenue for the Debt Service Fund comes primarily from local sources, such as tax collections and investment earnings, and from the State.

Local Sources:

The Board of Trustees for the District is charged with establishing a tax rate in order to pay current interest on and provide one year's sinking funds for the total bonds outstanding of the Fort Worth ISD. This tax rate is the Interest and Sinking (I&S) tax rate.

On June 28, 2016, the Fort Worth ISD Board of Education adopted an I&S tax rate of \$0.312 per \$100 in property valuation.

The Legal Debt limit for 2016-17 is \$2,957,767,496. The District is currently carrying \$726,415,000 in outstanding indebtedness but is expected to sell the remaining authorized bonds in August of 2016.



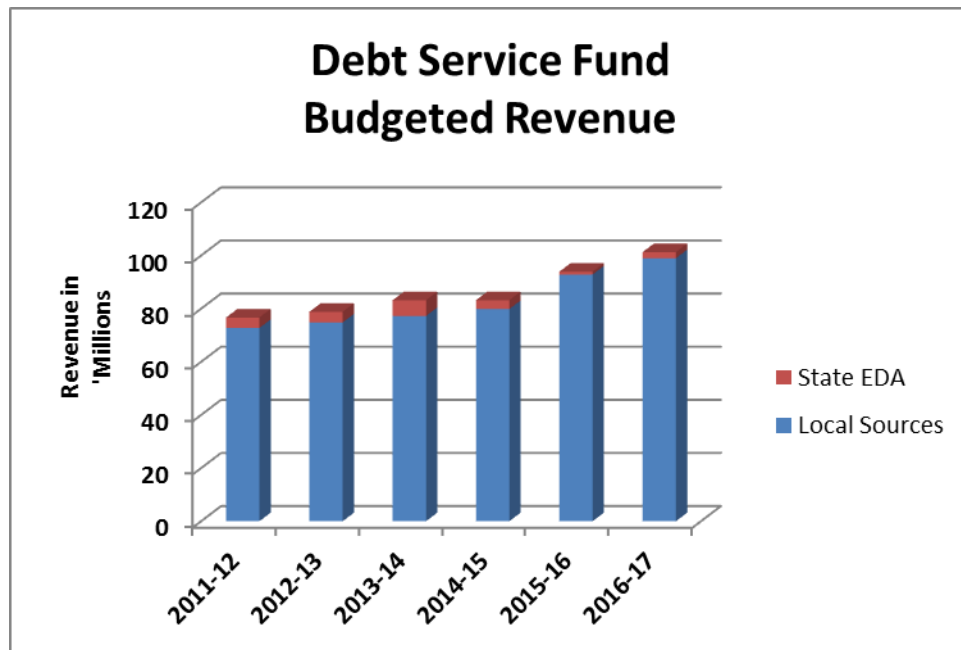
Based on the I&S tax rate of \$0.312 Fort Worth ISD expects to collect \$99,006,315 in local property taxes. With additional revenue, such as investment earnings, the District anticipates total revenue for the Debt Service Fund of \$101,283,137. This is an increase of 9,673,079 or 10.6% from the prior fiscal year.

Debt Service Fund Overview, Continued

State Sources:

State funding for existing debt (Existing Debt Allotment – EDA) was first granted during the 1999 Legislative session and included all debt that required a debt service payment in 1998-99 that did not qualify for State Instructional Facilities Allotment (IFA). Fort Worth ISD does not receive an IFA allotment from the State. The eligibility date has been rolled forward in each subsequent session to include all debt issued during the prior biennium.

The state allotment guarantees \$35 per student in state and local funds for each cent of tax effort (subject to a maximum) to pay the principal and interest on eligible bonds. The FY 2016-17 state EDA funding is expected to be \$1,263,309, with an additional amount of Hold Harmless funding of \$1,048,400 generated as a result of revenue lost due to an additional 10K Homestead Exemption, for a total amount of \$2,311,709. This is a slight decrease of approximately \$71,000 from the prior fiscal year.



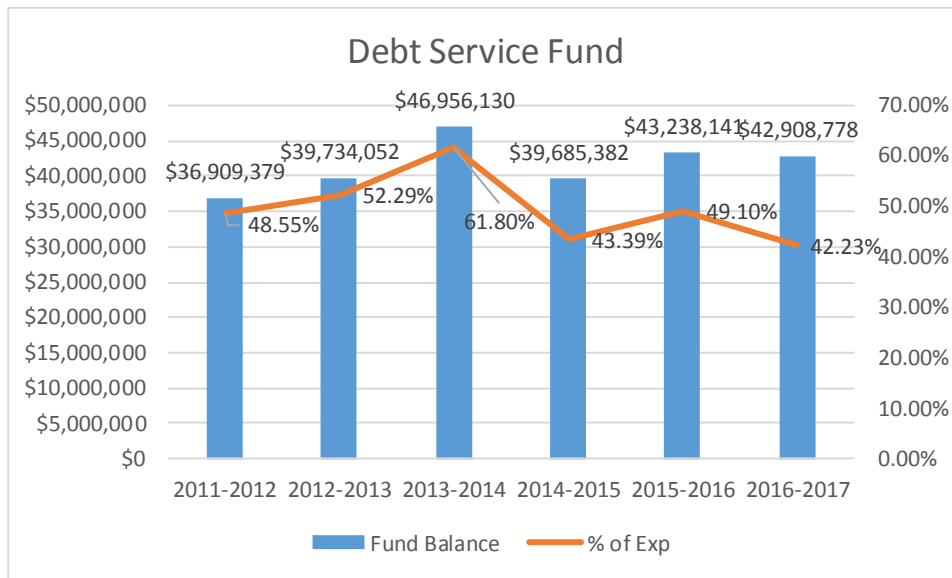
Expenditure Summary

The Debt Service Fund expenditure budget for 2016-17 consists of \$59,923,645 for bond principal payments, \$41,676,855 for bond interest payments, and \$12,000 for other debt fees. This total budget is an increase of \$13,555,201 from the 2015-16 estimated actual expenditures. This increase represents the funds necessary to service the debt on the existing bonds as well as the new bonds anticipated to be sold in the 2016-17 fiscal year to continue to meet the commitments of the 2013 Bond referendum.

Debt Service Fund Overview, Continued

Fund Balance Impact

Budgeted revenue for the 2016-17 fiscal year is \$101,283,137, falling short of expenditures by \$329,363 and leaving a projected fund balance of \$40,198,859. This fund balance will be used in future years to minimize tax increases. The current outstanding debt of \$726,415 is currently scheduled to be retired in 2040; however, the District expects to sell bonds in 2017 as authorized in support of the 2013 Capital Improvement Program.

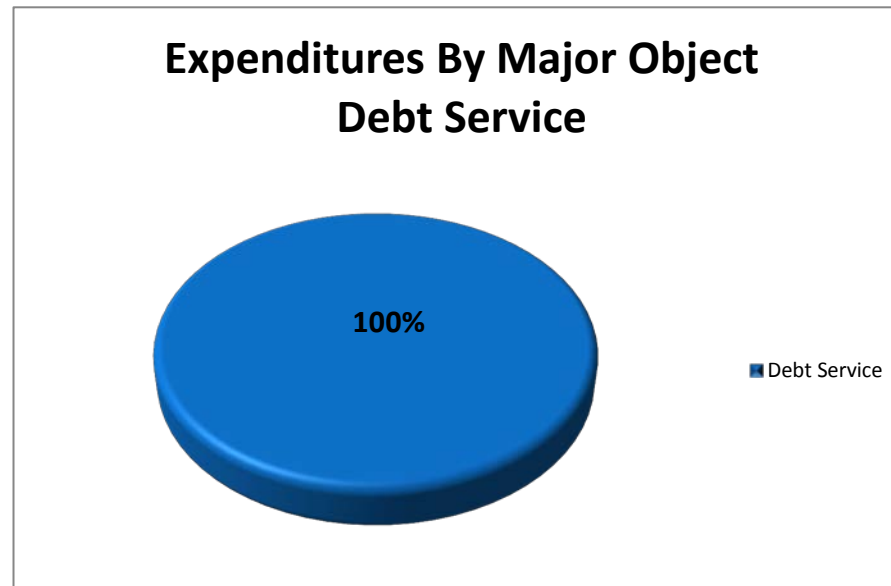


Budget Summary: Debt Service Fund
For the Years Ended June 30, 2012- June 30, 2017 (Actuals, Estimated and Original Budget)

| | | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
|-----------------------------------------------------|--------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | | Actual | Actual | Actual | Actual | Estimated | Original |
| | | Rev/Exp | Rev/Exp | Rev/Exp | Rev/Exp | Rev/Exp | Budget |
| Revenues | | | | | | | |
| 5710 | Tax collections | \$ 72,640,217 | \$ 74,796,297 | \$ 77,234,028 | \$ 79,827,888 | \$ 88,986,168 | \$ 99,006,315 |
| 5742 | Investment Earnings | 105,530 | 51,898 | 20,602 | 39,031 | 134,999 | |
| | Total Local Revenues | <u>72,745,747</u> | <u>74,848,195</u> | <u>77,254,630</u> | <u>79,866,919</u> | <u>89,121,167</u> | <u>99,006,315</u> |
| 5820 | Miscellaneous State Revenue | 3,935,229 | 3,969,505 | 5,945,749 | 3,328,502 | 2,488,891 | 2,276,822 |
| | Total State Revenues | <u>3,935,229</u> | <u>3,969,505</u> | <u>5,945,749</u> | <u>3,328,502</u> | <u>2,488,891</u> | <u>2,276,822</u> |
| 7900 | Other Sources | - | - | - | 202,316,202 | - | - |
| | Total Other Sources | <u>-</u> | <u>-</u> | <u>-</u> | <u>202,316,202</u> | <u>-</u> | <u>-</u> |
| | Total Revenues & Oth Srcs | 76,680,976 | 78,817,700 | 83,200,379 | 285,511,623 | 91,610,058 | 101,283,137 |
| Expenditures | | | | | | | |
| 71 | Debt Service - Bond Principal | 40,620,000 | 42,600,000 | 44,540,000 | 55,315,000 | 56,075,000 | 59,923,645 |
| 71 | Debt Service - Bond Interest | 34,442,944 | 32,588,849 | 30,653,150 | 35,273,967 | 31,813,411 | 41,676,855 |
| 71 | Debt Service - Other Bond Fees | - | - | - | - | - | 12,000 |
| 97 | Tax Increment Financing | 963,444 | 804,178 | 785,151 | 877,681 | 168,888 | - |
| 00 | Other Uses/Transfers Out | - | - | - | 201,315,723 | - | - |
| | Total Expenditures | <u>76,026,388</u> | <u>75,993,027</u> | <u>75,978,301</u> | <u>292,782,371</u> | <u>88,057,299</u> | <u>101,612,500</u> |
| Excess of Revenues Over (Under) Expenditures | | <u>654,588</u> | <u>2,824,673</u> | <u>7,222,078</u> | <u>(7,270,748)</u> | <u>3,552,759</u> | <u>(329,363)</u> |
| Fund Balance-Beginning | | <u>36,254,791</u> | <u>36,909,379</u> | <u>39,734,052</u> | <u>46,956,130</u> | <u>39,685,382</u> | <u>40,528,222</u> |
| Fund Balance-Ending | | \$ 36,909,379 | \$ 39,734,052 | \$ 46,956,130 | \$ 39,685,382 | \$ 43,238,141 | \$ 40,198,859 |

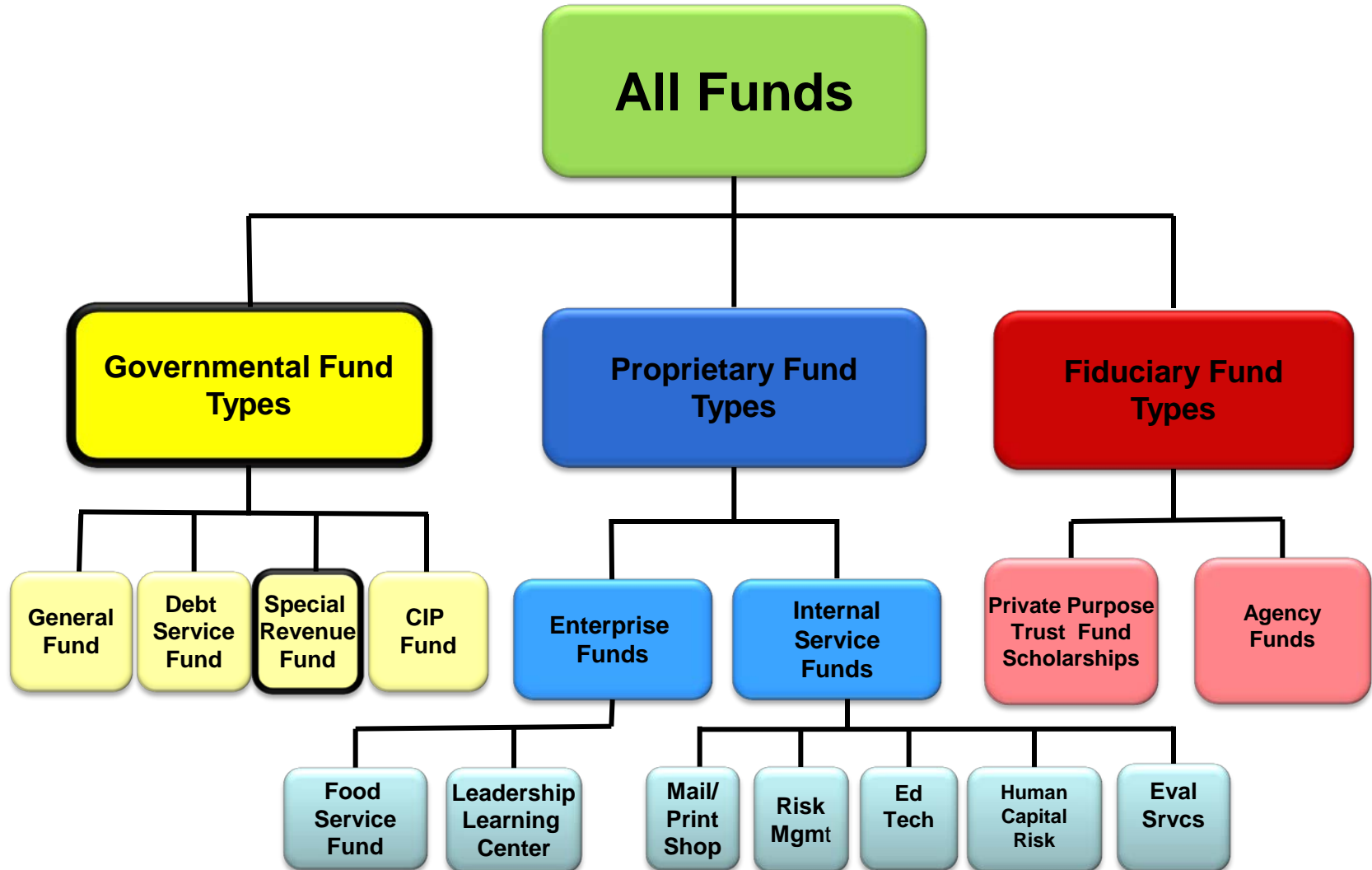
Projected Expenditures by Function and Major Object - Debt Service Fund
2016-17 Budget

| Expenditures | | Salaries (6100) | Contracted Services (6200) | Supplies and Materials (6300) | Other Operating Expenses (6400) | Debt Service (6500) | Capital Outlay (6600) | Other Uses (8900) | Total |
|---------------------------|----------------------------------|--------------------|----------------------------------|-------------------------------------|---------------------------------------|---------------------------|-----------------------------|-------------------------|-----------------------|
| 11 | Instruction | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 12 | Instruction Resources & Media | - | - | - | - | - | - | - | - |
| 13 | Curriculum & Staff Development | - | - | - | - | - | - | - | - |
| 21 | Instructional Administration | - | - | - | - | - | - | - | - |
| 23 | School Administration | - | - | - | - | - | - | - | - |
| 31 | Guidance & Counseling Services | - | - | - | - | - | - | - | - |
| 32 | Social Work Services | - | - | - | - | - | - | - | - |
| 33 | Health Services | - | - | - | - | - | - | - | - |
| 34 | Student Transportation | - | - | - | - | - | - | - | - |
| 35 | Food Services | - | - | - | - | - | - | - | - |
| 36 | Cocurricular/Extracurricular | - | - | - | - | - | - | - | - |
| 41 | General Administration | - | - | - | - | - | - | - | - |
| 51 | Plant Maintenance & Operations | - | - | - | - | - | - | - | - |
| 52 | Security & Monitoring Services | - | - | - | - | - | - | - | - |
| 53 | Data Processing Services | - | - | - | - | - | - | - | - |
| 61 | Community Services | - | - | - | - | - | - | - | - |
| 71 | Debt Service | - | - | - | - | 101,612,500 | - | - | 101,612,500 |
| 81 | Facilities Acquisition & Constr. | - | - | - | - | - | - | - | - |
| 93 | Pymts to Fiscal Agent Shared Svc | - | - | - | - | - | - | - | - |
| 95 | Payments to JJAEP | - | - | - | - | - | - | - | - |
| 97 | Tax Increment Financing | - | - | - | - | - | - | - | - |
| 99 | Intergovernmental Charges | - | - | - | - | - | - | - | - |
| Total Expenditures | | \$ - | \$ - | \$ - | \$ - | \$ 101,612,500 | \$ - | \$ - | \$ 101,612,500 |



Structure of All Funds

Fort Worth Independent School District



Governmental Fund Types: Special Revenue Funds Overview

The *Special Revenue Funds* account for the proceeds of specific revenue sources (other than private-purpose trust funds or capital projects) such as federal, state, or locally financed programs where unused balances are returned to the grantor at the close of specified project periods. Funds are legally restricted to expenditures for specified purposes. These funds provide enrichment programs, testing of pilot programs, and enhancement of programs that are not provided by the General Fund.

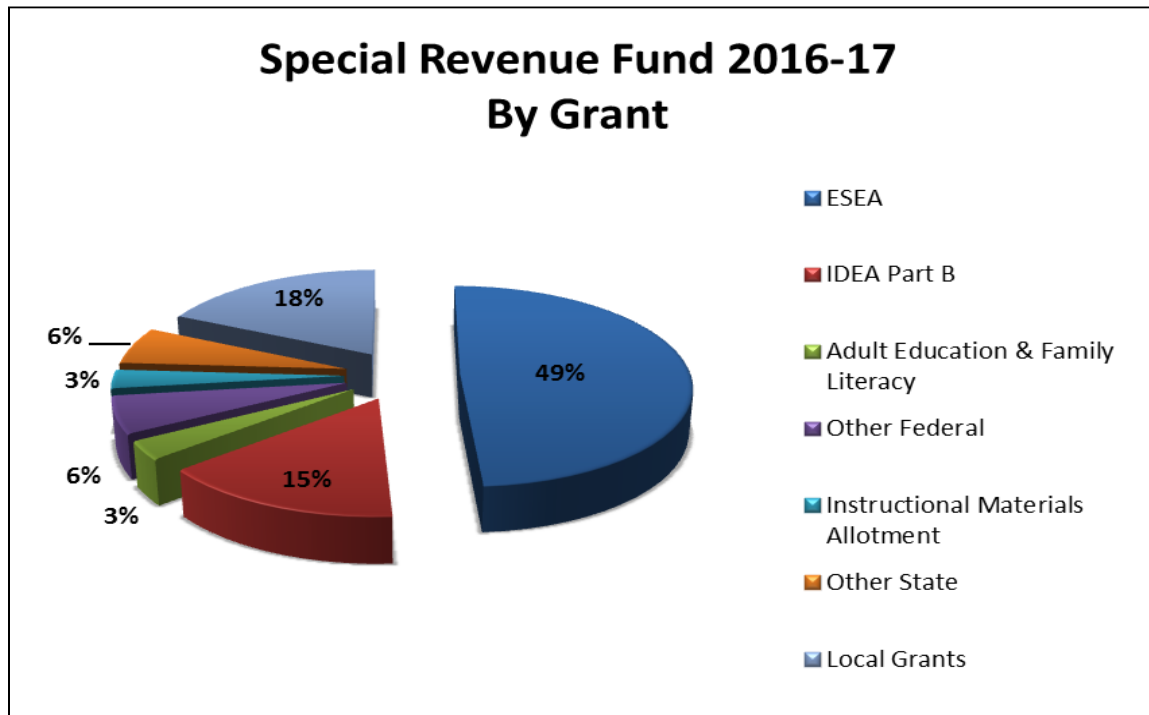
Special Revenue Fund budgets are shown for informational purposes only. The Texas Education Agency does not require adoption of special revenue funds.

Revenue Trends and Assumptions

The majority of Special Revenue funds come from the federal government. The Elementary and Secondary Education Act (ESEA) of 1965, as reauthorized by the No Child Left Behind Act (NCLB) of 2001, provides funds for specific targeted populations, such as children from low income families and children with limited English speaking abilities. The Individuals with Disabilities Act (IDEA) of 1975 provides funds for children with disabilities. Many other federal agencies provide funds to the District based on specific criteria.

The State of Texas also provides grant funding to the District. Some examples of state funding are programs for Educational Excellence Innovations, summer school, Adult Ed and the Instructional Materials Allotment.

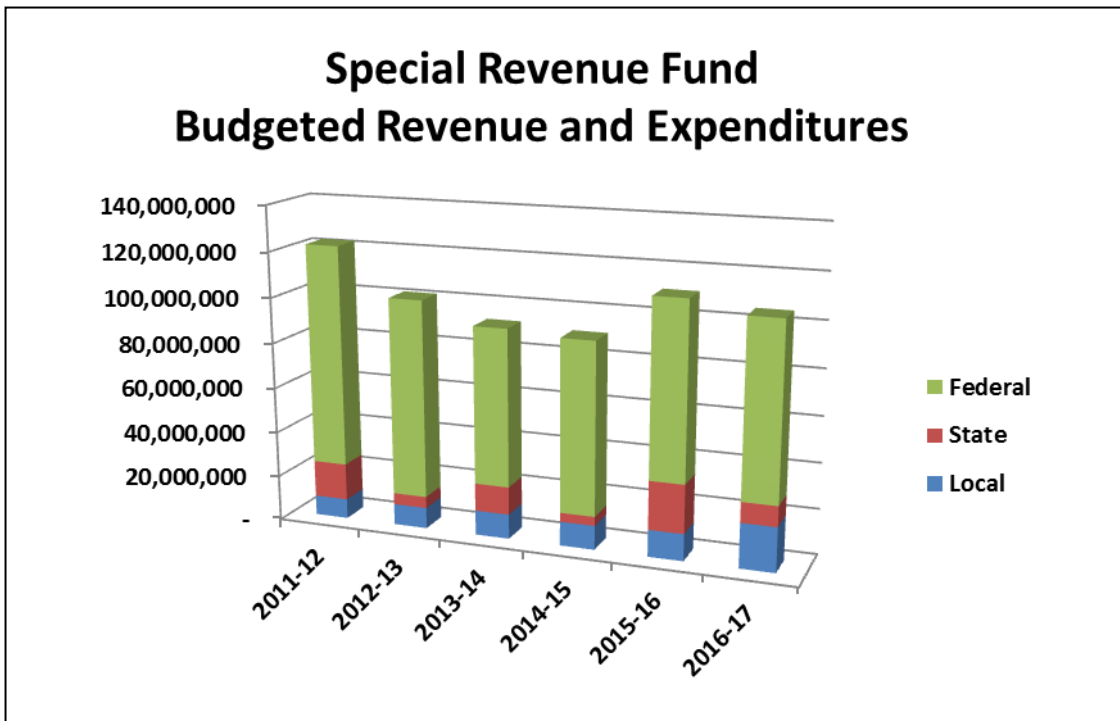
Most funds from local sources are grants made directly to specific schools or programs. Examples of granting agencies include the local United Way, Target, the Fort Worth Education Foundation and various other charitable organizations and foundations.



Expenditure Summary

Expenditures in the Special Revenue Funds are based on criteria specified in each grant award. The development of the fiscal year 2016-17 budgets assume recurring revenues will support recurring expenditures in future years. FWISD expects to receive and spend approximately \$105,321M in total special revenue funds, a 21% decrease or \$27M less than budgeted in 2015-16.

The primary budgeted expense for 2016-17 is payroll which makes up 62% of the budget. Contracted services are 7%, supplies and materials are 16%, other operating are 7% and capital outlay expense is 8%.



Fund Balance Impact

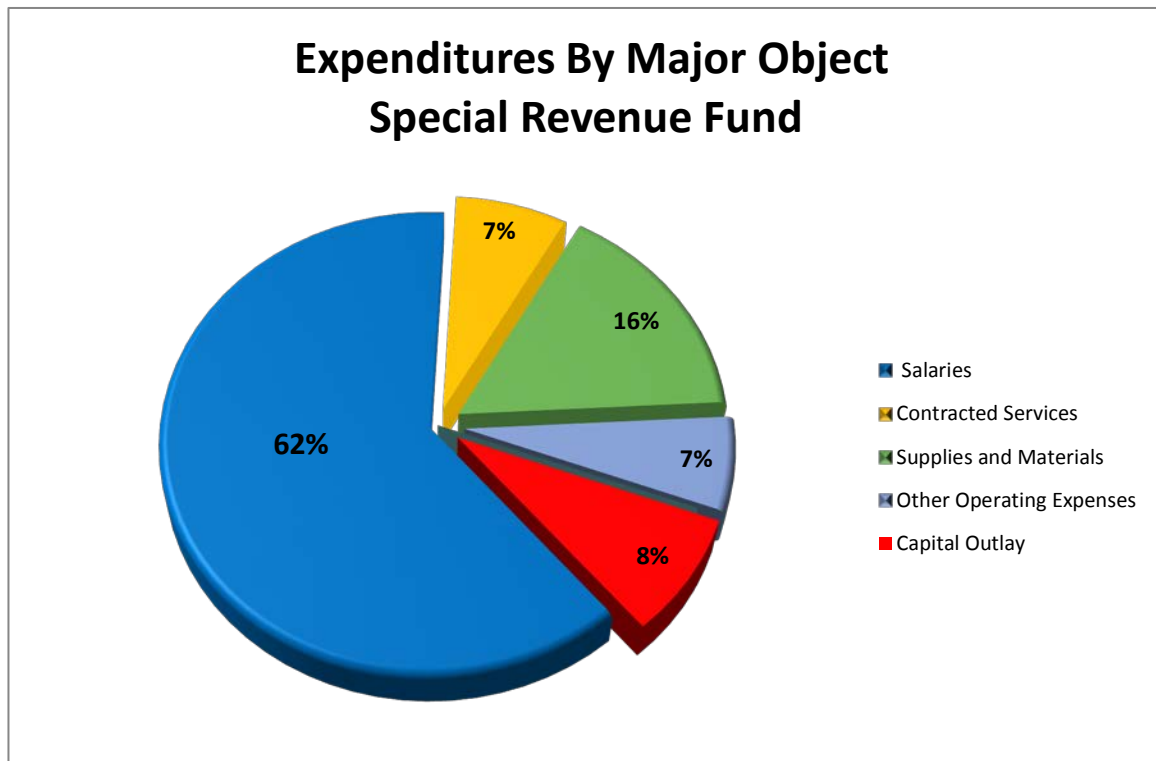
The Special Revenue Funds do not traditionally maintain a fund balance with the exception of the Campus Activity Funds accounted for in Fund 461 and Tax Increment Funding in Fund 499 that ends each year with a fund balance and is budgeted and available to spend in the following budget year.

Budget Summary - Special Revenue Fund
For the Years Ended June 30, 2012 - June 30, 2017 (*Actuals, Estimated, Budgeted*)

| | | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
|-----------------------------------------------------|--------------------------------------|---------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| | | Actual Rev/Exp | Actual Rev/Exp | Actual Rev/Exp | Actual Rev/Exp | Estimated Rev/Exp | Original Budget |
| Revenues | | | | | | | |
| 5730 | Tuition and Fees | \$ 1,310 | \$ - | \$ - | \$ - | \$ - | \$ - |
| 5740 | Misc Local Revenue | 8,577,212 | 9,142,941 | 10,793,626 | 10,532,511 | 12,055,605 | 19,516,656 |
| 5750 | Extra/Cocurricular Activity | 116,266 | 69,662 | 108,892 | 62,197 | 139,293 | 189,984 |
| 5760 | Misc Revenue Intermediate Source | 24,451 | 38,279 | 13,301 | 37,155 | 27,730 | - |
| | Total Local Revenues | <u>8,719,239</u> | <u>9,250,882</u> | <u>10,915,819</u> | <u>10,631,863</u> | <u>12,222,628</u> | <u>19,706,640</u> |
| 5810 | Foundation Entitlements | 809,223 | 532,267 | 469,418 | 516,109 | 357,450 | 511,809 |
| 5820 | Miscellaneous State Revenue | 15,207,629 | 4,312,350 | 11,310,435 | 2,720,618 | 17,500,634 | 5,790,658 |
| 5830 | Revenue Other Government Agency | 149,241 | 211,890 | 428,507 | 740,811 | 3,083,638 | 2,597,064 |
| | Total State Revenues | <u>16,166,093</u> | <u>5,056,507</u> | <u>12,208,360</u> | <u>3,977,538</u> | <u>20,941,722</u> | <u>8,899,531</u> |
| 5900 | Miscellaneous Federal Revenue | 97,318,412 | 87,125,950 | 69,076,410 | 75,597,277 | 77,301,726 | 76,715,249 |
| | Total Federal Revenues | <u>97,318,412</u> | <u>87,125,950</u> | <u>69,076,410</u> | <u>75,597,277</u> | <u>77,301,726</u> | <u>76,715,249</u> |
| | Total Revenues & Oth Srcs | 122,203,744 | 101,433,339 | 92,200,589 | 90,206,677 | 110,466,076 | 105,321,420 |
| Expenditures | | | | | | | |
| 11 | Instruction | 79,854,117 | 67,620,494 | 59,043,156 | 53,282,484 | 69,514,270 | 47,572,145 |
| 12 | Instruction Resources & Media | 1,267,652 | 1,810,854 | 1,823,362 | 2,059,732 | 1,691,699 | 758,587 |
| 13 | Curriculum & Staff Development | 26,189,700 | 19,027,065 | 18,988,255 | 20,816,820 | 22,140,450 | 22,293,825 |
| 21 | Instructional Administration | 1,960,851 | 1,400,894 | 1,437,116 | 1,579,719 | 1,598,407 | 10,326,947 |
| 23 | School Administration | 3,262,723 | 3,183,613 | 2,045,427 | 2,054,943 | 2,106,215 | 1,197,009 |
| 31 | Guidance & Counseling Services | 3,968,054 | 3,994,462 | 4,152,815 | 4,134,551 | 4,219,082 | 3,720,808 |
| 32 | Social Work Services | 1,353,555 | 553,654 | 797,152 | 765,167 | 1,907,760 | 2,138,247 |
| 33 | Health Services | 321,077 | 87,842 | 153,898 | 179,137 | 32,088 | - |
| 34 | Student Transportation | - | - | - | - | 616,940 | - |
| 35 | Food Services | 113,205 | 119,626 | 262,426 | 525,151 | 342,073 | 629,233 |
| 36 | Cocurricular/Extracurricular | 453,762 | 364,976 | 310,514 | 367,324 | 662,091 | 202,494 |
| 41 | General Administration | 147,337 | 90,603 | 61,649 | 21,192 | 1,384 | 3,323,796 |
| 51 | Plant Maintenance & Operations | 866,774 | 598,333 | 849,512 | 586,770 | 573,672 | 162,945 |
| 52 | Security & Monitoring Services | 540,743 | 558,510 | 165,041 | 32,643 | 45,695 | 2,261 |
| 53 | Data Processing Services | - | 7,165 | 4,698 | 17,647 | - | - |
| 61 | Community Services | 1,807,862 | 1,829,710 | 2,069,541 | 3,025,268 | 3,477,348 | 3,298,678 |
| 81 | Facilities Acquisition & Constr. | 323,776 | 817 | - | 259,515 | 1,019,397 | 8,489,059 |
| 93 | Payments to Fiscal Agents | 113,848 | 57,952 | 97,489 | 39,294 | - | 1,205,386 |
| | Total Expenditures | <u>122,545,036</u> | <u>101,306,570</u> | <u>92,262,051</u> | <u>89,747,357</u> | <u>109,948,571</u> | <u>105,321,420</u> |
| Excess of Revenues Over (Under) Expenditures | | <u>(341,292)</u> | <u>126,769</u> | <u>(61,462)</u> | <u>459,320</u> | <u>517,505</u> | <u>-</u> |
| | Fund Balance-Beginning | 4,655,539 | 4,314,247 | 4,441,016 | 4,379,554 | 4,838,874 | 14,211,314 |
| | Prior Period Adjustment | - | - | - | - | 8,854,935 | - |
| | Fund Balance-Ending | <u>\$ 4,314,247</u> | <u>\$ 4,441,016</u> | <u>\$ 4,379,554</u> | <u>\$ 4,838,874</u> | <u>\$ 14,211,314</u> | <u>\$ 14,211,314</u> |

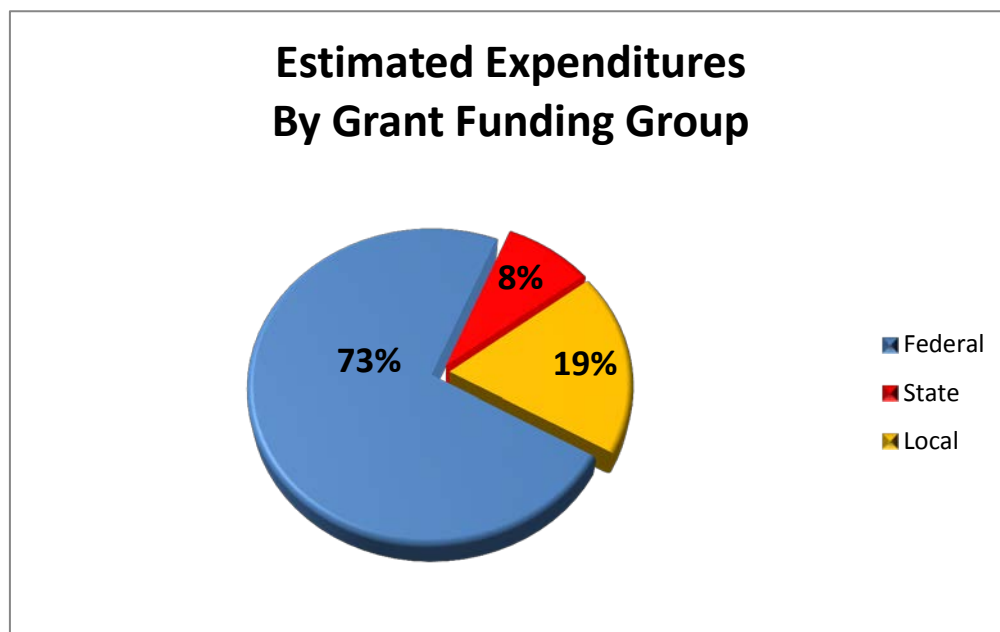
Expenditures by Function and Major Object - Special Revenue Fund
2016-17 Budget

| Expenditures | | Salaries (6100) | Contracted Services (6200) | Supplies and Materials (6300) | Other Operating Expenses (6400) | Debt Service (6500) | Capital Outlay (6600) | Total |
|---------------------------|----------------------------------|----------------------|----------------------------------|-------------------------------------|---------------------------------------|---------------------------|-----------------------------|-----------------------|
| 11 | Instruction | 30,936,585 | 3,018,515 | 13,125,135 | 354,553 | - | 137,357 | 47,572,145 |
| 12 | Instruction Resources & Media | 36,000 | 55,446 | 599,552 | 22,589 | - | 45,000 | 758,587 |
| 13 | Curriculum & Staff Development | 16,863,280 | 3,091,376 | 1,324,112 | 1,015,057 | - | - | 22,293,825 |
| 21 | Instructional Administration | 9,808,298 | 36,551 | 160,277 | 321,821 | - | - | 10,326,947 |
| 23 | School Administration | 916,176 | 14,354 | 169 | 266,310 | - | - | 1,197,009 |
| 31 | Guidance & Counseling Services | 2,602,589 | 774,361 | 218,104 | 125,754 | - | - | 3,720,808 |
| 32 | Social Work Services | 1,809,292 | 207,622 | 117,183 | 4,150 | - | - | 2,138,247 |
| 33 | Health Services | - | - | - | - | - | - | - |
| 34 | Student Transportation | - | - | - | - | - | - | - |
| 35 | Food Services | - | 20,185 | 593,625 | 15,003 | - | 420 | 629,233 |
| 36 | Cocurricular/Extracurricular | 30,846 | 1,476 | 52,969 | 117,203 | - | - | 202,494 |
| 41 | General Administration | 124,860 | 750 | 1,911 | 3,196,275 | - | - | 3,323,796 |
| 51 | Plant Maintenance & Operations | 5,151 | 108,617 | 49,177 | - | - | - | 162,945 |
| 52 | Security & Monitoring Services | 2,261 | - | - | - | - | - | 2,261 |
| 53 | Data Processing Services | - | - | - | - | - | - | - |
| 61 | Community Services | 2,134,745 | 277,923 | 680,356 | 205,654 | - | - | 3,298,678 |
| 71 | Debt Service | - | - | - | - | - | - | - |
| 81 | Facilities Acquisition & Constr. | - | - | - | - | - | 8,489,059 | 8,489,059 |
| 93 | Pymts to Fiscal Agent Shared Svc | - | - | - | 1,205,386 | - | - | 1,205,386 |
| 95 | Payments to JJAEP | - | - | - | - | - | - | - |
| 97 | Tax Increment Financing | - | - | - | - | - | - | - |
| 99 | Intergovernmental Charges | - | - | - | - | - | - | - |
| Total Expenditures | | \$ 65,270,083 | \$ 7,607,176 | \$ 16,922,570 | \$ 6,849,755 | \$ - | \$ 8,671,836 | \$ 105,321,420 |



FY 2016-17 Estimated Expenditures by Grant
Special Revenue Fund

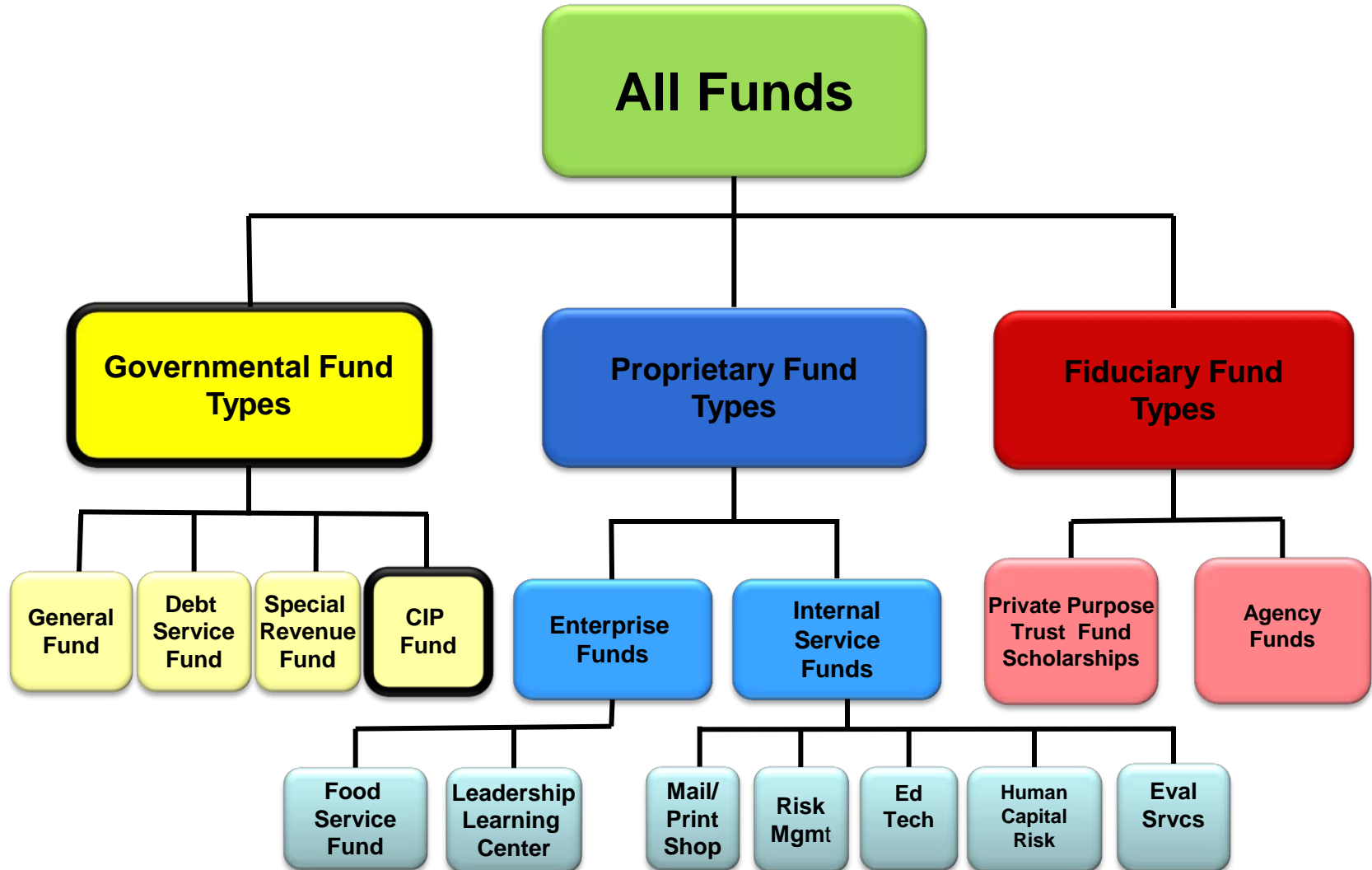
| | 2016-17 | % of Total |
|--------------------------------------------------------|----------------|------------|
| Expenditures by Grant | | |
| <u>Federal Funds</u> | | |
| ESEA Title I- Part A | \$ 41,111,935 | 39.0% |
| ESEA Title I- Focus and Priority | 2,875,080 | 2.7% |
| ESEA Title I- Part D | 207,425 | 0.2% |
| ESEA Title II-Teacher & Principal Training | 4,088,511 | 3.9% |
| ESEA Title III-Limited English Proficiency & Immigrant | 2,815,212 | 2.7% |
| ESEA Title IX-Indian Education | 69,691 | 0.1% |
| IDEA Part B-School Age & Preschool | 15,746,214 | 15.0% |
| 21st Century Cyle 8 | 1,512,174 | 1.4% |
| Adult Education & Family Literacy | 3,368,664 | 3.2% |
| Carl Perkins-Vocational Education | 1,240,952 | 1.2% |
| Texas Title I Priority Schools | 2,000,000 | 1.9% |
| Miscellaneous Federal Programs | 1,679,391 | 1.6% |
| Total Federal Funds | 76,715,249 | 72.8% |
| <u>State Funds</u> | | |
| Adult Education | 923,260 | 0.9% |
| Deaf/Visual Impairment | 623,777 | 0.6% |
| Instructional Materials Allotment | 2,881,587 | 2.7% |
| High-Quality PreKindergarten | 1,677,717 | 1.6% |
| Texas Home Visiting | 1,150,000 | 1.1% |
| Educator Excellence Innovation | 1,000,000 | 0.9% |
| Miscellaneous State Programs | 643,190 | 0.6% |
| Total State Funds | 8,899,531 | 8.4% |
| <u>Local Funds</u> | | |
| Miscellaneous Local Programs | 19,706,640 | 18.7% |
| Total Local Funds | 19,706,640 | 18.7% |
| Total Special Revenue Funds | \$ 105,321,420 | 100.0% |



The chart above reflects the estimated expenditures by grant funding group as a percentage of the total amount of estimated Grant expenditures.

Structure of All Funds

Fort Worth Independent School District



Governmental Fund Types: CIP 2013 Overview

In November of 2013, FWISD voters approved a \$489.9 million dollar bond referendum. The objectives of the Capital Improvement Program, Commitment to the Classroom scheduled to be completed by 2018 are as follows:

- Security and technology upgrades at every school
- Pre-Kindergarten classroom additions
- New kitchens and school cafeterias
- Two new elementary schools
- New athletic field houses
- Wi-Fi study areas
- Renovations to bring facilities into compliance with accessibility standards
- Performing and Fine Arts Academy
- Science, Technology, Engineering and Math (STEM) Academy
- Replacement of school buses, instruments, uniforms and furniture

CIP 2013 Financial Overview

Scope

Division of Technology-\$99,6M

- Network Electronics
- Student Mobile Devices (DIG IN) at High Schools
- Campus Based Computer/Printer Replacement

District Operations (Replacements)-\$30M

- Buses/Vehicles
- Furniture, Fixture & Equipment Refresh
- Student Uniforms & Instruments

Construction & Capital Projects- \$360.3M

- District-wide School Renovations
- District-wide Security Upgrades
- New Kitchens (24), Cafeterias (5) & New School Wi-Fi Study Halls
- New High School Field Houses (14) & New P.E. classrooms
- Americans with Disabilities Act Upgrades (35)
- New Elementary Schools (2)
- New High School/Conversion (1)
- New Classroom Additions (11)
- District Wide Pre-Kindergarten Classrooms (82)
- School Renovations for Gold Seal Programs of Choice (2)
- School Renovations for Career & Technical Education (3)

Revenue Trends and Assumptions

Revenue for the CIP is generated from bond sales, investment earnings and premiums/discounts. By the end of 2015, FWISD issued \$250M bonds to fund the 2013 CIP. The District expects to sell the remaining bonds in 2017 authorized by the 2013 Capital Improvement Program.

Progress Summary

Division of Technology

- **Campuses**
 - Network Electronics and Wi-Fi (HS Completed, MS & ES Completed)
 - Desktop Computer Refresh (Completed)
 - Laptop Computer Refresh (Completed)
 - DIG iN Student Laptop (Completed)
 - Promethean Projector Refresh (Completed)
 - Distance Learning Centers (Nearing Completion)
 - Virtual Desktop Infrastructure (In Progress)
 - Printer Refresh (In Progress)
- **Network Operations Center**
 - Network Electronics and Wi-Fi Core Upgrade (In Progress)
 - Distance Learning Core Upgrade (Completed)
 - Telephone, WebEx Core Upgrades (In Progress)
 - Virtual Desktop Infrastructure Core Upgrades (In Progress)

District Operations- Replacements

- New Buses, Trucks, and Mini Vans purchased
- Classroom furniture purchased for new classrooms
- Band uniforms purchased for middle school and high school programs
- Instruments purchased for start of new high school programs

CIP Construction/Capital Projects

- Dunbar HS Aviation Maintenance Education Center – Opened August 26
- Washington Heights Elementary School – Opened August 2016
- Westpark Elementary School – Opened August 2016
- All Phase 1 Projects were completed
- Phase 2 Projects under construction
- VPA/STEM Academy scheduled to be open by December 2017
- New Van Zandt Guinn ES scheduled to open by January 2017

Fund Balance Impact

Budgeted revenue for the 2016-2017 fiscal year is expected to exceed planned expenditures by \$55 million. The additional revenue is expected to increase the fund balance to approximately \$127.4 million. While the Technology and Operations programs continue as scheduled, the capital projects planned for construction and renovations are progressing slower than anticipated as a result of revisions made necessary by increased construction costs. The 2013 Capital Improvement Program is entering its final two years. The District anticipates a rapid depletion of these funds to meet the cash-flow needs of the projects as they come to completion to meet timelines.

2013 Bond Proposal Details

1. Facility Improvements

District-wide Safety Projects

| | |
|-------------------------------------------|--------------------------------------------|
| Communications (Public Address System) | HVAC Controls (Direct Digital Controls) |
| Emergency & Life Safety | Main Electrical Service, Gear & Protection |
| Fire Alarm | Exterior Lighting |

District-wide Renovation Projects

| | |
|-------------------------------------|--------------------|
| Restroom Upgrades/ Accessibility | Auditorium Seating |
|-------------------------------------|--------------------|

2. Security Improvements

District-wide Security Projects

| | |
|----------------------|---------------------------------|
| Surveillance Systems | Access Control at Main Entrance |
|----------------------|---------------------------------|

3. Technology Readiness

District-wide Technology Projects

| | |
|---------------------|----------------------------------------------------|
| Network Electronics | Classroom Computers, Servers, Cabling and Printers |
| Distance Learning | Mobile Computing |
| One Wireless Access | Replacement Parts |

4. School Kitchen/Cafeteria Improvements

New Kitchen Projects (24)

| | |
|--------------------------|--------------------------|
| Amon Carter-Riverside HS | Rosemont 6th |
| Diamond Hill-Jarvis HS | Wedgwood 6th |
| R.L. Paschal HS | Boulevard Heights |
| Polytechnic HS | Charles E. Nash ES |
| South Hills HS | E.M. Daggett ES |
| Western Hills HS | East Handley ES |
| Como Montessori | Milton L. Kirkpatrick ES |
| Glencrest 6th | Mitchell Blvd. ES |
| J.P. Elder MS | Rufino Mendoza ES |
| Kirkpatrick MS | Springdale ES |
| McLean 6th | Versia Williams ES |
| Morningside MS | Tanglewood ES |

New Kitchen/Cafeteria

| | |
|--------------------------------|---------------------|
| Arlington Heights HS | Sunrise-McMillan ES |
| Young Men's Leadership Academy | West Handley ES |
| De Zavala ES | |

Wi-Fi Study Hall

All High Schools

5. Athletic & P.E. Improvements

Classroom Addition Projects

| | |
|---------------------------------------|----------------------------------------------|
| New Field Houses at High Schools (13) | New Field House at Scarborough-Handley Field |
|---------------------------------------|----------------------------------------------|

6. Americans with Disabilities Act Upgrades

ADA Projects to Comply with TAS/TDLR

35 Schools

7a. New School Projects

Enrollment/Replacement/Conversion

| |
|--------------------------------------------|
| New Elementary: Westpark ES |
| New Elementary: Washington Heights ES |
| Conversion of Benbrook MS into 6-12 School |

7b. New Classroom Projects

Classroom Additions

| | |
|-------------------------------------------|--------------------------------------|
| 12 Classrooms at Amon Carter-Riverside HS | 6 Classrooms at West Handley ES |
| 20 Classrooms at R.L. Paschal HS | 8 Classrooms at W.M. Green ES |
| 12 Classrooms at McLean MS | 10 Classrooms at David K. Sellars ES |
| 8 Classrooms at McLean 6th | 14 Classrooms at Tanglewood ES |
| 8 Classrooms at Luella Merrett | 10 Classrooms at Western Hills ES |
| 10 Classrooms at Lowery Road ES | |

8. District-wide Pre-Kindergarten Classrooms

District-wide Locations

| | |
|------------------------------------------|-----------------------------------------|
| 4 Pre-K Classrooms at Greenbriar ES | 6 Pre-K Classrooms at R.J. Wilson ES |
| 6 Pre-K Classrooms at Mitchell Blvd. ES | 6 Pre-K Classrooms at C.C. Moss ES |
| 4 Pre-K Classrooms at Sam Rosen ES | 4 Pre-K Classrooms at Westcliff ES |
| 6 Pre-K Classrooms at Atwood McDonald ES | 4 Pre-K Classrooms at Luella Merrett ES |
| 4 Pre-K Classrooms at Woodway ES | 8 Pre-K Classrooms at Lowery Rd. ES |
| 4 Pre-K Classrooms at Diamond Hill ES | 6 Pre-K Classrooms at West Handley ES |
| 8 Pre-K Classrooms at Benbrook ES | 8 Pre-K Classrooms at W.M. Green ES |
| 4 Pre-K Classrooms at Springdale ES | |

9. New Academic Programs

New School Projects

| |
|--------------------------------------------------------------------|
| New Science, Technology, Engineering, Math (S.T.E.M.) 6-12 Academy |
| New Performing & Fine Arts Academy 6-12 Academy |

10. Programs of Choice

Renovation/Classroom Addition Project

| | |
|----------------------------------------------|-----------------------------------------------------------------------|
| Renovate Applied Learning at J.T. Stevens ES | New Courtroom Addition at Eastern Hills HS for Law & Government Class |
|----------------------------------------------|-----------------------------------------------------------------------|

11. Career & Technical Education (CTE)

Classroom Addition Project

| | |
|-------------------------------------------------------|---------------------------------------------------|
| New Hangar/Classroom at Dunbar HS - Aviation Tech CTE | Renovations Projects |
| | Auto Shop at Trimble Tech - Auto Collision Repair |

Misc. Upgrades at O.D. Wyatt HS - CTE

2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP) PROGRAM AT-A-GLANCE – UPDATE – JUNE 30, 2016



OVERVIEW

Construction is nearing completion at Washington Heights ES, Westpark ES, and Benbrook MS/HS. Site construction is ongoing at the new I.M. Terrell Academy for STEM & VPA, and the approval of the Final GMP for this campus is planned for approval in July 2016. 98% of JOC projects have been procured, and construction will be commencing in 3rd quarter 2016. The implementation of e-Builder, a Program Management system is ongoing.

SCOPE

The 2013 CIP consists of New Construction, Addition/Renovation/Expansion and Renovations. Below is summary by project type:

| Summary By Project Type & Phase | No. of Projects | |
|---------------------------------------|-----------------|------------|
| | Phase 1 | Phase 2 |
| No. of New Construction: | 2 | 2 |
| No. of Addition / Renovations: | 19 | 39 |
| No. of Renovations: | 2 | 106 |
| Total No. of Projects by Phase | 23 | 147 |
| Total No. of Projects | 170 | |

PROGRESS

| Summary By Project Stage | No. of Projects | |
|--------------------------|-----------------|------------|
| | Phase 1 | Phase 2 |
| A/E Procurement | ✓ | 5 |
| Pre-Design (STB) | ✓ | 1 |
| Schematic Design | ✓ | 2 |
| Design Development | ✓ | 6 |
| Construction Documents | ✓ | 51 |
| Procurement / Bidding | 3 | 63 |
| In Construction | 6 | 19 |
| Substantial Completion | 7 | 0 |
| Closed | 7 | 0 |
| Total Projects | 23 | 147 |

The chart below summarizes the phases of a project:

✓ Indicates Stage Completed

SAFETY AND RISK MANAGEMENT

Construction safety is priority one for the CIP. Safety orientations with vendors are ongoing. AECOM Project Managers continue to perform safety observations for each site visit. No claims or legal issues have been filed.

SCHEDULE

Below is the current schedule for Phase 1 and 2 projects of the 2013 CIP:

| 2014 | | | | 2015 | | | | 2016 | | | | 2017 | | | |
|---------|-----|-----|-----|------|-----|-----|-----|------|-----|---------|-----|------|-----|-----|-----|
| QT1 | QT2 | QT3 | QT4 | QT1 | QT2 | QT3 | QT4 | QT1 | QT2 | QT3 | QT4 | QT1 | QT2 | QT3 | QT4 |
| Phase 1 | | | | | | | | | | | | | | | |
| Phase 2 | | | | | | | | | | Phase 2 | | | | | |

June 30, 2016

PROCUREMENT

Below is the status of upcoming procurement activities for Competitive Sealed Proposals (CSP) and Construction Manager at Risk (CMAR) projects:

| CSP Procurement Summary | | | | | | |
|-------------------------|-------------|---------------|-------------------|--------------|-------------|---------|
| Bid Package | Advertising | Bids Received | BOE Authorization | Negotiations | Contracting | NTP |
| 053B West | ✓ | ✓ | ✓ | 7/18/16 | 7/25/16 | 8/15/16 |
| 053B East | ✓ | ✓ | ✓ | 7/18/16 | 7/25/16 | 8/15/16 |
| 001B | ✓ | 7/1/16 | 8/9/16 | 8/10/16 | 8/24/16 | 9/15/16 |

| CMAR Procurement Summary | |
|-----------------------------------------|----------------------------------------------|
| Upcoming Projects | Construction Services Final GMP BOE Approval |
| 087 I.M. Terrell Academy for STEM & VPA | July 2016 |
| 001 Amon Carter-Riverside HS | July 2016 |
| 054 Riverside MS | July 2016 |
| 150 Oakhurst ES | July 2016 |
| 151 Natha Howell ES | July 2016 |

✓ Indicates Stage Completed

*Note: All dates are estimated and subject to change.

LOOK AHEAD

- New Westpark ES, New Washington Heights ES, Benbrook MS/HS Conversion (addition portion), and 6 additional schools opening Fall 2016
- NTP for I.M. Terrell Academy for STEM & VPA (Final GMP), Amon Carter-Riverside HS, BP001B, and multiple JOC projects
- Building Dedications
 - Dunbar HS Aviation Maintenance Education Center - August 26
 - Washington Heights ES – TBD
 - Westpark ES – TBD
 - Van Zandt-Guinn ES – TBD
 - I.M. Terrell Academy for STEM and VPA - TBD

2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP)

SCHEDULE - ATTACHMENT 1 - JUNE 30, 2016



CAPITAL IMPROVEMENT PROGRAM

| Phase 1 Projects | A/E Procurement | Pre-Design (STB) | Schematic Design | Design Development | Construction Documents | Procurement/Bidding | In Construction | Substantial Completion | Closed | Comments |
|-------------------------------------------------|-----------------|------------------|------------------|--------------------|------------------------|---------------------|-----------------|------------------------|--------|----------------------------------------------------|
| Bid Package 001A | | | | | | | | | | |
| 115 George C. Clarke ES (PK+ R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ■ | | | |
| 165 R.J. Wilson ES (PK+R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ■ | | | |
| Bid Package 001B | | | | | | | | | | |
| 103 Benbrook ES (PK+R) | ✓ | ✓ | ✓ | ✓ | ✓ | ■ | | | | |
| 144 Mitchell Boulevard ES (K+R) | ✓ | ✓ | ✓ | ✓ | ✓ | ■ | | | | |
| 120 Rufino Mendoza ES (FS+R) | ✓ | ✓ | ✓ | ✓ | ✓ | ■ | | | | |
| Bid Package 002 | | | | | | | | | | |
| 122 Diamond Hill ES (PK+R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| 161 Sam Rosen ES (PK+R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| 168 Springdale ES (PK+FS+R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Bid Package 003 | | | | | | | | | | |
| 105 West Handley ES (PK+FS+A+R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ■ | | |
| 219 Lowery Road ES (PK+A+R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ■ | | |
| Bid Package 004 | | | | | | | | | | |
| 127 Christene C. Moss ES (PK+R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ■ | | W.M. Green ES - Planned substantial completion 8/5 |
| 133 W.M. Green ES (PK+A+R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ■ | | | |
| 188 Atwood McDonald ES (PK+R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ■ | | |
| Bid Package 005 | | | | | | | | | | |
| 134 Greenbriar ES (PK+R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ■ | | |
| 216 Woodway ES (PK+R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ■ | |
| 220 Alice Contreras ES (PK+R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ■ | |
| Bid Package 006 | | | | | | | | | | |
| 132 Glen Park ES (PK+R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ■ | | | Planned substantial completion 7/31 |
| 169 Sunrise-McMillan ES (FS+R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ■ | | | |
| Bid Package 032 | | | | | | | | | | |
| 081 Young Women's Leadership Academy (Phase II) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Bid Package 040 | | | | | | | | | | |
| 207 Westpark ES (N) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ■ | | | Planned substantial completion 7/31 |

2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP)

SCHEDULE - ATTACHMENT 1 - JUNE 30, 2016



CAPITAL IMPROVEMENT PROGRAM

| Phase 1 Projects | A/E Procurement | Pre-Design (STB) | Schematic Design | Design Development | Construction Documents | Procurement/Bidding | In Construction | Substantial Completion | Closed | Comments |
|-----------------------------------------------------------|-----------------|------------------|------------------|--------------------|------------------------|---------------------|-----------------|------------------------|--------|-------------------------------------------------------------------------|
| Bid Package 041 | | | | | | | | | | |
| 175 Washington Heights ES (N) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ■ | | Building complete; demolition of existing building and sitework ongoing |
| Bid Package 053A | | | | | | | | | | |
| District-Wide 053: Safety & Security (Elementary Schools) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Bid Package 012A | | | | | | | | | | |
| 005 Dunbar HS (CTE - Aviation Technology) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ■ | | |

PK= Pre-Kindergarten
 R= Renovation
 N= New Construction

■ On/Ahead of Schedule
 ■ Caution - Delays Possible
 ■ Delayed - More than 10 Days

2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP)

SCHEDULE - ATTACHMENT 1 - JUNE 30, 2016



| Phase 2 Projects | A/E Procurement | Pre-Design (STB) | Schematic Design | Design Development | Construction Documents | Procurement/Bidding | In Construction | Substantial Completion | Closed | Comments |
|----------------------------------------------------------------|-----------------|------------------|------------------|--------------------|------------------------|---------------------|-----------------|------------------------|--------|-------------------------------------|
| Bid Package 007 | | | | | | | | | | |
| 049 Kirkpatrick MS (FS+R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | |
| 139 Milton L. Kirkpatrick ES (FS+R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | |
| Bid Package 009A | | | | | | | | | | |
| 069 McLean 6th (A+R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | |
| 050 McLean MS (A+R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | |
| Bid Package 009B | | | | | | | | | | |
| 069 McLean 6th (FS) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | |
| Bid Package 011 | | | | | | | | | | |
| 001 Amon Carter-Riverside HS (FH+A+FS+R) | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | | |
| 150 Oakhurst ES (R) | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | | |
| 151 Natha Howell ES (R) | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | | |
| 056 Riverside MS (R) | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | | |
| Bid Package 012 | | | | | | | | | | |
| 005 Dunbar HS (FH+R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | Procurement to start in August 2016 |
| 059 J. Martin Jacquet Middle School (R) (formerly Dunbar MS) | ✓ | ✓ | ✓ | ✓ | █ | | | | | |
| 083 Young Men's Leadership Academy (FS+R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | |
| 124 Maude I. Logan ES (R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | |
| 160 Maudrie M. Walton ES (R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | |
| Bid Package 013 | | | | | | | | | | |
| 148 Charles E. Nash ES (FS+R) | ✓ | ✓ | ✓ | █ | | | | | | |
| 159 Versia Williams ES (FS+R) | ✓ | ✓ | ✓ | █ | | | | | | |
| Bid Package 015 | | | | | | | | | | |
| 042 Daggett MS (R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | |
| 119 Daggett ES (FS+R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | |
| 121 DeZavala ES (FS+R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | |
| 194 Daggett Montessori (R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | |
| 057 Rosemont MS (R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | |
| 067 Rosemont 6th (FS+R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | |
| 011 Trimble Tech HS (FH+CTE+R) | ✓ | █ | | | | | | | | |

2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP)

SCHEDULE - ATTACHMENT 1 - JUNE 30, 2016



| Phase 2 Projects | A/E Procurement | Pre-Design (STB) | Schematic Design | Design Development | Construction Documents | Procurement/Bidding | In Construction | Substantial Completion | Closed | Comments |
|-------------------------------------------------------------|-----------------|------------------|------------------|--------------------|------------------------|---------------------|-----------------|------------------------|--------|-------------|
| Bid Package 017 | | | | | | | | | | |
| 171 Tanglewood ES (A+FS+R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | |
| 010 Paschal HS (FS+A+R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | |
| Bid Package 018 | | | | | | | | | | |
| 014 Southwest HS (FH+R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | |
| 043 Wedgwood 6th (FS+R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | |
| 003 South Hills HS (FS+FH+R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | |
| 178 Westcreek ES (R) | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | | Move to JOC |
| 184 Worth Heights ES (R) | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | | Move to JOC |
| 226 Seminary Hills Park ES (R) | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | | Move to JOC |
| 163 Bruce Shulkey ES (R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | Move to JOC |
| Bid Package 019 | | | | | | | | | | |
| 015 Western Hills HS (FS+FH+R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | |
| 156 Ridglea Hills ES (A+R) | ✓ | ✓ | ✓ | █ | | | | | | |
| 062 International Newcomer Academy/ Applied Learning Center | ✓ | ✓ | ✓ | ✓ | █ | | | | | Move to JOC |
| 063 Como Montessori (FS+R) | ✓ | ✓ | ✓ | █ | | | | | | |
| 117 Como ES (R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | Move to JOC |
| 180 Western Hills ES (A+R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | |
| 221 Western Hills Primary (R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | Move to JOC |
| Bid Package 020 | | | | | | | | | | |
| 126 East Handley ES (FS+R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | |
| 836 Scarborough Handley Athletic Field (FH+R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | |
| 006 Eastern Hills HS (CTE+FH+R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | |
| 045 Forest Oak MS (R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | Move to JOC |
| 052 Meadowbrook MS (R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | Move to JOC |
| 125 Eastern Hills ES (R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | Move to JOC |
| 152 Oaklawn ES (R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | Move to JOC |
| 162 Sagamore Hill ES (R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | Move to JOC |

2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP)

SCHEDULE - ATTACHMENT 1 - JUNE 30, 2016



| Phase 2 Projects | A/E Procurement | Pre-Design (STB) | Schematic Design | Design Development | Construction Documents | Procurement/Bidding | In Construction | Substantial Completion | Closed | Comments |
|------------------------------------------------|-----------------|------------------|------------------|--------------------|------------------------|---------------------|-----------------|------------------------|--------|-------------|
| Bid Package 021 | | | | | | | | | | |
| 082 Texas Academy of Biomedical Sciences (R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | Move to JOC |
| 002 Arlington Heights HS (FS+FH+R) | ✓ | ✓ | █ | | | | | | | |
| 058 Stripling MS (R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | Move to JOC |
| 104 Boulevard Heights (FS+R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | |
| 157 Luella Merrett ES (A+R) | ✓ | ✓ | ✓ | █ | | | | | | |
| 166 South Hi Mount ES (R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | Move to JOC |
| Bid Package 023 | | | | | | | | | | |
| 016 O.D. Wyatt HS (FH+CTE+R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | |
| 064 Glencrest 6th (FS+R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | |
| 130 Harlean Beal ES (R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | Move to JOC |
| 186 David K. Sellars ES (A+R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | |
| 222 L. Clifford Davis ES (R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | Move to JOC |
| 834 Wilkerson Greines Athletic Complex (R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | Move to JOC |
| Bid Package 027 | | | | | | | | | | |
| 008 North Side HS (FH+R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | |
| 044 Elder MS (FS+R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | |
| 138 H.V. Helbing ES (R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | Move to JOC |
| 004 Diamond Hill-Jarvis HS (FS+FH+R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | |
| 051 Meacham MS (R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | Move to JOC |
| Bid Package 028 | | | | | | | | | | |
| 054 Morningside MS (FS+R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | |
| 147 Morningside ES (R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | Move to JOC |
| 009 Polytechnic HS (FS+FH+R) | ✓ | ✓ | █ | | | | | | | |
| 048 William James MS (R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | Move to JOC |
| 123 S.S. Dillow ES (R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | Move to JOC |
| 143 D. McRae ES (R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | Move to JOC |
| 208 T.A. Sims ES (R) | ✓ | ✓ | ✓ | ✓ | █ | | | | | Move to JOC |
| Bid Package 042 | | | | | | | | | | |
| 071 Benbrook MS/HS (A) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | |

2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP)

SCHEDULE - ATTACHMENT 1 - JUNE 30, 2016



| Phase 2 Projects | A/E Procurement | Pre-Design (STB) | Schematic Design | Design Development | Construction Documents | Procurement/Bidding | In Construction | Substantial Completion | Closed | Comments |
|--------------------------------------------------------------|-----------------|------------------|------------------|--------------------|------------------------|---------------------|-----------------|------------------------|--------|---------------------------------------------------------------------------------------------------------|
| Bid Package 043 | | | | | | | | | | |
| 087 I.M. Terrell Academy for STEM & VPA (N) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | Phase 1 GMP (Site Utilities, Earthwork) in construction. Phase 2/Final GMP to 7/19/16 BOE for approval. |
| Bid Package 055 | | | | | | | | | | |
| 259 Van Zandt-Guinn ES (N) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| Bid Package 053B | | | | | | | | | | |
| 993 Safety & Security - MS/HS Access Control (R) | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | |
| Bid Package 053C | | | | | | | | | | |
| 993 Safety & Security - Servers (R) | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | |
| Bid Package 053D | | | | | | | | | | |
| 993 Safety & Security - District-Wide Camera Replacement(R) | ✓ | ✓ | ✓ | ✓ | | | | | | |
| Bid Package 056 | | | | | | | | | | |
| 111 Carter Park ES (A) | ✓ | ✓ | ✓ | | | | | | | |
| Job Order Contracting (JOC) Pool | | | | | | | | | | |
| Bid Package 101 | | | | | | | | | | |
| 172 W.J. Turner ES (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 227 Dolores Huerta ES (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| Bid Package 102 | | | | | | | | | | |
| 137 Hubbard Heights (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 153 A.M. Pate ES (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 167 South Hills ES (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| Bid Package 103 | | | | | | | | | | |
| 061 Leonard MS (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 176 Waverly Park ES (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| Bid Package 104 | | | | | | | | | | |
| 101 Alice Carlson ALC (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 116 Lily B. Clayton ES (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| Bid Package 105 | | | | | | | | | | |
| 834 Wilkerson Greines Athletic Complex - Clark Stadium (R) | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | |
| 835 Farrington Athletic Field (R) | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | |
| 836 Scarborough-Handley Athletic Field (R) | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | |

2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP)

SCHEDULE - ATTACHMENT 1 - JUNE 30, 2016



| Phase 2 Projects | A/E Procurement | Pre-Design (STB) | Schematic Design | Design Development | Construction Documents | Procurement/Bidding | In Construction | Substantial Completion | Closed | Comments |
|------------------------------------------------|-----------------|------------------|------------------|--------------------|------------------------|---------------------|-----------------|------------------------|--------|----------|
| Bid Package 106 | | | | | | | | | | |
| 004 Diamond Hill-Jarvis HS (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 008 North Side HS (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 049 Kirkpatrick MS (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 051 Meacham MS (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 082 Texas Academy of Biomedical Sciences (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 019 Metro Opportunity HS (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 114 Manuel Jara ES (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| Bid Package 107 | | | | | | | | | | |
| 006 Eastern Hills HS (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 009 Polytechnic HS (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 016 O.D. Wyatt HS (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 045 Forest Oak MS (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 048 William James MS (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 052 Meadowbrook MS (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 054 Morningside MS (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 141 Meadowbrook ES (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 110 Carroll Peak ES (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 209 Edward J. Briscoe ES (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| Bid Package 108 | | | | | | | | | | |
| 005 Dunbar HS (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 047 Handley MS (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 083 Young Men's Leadership Academy (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 206 Bill Elliott ES (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 129 J.T. White ES (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| Bid Package 109 | | | | | | | | | | |
| 002 Arlington Heights HS (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 026 Jo Kelly School (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 053 Monnig MS (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 058 Stripling MS (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 104 Boulevard Heights (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 107 Burton Hill ES (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 149 North Hi Mount ES (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 154 M.L. Phillips ES (R) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |

2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP)

SCHEDULE - ATTACHMENT 1 - JUNE 30, 2016



| Phase 2 Projects | A/E Procurement | Pre-Design (STB) | Schematic Design | Design Development | Construction Documents | Procurement/Bidding | In Construction | Substantial Completion | Closed | Comments |
|--------------------------------------------|-----------------|------------------|------------------|--------------------|------------------------|---------------------|-----------------|------------------------|--------|----------|
| Bid Package 110 | | | | | | | | | | |
| 010 Paschal HS R | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | | |
| 014 Southwest HS (R) | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | | |
| 187 J.T. Stevens ES (R) | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | | |
| 057 Rosemont MS (R) | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | | |
| 060 Wedgwood MS (R) | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | | |
| 050 McLean MS (R) | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | | |
| 118 Hazel Harvey Peace ES (R) | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | | |
| Bid Package 111 | | | | | | | | | | |
| 015 Western Hills HS (R) | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | | |
| 018 Middle Level Learning Center (R) | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | | |
| 061 Leonard MS (R) | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | | |
| Bid Package 112 | | | | | | | | | | |
| 146 M.H. Moore ES (R) | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | | |
| 190 Riverside ALC (R) | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | | |
| 223 Cesar Chavez ES (R) | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | | |
| 225 Bonnie Brae ES (R) | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | | |
| Bid Package 113 | | | | | | | | | | |
| 001 Amon Carter-Riverside HS (R) | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | | |
| 011 Trimble Tech HS (R) | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | | |
| 042 Daggett MS (R) | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | | |
| 194 Daggett Montessori (R) | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | | |
| Bid Package 114 | | | | | | | | | | |
| 219 Lowery Road ES (R) LINC Rooms | █ | | | | | | | | | |
| 175 Washington Heights ES (R) LINC Rooms | █ | | | | | | | | | |
| 241 Westpark ES (R) LINC Rooms | █ | | | | | | | | | |
| Bid Package 115 | | | | | | | | | | |
| 224 M.G. Ellis Primary (R) | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | | |
| Bid Package 116 | | | | | | | | | | |
| 186 David K. Sellars ES (R) | ✓ | ✓ | ✓ | ✓ | ✓ | █ | | | | |
| Bid Package 117 | | | | | | | | | | |
| 015 Western Hills HS (R) | █ | | | | | | | | | |
| 159 Versia L. Williams ES (R) | █ | | | | | | | | | |

2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP)

SCHEDULE - ATTACHMENT 1 - JUNE 30, 2016



| Phase 2 Projects | A/E Procurement | Pre-Design (STB) | Schematic Design | Design Development | Construction Documents | Procurement/Bidding | In Construction | Substantial Completion | Closed | Comments |
|------------------------------------------|-----------------|------------------|------------------|--------------------|------------------------|---------------------|-----------------|------------------------|--------|----------|
| Bid Package 118 | | | | | | | | | | |
| Dedication Plaques (20 Schools) | ✓ | ✓ | ✓ | ✓ | | | | | | |
| Bid Package 119 | | | | | | | | | | |
| 081 Young Women's Leadership Academy (R) | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | |

PK= Pre-Kindergarten
 R= Renovation
 N= New Construction

On/Ahead of Schedule
 Caution - Delays Possible
 Delayed - More than 10 Days

**2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP)
SCOPE VARIANCE - ATTACHMENT 2 - JUNE 30, 2016**



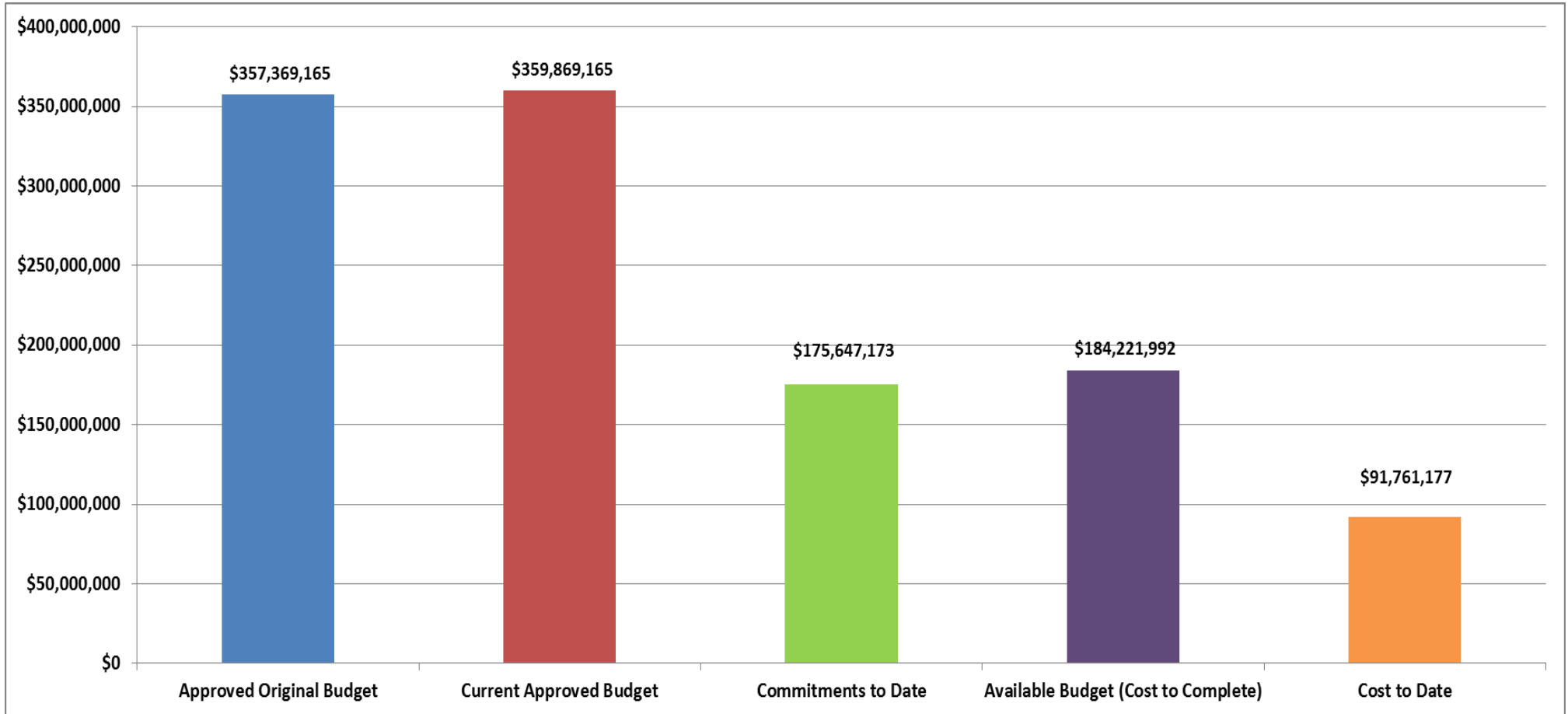
| School | Description of Scope Change | Board Approval Date |
|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| 165 R.J. Wilson ES (PK+R) | Of the originally planned 6 Pre-K classroom addition, 2 classrooms will be built at R.J. Wilson ES. | 4/22/2014 |
| 115 George C. Clarke ES (PK+ R) | Three new classrooms will be built at Clarke ES and existing space within the school will be repurposed for the 4th Pre-K classroom. | 4/22/2014 |
| 133 W.M. Green ES (PK+A+R) | Originally planned for 8 standard classrooms and 8 Pre-K classrooms. Change resulted in 8 standard classrooms and 4 Pre-K classrooms. | 4/22/2014 |
| 132 Glen Park ES (PK+R) | 4 Pre-K classrooms will be constructed. | 4/22/2014 |
| 177 Westcliff ES (R) | Remove 4 Pre-K Classrooms and build at Contreras ES. | 6/10/2014 |
| 220 Alice Contreras ES (PK+R) | Build 4 Pre-K Classrooms | 6/10/2014 |
| All 13 High Schools | Scope of Work adjustment related to Field Houses and Athletic Facilities at all thirteen (13) High Schools | 9/9/2014 |
| All Schools | Recommendations for deferment of various scopes of work will be submitted for approval at the 12/9/14 Board Meeting. The purpose for deferring the work is to properly replenish the program contingency funds in order to execute the highest priority projects of the bond program. | 12/9/2014 |
| 156 Luella Merrett ES (A+R) | The 12-classroom addition at Luella Merrett was removed on 12/9/14 due to zoning issues. Further studies have shown that it is possible to build eight classrooms at the campus in order to accommodate the current enrollment. | 4/14/2015 |
| 259 Van Zandt-Guinn ES | New scope includes construction of a new building and demolition of existing building. | 6/23/2015 |
| 121 DeZavala ES | The original scope of work for DeZavala ES included a new kitchen/cafeteria as well as the modification of the existing kitchen/cafeteria into classroom space. The new scope is to renovate the existing gym into the cafeteria, build a kitchen adjacent to the existing gym, and build a new gym on the South side of the current campus adjacent to the playground. | 8/11/2015 |
| 111 Carter Park ES (PK+R) | 4 Pre-K classrooms will be constructed. | 10/27/2015 |
| 156 Ridglea Hills ES (PK+R) | 4 Pre-K classrooms will be constructed. | 10/27/2015 |

2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP) BUDGET UPDATE – ATTACHMENT 3 – MAY 31, 2016



BUDGET

The Program budget reported for May 2016 remains at **\$359.9 M**. Of the total budget, commitments to date are **48.8%** and the amount paid is **25.5%**.



**2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP)
PROJECT BUDGETS - ATTACHMENT 4 - MAY 31, 2016**



| TEA | | Approved Original Budget | Current Approved Budget | Commitments To Date | Available Budget (Cost to Complete) | Cost to Date | % Used |
|-----|---------------------------------------------------------|--------------------------|-------------------------|---------------------|-------------------------------------|--------------|--------|
| 001 | Amon Carter-Riverside High School | \$9,178,115 | \$10,946,828 | \$1,028,323 | \$9,918,505 | \$640,311 | 9.4% |
| 002 | Arlington Heights High School | \$6,021,662 | \$5,835,615 | \$435,193 | \$5,400,422 | \$123,498 | 7.5% |
| 003 | South Hills High School | \$4,599,524 | \$5,288,309 | \$396,381 | \$4,891,929 | \$137,942 | 7.5% |
| 004 | Diamond Hill-Jarvis High School | \$4,527,086 | \$4,260,282 | \$309,587 | \$3,950,695 | \$48,767 | 7.3% |
| 005 | Dunbar High School | \$3,746,362 | \$4,108,194 | \$2,520,138 | \$1,588,056 | \$2,254,075 | 61.3% |
| 006 | Eastern Hills High School | \$2,247,350 | \$2,221,464 | \$193,139 | \$2,028,325 | \$55,223 | 8.7% |
| 008 | North Side High School | \$1,824,002 | \$1,820,074 | \$152,360 | \$1,667,714 | \$47,110 | 8.4% |
| 009 | Polytechnic High School | \$4,861,494 | \$4,672,377 | \$401,481 | \$4,270,896 | \$125,495 | 8.6% |
| 010 | Paschal High School | \$13,482,323 | \$13,255,291 | \$10,157,990 | \$3,097,301 | \$467,428 | 76.6% |
| 011 | Trimble Technical High School | \$2,254,430 | \$2,316,621 | \$47,934 | \$2,268,687 | \$40,880 | 2.1% |
| 014 | Southwest High School | \$2,139,966 | \$2,073,969 | \$173,365 | \$1,900,604 | \$45,330 | 8.4% |
| 015 | Western Hills High School | \$5,883,665 | \$5,657,713 | \$4,784,956 | \$872,757 | \$269,772 | 84.6% |
| 016 | O. D. Wyatt High School | \$3,069,253 | \$3,038,503 | \$220,039 | \$2,818,464 | \$42,562 | 7.2% |
| 018 | Middle Level Learning Center | \$192,984 | \$130,458 | \$9,545 | \$120,913 | \$3,603 | 7.3% |
| 019 | Metro Opportunity High School | \$198,546 | \$154,348 | \$14,755 | \$139,593 | \$3,529 | 9.6% |
| 026 | Jo Kelly School | \$142,762 | \$123,956 | \$13,037 | \$110,919 | \$3,603 | 10.5% |
| 042 | Daggett Middle School | \$313,531 | \$246,695 | \$29,408 | \$217,287 | \$6,664 | 11.9% |
| 043 | Wedgwood 6th Grade | \$2,068,905 | \$1,862,670 | \$164,724 | \$1,697,946 | \$52,388 | 8.8% |
| 044 | Elder Middle School | \$3,529,659 | \$3,289,665 | \$1,065,736 | \$2,223,929 | \$57,592 | 32.4% |
| 045 | Forest Oak Middle School | \$863,362 | \$798,001 | \$69,613 | \$728,388 | \$18,767 | 8.7% |
| 047 | Handley Middle School | \$259,924 | \$218,594 | \$15,859 | \$202,735 | \$3,603 | 7.3% |
| 048 | William James Middle School | \$1,099,318 | \$1,106,050 | \$214,859 | \$891,191 | \$39,469 | 19.4% |
| 049 | Kirkpatrick Middle School | \$2,539,382 | \$3,090,674 | \$2,569,586 | \$521,088 | \$849,600 | 83.1% |
| 050 | McLean Middle School | \$5,080,757 | \$5,114,073 | \$4,745,037 | \$369,036 | \$1,557,644 | 92.8% |
| 051 | Meacham Middle School | \$460,352 | \$413,659 | \$38,051 | \$375,608 | \$6,993 | 9.2% |
| 052 | Meadowbrook Middle School | \$1,086,191 | \$1,027,274 | \$93,166 | \$934,108 | \$34,063 | 9.1% |
| 053 | Monnig Middle School | \$307,517 | \$279,968 | \$21,010 | \$258,958 | \$3,603 | 7.5% |
| 054 | Morning Side Middle School | \$2,192,485 | \$1,909,219 | \$1,051,995 | \$857,224 | \$60,767 | 55.1% |
| 056 | Riverside Middle School | \$285,768 | \$236,604 | \$27,520 | \$209,084 | \$9,503 | 11.6% |
| 057 | Rosemont Middle School | \$482,795 | \$504,759 | \$49,694 | \$455,065 | \$29,017 | 9.8% |
| 058 | W. C. Stripling Middle School | \$486,259 | \$419,438 | \$41,581 | \$377,857 | \$4,497 | 9.9% |
| 059 | Dunbar Middle School | \$463,148 | \$439,428 | \$41,499 | \$397,929 | \$12,178 | 9.4% |
| 060 | Wedgwood Middle School | \$337,644 | \$301,283 | \$22,592 | \$278,691 | \$4,497 | 7.5% |
| 061 | Leonard Middle School | \$470,266 | \$408,004 | \$136,081 | \$271,923 | \$20,384 | 33.4% |
| 062 | International Newcomer Academy/Applied Learning Academy | \$529,321 | \$500,815 | \$42,269 | \$458,546 | \$3,603 | 8.4% |
| 063 | Como Montessori School | \$2,086,426 | \$1,858,810 | \$187,247 | \$1,671,563 | \$42,311 | 10.1% |
| 064 | Glencrest 6th Grade | \$1,951,728 | \$1,742,042 | \$150,316 | \$1,591,726 | \$33,948 | 8.6% |
| 067 | Rosemont 6th Grade | \$2,060,881 | \$1,863,263 | \$902,800 | \$960,463 | \$123,339 | 48.5% |
| 069 | McLean 6th Grade | \$4,829,868 | \$4,618,720 | \$4,349,953 | \$268,767 | \$853,483 | 94.2% |
| 070 | Jean McClung Middle School | \$187,909 | \$178,041 | \$6,768 | \$171,273 | \$2,818 | 3.8% |
| 071 | Benbrook Middle School | \$8,800,242 | \$8,775,025 | \$8,035,264 | \$739,761 | \$2,266,335 | 91.6% |

**2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP)
PROJECT BUDGETS - ATTACHMENT 4 - MAY 31, 2016**



| TEA | | Approved Original Budget | Current Approved Budget | Commitments To Date | Available Budget (Cost to Complete) | Cost to Date | % Used |
|-----|-----------------------------------------|--------------------------|-------------------------|---------------------|-------------------------------------|--------------|--------|
| 081 | Young Women's Leadership Academy | \$3,538,300 | \$3,531,229 | \$3,279,294 | \$251,936 | \$3,248,246 | 92.9% |
| 082 | Texas Academy of Biomedical Sciences | \$257,096 | \$242,487 | \$30,529 | \$211,958 | \$9,543 | 12.6% |
| 083 | Young Men's Leadership Academy | \$4,242,535 | \$4,348,149 | \$745,764 | \$3,602,385 | \$76,719 | 17.2% |
| 084 | World Languages | \$38,323 | \$38,323 | \$6,052 | \$32,271 | \$2,215 | 15.8% |
| 087 | VPA/STEM Academy | \$0 | \$51,722,571 | \$10,831,273 | \$40,891,298 | \$938,541 | 20.9% |
| 101 | Alice Carlson Applied Learning Center | \$230,205 | \$160,011 | \$99,442 | \$60,569 | \$47,775 | 62.1% |
| 103 | Benbrook Elementary School | \$3,029,994 | \$1,803,873 | \$284,559 | \$1,519,314 | \$180,073 | 15.8% |
| 104 | Boulevard Heights Elementary School | \$1,695,552 | \$1,475,915 | \$159,900 | \$1,316,015 | \$36,988 | 10.8% |
| 105 | West Handley Elementary School | \$6,384,190 | \$7,300,118 | \$6,018,349 | \$1,281,769 | \$5,582,098 | 82.4% |
| 107 | Burton Hill Elementary School | \$216,706 | \$161,214 | \$44,739 | \$116,475 | \$37,605 | 27.8% |
| 110 | Carroll Peak Elementary School | \$119,447 | \$98,996 | \$39,419 | \$59,577 | \$36,718 | 39.8% |
| 111 | Carter Park Elementary School | \$219,298 | \$1,693,246 | \$156,600 | \$1,536,646 | \$43,118 | 9.2% |
| 114 | Manuel Jara Elementary School | \$220,915 | \$195,990 | \$48,537 | \$147,453 | \$36,719 | 24.8% |
| 115 | George C. Clarke Elementary School | \$177,444 | \$1,818,369 | \$1,653,900 | \$164,469 | \$755,358 | 91.0% |
| 116 | Lily B. Clayton Elementary School | \$243,018 | \$165,549 | \$90,640 | \$74,909 | \$46,967 | 54.8% |
| 117 | Como Elementary School | \$267,228 | \$244,879 | \$64,632 | \$180,247 | \$48,601 | 26.4% |
| 118 | Hazel Harvey Peace Elementary School | \$130,724 | \$106,055 | \$38,234 | \$67,821 | \$35,307 | 36.1% |
| 119 | E. M. Daggett Elementary School | \$2,221,045 | \$2,417,949 | \$202,798 | \$2,215,152 | \$126,251 | 8.4% |
| 120 | Rufino Mendoza Elementary School | \$1,841,330 | \$1,626,532 | \$189,996 | \$1,436,536 | \$123,909 | 11.7% |
| 121 | DeZavala Elementary School | \$2,865,568 | \$2,769,455 | \$263,224 | \$2,506,232 | \$161,164 | 9.5% |
| 122 | Diamond Hill Elementary School | \$1,599,264 | \$1,833,115 | \$1,730,216 | \$102,899 | \$1,718,771 | 94.4% |
| 123 | S. S. Dillow Elementary School | \$225,692 | \$214,679 | \$62,897 | \$151,782 | \$46,921 | 29.3% |
| 124 | Maude I. Logan Elementary School | \$340,476 | \$286,449 | \$65,713 | \$220,736 | \$43,598 | 22.9% |
| 125 | Eastern Hills Elementary School | \$297,574 | \$192,030 | \$47,499 | \$144,531 | \$37,613 | 24.7% |
| 126 | East Handley Elementary School | \$1,803,098 | \$1,608,249 | \$177,691 | \$1,430,558 | \$86,943 | 11.0% |
| 127 | Christene C. Moss Elementary School | \$2,363,206 | \$2,047,129 | \$1,777,038 | \$270,091 | \$1,495,557 | 86.8% |
| 129 | John T. White Elementary School | \$120,517 | \$97,493 | \$37,198 | \$60,295 | \$35,306 | 38.2% |
| 130 | Harlean Beal Elementary School | \$285,756 | \$264,924 | \$58,133 | \$206,791 | \$39,202 | 21.9% |
| 131 | Rosemont Elementary School | \$93,110 | \$93,110 | \$39,948 | \$53,162 | \$35,770 | 42.9% |
| 132 | Glen Park Elementary School | \$233,025 | \$1,686,093 | \$1,512,904 | \$173,189 | \$308,950 | 89.7% |
| 133 | W. M. Green Elementary School | \$6,027,715 | \$5,516,642 | \$4,425,864 | \$1,090,778 | \$2,081,358 | 80.2% |
| 134 | Greenbriar Elementary School | \$1,779,002 | \$1,850,708 | \$1,848,978 | \$1,730 | \$1,611,630 | 99.9% |
| 135 | Van Zandt-Guinn Elementary School | \$172,700 | \$104,439 | \$51,171 | \$53,268 | \$38,086 | 49.0% |
| 137 | Hubbard Heights Elementary School | \$179,964 | \$114,195 | \$66,665 | \$47,530 | \$40,584 | 58.4% |
| 138 | H. V. Helbing Elementary School | \$458,257 | \$405,495 | \$69,133 | \$336,362 | \$40,853 | 17.0% |
| 139 | Milton L. Kirkpatrick Elementary School | \$1,791,267 | \$2,151,712 | \$1,809,562 | \$342,150 | \$704,555 | 84.1% |
| 141 | Meadowbrook Elementary School | \$204,160 | \$178,948 | \$46,265 | \$132,683 | \$43,733 | 25.9% |
| 143 | D. McRae Elementary School | \$163,882 | \$147,436 | \$50,234 | \$97,202 | \$38,229 | 34.1% |
| 144 | Mitchell Boulevard Elementary School | \$3,940,827 | \$2,128,267 | \$330,368 | \$1,797,899 | \$238,503 | 15.5% |
| 146 | M. H. Moore Elementary School | \$277,762 | \$222,410 | \$54,773 | \$167,637 | \$44,986 | 24.6% |
| 147 | Morning Side Elementary School | \$280,791 | \$182,441 | \$49,802 | \$132,639 | \$37,998 | 27.3% |

**2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP)
PROJECT BUDGETS - ATTACHMENT 4 - MAY 31, 2016**

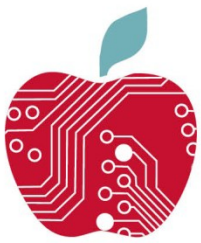


| TEA | | Approved Original Budget | Current Approved Budget | Commitments To Date | Available Budget (Cost to Complete) | Cost to Date | % Used |
|-----|--------------------------------------|--------------------------|-------------------------|---------------------|-------------------------------------|--------------|--------|
| 148 | Charles E. Nash Elementary School | \$1,541,178 | \$1,350,609 | \$168,724 | \$1,181,885 | \$57,053 | 12.5% |
| 149 | North Hi Mount Elementary School | \$149,336 | \$156,482 | \$48,675 | \$107,807 | \$41,891 | 31.1% |
| 150 | Oakhurst Elementary School | \$206,736 | \$212,855 | \$59,401 | \$153,454 | \$43,607 | 27.9% |
| 151 | Natha Howell Elementary School | \$171,106 | \$152,372 | \$56,779 | \$95,593 | \$40,630 | 37.3% |
| 152 | Oaklawn Elementary School | \$251,445 | \$214,780 | \$51,672 | \$163,108 | \$39,597 | 24.1% |
| 153 | A. M. Pate Elementary School | \$241,000 | \$200,532 | \$124,168 | \$76,364 | \$47,001 | 61.9% |
| 154 | M. L. Phillips Elementary School | \$213,004 | \$181,169 | \$45,008 | \$136,161 | \$36,719 | 24.8% |
| 156 | Ridglea Hills Elementary School | \$130,919 | \$1,512,258 | \$154,507 | \$1,357,751 | \$37,658 | 10.2% |
| 157 | Luella Merrett Elementary School | \$4,344,922 | \$3,221,517 | \$446,912 | \$2,774,605 | \$236,586 | 13.9% |
| 159 | Versia L. Williams Elementary School | \$1,850,300 | \$1,613,056 | \$185,250 | \$1,427,806 | \$60,982 | 11.5% |
| 160 | Maudrie M. Walton Elementary School | \$193,172 | \$180,294 | \$53,451 | \$126,843 | \$41,867 | 29.6% |
| 161 | Sam Rosen Elementary School | \$1,601,538 | \$1,971,632 | \$1,869,680 | \$101,952 | \$1,856,221 | 94.8% |
| 162 | Sagamore Hill Elementary School | \$247,517 | \$195,961 | \$52,628 | \$143,333 | \$44,168 | 26.9% |
| 163 | Bruce Shulkey Elementary School | \$600,089 | \$529,385 | \$80,171 | \$449,214 | \$43,776 | 15.1% |
| 165 | R. J. Wilson Elementary School | \$2,699,904 | \$1,568,041 | \$1,400,599 | \$167,442 | \$644,345 | 89.3% |
| 166 | South Hi Mount Elementary School | \$240,407 | \$217,768 | \$56,353 | \$161,415 | \$36,719 | 25.9% |
| 167 | South Hills Elementary School | \$172,587 | \$136,169 | \$66,980 | \$69,189 | \$40,381 | 49.2% |
| 168 | Springdale Elementary School | \$3,130,755 | \$3,659,620 | \$3,391,612 | \$268,008 | \$3,375,565 | 92.7% |
| 169 | Sunrise-McMillan Elementary School | \$2,482,678 | \$2,715,499 | \$2,341,423 | \$374,076 | \$1,247,275 | 86.2% |
| 171 | Tanglewood Elementary School | \$7,719,509 | \$6,893,248 | \$917,425 | \$5,975,823 | \$485,111 | 13.3% |
| 172 | W. J. Turner Elementary School | \$295,315 | \$236,554 | \$174,495 | \$62,059 | \$57,867 | 73.8% |
| 175 | Washington Heights Elementary School | \$11,929,129 | \$15,429,129 | \$13,427,602 | \$2,001,527 | \$11,513,689 | 87.0% |
| 176 | Waverly Park Elementary School | \$304,987 | \$260,293 | \$229,830 | \$30,464 | \$50,886 | 88.3% |
| 177 | Westcliff Elementary School | \$1,621,735 | \$138,659 | \$94,009 | \$44,651 | \$78,881 | 67.8% |
| 178 | Westcreek Elementary School | \$590,668 | \$541,076 | \$96,205 | \$444,871 | \$62,511 | 17.8% |
| 180 | Western Hills Elementary School | \$3,786,760 | \$3,741,198 | \$290,422 | \$3,450,776 | \$78,562 | 7.8% |
| 184 | Worth Heights Elementary School | \$246,568 | \$169,088 | \$55,642 | \$113,447 | \$44,281 | 32.9% |
| 186 | David K. Sellars Elementary School | \$4,053,638 | \$4,031,416 | \$318,501 | \$3,712,915 | \$99,002 | 7.9% |
| 187 | J. T. Stevens Elementary School | \$420,545 | \$278,609 | \$55,445 | \$223,164 | \$36,719 | 19.9% |
| 188 | Atwood McDonald Elementary School | \$2,404,714 | \$2,774,121 | \$2,094,468 | \$679,653 | \$1,749,515 | 75.5% |
| 190 | Riverside Applied Learning Center | \$234,621 | \$172,506 | \$45,112 | \$127,394 | \$36,719 | 26.2% |
| 194 | Daggett Montessori School | \$377,866 | \$309,596 | \$66,038 | \$243,558 | \$43,521 | 21.3% |
| 206 | Bill J. Elliott Elementary School | \$170,372 | \$144,064 | \$43,360 | \$100,704 | \$36,719 | 30.1% |
| 207 | Westpark Elementary School | \$18,364,142 | \$0 | \$0 | \$0 | \$0 | 0.0% |
| 208 | T. A. Sims Elementary School | \$158,455 | \$146,395 | \$51,319 | \$95,076 | \$38,501 | 35.1% |
| 209 | Edward J. Briscoe Elementary School | \$213,707 | \$105,976 | \$39,820 | \$66,156 | \$36,719 | 37.6% |
| 216 | Woodway Elementary School | \$1,623,722 | \$1,597,017 | \$1,509,520 | \$87,497 | \$1,439,841 | 94.5% |
| 217 | I. M. Terrell Elementary School | \$188,960 | \$164,113 | \$51,018 | \$113,095 | \$38,065 | 31.1% |
| 219 | Lowery Road Elementary School | \$6,601,606 | \$7,747,702 | \$5,542,251 | \$2,205,451 | \$5,042,919 | 71.5% |
| 220 | Alice Contreras Elementary School | \$116,677 | \$1,631,479 | \$1,551,135 | \$80,344 | \$1,508,279 | 95.1% |
| 221 | Western Hills Primary | \$474,769 | \$452,841 | \$78,079 | \$374,762 | \$41,659 | 17.2% |

**2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP)
PROJECT BUDGETS - ATTACHMENT 4 - MAY 31, 2016**



| TEA | | Approved Original Budget | Current Approved Budget | Commitments To Date | Available Budget (Cost to Complete) | Cost to Date | % Used |
|-----|---------------------------------------|--------------------------|-------------------------|---------------------|-------------------------------------|-------------------|------------|
| 222 | L. Clifford Davis Elementary School | \$429,766 | \$412,398 | \$72,083 | \$340,315 | \$41,295 | 17.5% |
| 223 | Cesar Chavez Primary School | \$198,970 | \$180,845 | \$48,417 | \$132,428 | \$36,719 | 26.8% |
| 224 | M. G. Ellis Primary School | \$304,749 | \$277,432 | \$65,270 | \$212,162 | \$45,591 | 23.5% |
| 225 | Bonnie Brae Elementary School | \$199,692 | \$165,034 | \$46,728 | \$118,306 | \$36,719 | 28.3% |
| 226 | Seminary Hills Park Elementary School | \$205,591 | \$187,466 | \$57,209 | \$130,257 | \$44,019 | 30.5% |
| 227 | Delores Huerta Elementary School | \$255,172 | \$241,467 | \$151,710 | \$89,757 | \$49,375 | 62.8% |
| 241 | Westpark Elementary School | \$0 | \$21,975,212 | \$18,456,563 | \$3,518,649 | \$12,183,797 | 84.0% |
| 259 | New Van Zandt-Guinn Elementary School | \$0 | \$11,895,561 | \$11,878,846 | \$16,715 | \$284,161 | 99.9% |
| 350 | Adult Education Center | \$91,869 | \$91,869 | \$0 | \$91,869 | \$0 | 0.0% |
| 834 | Wilkerson-Greines Athletic Center | \$260,159 | \$180,108 | \$17,950 | \$162,158 | \$2,053 | 10.0% |
| 835 | Farrington Athletic Field | \$266,277 | \$189,508 | \$14,422 | \$175,086 | \$0 | 7.6% |
| 836 | Scarborough-Handley Athletic Field | \$1,305,315 | \$1,294,084 | \$111,637 | \$1,182,448 | \$4,296 | 8.6% |
| 000 | Unspecified | \$0 | \$4,453,537 | \$4,453,536 | \$1 | \$4,453,536 | 100.0% |
| 999 | Undistributed | \$113,764,422 | \$41,015,915 | \$19,396,330 | \$21,619,585 | \$13,338,353 | 47.3% |
| | Total | 357,369,165 | 359,869,165 | 175,647,173 | 184,221,992 | 91,761,177 | 49% |



2013 Fort Worth ISD Capital Improvement Program Division of Technology Update

Expenditure Overview

\$49,380,669

Campuses

\$ 44,630,200

- Network Electronics and Wi-Fi (HS completed, MS & ES In Progress) 5,923,810
- Desktop Computer Refresh (In Progress) 9,002,769
- Laptop Computer Refresh (In Progress) 6,647,519
- DiG iN Student Laptop (Completed) 13,917,830
- Promethean Projector Refresh (In Progress) 6,558,756
- Distance Learning Centers (Nearing Completion) 640,066
- Virtual Desktop Infrastructure (In Progress) 1,230,624
- Printer Refresh (In Progress) 708,826

Network Operations Center

\$ 4,750,469

- Network Electronics/Wi-Fi Core Upgrade (In Progress) 1,557,876
- Distance Learning Core Upgrade (Completed) 1,600,295
- Telephone, WebEx Core Upgrades (In Progress) 356,570
- Virtual Desktop Infrastructure Core Upgrades (In Progress) 1,235,728



2013 Fort Worth ISD Capital Improvement Program District Operations Replacements Update

Expenditure Overview

\$ 17,516,804

Operations

\$ 16,781,689

- Buses 11,032,439
- Fleet Vehicles 2,000,000
- Classroom Furniture 3,749,250

Band Instruments and Uniforms

\$ 735,115

- Band Instruments 203,746
- Band Uniforms 531,369

Governmental Fund Types: CIP 2007 Overview

In November of 2007, FWISD voters approved a \$593.6 million dollar bond referendum. The objectives of the Capital Improvement Program, Straight to the Classroom were as follows:

- Improve school safety and security
- Renovate critical building systems
- Emphasis in classroom technology
- Comparable classrooms & schools district wide
- Modernize Athletic Facilities

CIP 2007 Financial Overview

Scope

Division of Technology-\$17.5M

- Technology Refresh

District Operations (Replacements)-\$17.5M

- Bus Replacement
- Student uniforms and instruments

Restructure of M & O Debt-\$6.7M

- General Fund Maintenance Tax Notes refunded

Construction & Capital Projects -\$551.8M

- District wide renovations of existing classrooms and school buildings
- New classrooms for overcrowded schools
- New schools for new growth
- FWISD athletic facility upgrade

Revenue Trends and Assumptions

Revenue for CIP 2007 was generated from bond sales, investment earnings and premiums/discounts. Fort Worth ISD issued the following debt as authorized under the 2007 Capital Improvement Program:

| Date of Issue | Description | Original Issue Amount |
|---------------|----------------------------------------------------------|-----------------------|
| 1/24/2008 | Unlimited Tax Refunding Bonds-2008 | \$6,700,000 |
| 2/1/2008 | School Building Unlimited Tax - 2008 | \$224,525,000 |
| 6/2/2009 | School Building Unlimited Tax - 2009 | \$176,755,000 |
| 12/1/2009 | School Building Unlimited Tax -QSCB - 2009 | \$31,600,000 |
| 8/1/2010 | Unlimited Tax Qualified School Construction Bonds - 2010 | \$15,000,000 |
| 9/1/2010 | Unlimited Tax School Building Bonds - 2010 | \$103,715,000 |
| 9/1/2010 | Unlimited Tax Refunding Bonds - 2010 | \$27,500,000 |
| Total | | \$585,795,000 |

Program Summary

In 2012 the four year program was extended one year, to complete additional work made possible by over \$90M in savings realized from the initial programs. The following projects totaling \$609.7M were completed by 2013.

Division of Technology- \$17.5M

- Campus based computer, laptop and printer replacement

District Operations-Replacements-\$17.4M

- 126 buses were replaced
- Band instruments and student uniforms were replaced

Restructure of M & O Debt

- General fund debt for Maintenance Tax Notes was refunded **-\$6.7M**

Construction & Capital Projects -\$568.1M

- 5 new schools were constructed, Benbrook MS, Jean McClung MS, Hazel Harvey Peace ES, John T White ES and Rosemont ES
- Additions were made to 8 schools
- 3 Athletic facilities were upgraded
- Renovations were made to 121 schools
- New Culinary Arts facility was constructed
- Facilities District wide had upgrades to interiors and enhancements to exteriors

Fund Balance Impact

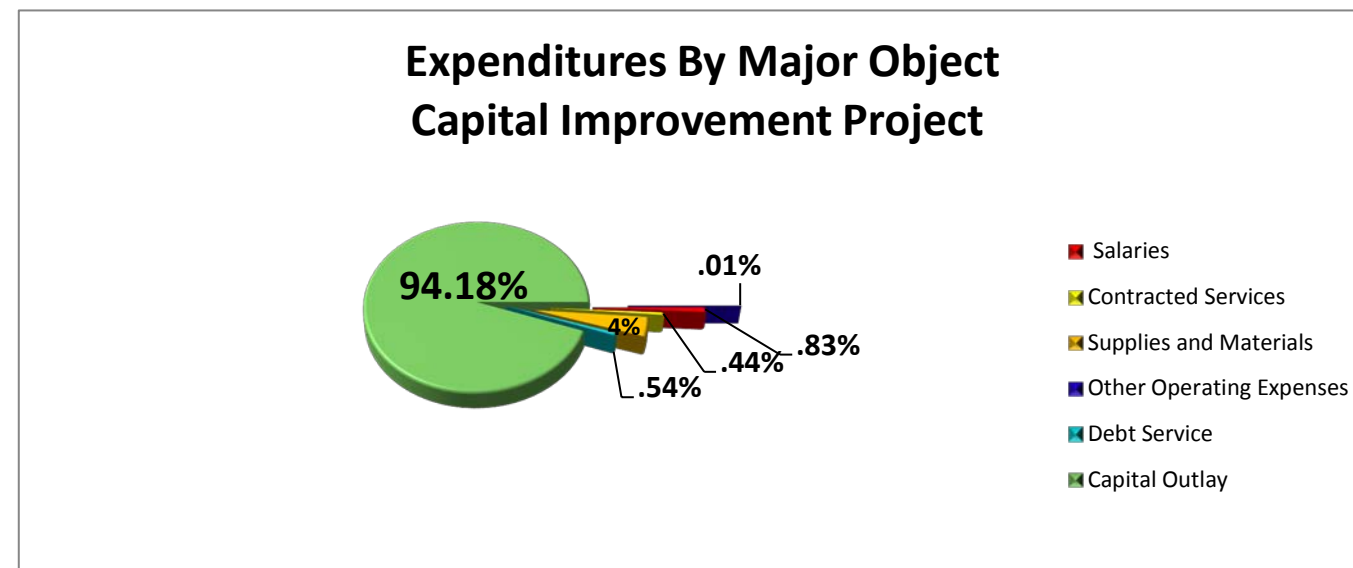
Due to retained and investment earnings as well as substantial savings on budgeted projects there is a remaining fund balance from the 2007 Capital Improvement Program of \$1,049,912. The District is researching the most appropriate way to utilize these remaining funds in accordance with all governing laws and policies. The District plans to utilize these remaining funds during the 2016-2017 and 2017-2018 fiscal years.

Budget Summary - Capital Improvement Projects
For the Years Ended June 30, 2013 - June 30, 2016 (Actuals, Estimated, Budgeted)

| | | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-2017 | 2017-2018 |
|----------------------------------------|--------------------------------------|-----------------------------|------------------------------|------------------------------|-----------------------------|------------------------------|----------------------|
| | | Actual Rev/Exp | Actual Rev/Exp | Actual Rev/Exp | Estimated Rev/Exp | Budgeted Rev/Exp | Budgeted Rev/Exp |
| Revenues | | | | | | | |
| 5730 | Tuition and Fees | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 5740 | Miscellaneous local revenue | 53,114.00 | 1,466,323 | 148,183 | 503,908 | 350,000 | 200,000 |
| 5750 | Athletics | - | - | - | - | - | - |
| | Total Local Revenues | <u>53,114</u> | <u>1,466,323</u> | <u>148,183</u> | <u>503,908</u> | <u>350,000</u> | <u>200,000</u> |
| 5810 | Foundation school program | - | - | - | - | - | - |
| 5820 | Miscellaneous state revenue | - | - | - | - | - | - |
| | Total State Revenues | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| 5910 | Miscellaneous federal revenue | - | - | - | - | - | - |
| | Total Federal Revenues | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| 7900 | Current Year Sale of Bonds | - | - | - | - | - | - |
| 7900 | Sale of Bonds | - | 135,962,807 | 115,656,123 | - | 239,860,000 | - |
| | Total Other Sources | <u>-</u> | <u>135,962,807</u> | <u>115,656,123</u> | <u>-</u> | <u>239,860,000</u> | <u>-</u> |
| | Total Revenues & Oth Srcs | 53,114 | 137,429,130 | 115,804,306 | 503,908 | 240,210,000 | 200,000 |
| Expenditures | | | | | | | |
| 11 | Instruction | 963,112 | 604,250 | 22,224,620 | 10,339,797 | 20,000,000 | 20,000,000 |
| 12 | Instruction Resources & Media | - | - | - | - | - | - |
| 13 | Curriculum & Staff Development | - | - | - | - | - | - |
| 21 | Instructional Administration | - | - | - | - | - | - |
| 23 | School Administration | - | - | - | - | - | - |
| 31 | Guidance & Counseling Services | - | - | - | - | - | - |
| 32 | Social Work Services | - | - | - | - | - | - |
| 33 | Health Services | - | - | - | - | - | - |
| 34 | Student Transportation | - | - | 4,119,898 | 6,912,541 | 5,000,000 | 5,000,000 |
| 35 | Food Services | - | - | - | - | - | - |
| 36 | Cocurricular/Extracurricular | 113,305 | 22,797 | 228,551 | 110,964 | 300,000 | 300,000 |
| 41 | General Administration | - | - | 93,925 | 177,052 | 150,000 | 150,000 |
| 51 | Plant Maintenance & Operations | 13,756 | 13,995 | 786,612 | 1,268,617 | 800,000 | 100,000 |
| 52 | Security & Monitoring Services | - | - | - | - | - | - |
| 53 | Data Processing Services | - | - | 159,988 | 1,697,022 | 1,500,000 | 1,500,000 |
| 61 | Community Services | - | - | - | - | - | - |
| 71 | Debt Service | - | 947,804 | 656,123 | - | 1,000,000 | - |
| 81 | Facilities Acquisition & Constr. | 41,689,768 | 20,772,238 | 23,732,676 | 97,380,174 | 156,222,361 | 100,195,519 |
| 93 | Payments to Fiscal Agents | - | - | - | - | - | - |
| 00 | Transfers Out | - | 4,453,536 | - | - | - | - |
| | Total | <u>42,779,941</u> | <u>26,814,620</u> | <u>52,002,393</u> | <u>117,886,167</u> | <u>184,972,361</u> | <u>127,245,519</u> |
| Excess of Revenues Over (Under) | | | | | | | |
| Expenditures | | <u>(42,726,827)</u> | <u>110,614,510</u> | <u>63,801,913</u> | <u>(117,382,259)</u> | <u>55,237,639</u> | <u>(127,045,519)</u> |
| Fund Balance-Beginning | | <u>57,500,542</u> | <u>14,773,715</u> | <u>125,388,225</u> | <u>189,190,139</u> | <u>71,807,880</u> | <u>127,045,519</u> |
| Fund Balance-Ending | | <u>\$ 14,773,715</u> | <u>\$ 125,388,225</u> | <u>\$ 189,190,138</u> | <u>\$ 71,807,880</u> | <u>\$ 127,045,519</u> | <u>(0)</u> |

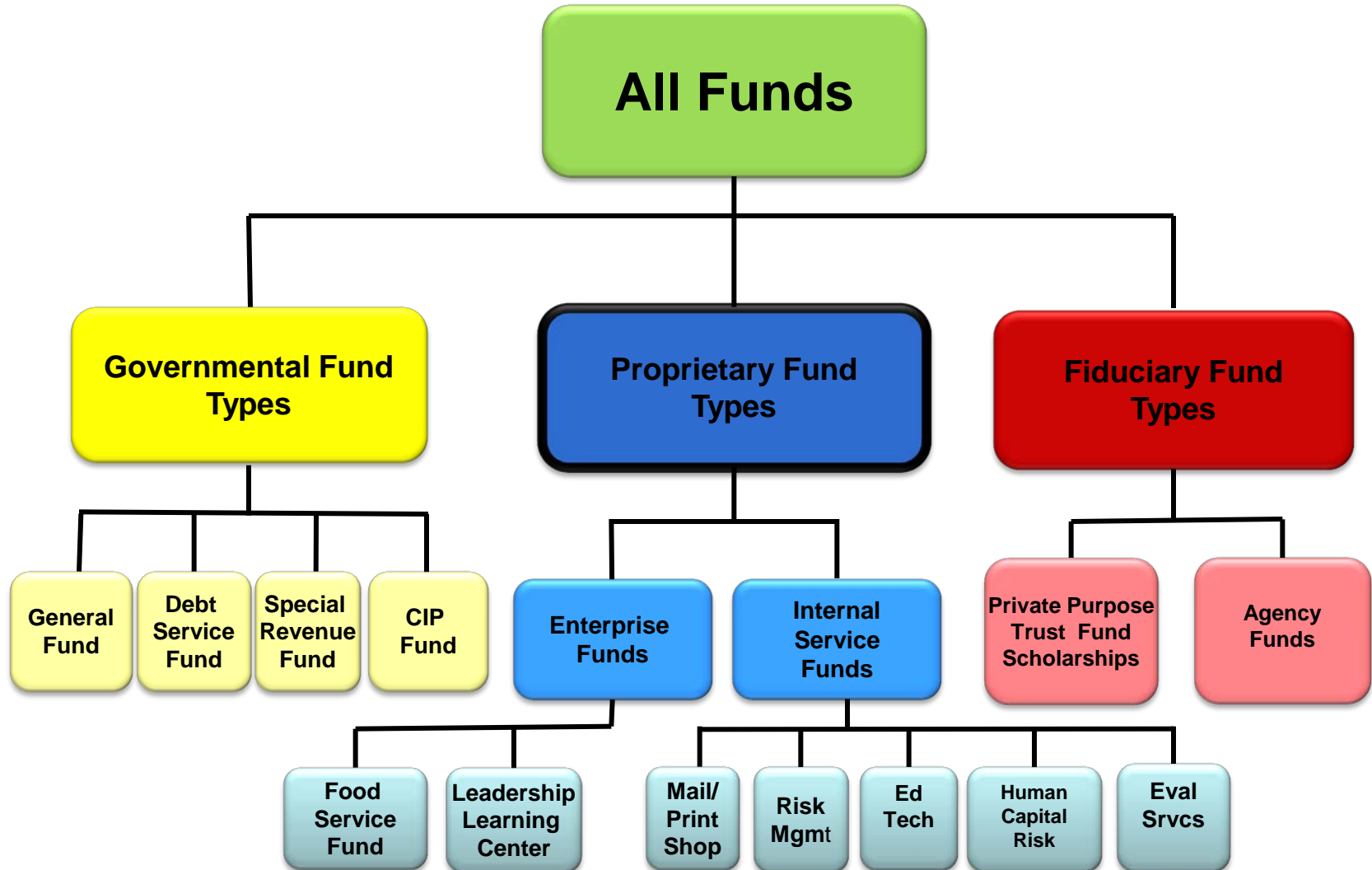
Projected Expenditures by Function and Major Object - Capital Improvement Projects
2016-17 Budget

| Expenditures | Salaries (6100) | Contracted Services (6200) | Supplies and Materials (6300) | Other Operating Expenses (6400) | Debt Service (6500) | Capital Outlay (6600) | Other Uses (8900) | Total |
|-------------------------------------|---------------------|----------------------------------|-------------------------------------|---------------------------------------|---------------------------|-----------------------------|-------------------------|-----------------------|
| 11 Instruction | \$ - | \$ - | \$ 5,615,793 | \$ - | \$ - | \$ 14,384,207 | \$ - | \$ 20,000,000 |
| 12 Instruction Resources & Media | - | - | - | - | - | - | - | - |
| 13 Curriculum & Staff Development | - | - | - | - | - | - | - | - |
| 21 Instructional Administration | - | - | - | - | - | - | - | - |
| 23 School Administration | - | - | - | - | - | - | - | - |
| 31 Guidance & Counseling Services | - | - | - | - | - | - | - | - |
| 32 Social Work Services | - | - | - | - | - | - | - | - |
| 33 Health Services | - | - | - | - | - | - | - | - |
| 34 Student Transportation | - | - | - | - | - | 5,000,000 | - | 5,000,000 |
| 35 Food Services | - | - | - | - | - | - | - | - |
| 36 Cocurricular/Extracurricular | - | - | 300,000 | - | - | - | - | 300,000 |
| 41 General Administration | - | 150,000 | - | - | - | - | - | 150,000 |
| 51 Plant Maintenance & Operations | - | - | - | - | - | 800,000 | - | 800,000 |
| 52 Security & Monitoring Services | - | - | - | - | - | - | - | - |
| 53 Data Processing Services | - | 671,476 | 828,524 | - | - | - | - | 1,500,000 |
| 61 Community Services | - | - | - | - | - | - | - | - |
| 71 Debt Service | - | - | - | - | 1,000,000 | - | - | 1,000,000 |
| 81 Facilities Acquisition & Constr. | 1,545,337 | - | - | 19,403 | - | 154,657,621 | - | 156,222,361 |
| 93 Pymts to Fiscal Agent Shared Svc | - | - | - | - | - | - | - | - |
| 95 Payments to JJAEP | - | - | - | - | - | - | - | - |
| 97 Tax Increment Financing | - | - | - | - | - | - | - | - |
| 99 Intergovernmental Charges | - | - | - | - | - | - | - | - |
| Total | 1,545,337 | 821,476 | 6,744,317 | 19,403 | 1,000,000 | 174,841,828 | - | 184,972,361 |
| 8910 Operating Transfers Out | - | - | - | - | - | - | - | - |
| Other Expenditures | - | - | - | - | - | - | - | - |
| Total Expenditures | \$ 1,545,337 | \$ 821,476 | \$ 6,744,317 | \$ 19,403 | \$ 1,000,000 | \$ 174,841,828 | \$ - | \$ 184,972,361 |



Structure of All Funds

Fort Worth Independent School District

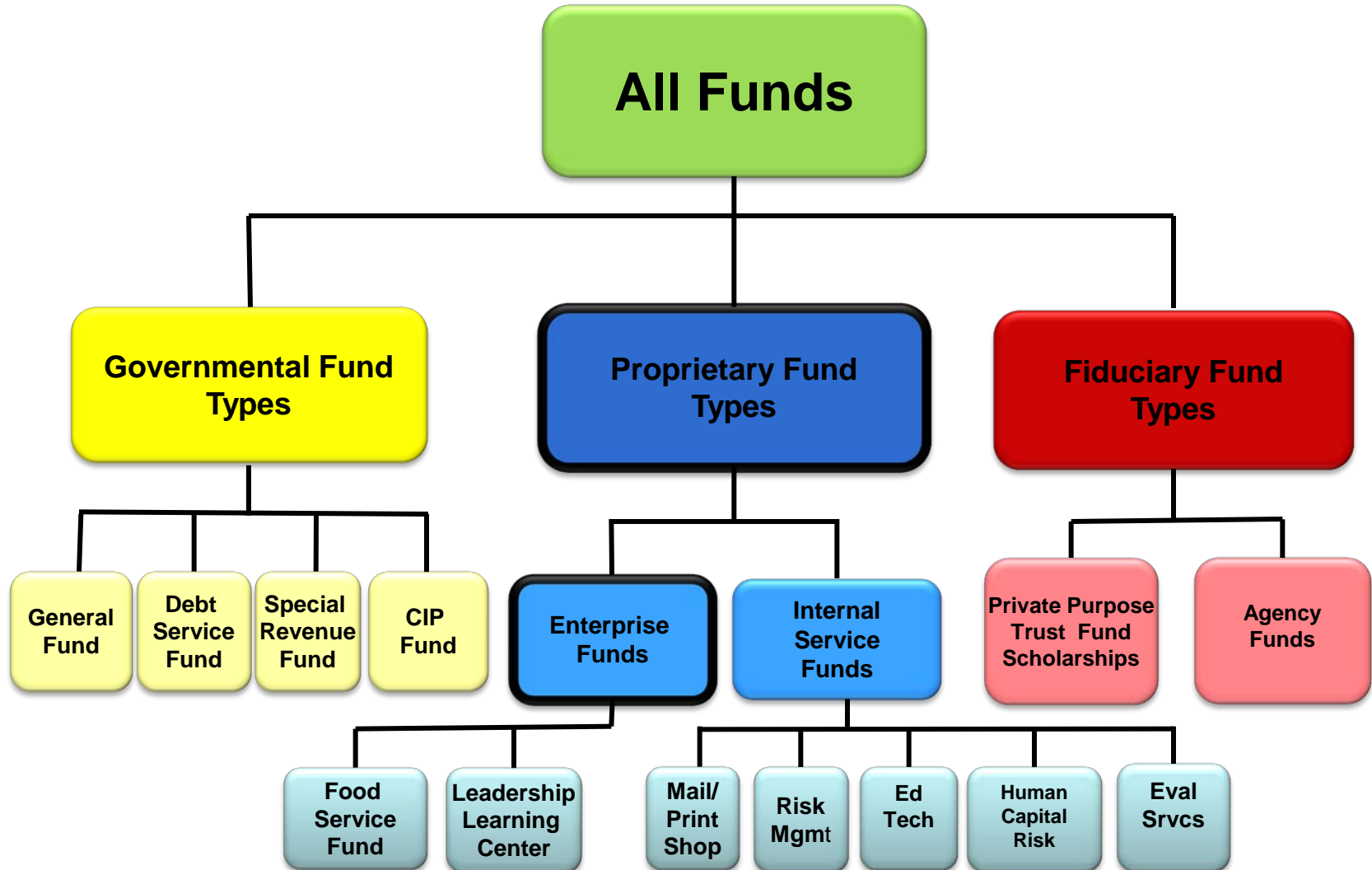


Combined Proposed Budget Summary: 2016-17
Proprietary Funds

| | Enterprise | | Internal Service | | | | | Proprietary Fund Types |
|-------------------------------------------|---------------------|------------------|------------------|----------------|----------------------|------------------|----------------|------------------------|
| | Food Service | Leadership Ctr | Mail/Print | Eval Svcs | Risk Mgmt | Human Capital | Ed Tech | |
| Revenues | | | | | | | | |
| 5710 Tax Collections | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 5730 Tuition and Fees | - | - | - | - | - | - | - | - |
| 5740 Miscellaneous Local Revenue | - | - | - | - | - | - | - | - |
| 5750 Extra/Cocurricular Activity | 3,578,000 | 115,000 | 1,105,534 | 724,093 | 7,045,269 | 552,000 | 500,000 | 13,619,896 |
| 5760 Misc. Revenue Intermediate Sources | - | - | - | - | - | - | - | - |
| Total Local Revenues | 3,578,000 | 115,000 | 1,105,534 | 724,093 | 7,045,269 | 552,000 | 500,000 | 13,619,896 |
| 5810 Foundation School Program | 250,000.00 | - | - | - | - | - | - | 250,000 |
| 5820 Miscellaneous State Revenue | - | - | - | - | - | - | - | - |
| 5830 Teacher Retirement On-behalf | - | - | - | - | - | - | - | - |
| Total State Revenues | 250,000.00 | - | - | - | - | - | - | 250,000.00 |
| 5920 Miscellaneous Federal Revenue | - | - | - | - | - | - | - | - |
| 5930 School Health Related | - | - | - | - | - | - | - | - |
| 5940 Direct Federal Revenue | - | - | - | - | - | - | - | - |
| 7950 Non-operating Revenue | 47,507,000 | - | - | - | - | - | - | 47,507,000 |
| Total Federal Revenues | 47,507,000 | - | - | - | - | - | - | 47,507,000 |
| 7910 Sale of Bonds/Property | 60,000 | - | - | - | - | - | - | 60,000 |
| 7980 Other Sources | 900,000 | - | - | - | - | - | - | 900,000 |
| Total Other Sources | 960,000 | - | - | - | - | - | - | 960,000 |
| Total Revenues & Other Sources | 52,295,000 | 115,000 | 1,105,534 | 724,093 | 7,045,269 | 552,000 | 500,000 | 62,336,896 |
| Expenditures | | | | | | | | |
| 11 Instruction | - | - | - | - | - | - | 500,000 | 500,000 |
| 12 Instruction Resources & Media | - | - | - | - | - | - | - | - |
| 13 Curriculum & Staff Development | - | - | - | - | - | - | - | - |
| 21 Instructional Administration | - | - | - | - | - | - | - | - |
| 23 School Administration | - | - | - | - | - | - | - | - |
| 31 Guidance & Counseling Services | - | - | - | 593,100 | - | - | - | 593,100 |
| 32 Social Work Services | - | - | - | - | - | - | - | - |
| 33 Health Services | - | 2,000 | - | - | - | - | - | 2,000 |
| 34 Student Transportation | - | - | - | - | - | - | - | - |
| 35 Food Services | 59,598,950 | - | - | - | - | - | - | 59,598,950 |
| 36 Cocurricular/Extracurricular | - | - | - | - | - | - | - | - |
| 41 General Administration | - | - | 1,105,534 | 130,993 | 7,045,269 | 552,000 | - | 8,833,796 |
| 51 Plant Maintenance & Operations | 879,630 | 39,300 | - | - | - | - | - | 918,930 |
| 52 Security & Monitoring Services | 4,000 | - | - | - | - | - | - | 4,000 |
| 53 Data Processing Services | - | - | - | - | - | - | - | - |
| 61 Community Services | - | 73,700 | - | - | - | - | - | 73,700 |
| 71 Debt Service | - | - | - | - | - | - | - | - |
| 81 Facilities Acquisition & Constr. | - | - | - | - | - | - | - | - |
| 93 Payments to Fiscal Agents | - | - | - | - | - | - | - | - |
| 95 Payments to JJAEP | - | - | - | - | - | - | - | - |
| 97 Tax Increment Financing | - | - | - | - | - | - | - | - |
| 99 Intergovernmental Charges | - | - | - | - | - | - | - | - |
| Total Expenditures | 60,482,580 | 115,000 | 1,105,534 | 724,093 | 7,045,269 | 552,000 | 500,000 | 70,524,476 |
| Operating Transfers Out | - | - | - | - | - | - | - | - |
| Total Operating Expenditures | 60,482,580 | 115,000 | 1,105,534 | 724,093 | 7,045,269 | 552,000 | 500,000 | 70,524,476 |
| Excess of Revenues Over (Under) | | | | | | | | |
| Expenditures | (8,187,580) | - | - | - | - | - | - | (8,187,580) |
| Fund Balance-Beginning-Projected | 15,453,821 | 72,945 | - | - | 14,909,931 | 1,005,515 | - | 31,442,212 |
| Fund Balance-Ending-Projected | \$ 7,266,241 | \$ 72,945 | \$ - | \$ - | \$ 14,909,931 | 1,005,515 | \$ - | \$ 23,254,632 |

Structure of All Funds

Fort Worth Independent School District

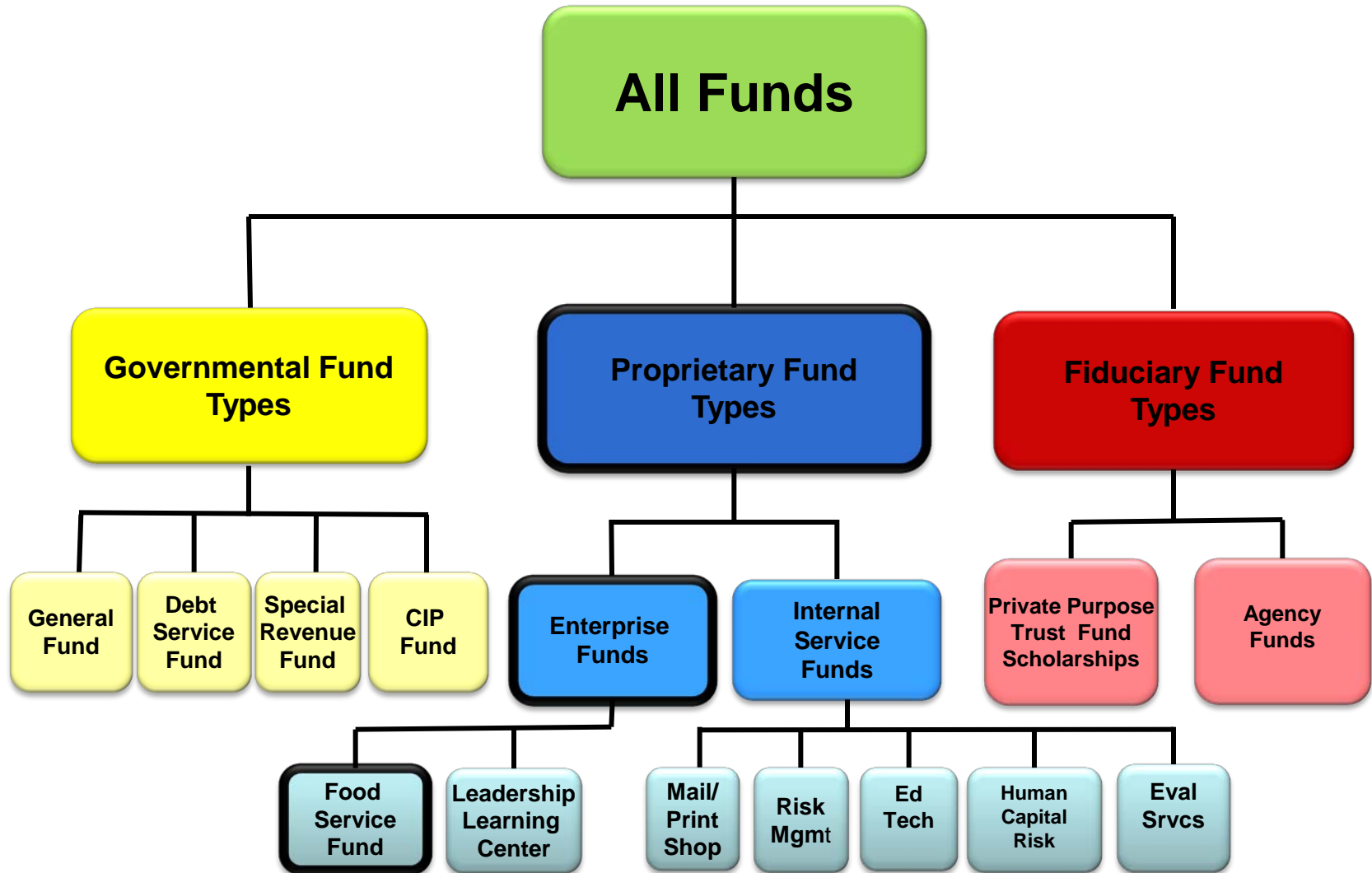


Budget Summary - Enterprise Funds
For Years Ended June 30, 2012 - June 30, 2017 (Actual, Estimated, Budgeted)

| | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|
| | Actual Rev/Exp | Actual Rev/Exp | Actual Rev/Exp | Actual Rev/Exp | Estimated Rev/Exp | Original Budget |
| Operating Revenues | | | | | | |
| 5750 Food Service Activity | \$ 4,679,465 | \$ 4,208,812 | \$ 4,476,253 | \$ 3,186,351 | \$ 2,944,844 | \$ 3,640,000 |
| Total Operating Revenues | 4,679,465 | 4,208,812 | 4,476,253 | 3,186,351 | \$ 2,944,844 | 3,640,000 |
| Operating Expenditures | | | | | | |
| 6100 Payroll | 18,168,569 | 18,798,251 | 19,819,590 | 21,046,824 | 20,498,083 | 23,912,700 |
| 6200 Contracted Services | 1,140,872 | 644,100 | 656,925 | 824,406 | 467,668 | 1,047,430 |
| 6300 Supplies and Materials | 19,676,169 | 20,720,580 | 21,858,296 | 25,169,727 | 26,869,202 | 29,094,000 |
| 6400 Other Operating Costs | 46,839 | 54,043 | 102,046 | 84,560 | 78,933 | 408,450 |
| 6449 Depreciation | 315,698 | 150,518 | 169,477 | 293,417 | 746,298 | - |
| 6600 Capital Outlay | | | | | | 6,135,000 |
| Total Operating Expenditures | 39,348,147 | 40,367,492 | 42,606,334 | 47,418,934 | 48,660,184 | 60,597,580 |
| Operating Income (Loss) | (34,668,682) | (36,158,680) | (38,130,081) | (44,232,583) | (45,715,340) | (56,957,580) |
| Non-Operating Revenues | | | | | | |
| 5700 Misc Revenue Local Source | 4,921 | 7,363 | - | 5,673 | - | 53,000 |
| 5800 State Matching and Other | 254,745 | 255,947 | - | 265,928 | - | 250,000 |
| 7912 Sale of Property | - | - | - | - | - | 60,000 |
| 7952 National School Breakfast Grant | 7,250,846 | 7,751,744 | 7,912,137 | 10,292,265 | 10,626,193 | 11,000,000 |
| 7953 National School Lunch Grant | 26,097,313 | 26,364,547 | 27,715,981 | 31,104,423 | 31,461,435 | 33,000,000 |
| 7954 USDA Commodities Grant | 2,518,147 | 2,343,715 | 3,385,823 | 2,983,644 | 3,452,449 | 3,500,000 |
| 7955 Earnings from Temp Deposits | - | - | 4,780 | - | 18,195 | 7,000 |
| 7980 Afterschool Snack Reimbursement | 771,869 | 767,054 | 262,353 | 545,375 | 277,963 | 900,000 |
| Total Non-Operating Revenues | 36,897,841 | 37,490,370 | 39,281,074 | 45,197,308 | 45,836,235 | 48,770,000 |
| Change in Net Assets | 2,229,159 | 1,331,690 | 1,150,993 | 964,725 | 120,895 | (8,187,580) |
| Net Assets-Beginning | 8,004,992 | 10,234,151 | 11,565,841 | 12,716,834 | 13,681,559 | 15,526,764 |
| Net Assets-Ending | \$ 10,234,151 | \$ 11,565,841 | \$ 12,716,834 | \$ 13,681,559 | 13,802,454 | \$ 7,339,184 |

Structure of All Funds

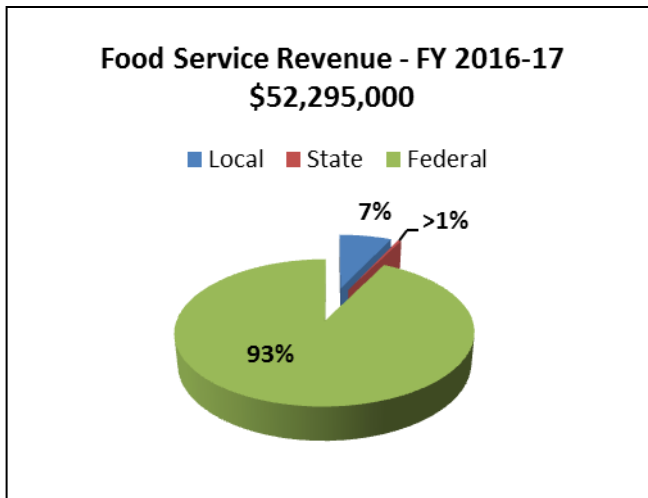
Fort Worth Independent School District



Proprietary Fund Types: Enterprise Funds Food Service Fund Overview

The *Food Service Fund* is used to account for the financial operations of the breakfast, lunch, and snack programs offered and managed through the District's own Food Services Department. The District participates in the federally funded National School Breakfast and Lunch Program which provides partial reimbursement of the cost of meals served to children. The remaining costs of preparing and serving these meals are met by the price of the meals for students and staff.

Revenue Trends and Assumptions



Approximately 93% of the revenue in this fund is received from the United States Department of Agriculture (USDA) under the National School Breakfast Program, School Lunch Program, and Food Distribution Program. The remaining revenue is primarily generated from user fees. Revenue generated from Federal funds is anticipated to be \$48,467,000.

Expenditure Summary

The Food Service expenditure budget for 2016-17 is \$60,482,580. Because of aging kitchen equipment and the increased operational food service costs the budget was increased by 25%, or \$11,929,419, over the 2015-16 actual expenditures.

Food Service expenditures consist primarily of payroll (40%) and supplies and materials (48%). The Capital Outlay budget was increased (10%) due the commitment to replace worn and outdated kitchen. The majority of the supplies and material budget consists of expenditures for food.

Fund Balance Impact

Net Position is projected to increase by \$148,777 in 2015-16 resulting in a projected ending Net Position of \$13,729,511. The District made a strategic decision to reduce the fund balance in anticipation of the need to replace aging kitchen equipment instead of increasing user fees for 2016-17. The budget proposed results in a decrease of \$8,187,580 to the Net Position in 2016-17.

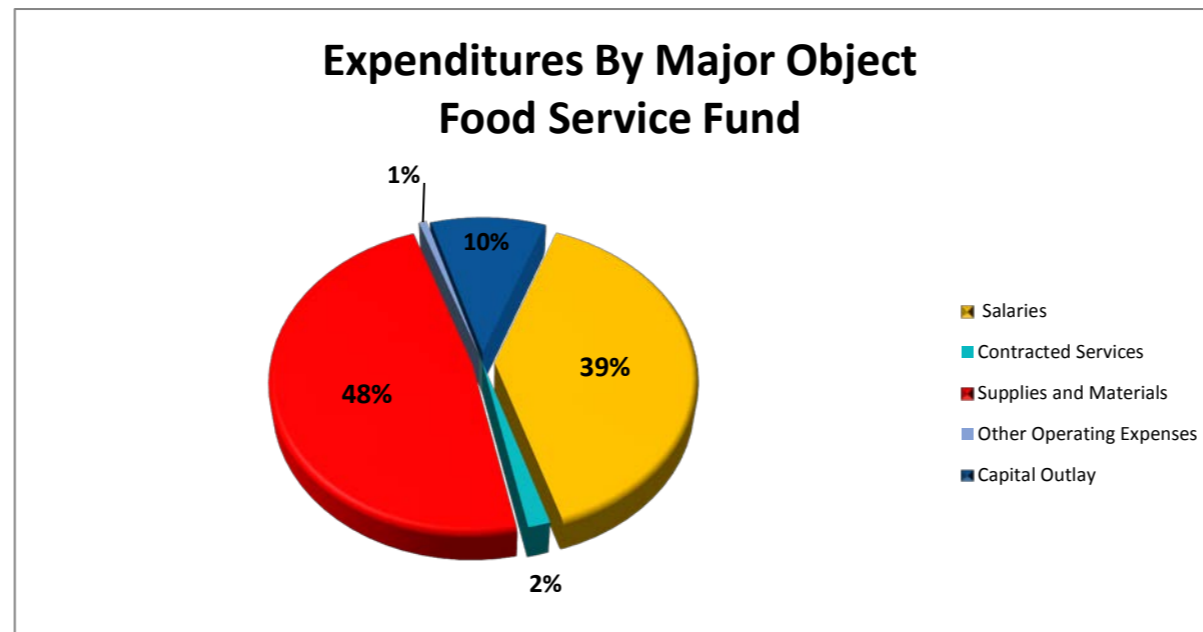
The District strives to maintain an optimum Net Position for Food Service that meets but does not exceed three months of average food service operations expenditures. The projected Net Position for 2016-17 of \$5.5M results in approximately 1 month of budgeted expenditures. The District plans on returning to the optimum three-month fund balance in future years and will review revenue and expenditures closely throughout the year to determine a corrective action plan if necessary.

Budget Summary - Food Service Fund
For Years Ended June 30, 2012 - June 30, 2017 (Actual, Estimated, Budgeted)

| | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|
| | Actual Rev/Exp | Actual Rev/Exp | Actual Rev/Exp | Actual Rev/Exp | Estimated Rev/Exp | Original Budget |
| Operating Revenues | | | | | | |
| 5750 Food Service Activity | \$ 4,679,465 | \$ 4,208,812 | \$ 4,356,344 | \$ 3,052,661 | 2,865,704 | \$ 3,525,000 |
| Total Operating Revenues | 4,679,465 | 4,208,812 | 4,356,344 | 3,052,661 | 2,865,704 | 3,525,000 |
| Operating Expenditures | | | | | | |
| 6100 Payroll | 18,168,569 | 18,798,251 | 19,819,590 | 21,046,824 | 20,498,083 | 23,904,700 |
| 6200 Contracted Services | 1,140,872 | 644,100 | 656,925 | 804,645 | 452,362 | 983,630 |
| 6300 Supplies and Materials | 19,676,169 | 20,720,580 | 21,824,051 | 25,139,108 | 26,810,328 | 29,051,000 |
| 6400 Other Operating Costs | 46,839 | 54,043 | 98,678 | 56,768 | 46,121 | 408,250 |
| 6449 Depreciation | 315,698 | 150,518 | 149,029 | 276,876 | 746,268 | - |
| 6600 Capital Outlay | - | - | - | - | - | 6,135,000 |
| Total Operating Expenditures | 39,348,147 | 40,367,492 | 42,548,273 | 47,324,221 | 48,553,162 | 60,482,580 |
| Operating Income (Loss) | (34,668,682) | (36,158,680) | (38,191,929) | (44,271,560) | (45,687,458) | (56,957,580) |
| Non-Operating Revenues | | | | | | |
| 5700 Misc Revenue Local Source | 4,921 | 7,363 | - | 5,673 | - | 53,000 |
| 5800 State Matching and Other | 254,745 | 255,947 | - | 265,928 | - | 250,000 |
| 7910 Sale of Property/Transfers In | - | - | - | - | - | 60,000 |
| 7952 National School Breakfast Grant | 7,250,846 | 7,751,744 | 7,912,137 | 10,292,265 | 10,626,193 | 11,000,000 |
| 7953 National School Lunch Grant | 26,097,313 | 26,364,547 | 27,715,981 | 31,104,423 | 31,461,435 | 33,000,000 |
| 7954 USDA Commodities Grant | 2,518,147 | 2,343,715 | 3,385,823 | 2,983,644 | 3,452,449 | 3,500,000 |
| 7955 Earnings from Temp Deposits | - | - | 4,780 | - | 18,195 | 7,000 |
| 7980 Afterschool Snack Reimbursement | 771,869 | 767,054 | 262,353 | 545,375 | 277,963 | 900,000 |
| Total Non-Operating Revenues | 36,897,841 | 37,490,370 | 39,281,074 | 45,197,308 | 45,836,235 | 48,770,000 |
| Change in Net Assets | 2,229,159 | 1,331,690 | 1,089,145 | 925,748 | 148,777 | (8,187,580) |
| Net Assets-Beginning | 8,004,992 | 10,234,151 | 11,565,841 | 12,654,986 | 13,580,734 | 15,453,821 |
| Net Assets-Ending | \$ 10,234,151 | \$ 11,565,841 | \$ 12,654,986 | \$ 13,580,734 | \$ 13,729,511 | \$ 7,266,241 |

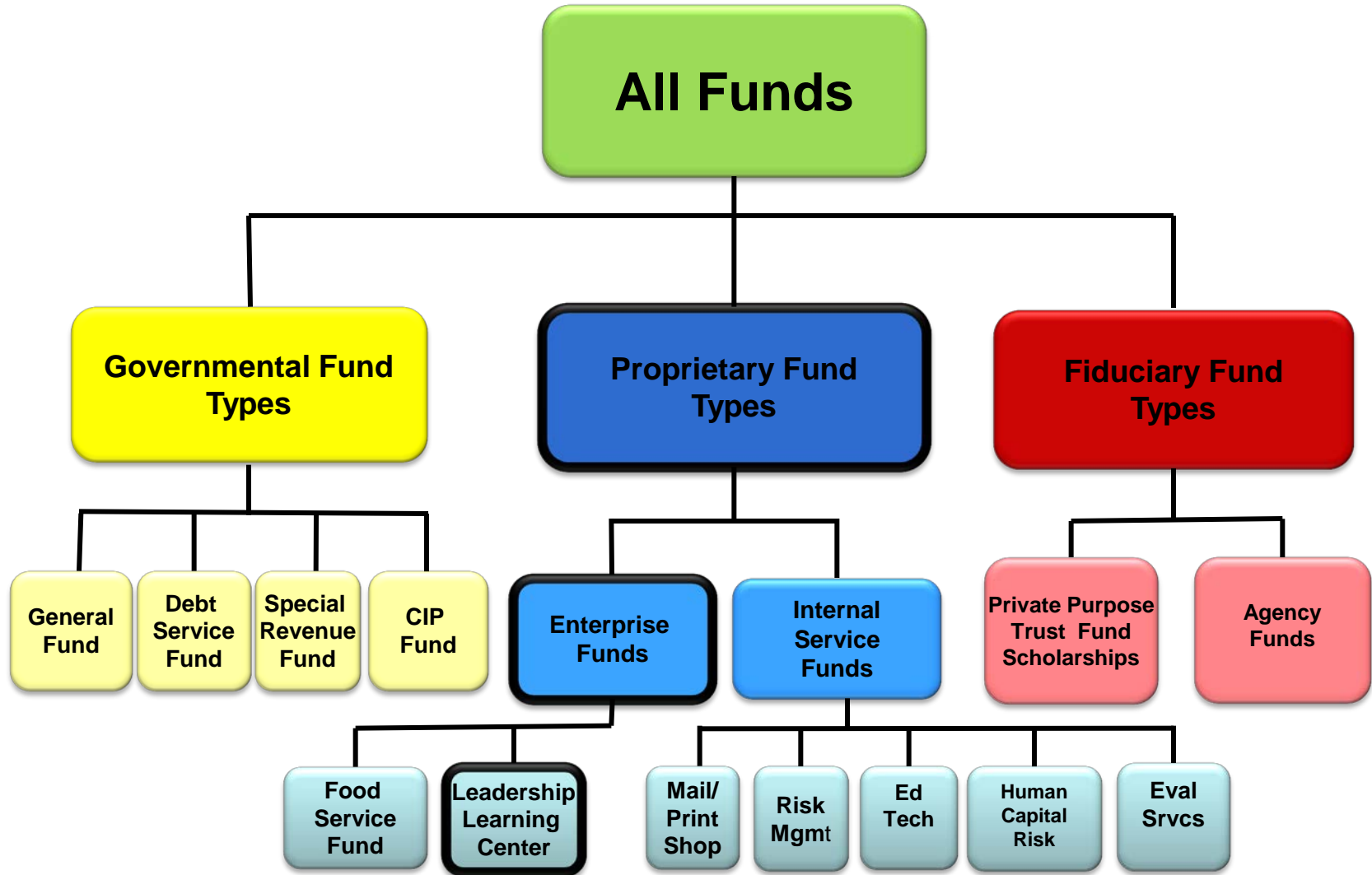
Projected Expenditures by Function and Major Object - Food Service Fund
2016-17 Budget

| Expenditures | Salaries (6100) | Contracted Services (6200) | Supplies and Materials (6300) | Other Operating Expenses (6400) | Debt Service (6500) | Capital Outlay (6600) | Total |
|-------------------------------------|----------------------|----------------------------------|-------------------------------------|---------------------------------------|---------------------------|-----------------------------|----------------------|
| 11 Instruction | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 12 Instruction Resources & Media | - | - | - | - | - | - | - |
| 13 Curriculum & Staff Development | - | - | - | - | - | - | - |
| 21 Instructional Administration | - | - | - | - | - | - | - |
| 23 School Administration | - | - | - | - | - | - | - |
| 31 Guidance & Counseling Services | - | - | - | - | - | - | - |
| 32 Social Work Services | - | - | - | - | - | - | - |
| 33 Health Services | - | - | - | - | - | - | - |
| 34 Student Transportation | - | - | - | - | - | - | - |
| 35 Food Services | 23,900,700 | 744,000 | 28,411,000 | 408,250 | - | 6,135,000 | 59,598,950 |
| 36 Cocurricular/Extracurricular | - | - | - | - | - | - | - |
| 41 General Administration | - | - | - | - | - | - | - |
| 51 Plant Maintenance & Operations | - | 239,630 | 640,000 | - | - | - | 879,630 |
| 52 Security & Monitoring Services | 4,000 | - | - | - | - | - | 4,000 |
| 53 Data Processing Services | - | - | - | - | - | - | - |
| 61 Community Services | - | - | - | - | - | - | - |
| 71 Debt Service | - | - | - | - | - | - | - |
| 81 Facilities Acquisition & Constr. | - | - | - | - | - | - | - |
| 93 Pymts to Fiscal Agent Shared Svc | - | - | - | - | - | - | - |
| 95 Payments to JJAEP | - | - | - | - | - | - | - |
| 97 Tax Increment Financing | - | - | - | - | - | - | - |
| 99 Intergovernmental Charges | - | - | - | - | - | - | - |
| Total Expenditures | \$ 23,904,700 | \$ 983,630 | \$ 29,051,000 | \$ 408,250 | \$ - | \$ 6,135,000 | \$ 60,482,580 |



Structure of All Funds

Fort Worth Independent School District



Proprietary Fund Types: Enterprise Funds Leadership Learning Center Fund Overview

The *Leadership Learning Center Fund* accounts for the operations of the outdoor learning center, which provides an outdoor learning environment for cadets, students, staff and other organizations across the state.

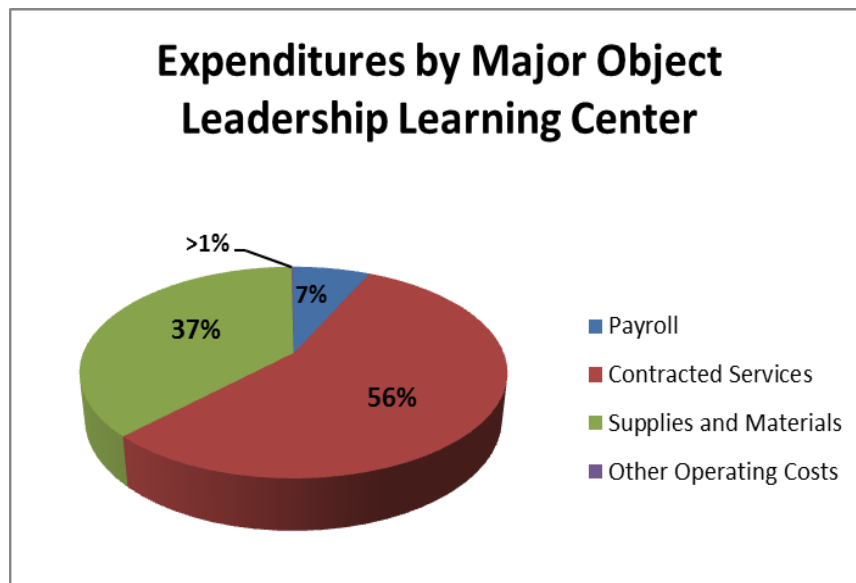
Revenue Trends and Assumptions

Revenue for the outdoor learning center is generated from user fees. Revenue for the 2016-2017 school year is expected to be \$115,000 a 45% increase or \$35,860, from the 2015-16 projected revenue. In 2015-16, the LLC had an increase in contracted services and supplies and materials which resulted in a net operating loss of \$27,880. The District expects an increase in the level of user fees in 2016-2017.

Expenditure Summary

The expenditure budget for 2016-17 is \$115,000. This budget is an increase of 7% or \$7,980 from the 2015-16 projected expenditures. The increase is due to planned maintenance projects to improve the LLC facilities and equipment, and the additional costs associated with facility use by external organizations.

Payroll only makes up on 7% of the budgeted expenditures. The primary expenses are contracted services 56%, and supplies and materials 37%.



Fund Balance Impact

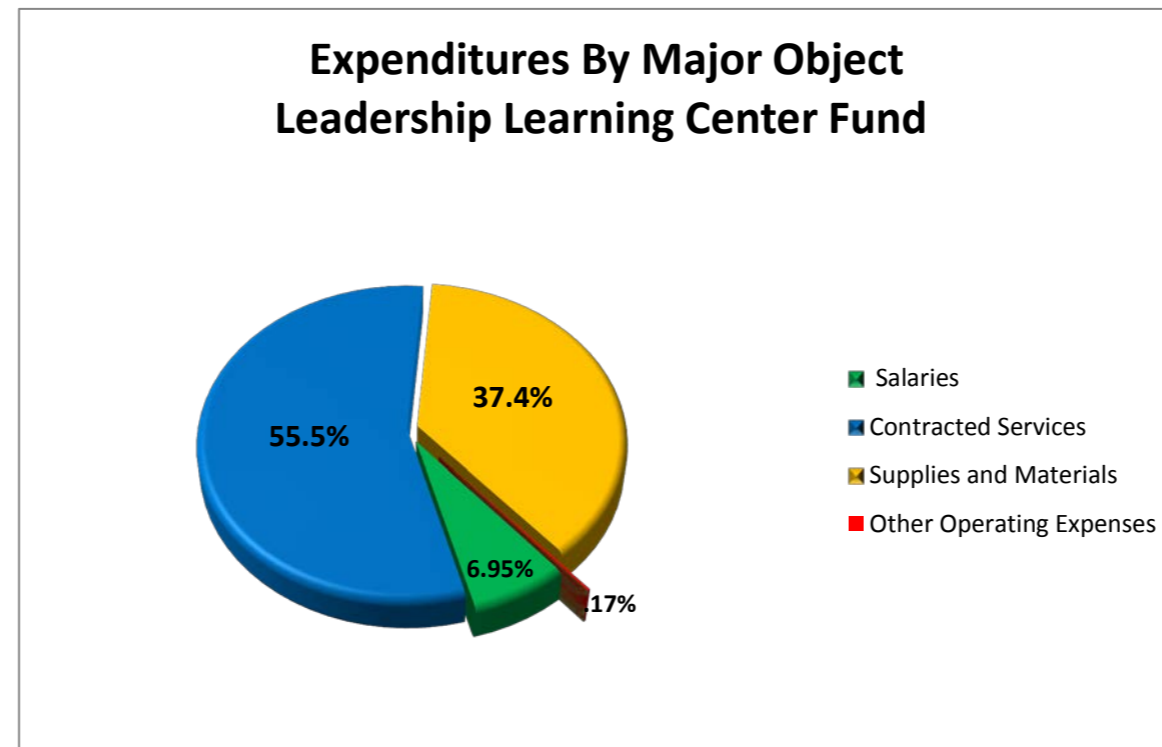
The net operating loss resulted in a decrease of \$27,880 to the Fund Balance. The Fund Balance is projected to remain at \$72,945.

Budget Summary - Leadership Learning Ctr
For Years Ended June 30, 2012 - June 30, 2017 (**Actuals, Estimated, Budgeted**)

| | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
|-------------------------------------|-------------|-------------|------------------|-------------------|-----------------|----------------|
| | Actual | Actual | Actual | Actual | Estimated | Original |
| | Rev/Exp | Rev/Exp | Rev/Exp | Rev/Exp | Rev/Exp | Budget |
| Operating Revenues | | | | | | |
| 5700 Charges for services | \$ - | \$ - | \$ 119,909 | \$ 133,690 | \$ 79,140 | \$ 115,000 |
| Total Operating Revenues | 0 | 0 | 119,909 | 133,690 | 79,140 | 115,000 |
| Operating Expenditures | | | | | | |
| 6100 Payroll | - | - | | 19,761 | 15,306 | 8,000 |
| 6200 Contracted Services | - | - | 34,245 | 30,619 | 58,874 | 63,800 |
| 6300 Supplies and Materials | - | - | 3,368 | 27,792 | 32,812 | 43,000 |
| 6400 Other Operating Costs | - | - | 20,448 | 16,541 | 30 | 200 |
| 6500 Debt Service | - | - | - | - | - | - |
| 6600 Capital Outlay | - | - | - | - | - | - |
| Total Operating Expenditures | - | - | 58,061 | 94,713 | 107,022 | 115,000 |
| Operating Income (Loss) | - | - | 61,848 | 38,977 | (27,882) | - |
| Net Assets-Beginning | - | - | - | 61,848 | 100,825 | 72,943 |
| Net Assets-Ending | \$ - | \$ - | \$ 61,848 | \$ 100,825 | 72,943 | 72,943 |

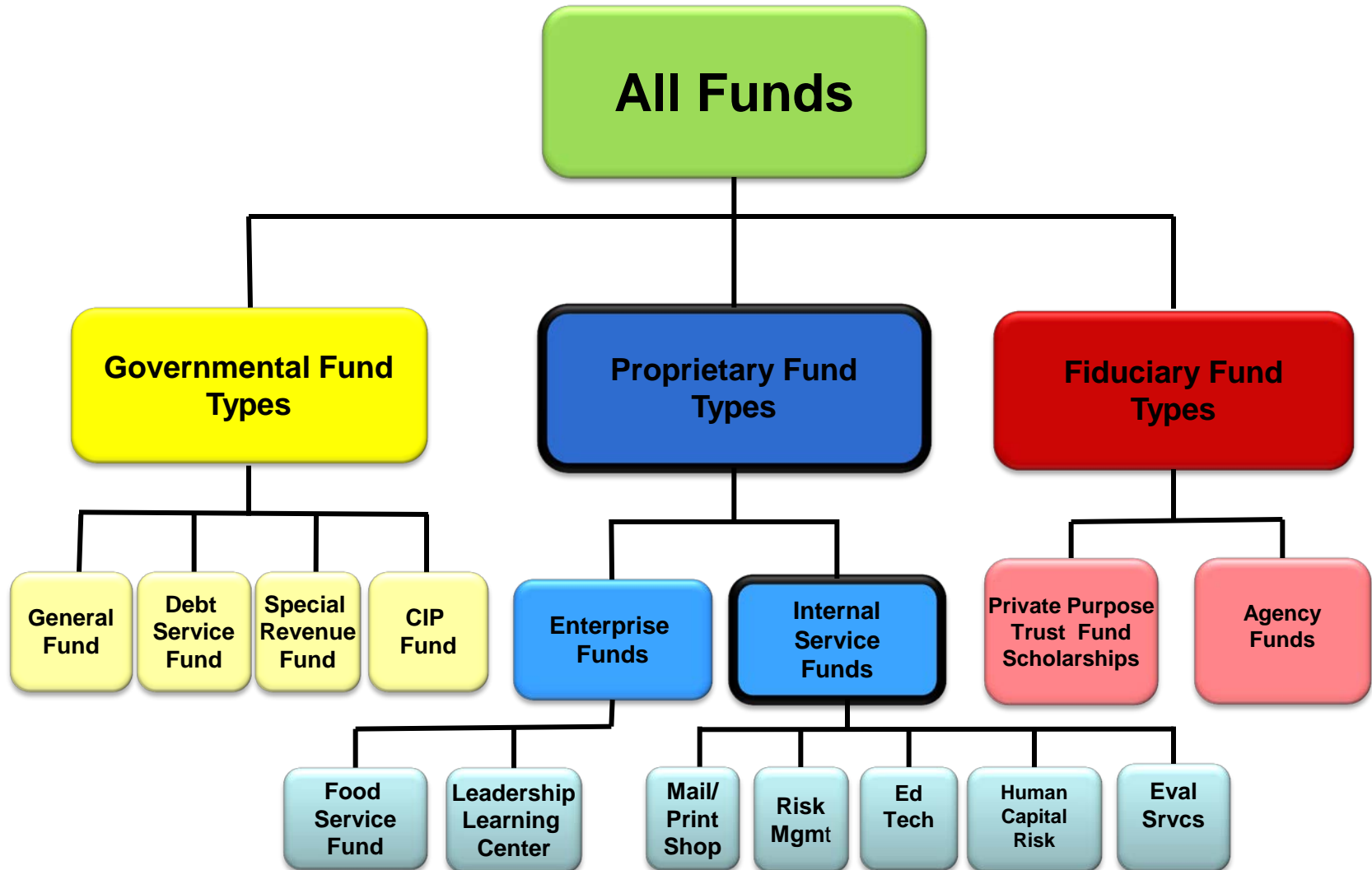
Projected Expenditures by Function and Major Object - Leadership Learning Center
2016-17 Budget

| Expenditures | Salaries (6100) | Contracted Services (6200) | Supplies and Materials (6300) | Other Operating Expenses (6400) | Debt Service (6500) | Capital Outlay (6600) | Other Uses (8900) | Total |
|-------------------------------------|--------------------|----------------------------------|-------------------------------------|---------------------------------------|---------------------------|-----------------------------|-------------------------|-------------------|
| 11 Instruction | - | - | - | - | - | - | - | - |
| 12 Instruction Resources & Media | - | - | - | - | - | - | - | - |
| 13 Curriculum & Staff Development | - | - | - | - | - | - | - | - |
| 21 Instructional Administration | - | - | - | - | - | - | - | - |
| 23 School Administration | - | - | - | - | - | - | - | - |
| 31 Guidance & Counseling Services | - | - | - | - | - | - | - | - |
| 32 Social Work Services | - | - | - | - | - | - | - | - |
| 33 Health Services | 1,000 | 1,000 | - | - | - | - | - | 2,000 |
| 34 Student Transportation | - | - | - | - | - | - | - | - |
| 35 Food Services | - | - | - | - | - | - | - | - |
| 36 Cocurricular/Extracurricular | - | - | - | - | - | - | - | - |
| 41 General Administration | - | - | - | - | - | - | - | - |
| 51 Plant Maintenance & Operations | 2,500 | 20,800 | 16,000 | - | - | - | - | 39,300 |
| 52 Security & Monitoring Services | - | - | - | - | - | - | - | - |
| 53 Data Processing Services | - | - | - | - | - | - | - | - |
| 61 Community Services | 4,500 | 42,000 | 27,000 | 200 | - | - | - | 73,700 |
| 71 Debt Service | - | - | - | - | - | - | - | - |
| 81 Facilities Acquisition & Constr. | - | - | - | - | - | - | - | - |
| 93 Pymts to Fiscal Agent Shared Svc | - | - | - | - | - | - | - | - |
| 95 Payments to JJAEP | - | - | - | - | - | - | - | - |
| 97 Tax Increment Financing | - | - | - | - | - | - | - | - |
| 99 Intergovernmental Charges | - | - | - | - | - | - | - | - |
| Total Expenditures | \$ 8,000 | \$ 63,800 | \$ 43,000 | \$ 200 | \$ - | \$ - | \$ - | \$ 115,000 |



Structure of All Funds

Fort Worth Independent School District

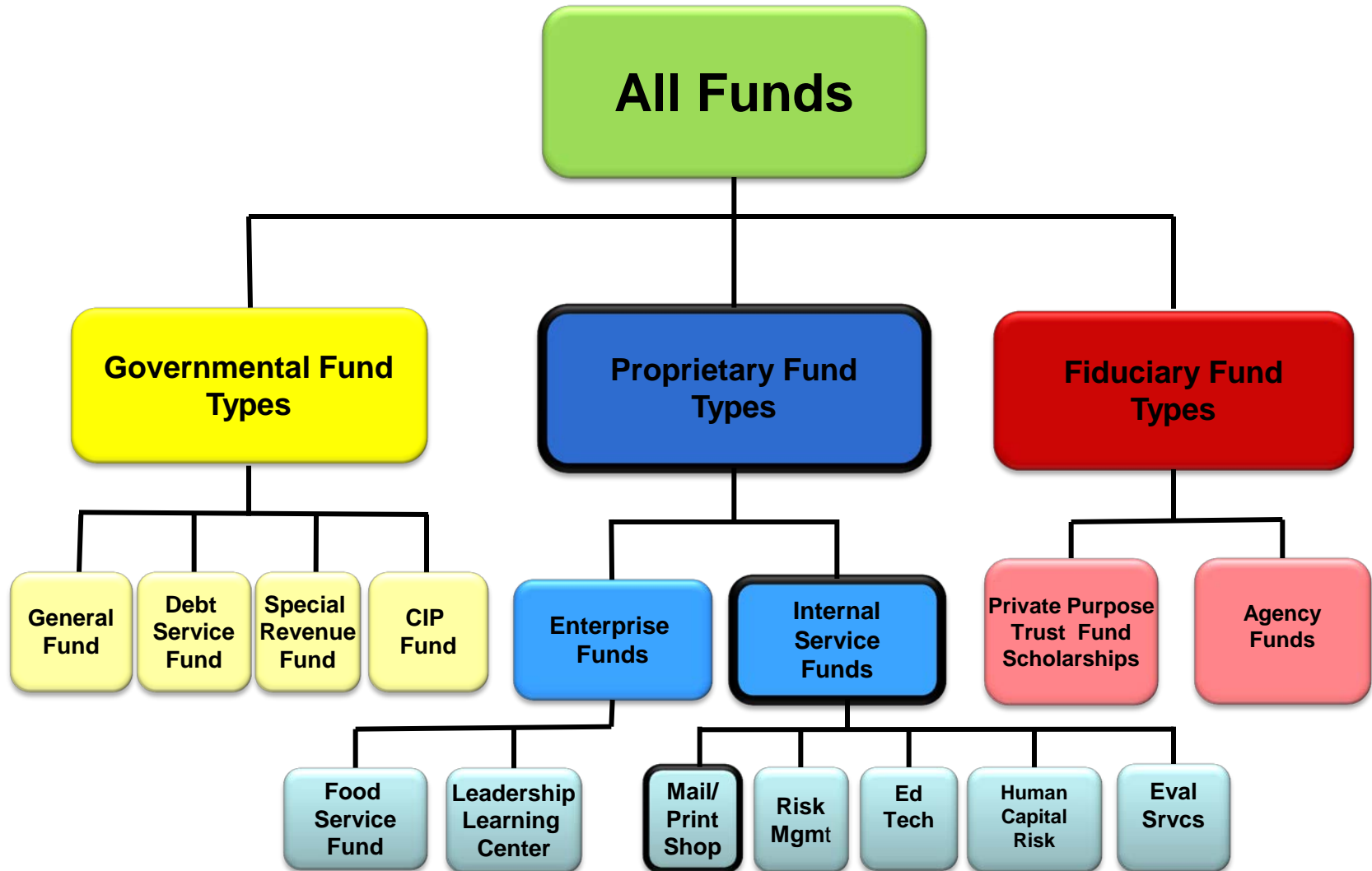


Budget Summary -Internal Service Funds
 For the Years Ended June 30, 2012 - June 30, 2017 (**Actual, Estimated, Budgeted**)

| | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual Rev/Exp | Actual Rev/Exp | Actual Rev/Exp | Actual Rev/Exp | Estimated Rev/Exp | Original Budget |
| Operating Revenues | | | | | | |
| 5700 Charges for services | \$ 8,225,940 | \$ 9,590,449 | \$ 3,169,834 | \$ 6,433,558 | \$ 9,054,857 | \$ 9,926,896 |
| Total Operating Revenues | 8,225,940 | 9,590,449 | 3,169,834 | 6,433,558 | 9,054,857 | 9,926,896 |
| Operating Expenditures | | | | | | |
| 6100 Payroll | 779,078 | 757,430 | 997,923 | 1,858,060 | 1,929,169 | 1,557,445 |
| 6200 Contracted Services | 8,961,041 | 3,582,642 | 9,304,523 | 4,944,655 | 4,845,751 | 7,449,351 |
| 6300 Supplies and Materials | 318,462 | 212,554 | 239,849 | 239,025 | 279,961 | 830,600 |
| 6400 Other Operating Costs | 30,862 | 51,423 | 59,228 | 88,497 | 82,478 | 89,500 |
| Total Expenditures | 10,089,443 | 4,604,049 | 10,601,523 | 7,130,237 | 7,137,359 | 9,926,896 |
| Operating Transfers In/Out | (511,358) | (434,142) | (472,210) | 10,153,758 | (1,430,723) | - |
| Total Operating Expenditures | 9,578,085 | 4,169,907 | 10,129,313 | 17,283,995 | 5,706,636 | 9,926,896 |
| Net Income | (1,352,145) | 5,420,542 | (6,959,479) | (10,850,437) | 3,348,221 | - |
| Net Assets-Beginning | 26,308,744 | 24,956,599 | 30,377,141 | 23,417,662 | 12,567,225 | 15,915,446 |
| Net Assets-Ending | \$ 24,956,599 | \$ 30,377,141 | \$ 23,417,662 | \$ 12,567,225 | \$ 15,915,446 | \$ 15,915,446 |

Structure of All Funds

Fort Worth Independent School District

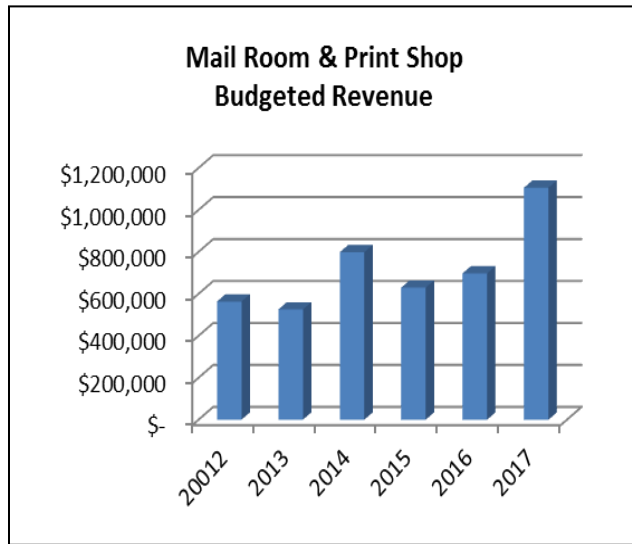


Proprietary Fund Types:
Internal Service Funds
Mail Room/Print Shop Overview

The *Mail Room and Print Shop* is responsible for the District's incoming and outgoing mail and provides reproduction services to internal and external customers..

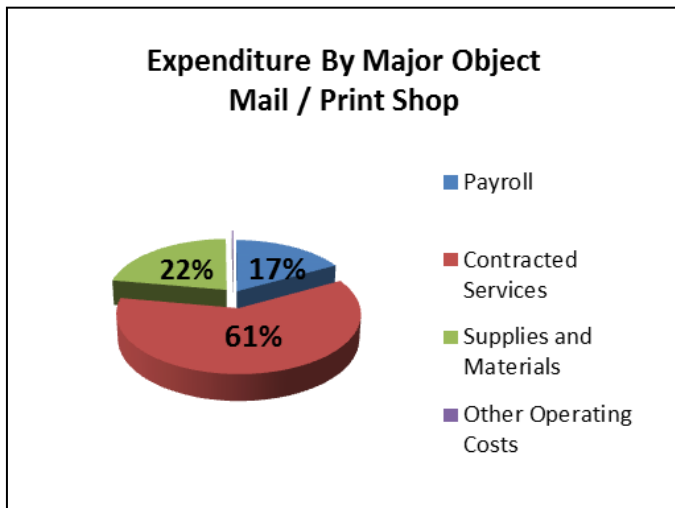
Revenue Trends and Assumptions

Revenue for the Mail Room and Print Shop are generated from user fees for reproduction services to campuses and departments. Revenue for the 2016-17 fiscal year is expected to be \$1,150,534. This is largely due to the District's initiative to market printing services to outside organizations and the successful negotiations of contracts for other government's printing needs.



Expenditure Summary

The primary costs for the Mail Room and Print Shop are for contracted services. 61% of funds budgeted in 2016-17 are for contracted services. 22% are for supplies and materials, with only 17% budgeted for payroll and less than 1% for other operating. The total expenditure budget for 2016-17 is expected to be \$1,150,534.



Fund Balance Impact

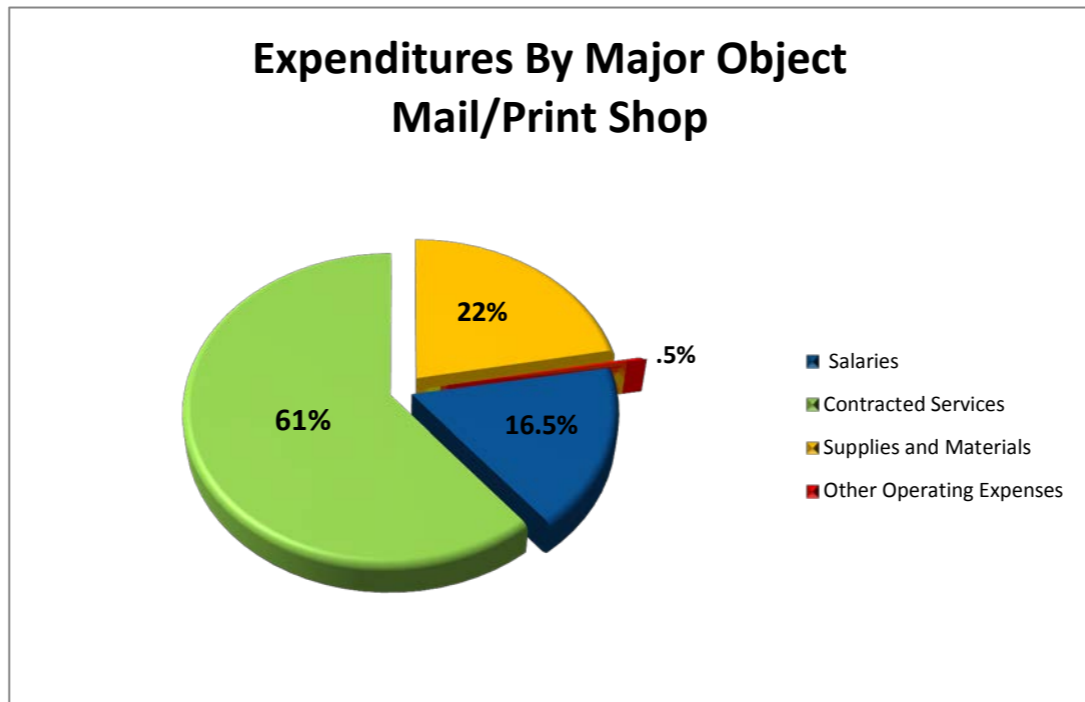
The Mail Room and Print Shop do not maintain a fund balance. In the event, the Mail Room/Print Shop sustains a loss in that their revenues are not sufficient to fund their operations, the General Operating Fund is obligated to transfer out funds to account for the loss. In the 2015-2016, the Mail Room/Print Shop sustained a loss of \$278,168.

Budget Summary - Mail Room and Print Shop
 For the Years Ended June 30, 2012 - June 30, 2017 (*Actual, Estimated, Budgeted*)

| | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|----------------------|--------------------|
| | Actual Rev/Exp | Actual Rev/Exp | Actual Rev/Exp | Actual Rev/Exp | Estimated Rev/Exp | Original Budget |
| Operating Revenues | | | | | | |
| 5700 Charges for services | \$ 563,219 | \$ 525,343 | \$ 798,158 | \$ 629,333 | \$ 697,323 | \$ 1,105,534 |
| Total Operating Revenues | 563,219 | 525,343 | 798,158 | 629,333 | 697,323 | 1,105,534 |
| Operating Expenditures | | | | | | |
| 6100 Payroll | 157,303 | 162,364 | 162,987 | 170,194 | 178,705 | 187,934 |
| 6200 Contracted Services | 610,571 | 606,472 | 583,728 | 607,719 | 578,660 | 672,000 |
| 6300 Supplies and Materials | 306,224 | 190,069 | 216,286 | 197,222 | 216,869 | 243,100 |
| 6400 Other Operating Costs | 479 | 580 | 7 | 440 | 1,258 | 2,500 |
| Total Operating Expenditures | 1,074,577 | 959,485 | 963,008 | 975,575 | 975,492 | 1,105,534 |
| Operating Income (Loss) | (511,358) | (434,142) | (164,850) | (346,242) | (278,169) | - |
| 7915 Transfers In | 511,358 | 434,142 | 164,850 | 346,242 | 278,169 | |
| Change in Net Assets | - | - | - | - | - | - |
| Net Assets-Beginning | - | - | - | - | - | - |
| Net Assets-Ending | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

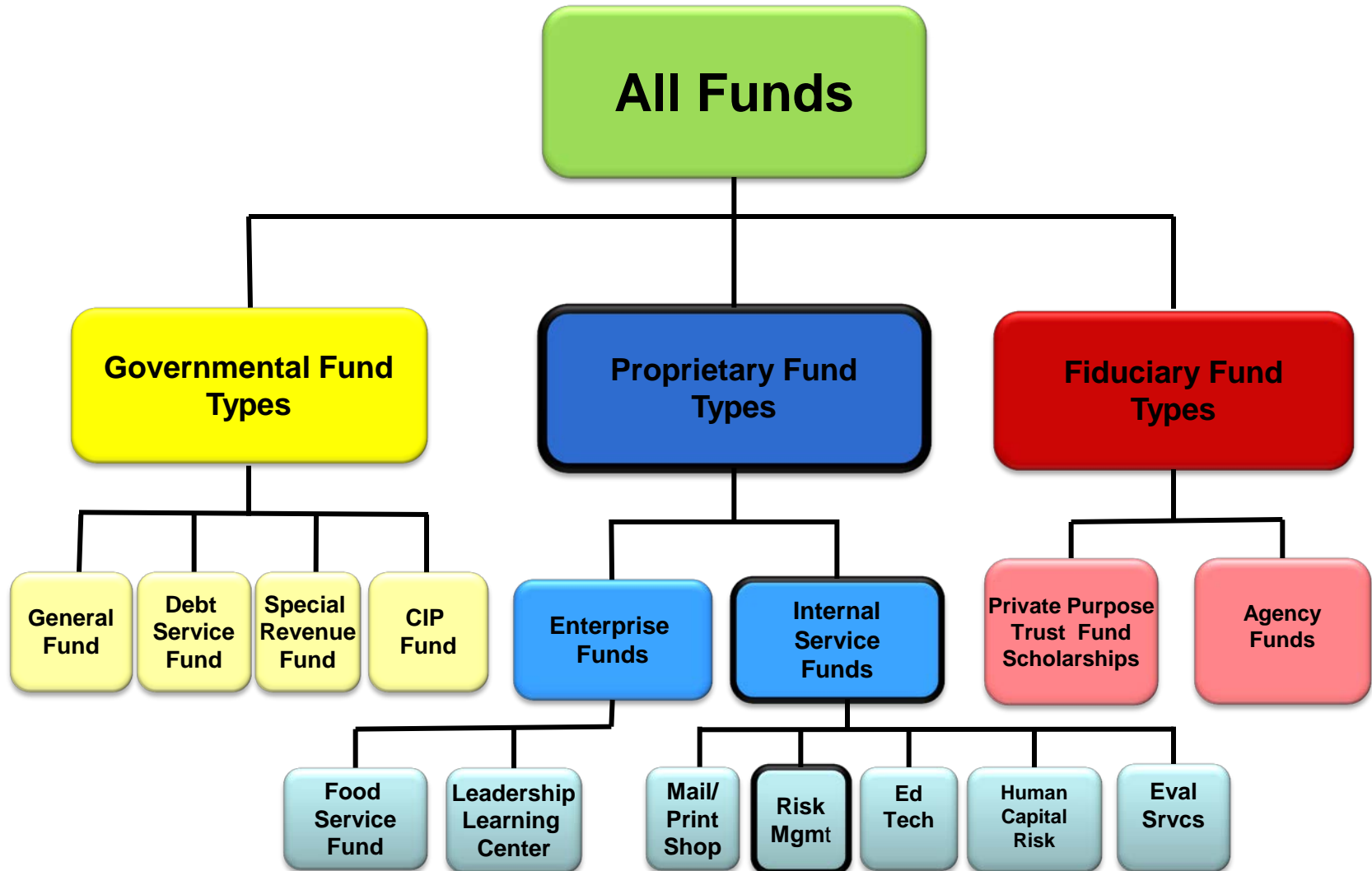
Projected Expenditures by Function and Major Object - Mail/Print Shop
2016-17 Budget

| Expenditures | Salaries (6100) | Contracted Services (6200) | Supplies and Materials (6300) | Other Operating Expenses (6400) | Debt Service (6500) | Capital Outlay (6600) | Other Uses (8900) | Total |
|-------------------------------------|--------------------|----------------------------------|-------------------------------------|---------------------------------------|---------------------------|-----------------------------|-------------------------|---------------------|
| 11 Instruction | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 12 Instruction Resources & Media | - | - | - | - | - | - | - | - |
| 13 Curriculum & Staff Development | - | - | - | - | - | - | - | - |
| 21 Instructional Administration | - | - | - | - | - | - | - | - |
| 23 School Administration | - | - | - | - | - | - | - | - |
| 31 Guidance & Counseling Services | - | - | - | - | - | - | - | - |
| 32 Social Work Services | - | - | - | - | - | - | - | - |
| 33 Health Services | - | - | - | - | - | - | - | - |
| 34 Student Transportation | - | - | - | - | - | - | - | - |
| 35 Food Services | - | - | - | - | - | - | - | - |
| 36 Cocurricular/Extracurricular | - | - | - | - | - | - | - | - |
| 41 General Administration | 187,934 | 672,000 | 243,100 | 2,500 | - | - | - | 1,105,534 |
| 51 Plant Maintenance & Operations | - | - | - | - | - | - | - | - |
| 52 Security & Monitoring Services | - | - | - | - | - | - | - | - |
| 53 Data Processing Services | - | - | - | - | - | - | - | - |
| 61 Community Services | - | - | - | - | - | - | - | - |
| 71 Debt Service | - | - | - | - | - | - | - | - |
| 81 Facilities Acquisition & Constr. | - | - | - | - | - | - | - | - |
| 93 Pymts to Fiscal Agent Shared Svc | - | - | - | - | - | - | - | - |
| 95 Payments to JJAEP | - | - | - | - | - | - | - | - |
| 97 Tax Increment Financing | - | - | - | - | - | - | - | - |
| 99 Intergovernmental Charges | - | - | - | - | - | - | - | - |
| Total Expenditures | \$ 187,934 | \$ 672,000 | \$ 243,100 | \$ 2,500 | \$ - | \$ - | \$ - | \$ 1,105,534 |



Structure of All Funds

Fort Worth Independent School District



Proprietary Fund Types: Internal Service Funds Risk Management Overview

The *Risk Management* policies and practices incorporate all the functions of a sound risk management program. Included are surveys identifying potential risks, actions to address and correct those risks, and an overall plan to coordinate risk retention and risk transfer. Ongoing attention is paid to the complex changes in health and workers' compensation benefits.

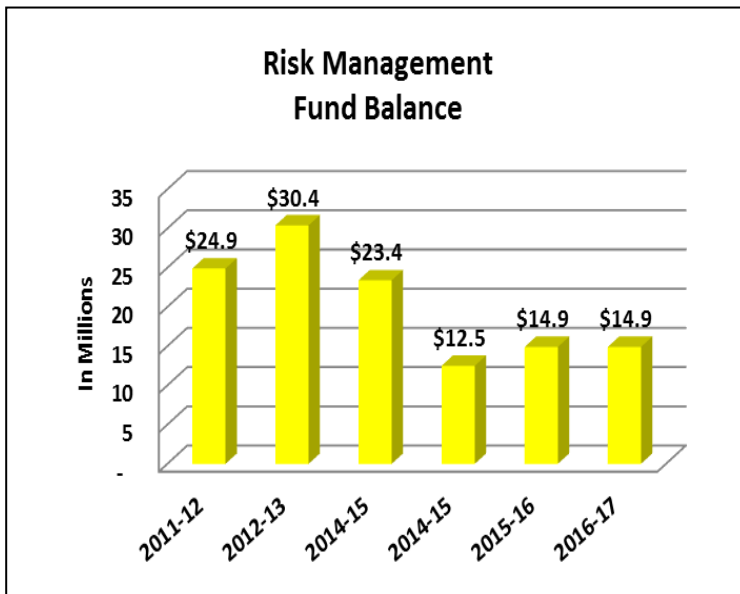
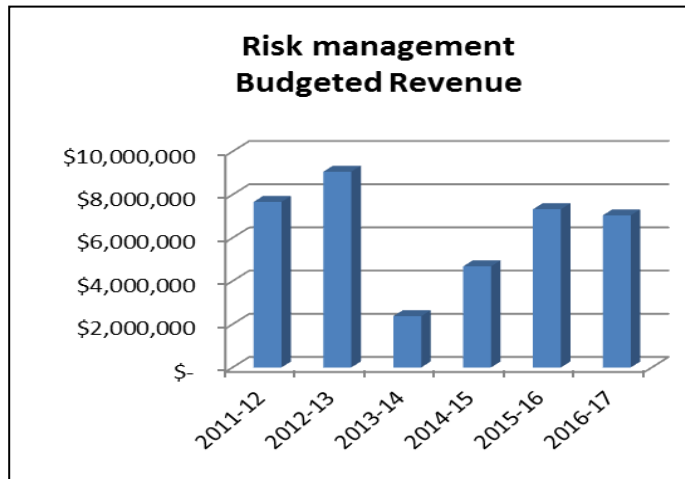
The District is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets, errors and omissions; and natural disasters for which the District is insured. This exposure is in property and general liability, health insurance, workers' compensation, and unemployment insurance.

Revenue Trends and Assumptions

Revenue for the Risk Management Fund is generated by assessed rates paid by the District on behalf of each employee. Rates are established based on current and future liabilities to ensure adequate reserves are available to meet the District's needs.

Expenditure Summary

The primary costs for the Risk Management Fund are for contracted services. 88% of funds budgeted in 2016-2017 are for contracted services. The total expenditure budget for 2016-17 is projected to be \$7,045,269 a 41.4% overall increase from the prior year.



Fund Balance Impact

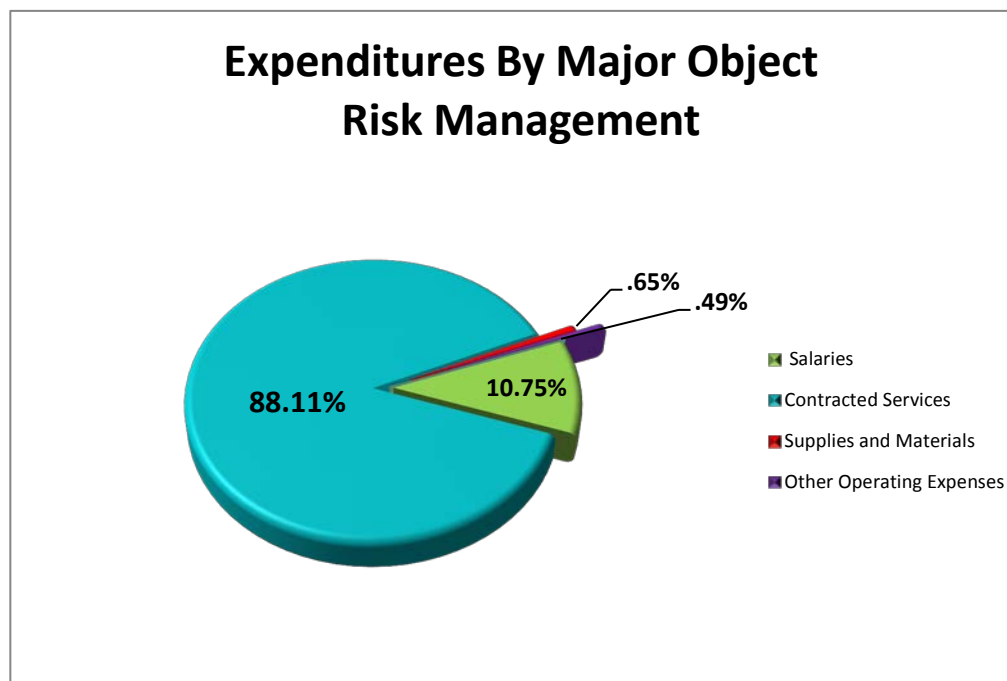
In 2015-16 the net position of the Risk Management Fund was increased by \$2,342,706. The anticipated net position at the end of the 2016-17 fiscal year is 14,909,930. The District has built its net position to insure sufficient funding for future liabilities.

Budget Summary - Risk Management
 For the Years Ended June 30, 2012 - June 30, 2017 (**Actual, Estimated, Budgeted**)

| | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual Rev/Exp | Actual Rev/Exp | Actual Rev/Exp | Actual Rev/Exp | Estimated Rev/Exp | Original Budget |
| Operating Revenues | | | | | | |
| 5700 Charges for services | \$ 7,662,721 | \$ 9,065,106 | \$ 2,371,676 | \$ 4,677,904 | \$ 7,324,915 | \$ 7,045,269 |
| Total Operating Revenues | 7,662,721 | 9,065,106 | 2,371,676 | 4,677,904 | 7,324,915 | 7,045,269 |
| Operating Expenditures | | | | | | |
| 6100 Payroll | 621,775 | 595,066 | 527,576 | 697,276 | 735,638 | 757,646 |
| 6200 Contracted Services | 8,350,470 | 2,976,170 | 8,720,795 | 4,267,149 | 4,168,343 | 6,207,623 |
| 6300 Supplies and Materials | 12,238 | 22,485 | 23,563 | 15,354 | 20,257 | 45,000 |
| 6400 Other Operating Costs | 30,383 | 50,843 | 59,221 | 48,562 | 57,971 | 35,000 |
| Total Expenditures | 9,014,866 | 3,644,564 | 9,331,155 | 5,028,341 | 4,982,209 | 7,045,269 |
| Operating Transfers Out | - | - | - | 10,500,000 | - | - |
| Total Operating Expenditures | 9,014,866 | 3,644,564 | 9,331,155 | 15,528,341 | 4,982,209 | 7,045,269 |
| Net Income | (1,352,145) | 5,420,542 | (6,959,479) | (10,850,437) | 2,342,706 | - |
| Net Assets-Beginning | 26,308,744 | 24,956,599 | 30,377,141 | 23,417,662 | 12,567,225 | 14,909,931 |
| Net Assets-Ending | \$ 24,956,599 | \$ 30,377,141 | \$ 23,417,662 | \$ 12,567,225 | \$ 14,909,931 | \$ 14,909,931 |

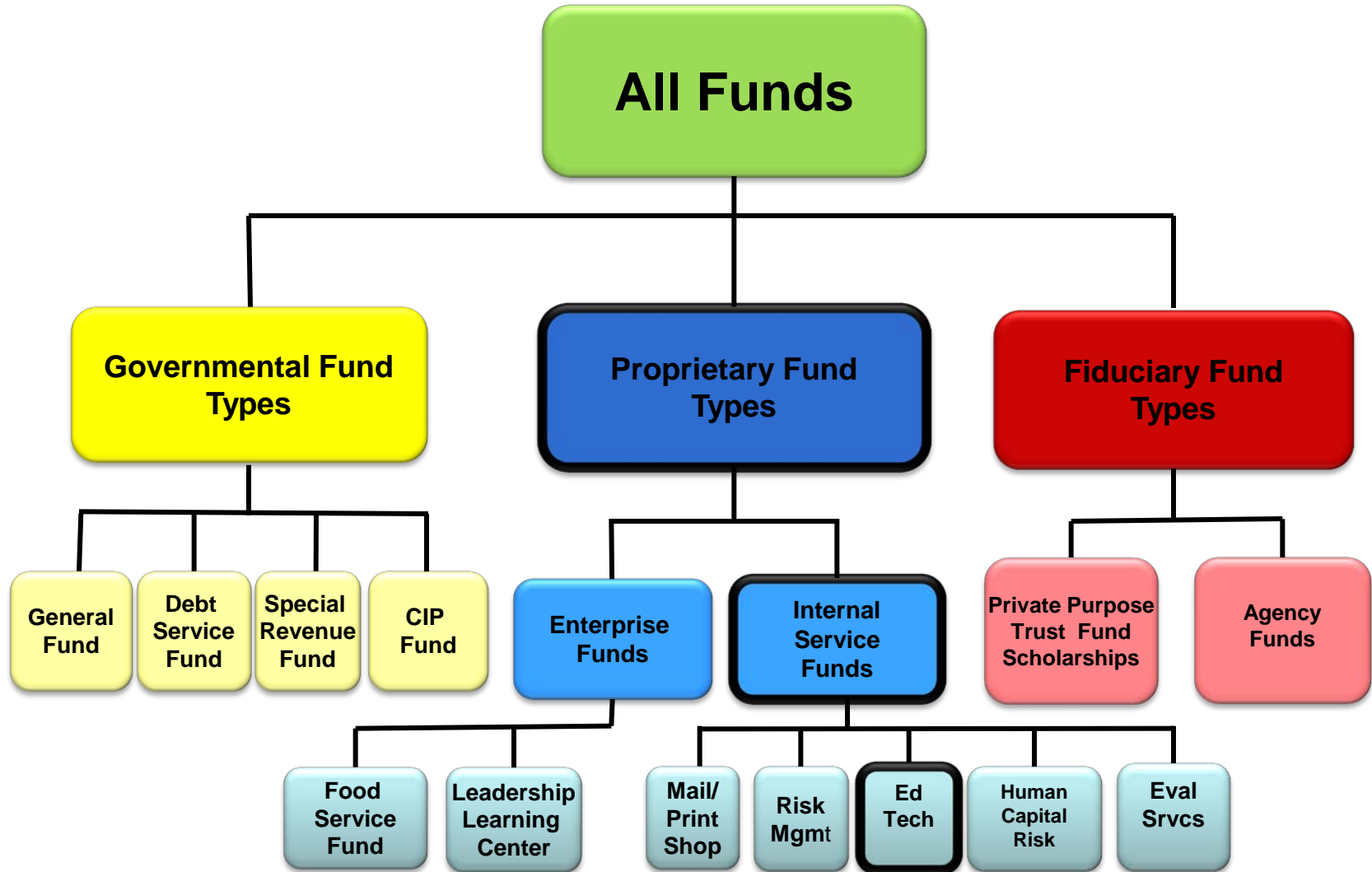
Projected Expenditures by Function and Major Object - Risk Management
2016-17 Budget

| Expenditures | | Salaries (6100) | Contracted Services (6200) | Supplies and Materials (6300) | Other Operating Expenses (6400) | Debt Service (6500) | Capital Outlay (6600) | Other Uses (8900) | Total |
|---------------------------|----------------------------------|--------------------|----------------------------------|-------------------------------------|---------------------------------------|---------------------------|-----------------------------|-------------------------|---------------------|
| 11 | Instruction | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 12 | Instruction Resources & Media | - | - | - | - | - | - | - | - |
| 13 | Curriculum & Staff Development | - | - | - | - | - | - | - | - |
| 21 | Instructional Administration | - | - | - | - | - | - | - | - |
| 23 | School Administration | - | - | - | - | - | - | - | - |
| 31 | Guidance & Counseling Services | - | - | - | - | - | - | - | - |
| 32 | Social Work Services | - | - | - | - | - | - | - | - |
| 33 | Health Services | - | - | - | - | - | - | - | - |
| 34 | Student Transportation | - | - | - | - | - | - | - | - |
| 35 | Food Services | - | - | - | - | - | - | - | - |
| 36 | Cocurricular/Extracurricular | - | - | - | - | - | - | - | - |
| 41 | General Administration | 757,646 | 6,207,623 | 45,000 | 35,000 | - | - | - | 7,045,269 |
| 51 | Plant Maintenance & Operations | - | - | - | - | - | - | - | - |
| 52 | Security & Monitoring Services | - | - | - | - | - | - | - | - |
| 53 | Data Processing Services | - | - | - | - | - | - | - | - |
| 61 | Community Services | - | - | - | - | - | - | - | - |
| 71 | Debt Service | - | - | - | - | - | - | - | - |
| 81 | Facilities Acquisition & Constr. | - | - | - | - | - | - | - | - |
| 93 | Pymts to Fiscal Agent Shared Svc | - | - | - | - | - | - | - | - |
| 95 | Payments to JJAEP | - | - | - | - | - | - | - | - |
| 97 | Tax Increment Financing | - | - | - | - | - | - | - | - |
| 99 | Intergovernmental Charges | - | - | - | - | - | - | - | - |
| Total Expenditures | | \$ 757,646 | \$ 6,207,623 | \$ 45,000 | \$ 35,000 | \$ - | \$ - | \$ - | \$ 7,045,269 |



Structure of All Funds

Fort Worth Independent School District



Proprietary Fund Types:
Internal Service Funds
Educational Technology Fund Overview

The Educational Technology Department equips students across the District with digital instruction devices. The *Educational Technology Fund* has been created for use in 2016/17 and beyond to account for the fees collected from student users and the expenses incurred to repair damaged equipment or to replace lost or stolen devices. The fund was established to ensure sustainability of the program.

Revenue Trends and Assumptions

Revenue for the Education Technology fund is generated from student user fees associated with the District owned instructional technology equipment assigned to each student as well as insurance recovery of losses on damaged, lost or stolen equipment. The funds collected will be utilized to sustain the initiative long term.

Expenditure Summary

The primary costs for the Educational Technology fund are for expenses incurred to repair damaged equipment or to replace lost or stolen devices. 100% of funds budgeted in 2016-17 are for contracted services. The total expenditure budget for 2016-17 is projected to be \$500,000.

Fund Balance Impact

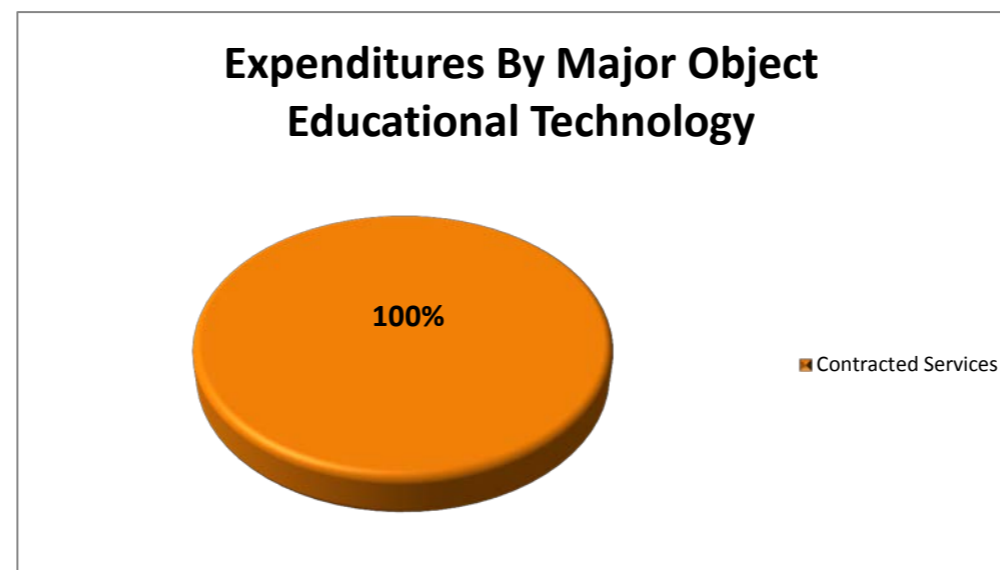
The Educational Technology Fund will carry a fund balance over from prior year to build long-term sustainability.

Budget Summary - Educational Technology
 For the Years Ended June 30, 2012 - June 30, 2017 (*Actual, Estimated, Budgeted*)

| | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|----------------------|--------------------|
| | Actual Rev/Exp | Actual Rev/Exp | Actual Rev/Exp | Actual Rev/Exp | Estimated Rev/Exp | Original Budget |
| Operating Revenues | | | | | | |
| 5700 Charges for services | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 500,000 |
| Total Operating Revenues | 0 | 0 | 0 | 0 | 0 | 500,000 |
| Operating Expenditures | | | | | | |
| 6100 Payroll | - | - | - | - | - | - |
| 6200 Contracted Services | - | - | - | - | - | 500,000 |
| 6300 Supplies and Materials | - | - | - | - | - | - |
| 6400 Other Operating Costs | - | - | - | - | - | - |
| Total Operating Expenditures | 0 | 0 | 0 | 0 | 0 | 500,000 |
| Operating Income (Loss) | - | - | - | - | - | - |
| 7915 Transfers In | - | - | - | - | - | - |
| Change in Net Assets | - | - | - | - | - | - |
| Net Assets-Beginning | - | - | - | - | - | - |
| Net Assets-Ending | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

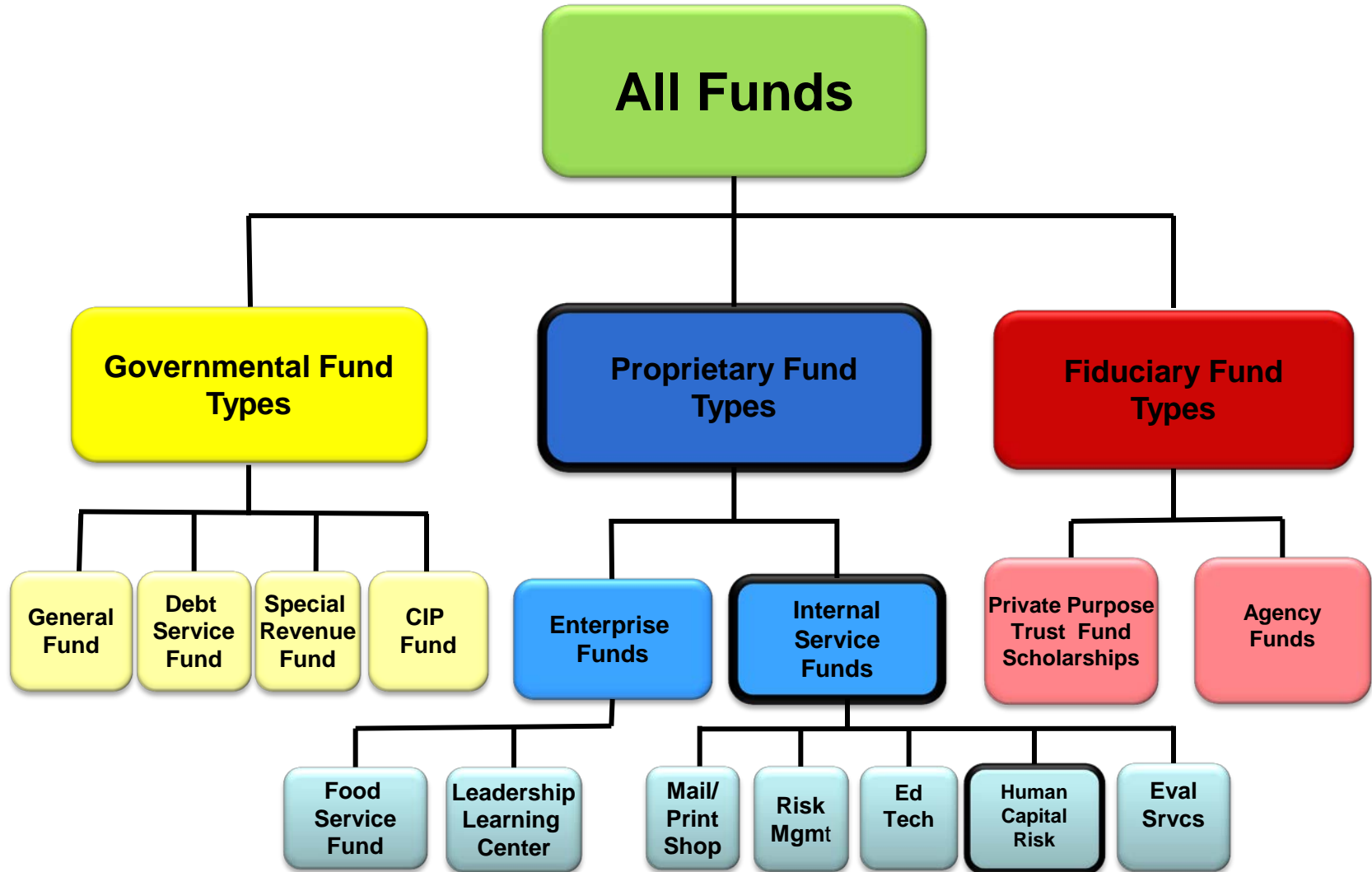
Projected Expenditures by Function and Major Object - Educational Technology Fund
2016-17 Budget

| Expenditures | | Salaries (6100) | Contracted Services (6200) | Supplies and Materials (6300) | Other Operating Expenses (6400) | Debt Service (6500) | Capital Outlay (6600) | Other Uses (8900) | Total |
|---------------------------|----------------------------------|--------------------|----------------------------------|-------------------------------------|---------------------------------------|---------------------------|-----------------------------|-------------------------|-------------------|
| 11 | Instruction | \$ - | \$ 500,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 500,000 |
| 12 | Instruction Resources & Media | - | - | - | - | - | - | - | - |
| 13 | Curriculum & Staff Development | - | - | - | - | - | - | - | - |
| 21 | Instructional Administration | - | - | - | - | - | - | - | - |
| 23 | School Administration | - | - | - | - | - | - | - | - |
| 31 | Guidance & Counseling Services | - | - | - | - | - | - | - | - |
| 32 | Social Work Services | - | - | - | - | - | - | - | - |
| 33 | Health Services | - | - | - | - | - | - | - | - |
| 34 | Student Transportation | - | - | - | - | - | - | - | - |
| 35 | Food Services | - | - | - | - | - | - | - | - |
| 36 | Cocurricular/Extracurricular | - | - | - | - | - | - | - | - |
| 41 | General Administration | - | - | - | - | - | - | - | - |
| 51 | Plant Maintenance & Operations | - | - | - | - | - | - | - | - |
| 52 | Security & Monitoring Services | - | - | - | - | - | - | - | - |
| 53 | Data Processing Services | - | - | - | - | - | - | - | - |
| 61 | Community Services | - | - | - | - | - | - | - | - |
| 71 | Debt Service | - | - | - | - | - | - | - | - |
| 81 | Facilities Acquisition & Constr. | - | - | - | - | - | - | - | - |
| 93 | Pymts to Fiscal Agent Shared Svc | - | - | - | - | - | - | - | - |
| 95 | Payments to JJAEP | - | - | - | - | - | - | - | - |
| 97 | Tax Increment Financing | - | - | - | - | - | - | - | - |
| 99 | Intergovernmental Charges | - | - | - | - | - | - | - | - |
| Total Expenditures | | \$ - | \$ 500,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 500,000 |



Structure of All Funds

Fort Worth Independent School District

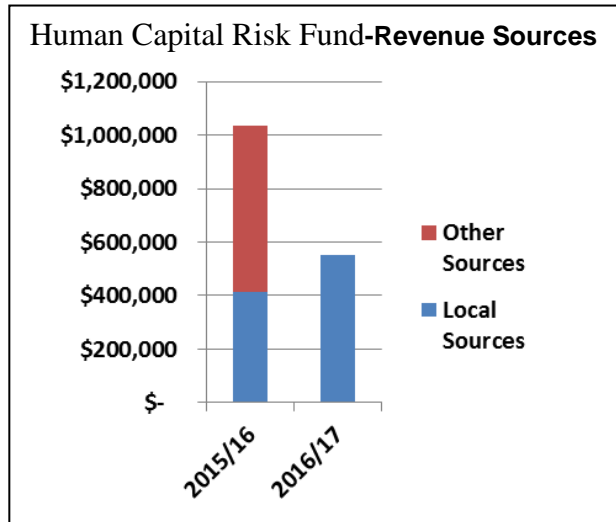


**Proprietary Fund Types:
Internal Service Funds
Human Capital Risk Overview**

In 2015-16, the District established a new Internal Service Fund to account for the transactions related to liability associated with potential employee claims and penalties. The Human Capital Risk fund is intended to function similar to the Insurance Risk Management Fund, in that the District will assess rates paid by the District for each employee to finance exposure, liability or risk associated with employee management.

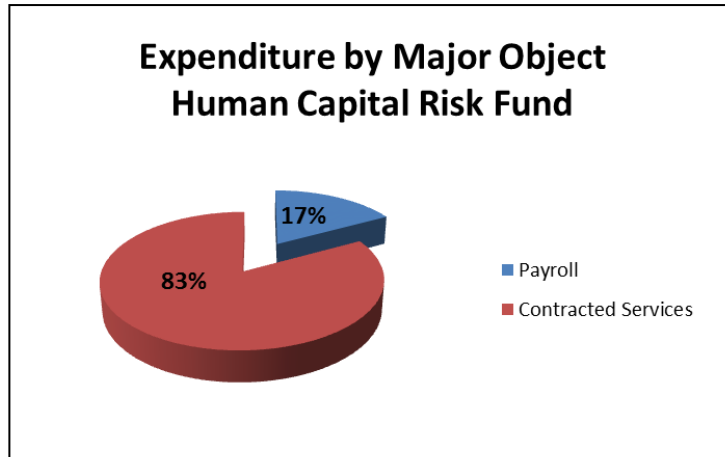
Revenue Summary

The District originally established the Human Capital Risk Fund by depositing proceeds of a lawsuit settlement. Revenue for the Human Capital Risk Fund is generated based on assessed rates determined to meet the demands of the funds and will be adjusted accordingly based on the District's liability.



Expenditure Summary

The primary costs for the Human Capital Risk Fund are for Contracted Services. 83% of funds budgeted in 2016-17 are for Contracted Services and 17% for Payroll expense. The total expenditure budget for 2016-17 is projected to be \$552,000.



Fund Balance Impact

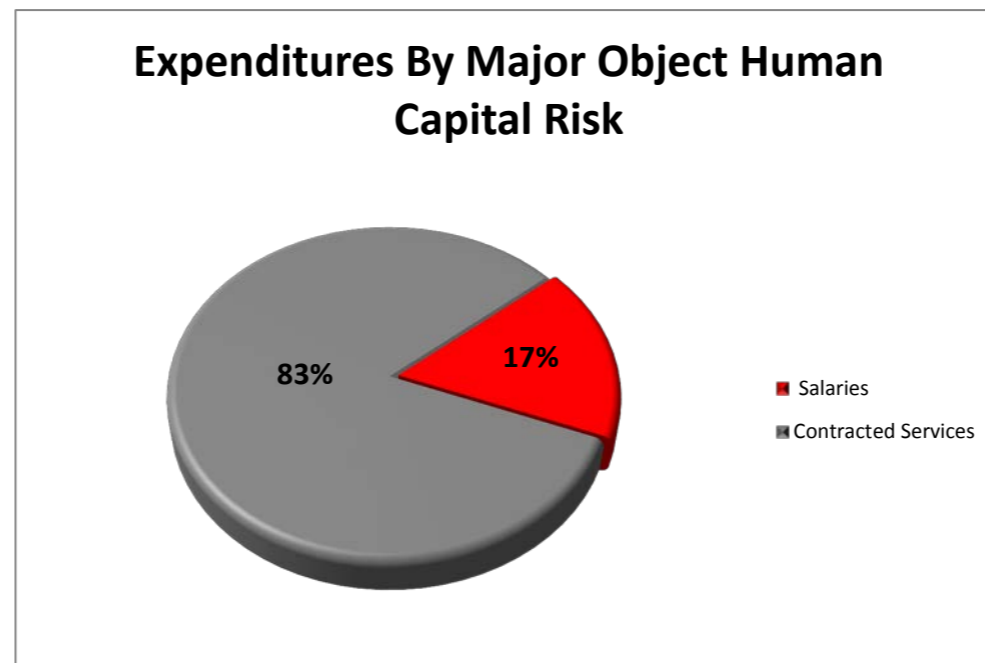
At the end of 15-16, the net position of the Human Capital Risk Fund is projected to be \$1,005,515. The District has established a fund that will ensure resources are available to fund future liabilities.

Budget Summary - Human Capital Risk
 For the Years Ended June 30, 2012 - June 30, 2017 (*Actual, Estimated, Budgeted*)

| | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|----------------------|---------------------|
| | Actual Rev/Exp | Actual Rev/Exp | Actual Rev/Exp | Actual Rev/Exp | Estimated Rev/Exp | Original Budget |
| Operating Revenues | | | | | | |
| 5700 Charges for services | \$ - | \$ - | \$ - | \$ - | \$ 411,200 | \$ 552,000 |
| Total Operating Revenues | 0 | 0 | 0 | 0 | 411,200 | 552,000 |
| Operating Expenditures | | | | | | |
| 6100 Payroll | - | - | - | - | 8,153 | 94,272 |
| 6200 Contracted Services | - | - | - | - | 20,550 | 457,728 |
| 6300 Supplies and Materials | - | - | - | - | - | - |
| 6400 Other Operating Costs | - | - | - | - | - | - |
| Total Operating Expenditures | 0 | 0 | 0 | 0 | 28,703 | 552,000 |
| Operating Income (Loss) | - | - | - | - | 382,497 | - |
| 7915 Transfers In | - | - | - | - | 623,018 | - |
| Change in Net Assets | - | - | - | - | 1,005,515 | - |
| Net Assets-Beginning | - | - | - | - | - | 1,005,515 |
| Net Assets-Ending | \$ - | \$ - | \$ - | \$ - | \$ 1,005,515 | \$ 1,005,515 |

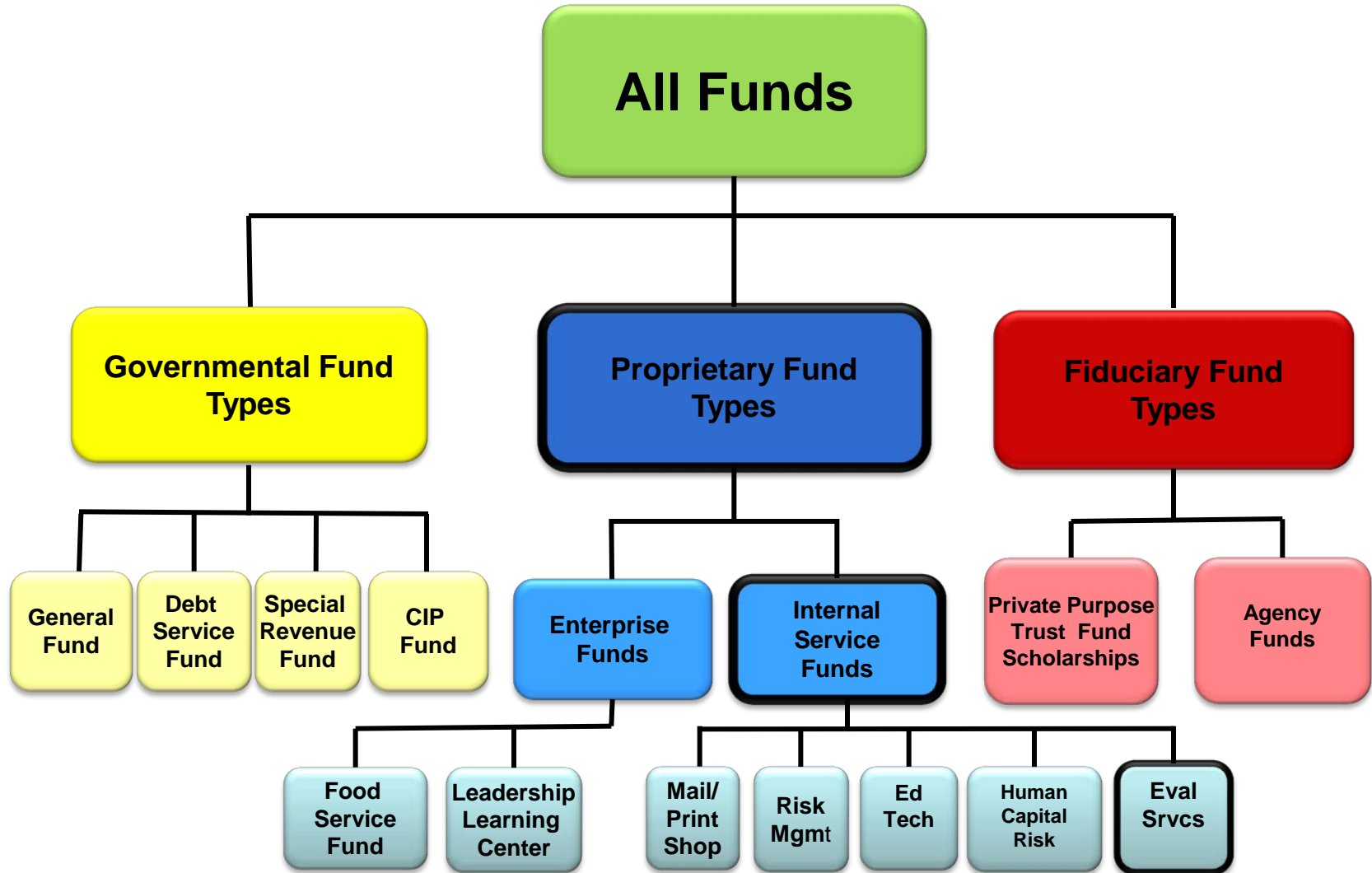
Projected Expenditures by Function and Major Object - Human Capital Risk Fund
2016-17 Budget

| Expenditures | | | | | | | | Total |
|-------------------------------------|--------------------|----------------------------------|-------------------------------------|---------------------------------------|---------------------------|-----------------------------|-------------------------|-------------------|
| | Salaries (6100) | Contracted Services (6200) | Supplies and Materials (6300) | Other Operating Expenses (6400) | Debt Service (6500) | Capital Outlay (6600) | Other Uses (8900) | |
| 11 Instruction | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 12 Instruction Resources & Media | - | - | - | - | - | - | - | - |
| 13 Curriculum & Staff Development | - | - | - | - | - | - | - | - |
| 21 Instructional Administration | - | - | - | - | - | - | - | - |
| 23 School Administration | - | - | - | - | - | - | - | - |
| 31 Guidance & Counseling Services | - | - | - | - | - | - | - | - |
| 32 Social Work Services | - | - | - | - | - | - | - | - |
| 33 Health Services | - | - | - | - | - | - | - | - |
| 34 Student Transportation | - | - | - | - | - | - | - | - |
| 35 Food Services | - | - | - | - | - | - | - | - |
| 36 Cocurricular/Extracurricular | - | - | - | - | - | - | - | - |
| 41 General Administration | 94,272 | 457,728 | - | - | - | - | - | 552,000 |
| 51 Plant Maintenance & Operations | - | - | - | - | - | - | - | - |
| 52 Security & Monitoring Services | - | - | - | - | - | - | - | - |
| 53 Data Processing Services | - | - | - | - | - | - | - | - |
| 61 Community Services | - | - | - | - | - | - | - | - |
| 71 Debt Service | - | - | - | - | - | - | - | - |
| 81 Facilities Acquisition & Constr. | - | - | - | - | - | - | - | - |
| 93 Pymts to Fiscal Agent Shared Svc | - | - | - | - | - | - | - | - |
| 95 Payments to JJAEP | - | - | - | - | - | - | - | - |
| 97 Tax Increment Financing | - | - | - | - | - | - | - | - |
| 99 Intergovernmental Charges | - | - | - | - | - | - | - | - |
| Total Expenditures | \$ 94,272 | \$ 457,728 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 552,000 |



Structure of All Funds

Fort Worth Independent School District



Proprietary Fund Types: Internal Service Funds Evaluation Services Fund Overview

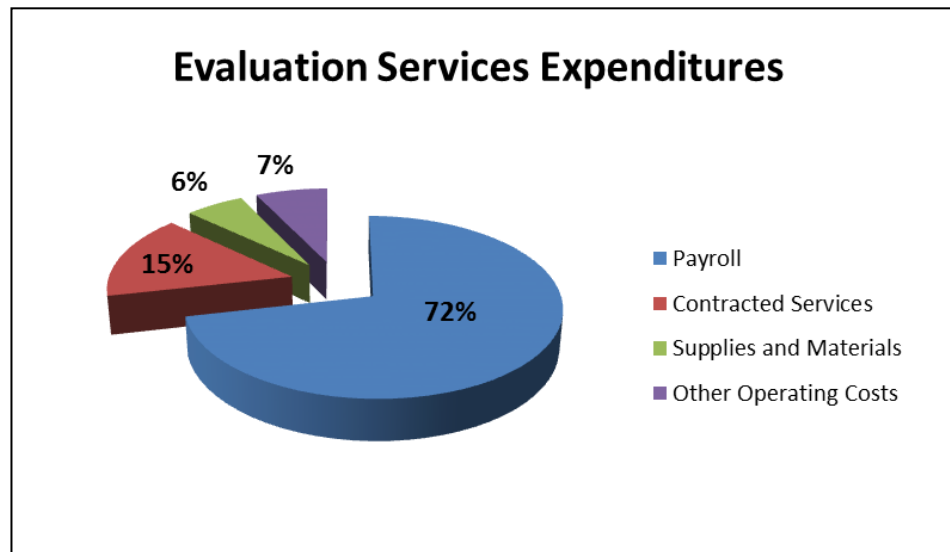
The *Evaluation Services Fund* accounts for the activities that provide research and evaluation services to various departments and programs of the district. The creation of this fund and the practice of charging user fees for services was started in the 2013-14 school year. The District established the Research and Evaluation Services Fund to account for the financing of goods and services to provide research and evaluation services to the various programs, departments and campuses as needed. The expenses of the fund are recouped through charging fees for services.

Revenue Trends and Assumptions

All revenue for this fund is generated from user fees charged for research and evaluation services to internal customers. Revenue for 2016-17 is projected to be \$724,093, which is a \$102,677 or 17% increase from the 2015-16 projected revenue. This fund is in its third year of operation, however, there was a major reorganization in 15-16 to re-establish this fund's primary purpose to ensure it is meeting the needs of the District. Due to the reorganization of the department, revenue trends and assumptions are still being developed.

Expenditure Summary

The Evaluation Services Fund budgeted expenditures are primary payroll costs of 71%. Contracted services expenses are 15% and supplies and materials and other operating expenses combined are 13% of the budget. The 2016-17 budgeted expenditures are \$724,093, which is also a \$426,862 or 37% decrease from the 2015-16 projected expenditures. The scope of the services this department will be providing has been revised and the FTE's have been reduced accordingly.



Fund Balance Impact

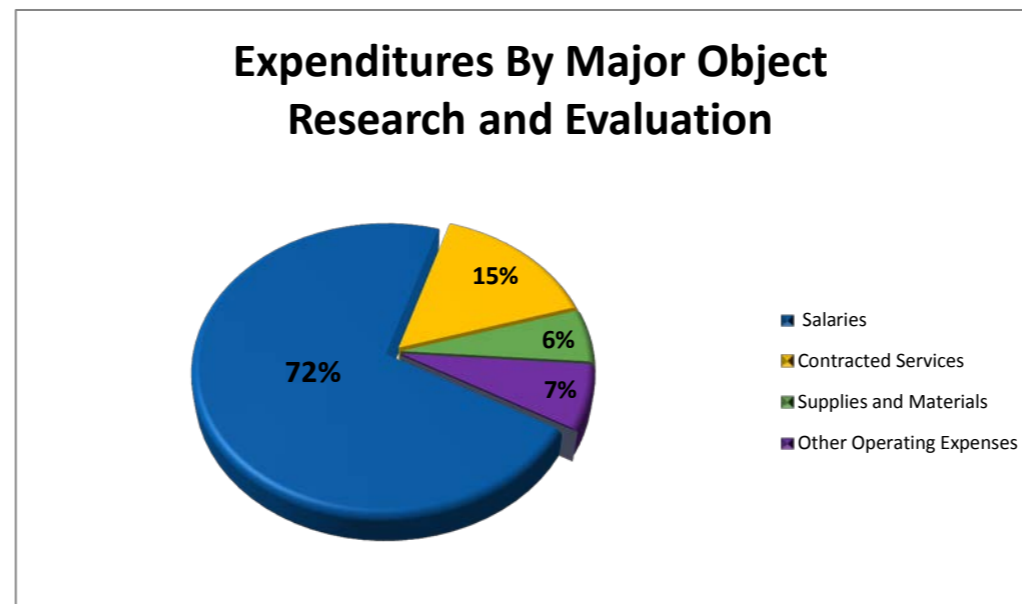
The evaluation services fund does not maintain a fund balance. In the event its user fees do not reimburse the full cost of operations, the General Operating Fund will be responsible for transferring funds to equal expenses. In 2015-2016, this fund had an operating loss of \$529,535.

Budget Summary - Research and Evaluations Services
 For the Years Ended June 30, 2012 - June 30, 2017 (*Actual, Estimated, Budgeted*)

| | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|----------------------|--------------------|
| | Actual Rev/Exp | Actual Rev/Exp | Actual Rev/Exp | Actual Rev/Exp | Estimated Rev/Exp | Original Budget |
| Operating Revenues | | | | | | |
| 5700 Charges for services | \$ - | \$ - | \$ - | \$ 1,126,321 | \$ 621,419 | \$ 724,093 |
| Total Operating Revenues | 0 | 0 | 0 | 1,126,321 | 621,419 | 724,093 |
| Operating Expenditures | | | | | | |
| 6100 Payroll | - | - | 307,360 | 990,590 | 1,006,673 | 517,593 |
| 6200 Contracted Services | - | - | - | 69,787 | 78,198 | 112,000 |
| 6300 Supplies and Materials | - | - | - | 26,449 | 42,835 | 42,500 |
| 6400 Other Operating Costs | - | - | - | 39,495 | 23,249 | 52,000 |
| Total Operating Expenditures | 0 | 0 | 307,360 | 1,126,321 | 1,150,955 | 724,093 |
| Operating Income (Loss) | - | - | (307,360) | - | (529,536) | - |
| 7915 Transfers In | - | - | 307,360 | - | 529,536 | - |
| Change in Net Assets | - | - | - | - | - | - |
| Net Assets-Beginning | - | - | - | - | - | - |
| Net Assets-Ending | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

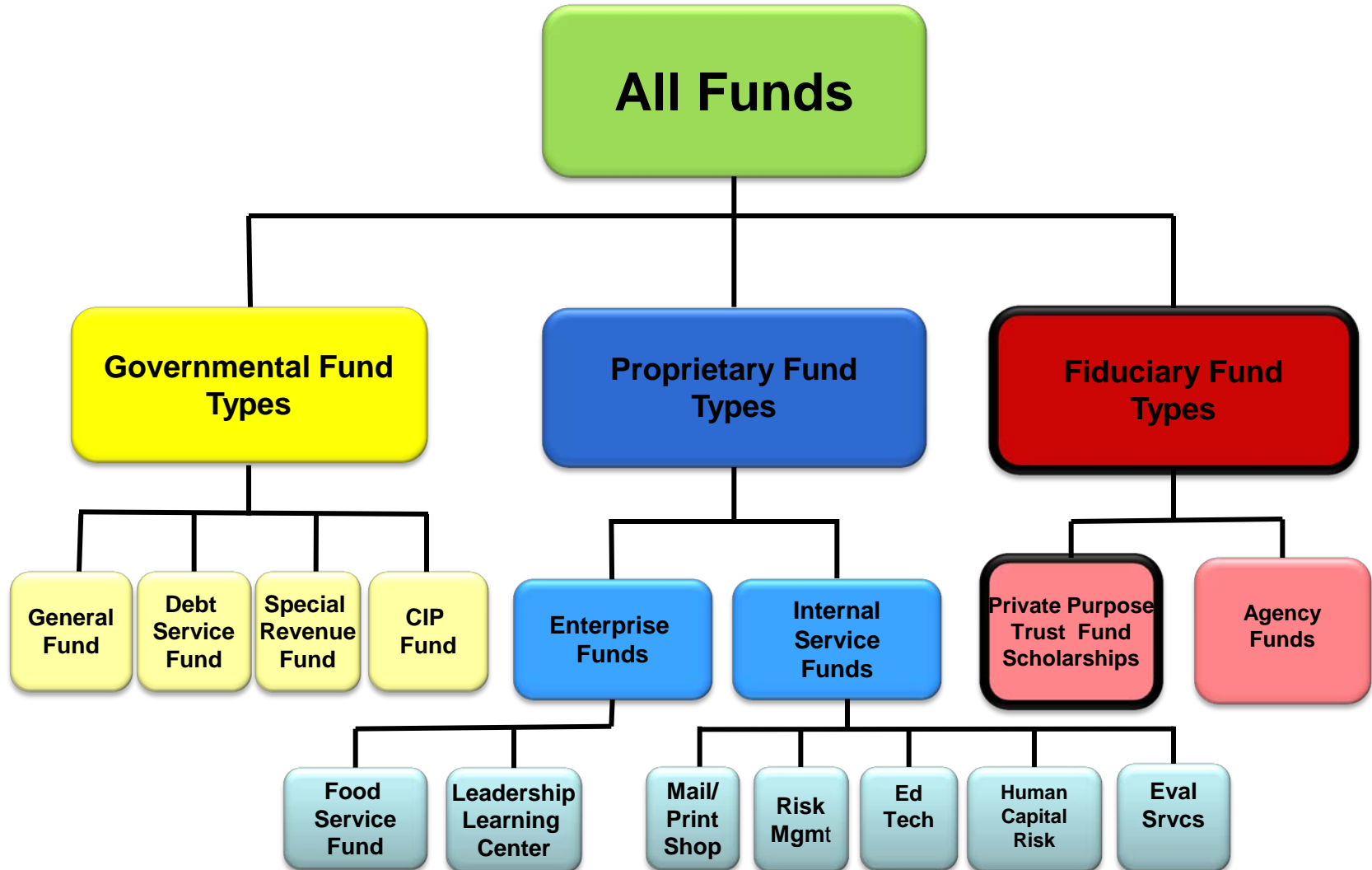
Projected Expenditures by Function and Major Object - Research and Evaluations
2016-17 Budget

| Expenditures | Salaries (6100) | Contracted Services (6200) | Supplies and Materials (6300) | Other Operating Expenses (6400) | Debt Service (6500) | Capital Outlay (6600) | Other Uses (8900) | Total |
|-------------------------------------|--------------------|----------------------------------|-------------------------------------|---------------------------------------|---------------------------|-----------------------------|-------------------------|-------------------|
| 11 Instruction | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 12 Instruction Resources & Media | - | - | - | - | - | - | - | - |
| 13 Curriculum & Staff Development | - | - | - | - | - | - | - | - |
| 21 Instructional Administration | - | - | - | - | - | - | - | - |
| 23 School Administration | - | - | - | - | - | - | - | - |
| 31 Guidance & Counseling Services | 386,600 | 112,000 | 42,500 | 52,000 | - | - | - | 593,100 |
| 32 Social Work Services | - | - | - | - | - | - | - | - |
| 33 Health Services | - | - | - | - | - | - | - | - |
| 34 Student Transportation | - | - | - | - | - | - | - | - |
| 35 Food Services | - | - | - | - | - | - | - | - |
| 36 Cocurricular/Extracurricular | - | - | - | - | - | - | - | - |
| 41 General Administration | 130,993 | - | - | - | - | - | - | 130,993 |
| 51 Plant Maintenance & Operations | - | - | - | - | - | - | - | - |
| 52 Security & Monitoring Services | - | - | - | - | - | - | - | - |
| 53 Data Processing Services | - | - | - | - | - | - | - | - |
| 61 Community Services | - | - | - | - | - | - | - | - |
| 71 Debt Service | - | - | - | - | - | - | - | - |
| 81 Facilities Acquisition & Constr. | - | - | - | - | - | - | - | - |
| 93 Pymts to Fiscal Agent Shared Svc | - | - | - | - | - | - | - | - |
| 95 Payments to JJAEP | - | - | - | - | - | - | - | - |
| 97 Tax Increment Financing | - | - | - | - | - | - | - | - |
| 99 Intergovernmental Charges | - | - | - | - | - | - | - | - |
| Total Expenditures | \$ 517,593 | \$ 112,000 | \$ 42,500 | \$ 52,000 | \$ - | \$ - | \$ - | \$ 724,093 |



Structure of All Funds

Fort Worth Independent School District



Proprietary Fund Types: Internal Service Funds **Private Purpose Trust Fund –Scholarships Overview**

The Private Purpose Trust Fund-Scholarships is used to account for the trust fund-scholarship arrangements under which the principal and income benefit a specific school or group of students. The scholarships funds are received to be awarded to current and former students for postsecondary education purposes.

Revenue Trends and Assumptions

The primary source of revenue for the trust fund scholarships is donations from local sources. The amount budgeted for revenue reflects the total amount of donations received and the interest generated from the fund balance. The actual amount of donations and interest for 2016-2017 is anticipated at \$13,484.

Expenditure Summary

The budgeted expenditures for 2016-17 are \$573,693 representing the total amount available for scholarships awards. The only expense for this fund is for the award of the scholarships which falls under the category of contracted services. The estimated actual expenditures for 2015-16 were \$20,463 or 4% of the budget.

Fund Balance Impact

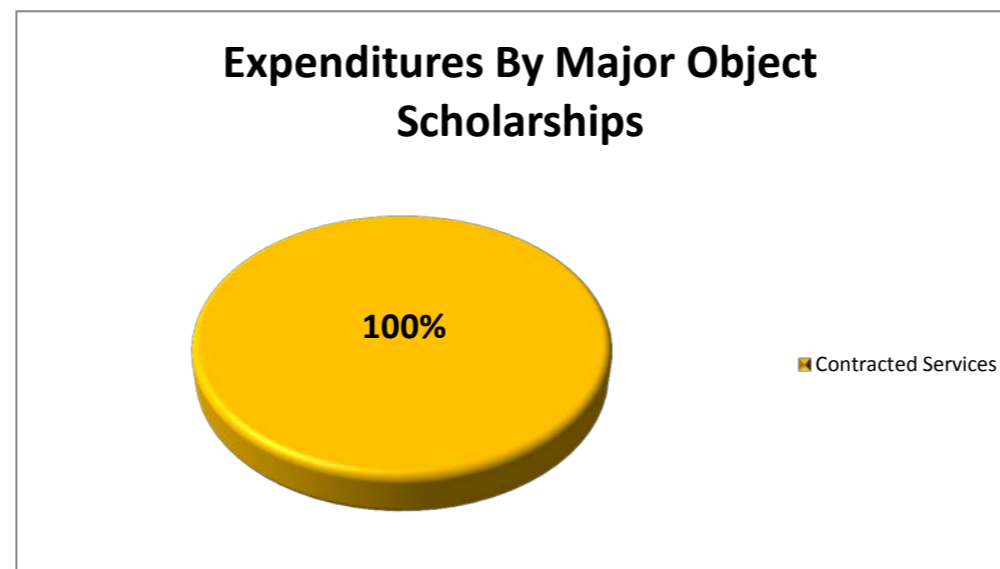
The 2014-15 fiscal year was the first year for the Private Purpose Trust Scholarship funds to be accounted for in this budgeted fund. Previously the scholarships were accounted for in a fiduciary fund where budgets were not required. The actual expenses or scholarships awarded for 2015-16 were \$6,979 over the amount of donations received. This resulted in a decrease to the fund balance and amounts available for awards in the following budget years.

Budget Summary - Private Purpose Trust-Scholarships
 For Years Ended June 30, 2012 - June 30, 2017 (**Actuals, Estimated, Budgeted**)

| | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
|----------------------------------|-------------------|-------------------|-------------------|---------------------|----------------------|---------------------|
| | Actual Rev/Exp | Actual Rev/Exp | Actual Rev/Exp | Actual Rev/Exp | Estimated Rev/Exp | Original Budget |
| Revenues | | | | | | |
| 5700 Miscellaneous local revenue | \$ - | \$ - | \$ - | \$ 16,199 | \$ 13,484 | \$ 573,693 |
| Total Revenues | - | - | - | 16,199 | 13,484 | 573,693 |
| Expenditures | | | | | | |
| 6100 Payroll | - | - | - | - | - | - |
| 6200 Contracted Services | - | - | - | 44,200 | 20,463 | 573,693 |
| 6300 Supplies and Materials | - | - | - | - | - | - |
| 6400 Other Operating Costs | - | - | - | - | - | - |
| 6500 Debt Service | - | - | - | - | - | - |
| 6600 Captial Outlay | - | - | - | - | - | - |
| Total Expenditures | - | - | - | 44,200 | 20,463 | 573,693 |
| Net | - | - | - | (28,001) | (6,979) | - |
| Net Assets-Beginning | | | | 1,043,461 | 1,015,460 | 1,008,481 |
| Net Assets-Ending | \$ - | \$ - | \$ - | \$ 1,015,460 | \$ 1,008,481 | \$ 1,008,481 |

Projected Expenditures by Function and Major Object - Private Purpose Trust-Scholarships
2016-17 Budget

| Expenditures | | Salaries (6100) | Contracted Services (6200) | Supplies and Materials (6300) | Other Operating Expenses (6400) | Debt Service (6500) | Capital Outlay (6600) | Other Uses (8900) | Total |
|---------------------------|----------------------------------|--------------------|----------------------------------|-------------------------------------|---------------------------------------|---------------------------|-----------------------------|-------------------------|-------------------|
| 11 | Instruction | \$ - | \$ 573,693 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 573,693 |
| 12 | Instruction Resources & Media | - | - | - | - | - | - | - | - |
| 13 | Curriculum & Staff Development | - | - | - | - | - | - | - | - |
| 21 | Instructional Administration | - | - | - | - | - | - | - | - |
| 23 | School Administration | - | - | - | - | - | - | - | - |
| 31 | Guidance & Counseling Services | - | - | - | - | - | - | - | - |
| 32 | Social Work Services | - | - | - | - | - | - | - | - |
| 33 | Health Services | - | - | - | - | - | - | - | - |
| 34 | Student Transportation | - | - | - | - | - | - | - | - |
| 35 | Food Services | - | - | - | - | - | - | - | - |
| 36 | Cocurricular/Extracurricular | - | - | - | - | - | - | - | - |
| 41 | General Administration | - | - | - | - | - | - | - | - |
| 51 | Plant Maintenance & Operations | - | - | - | - | - | - | - | - |
| 52 | Security & Monitoring Services | - | - | - | - | - | - | - | - |
| 53 | Data Processing Services | - | - | - | - | - | - | - | - |
| 61 | Community Services | - | - | - | - | - | - | - | - |
| 71 | Debt Service | - | - | - | - | - | - | - | - |
| 81 | Facilities Acquisition & Constr. | - | - | - | - | - | - | - | - |
| 93 | Pymts to Fiscal Agent Shared Svc | - | - | - | - | - | - | - | - |
| 95 | Payments to JJAEP | - | - | - | - | - | - | - | - |
| 97 | Tax Increment Financing | - | - | - | - | - | - | - | - |
| 99 | Intergovernmental Charges | - | - | - | - | - | - | - | - |
| Total Expenditures | | \$ - | \$ 573,693 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 573,693 |



Long Range Financial Forecasts Governmental Fund Types

The following financial forecasts are used to estimate the impact of current financial decisions on subsequent fiscal years. The models are updated, reviewed, and evaluated frequently as circumstances and goals change. Review and evaluation of these plans, in conjunction with the budget development process, ensures that short-term financial decisions are made only after consideration of the long-term consequences. Subsequently, long term plans have a direct impact on short term financial decisions.

Projection Model Summary

Throughout this model, we use projected amounts for the current fiscal year (2015-2016) and budgeted amounts for the next budget year (2016-2017) to assist in projecting the subsequent three fiscal years.

We will discuss each component of the projection model in the following section.

Projection Model Components

Summary

The summary sheet is a composite of all the calculations performed on each of the other worksheets described below. The summary section of the financial forecast consolidates planned bond sales, enrollment projections, taxable value estimates, state aid estimates, expenditure estimates and many other factors into a single comprehensive financial plan, and calculates the effect on the projected tax rate for each subsequent fiscal year.

Assumptions

The assumptions section is used to consolidate the variables needed in other sections and to input other data required in the computations of future year expenditures and revenues. Many of the parameters are directly input in this section – taxable value, collection percentage, and salary increases. Other values, such as enrollment, ADA, and bond sale amounts are linked from other worksheets.

Following are the Assumptions for Developing the 2016-2017 Budget:

| | |
|----------------------------------------------------------------------------------|-------------------------------------------|
| Unassigned Fund Balance | District Goal 12-22% |
| New Taxable Property | Estimated 8% increase in taxable property |
| Tax Collection Rate | 98% |
| Tax Rate | M&O 1.04, I&S .312 |
| Implementation of 2016-2017 approved goals and priorities; Singleness of Purpose | |
| Enrollment | Increase of 390 students |
| ADA | Increase of 836 |
| Compensation | 2% General Increase |
| Campus Non Staff Allocations | \$85-HS/\$80-MS/\$75-ES/\$265-AS |

Enrollment

Enrollment projections are one of the most significant factors in the budget development and long-range financial planning process. Enrollment projections are designed to predict the student enrollment of the District based on geographic data, student data, migration data, and historical data of student populations. The District used two models to produce enrollment projections. The first method, Cohort Survival, uses historical data to project the number of students based on a survival rate.

This survival rate is based on three key elements:

- Progressors – Students who are promoted to the next grade level within the District.
- Retained – Students who are retained at their current grade within the District.
- Migrants – Students who are new, first time students in the District.

The other model used to predict enrollment growth is Linear Regression Trend Analysis. This method uses historical data (ten years) to determine a best-fit trend line per grade level. This model projects an even growth rate based on this trend line and is very effective when growth patterns are somewhat consistent.

The average of these two models forms the basis for our enrollment projections. By using both models, the District is considering the “trend”, yet realizing other survival factors which affect the enrollment growth.

In addition to these statistical algorithms, the District also contracts with Templeton Demographics who works with our staff to monitor the growth of every subdivision and apartment complex within the District. Information regarding the age and number of units, along with the number of students, allows us to develop profiles on these developments. Utilizing these profiles, we can anticipate enrollment trends of new developments as well as changes, such as renovations to aging apartment complexes. The combination of statistical trends and detailed development information allows the District to forecast trends, as well as prepare for exceptions. With the aggressive growth of the Fort Worth Metroplex area, the District has engaged Templeton Demographics to provide an in depth analysis not only of Fort Worth Independent School District, but surrounding districts as well to identify needs that should be incorporated into long range planning.

On the enrollment worksheet, ADA is projected by converting enrollment into full-time equivalents and multiplying by the average attendance rate for the last three years. These ADA figures are an important component of state revenue projections.

Debt Schedule

The repayment schedule for current long-term debt is based on our current repayment patterns. The total projected debt requirement for each fiscal year is then linked to the summary schedule discussed above.

Special Revenue Schedule

Special Revenue Funds play a significant role in funding various programs provided by the District. These programs would not be possible or as effective without the local, state and federal awards the District receives. By virtue of such a high economically disadvantaged population, the District qualifies to receive substantial federal assistance in entitlement programs designed to supplement the general operating fund in ensuring student’s success. The District also receives considerable state and local funds in the forms of grants designed to meet certain standards and objectives. FWISD is only able to offer the highest quality of instruction designed to prepare students for success through the collaborative efforts of all of our partners.

Financial Projection: Assumptions

| | 2013-14 Actual | 2014-15 Actual | 2015-16 Estimated | 2016-17 Budgeted | 2017-18 Projected | 2018-19 Projected |
|------------------------------------------------------------------|-------------------|-------------------|----------------------|---------------------|----------------------|----------------------|
| <i>General Fund</i> | | | | | | |
| Current - Taxable Value from Tarrant Appraisal District (TAD) | \$ 28,323,965,759 | \$ 29,327,770,470 | \$ 29,577,674,963 | \$ 31,976,192,758 | \$ 32,935,478,541 | \$ 33,923,542,897 |
| % Increase from Prior Year | 2.81% | 3.54% | 0.85% | 8.11% | 3.00% | 3.00% |
| \$ Increase from Prior Year | \$ 773,734,770 | \$ 1,003,804,711 | \$ 249,904,493 | \$ 2,398,517,795 | \$ 959,285,783 | \$ 988,064,356 |
| Collections % | 98% | 98% | 98% | 98% | 98% | 98% |
| Delinquent % | 1.32% | 1.32% | 1.32% | 1.32% | 1.32% | 1.32% |
| Penalty & Interest % | 1.25% | 1.25% | 1.25% | 1.25% | 1.25% | 1.25% |
| Projected Student Enrollment | 84,588 | 85,975 | 87,080 | 87,462 | 88,326 | 88,856 |
| Change from Prior Year | 1,333 | 1,387 | 1,105 | 382 | 864 | 530 |
| % Change from Prior Year | 1.60% | 1.64% | 1.29% | 0.44% | 0.99% | 0.60% |
| Student Average Daily Attendance (ADA) | 77,394 | 79,153 | 79,375 | 80,211 | 80,566 | 81,041 |
| Change from Prior Year | 1,000 | 1,759 | 222 | 836 | 355 | 475 |
| % Change from Prior Year | 1.31% | 2.27% | 0.28% | 1.05% | 0.44% | 0.59% |
| % Change in State Revenue | -4.18% | 11.80% | 7.65% | 4.34% | 4.34% | 4.34% |
| Salary Increase-Teachers | 3.00% | 3.00% | 3.00% | 2.00% | 2.00% | 2.00% |
| Salary Increase-Other | 2.00% | 3.00% | 3.00% | 2.00% | 2.00% | 2.00% |
| Program and Student Growth Exp | | | 3.00% | 2.00% | 3.00% | 3.00% |
| Inflation | 3.00% | 3.00% | 3.00% | 2.00% | 3.00% | 3.00% |

Financial Projection: Summary - All Governmental Fund Types

| | 2013-14 Actual | 2014-15 Actual | 2015-16 Estimated | 2016-17 Budget | 2017-18 Projected | 2018-19 Projected |
|-----------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Total Tax Rate | \$ 1.322 | \$ 1.322 | \$ 1.352 | \$ 1.352 | \$ 1.352 | \$ 1.352 |
| Revenues | | | | | | |
| 5710 Tax Collections | \$ 363,560,667 | \$ 374,776,664 | \$ 388,153,882 | \$ 428,950,672 | \$ 453,310,752 | \$ 466,910,075 |
| 5730 Tuition and Fees | 210,315 | 191,947 | 174,914 | 175,000 | 175,000 | 175,000 |
| 5740 Miscellaneous Local Revenue | 16,435,714 | 15,258,952 | 17,036,883 | 23,590,788 | 23,826,288 | 24,429,352 |
| 5750 Extra/Cocurricular Activity | 588,373 | 510,577 | 596,488 | 642,484 | 842,484 | 642,484 |
| 5760 Misc Revenue Intermediate Source | 13,301 | 37,155 | 27,730 | - | - | - |
| Total Local Revenues | 380,808,370 | 390,775,295 | 405,989,897 | 453,358,944 | 478,154,524 | 492,156,911 |
| 5810 Foundation School Program | 294,432,868 | 329,170,151 | 354,150,832 | 350,524,522 | 365,717,339 | 381,570,191 |
| 5820 Miscellaneous State Revenue | 17,567,703 | 6,382,625 | 20,354,536 | 8,417,480 | 8,591,200 | 8,850,054 |
| 5830 Teacher Retirement On-behalf | 26,129,927 | 30,014,161 | 33,375,315 | 36,382,683 | 37,474,163 | 38,598,388 |
| Total State Revenues | 338,130,498 | 365,566,937 | 407,880,683 | 395,324,685 | 411,782,702 | 429,018,634 |
| 5900 Miscellaneous Federal Revenue | 72,632,063 | 79,098,261 | 85,171,671 | 80,015,249 | 80,316,706 | 82,687,208 |
| 5930 School Health Related | 6,636,147 | 8,269,529 | 10,112,020 | 6,500,000 | 6,500,000 | 6,500,000 |
| Total Federal Revenues | 79,268,210 | 87,367,790 | 95,283,691 | 86,515,249 | 86,816,706 | 89,187,208 |
| 7900 Other Sources | 140,492,110 | 328,472,324 | 441,170 | 239,860,000 | - | - |
| Total Other Sources | 140,492,110 | 328,472,324 | 441,170 | 239,860,000 | - | - |
| Total Revenues & Oth Srcs | 938,699,188 | 1,172,182,346 | 909,595,441 | 1,175,058,878 | 976,753,933 | 1,010,362,753 |
| Expenditures | | | | | | |
| 6100 Salaries and Benefits | 589,905,404 | 634,015,404 | 665,674,349 | 702,599,169 | 721,620,252 | 739,476,757 |
| 6200 Contracted Services | 59,622,315 | 59,407,950 | 61,304,389 | 61,780,699 | 62,910,000 | 64,208,363 |
| 6300 Supplies and Materials | 51,389,865 | 68,332,612 | 74,415,531 | 69,097,861 | 74,262,084 | 66,173,187 |
| 6400 Other Operating Expenses | 13,816,367 | 13,948,108 | 12,326,556 | 16,026,864 | 16,012,795 | 16,007,461 |
| 6500 Debt Service | 76,926,105 | 293,438,494 | 88,057,299 | 102,612,500 | 102,337,294 | 103,002,047 |
| 6600 Capital Outlay | 21,066,207 | 37,937,930 | 107,161,809 | 189,010,173 | 128,409,890 | 14,168,008 |
| 8900 Other Uses | 4,925,745 | 346,242 | 2,060,600 | - | - | - |
| Total Expenditures | 817,652,007 | 1,107,426,739 | 1,011,000,533 | 1,141,127,266 | 1,105,552,316 | 1,003,035,823 |
| Excess of Revenues Over (Under) Expenditures | 121,047,181 | 64,755,607 | (101,405,092) | 33,931,612 | (128,798,383) | 7,326,930 |
| Fund Balance-Beginning-Projected | 219,735,710 | 340,782,891 | 405,538,498 | 285,354,376 | 319,285,988 | 190,487,605 |
| Prior Year Adjustment | | | 8,854,935 | | | |
| Fund Balance-Ending-Projected | \$ 340,782,891 | \$ 405,538,498 | \$ 312,988,341 | \$ 319,285,988 | \$ 190,487,605 | \$ 197,814,534 |

Financial Projection: Summary - General Fund

| | | 2013-14 Actual | 2014-15 Actual | 2015-16 Estimated | 2016-17 Budget | 2017-18 Projected | 2018-19 Projected |
|---------------------|-----------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | Tax Rate | \$ 1.04 | \$ 1.04 | \$ 1.04 | \$ 1.04 | \$ 1.04 | \$ 1.04 |
| Revenues | | | | | | | |
| 5710 | Tax Collections | \$ 286,326,639 | \$ 294,948,775 | \$ 299,167,714 | \$ 329,944,357 | \$ 344,142,815 | \$ 354,467,100 |
| 5730 | Tuition and Fees | 210,315 | 191,947 | 174,914 | 175,000 | 175,000 | 175,000 |
| 5740 | Miscellaneous Local Revenue | 4,155,163 | 4,539,227 | 4,342,371 | 3,724,132 | 3,724,132 | 3,724,132 |
| 5750 | Extra/Cocurricular Activity | 479,481 | 448,380 | 457,195 | 452,500 | 452,500 | 452,500 |
| | Total Local Revenues | <u>291,171,598</u> | <u>300,128,329</u> | <u>304,142,194</u> | <u>334,295,989</u> | <u>348,494,447</u> | <u>358,818,732</u> |
| 5810 | Foundation School Program | 293,963,450 | 328,654,042 | 353,793,382 | 350,012,713 | 365,203,265 | 381,053,086 |
| 5820 | Miscellaneous State Revenue | 311,519 | 333,505 | 365,011 | 350,000 | 350,000 | 350,000 |
| 5830 | Teacher Retirement On-behalf | 25,701,420 | 29,273,350 | 30,291,677 | 33,785,619 | 34,799,188 | 35,843,163 |
| | Total State Revenues | <u>319,976,389</u> | <u>358,260,897</u> | <u>384,450,070</u> | <u>384,148,332</u> | <u>400,352,452</u> | <u>417,246,250</u> |
| 5920 | Miscellaneous Federal Revenue | - | 1,336,984 | 4,030,020 | 1,300,000 | 1,300,000 | 1,300,000 |
| 5930 | School Health Related | 6,636,147 | 8,269,529 | 10,112,020 | 6,500,000 | 6,500,000 | 6,500,000 |
| 5940 | Direct Federal revenue | 3,555,653 | 2,164,000 | 3,839,925 | 2,000,000 | | |
| | Total Federal Revenues | <u>10,191,800</u> | <u>11,770,513</u> | <u>17,981,965</u> | <u>9,800,000</u> | <u>7,800,000</u> | <u>7,800,000</u> |
| 7910 | Sale of Bonds/Land | 75,767 | - | 453,495 | - | - | - |
| 7915 | Transfers In | 4,453,536 | 10,500,000 | - | - | - | - |
| 7950 | Non-operating revenue | - | - | (12,325) | - | - | - |
| | Total Other Sources | <u>4,529,303</u> | <u>10,500,000</u> | <u>441,170</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| | Total Revenues & Oth Srcs | 625,869,090 | 680,659,739 | 707,015,399 | 728,244,321 | 756,646,900 | 783,864,981 |
| Expenditures | | | | | | | |
| 6100 | Salaries and Benefits | 531,671,144 | 571,868,947 | 600,432,559 | 635,784,086 | 653,499,768 | 671,569,763 |
| 6200 | Contracted Services | 51,011,628 | 50,162,170 | 49,631,311 | 53,352,047 | 54,952,608 | 56,601,187 |
| 6300 | Supplies and Materials | 25,585,871 | 27,707,517 | 26,641,439 | 45,430,974 | 45,430,974 | 45,430,974 |
| 6400 | Other Operating Expenses | 10,662,232 | 10,808,646 | 9,100,723 | 9,157,706 | 9,157,706 | 9,157,706 |
| 6500 | Debt Service | - | - | - | - | - | - |
| 6600 | Capital Outlay | 3,193,950 | 12,001,097 | 7,241,864 | 5,496,172 | 5,496,172 | 5,496,172 |
| 00 | Other Uses | 472,210 | 346,242 | 2,060,600 | - | - | - |
| | Total Expenditures | <u>622,597,035</u> | <u>672,894,619</u> | <u>695,108,496</u> | <u>749,220,985</u> | <u>768,537,228</u> | <u>788,255,802</u> |
| | Excess of Revenues Over (Under) Expenditures | 3,272,055 | 7,765,120 | 11,906,903 | (20,976,664) | (11,890,329) | (4,390,820) |
| | Fund Balance-Beginning-Projected | 160,786,928 | 164,058,983 | 171,824,103 | 158,806,960 | 137,830,296 | 125,939,967 |
| | Fund Balance-Ending-Projected | <u>\$ 164,058,983</u> | <u>\$ 171,824,103</u> | <u>\$ 183,731,006</u> | <u>\$ 137,830,296</u> | <u>\$ 125,939,967</u> | <u>\$ 121,549,147</u> |

Financial Projection: Summary - Debt Service Fund

| | | 2013-14 Actual | 2014-15 Actual | 2015-16 Estimated | 2016-17 Budgeted | 2017-18 Projected | 2018-19 Projected |
|---------------------|-----------------------------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| | Tax Rate | \$ 0.282 | \$ 0.282 | \$ 0.312 | \$ 0.312 | \$ 0.312 | \$ 0.312 |
| Revenues | | | | | | | |
| 5710 | Tax collections | \$ 77,234,028 | \$ 79,827,888 | \$ 88,986,168 | \$ 99,006,315 | \$ 109,167,937 | \$ 112,442,975 |
| 5740 | Investment Earnings | 20,602 | 39,031 | 134,999 | - | - | - |
| | Total Local Revenues | <u>77,254,630</u> | <u>79,866,919</u> | <u>89,121,167</u> | <u>99,006,315</u> | <u>109,167,937</u> | <u>112,442,975</u> |
| 5820 | Miscellaneous State Revenue | 5,945,749 | 3,328,502 | 2,488,891 | 2,276,822 | 2,276,822 | 2,276,822 |
| | Total State Revenues | <u>5,945,749</u> | <u>3,328,502</u> | <u>2,488,891</u> | <u>2,276,822</u> | <u>2,276,822</u> | <u>2,276,822</u> |
| 7940 | Other Sources | - | 202,316,202 | - | - | - | - |
| | Total Other Sources | <u>-</u> | <u>202,316,202</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| | Total Revenues & Oth Srcs | 83,200,379 | 285,511,623 | 91,610,058 | 101,283,137 | 111,444,759 | 114,719,797 |
| Expenditures | | | | | | | |
| 6511 | Bond Principal | 44,540,000 | 55,315,000 | 56,075,000 | 59,923,645 | 61,721,354 | 63,572,995 |
| 6521 | Bond Interest | 30,648,750 | 34,283,320 | 31,813,411 | 41,676,855 | 39,417,052 | 39,417,052 |
| 6599 | Other Bond Fees/TIF | 789,551 | 1,868,328 | 168,888 | 12,000 | 168,888 | 12,000 |
| | Transfers Out | - | 201,315,723 | - | - | - | - |
| | Total Expenditures | <u>75,978,301</u> | <u>292,782,371</u> | <u>88,057,299</u> | <u>101,612,500</u> | <u>101,307,294</u> | <u>103,002,047</u> |
| | Excess of Revenues Over (Under) Expenditures | 7,222,078 | (7,270,748) | 3,552,759 | (329,363) | 10,137,465 | 11,717,750 |
| | Fund Balance-Beginning-Projected | 39,734,052 | 46,956,130 | 39,685,382 | 40,528,222 | 40,198,859 | 50,336,324 |
| | Fund Balance-Ending-Projected | <u>\$ 46,956,130</u> | <u>\$ 39,685,382</u> | <u>\$ 43,238,141</u> | <u>\$ 40,198,859</u> | <u>\$ 50,336,324</u> | <u>\$ 62,054,074</u> |

Financial Projection: Summary - Special Revenue

| | 2013-14 Actual | 2014-15 Actual | 2015-16 Estimated | 2016-17 Budgeted | 2017-18 Projected | 2018-19 Projected |
|-----------------------------------------------------|----------------------------|----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Revenues | | | | | | |
| 5730 Tuition and Fees | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 5740 Misc Local Revenue | 10,793,626 | 10,532,511 | 12,055,605 | 19,516,656 | 20,102,156 | 20,705,220 |
| 5750 Extra/Cocurricular Activity | 108,892 | 62,197 | 139,293 | 189,984 | 189,984 | 189,984 |
| 5760 Misc Revenue Intermediate Source | 13,301 | 37,155 | 27,730 | - | - | - |
| Total Local Revenues | <u>10,915,819</u> | <u>10,631,863</u> | <u>12,222,628</u> | <u>19,706,640</u> | <u>20,292,140</u> | <u>20,895,204</u> |
| 5810 Foundation Entitlements | 469,418 | 516,109 | 357,450 | 511,809 | 514,074 | 517,105 |
| 5820 Miscellaneous State Revenue | 11,310,435 | 2,720,618 | 17,500,634 | 5,790,658 | 5,964,378 | 6,223,232 |
| 5830 Revenue Other Government Agency | 428,507 | 740,811 | 3,083,638 | 2,597,064 | 2,674,976 | 2,755,225 |
| Total State Revenues | <u>12,208,360</u> | <u>3,977,538</u> | <u>20,941,722</u> | <u>8,899,531</u> | <u>9,153,428</u> | <u>9,495,562</u> |
| 5900 Miscellaneous Federal Revenue | 69,076,410 | 75,597,277 | 77,301,726 | 76,715,249 | 79,016,706 | 81,387,208 |
| Total Federal Revenues | <u>69,076,410</u> | <u>75,597,277</u> | <u>77,301,726</u> | <u>76,715,249</u> | <u>79,016,706</u> | <u>81,387,208</u> |
| Total Revenues & Oth Srcs | 92,200,589 | 90,206,677 | 110,466,076 | 105,321,420 | 108,462,274 | 111,777,974 |
| Expenditures | | | | | | |
| 6100 Salaries and Benefits | 57,304,448 | 60,693,746 | 63,696,453 | 65,270,083 | 66,575,485 | 67,906,994 |
| 6200 Contracted Services | 8,498,457 | 8,493,375 | 10,001,722 | 7,607,176 | 7,607,176 | 7,607,176 |
| 6300 Supplies and Materials | 23,113,428 | 17,087,538 | 31,229,830 | 16,922,570 | 18,758,022 | 20,742,213 |
| 6400 Other Operating Expenses | 3,143,448 | 3,121,690 | 3,217,577 | 6,849,755 | 6,849,755 | 6,849,755 |
| 6500 Debt Service | - | - | - | - | - | - |
| 6600 Capital Outlay | 202,270 | 351,008 | 1,802,989 | 8,671,836 | 8,671,836 | 8,671,836 |
| Total Expenditures | <u>92,262,051</u> | <u>89,747,357</u> | <u>109,948,571</u> | <u>105,321,420</u> | <u>108,462,274</u> | <u>111,777,974</u> |
| Excess of Revenues Over (Under) Expenditures | (61,462) | 459,320 | 517,505 | - | - | - |
| Fund Balance-Beginning-Projected | 4,441,016 | 4,379,554 | 4,838,874 | 14,211,314 | 14,211,314 | 14,211,314 |
| Prior Year Adjustment | - | - | 8,854,935 | - | - | - |
| Fund Balance-Ending-Projected | <u>\$ 4,379,554</u> | <u>\$ 4,838,874</u> | <u>\$ 14,211,314</u> | <u>\$ 14,211,314</u> | <u>\$ 14,211,314</u> | <u>\$ 14,211,314</u> |

Financial Projection: Summary - Capital Improvement Projects

| | 2013-14 Actual | 2014-15 Actual | 2015-16 Estimated | 2016-17 Budgeted | 2017-18 Projected |
|-----------------------------------------------------|------------------------------|------------------------------|-----------------------------|------------------------------|----------------------|
| Revenues | | | | | |
| 5710 Tax Collections | | | | | |
| 5730 Tuition and Fees | | | | | |
| 5740 Miscellaneous Local Revenue | 1,466,323 | 148,183 | 503,908 | 350,000 | 200,000 |
| 5750 Extra/Cocurricular Activity | | | | | |
| Total Local Revenues | <u>1,466,323</u> | <u>148,183</u> | <u>503,908</u> | <u>350,000</u> | <u>200,000</u> |
| 5810 Foundation School Program | | | | | |
| 5820 Miscellaneous State Revenue | | | | | |
| 5830 Teacher Retirement On-behalf | | | | | |
| Total State Revenues | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| 5920 Miscellaneous Federal Revenue | | | | | |
| 5930 School Health Related | | | | | |
| 5940 Direct Federal revenue | | | | | |
| Total Federal Revenues | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| 7910 Sale of Bonds/Land | 135,962,807 | 115,656,123 | | 239,860,000 | |
| 7915 Transfers In | | | | | |
| 7950 Non-operating revenue | | - | | - | - |
| Total Other Sources | <u>135,962,807</u> | <u>115,656,123</u> | <u>-</u> | <u>239,860,000</u> | <u>-</u> |
| Total Revenues & Oth Srcs | 137,429,130 | 115,804,306 | 503,908 | 240,210,000 | 200,000 |
| Expenditures | | | | | |
| 6100 Salaries and Benefits | 929,812 | 1,452,712 | 1,545,337 | 1,545,000 | 1,545,000 |
| 6200 Contracted Services | 112,230 | 752,405 | 1,671,356 | 821,476 | 350,215 |
| 6300 Supplies and Materials | 2,690,566 | 23,537,557 | 16,544,262 | 6,744,317 | 10,073,088 |
| 6400 Other Operating Expenses | 10,687 | 17,772 | 8,256 | 19,403 | 5,334 |
| 6500 Debt Service | 947,804 | 656,123 | - | 1,000,000 | 1,030,000 |
| 6600 Capital Outlay | 17,669,987 | 25,585,824 | 98,116,956 | 174,842,165 | 114,241,882 |
| 00 Other Uses | 4,453,535 | - | - | - | - |
| Total Expenditures | <u>26,814,620</u> | <u>52,002,392</u> | <u>117,886,167</u> | <u>184,972,361</u> | <u>127,245,519</u> |
| Excess of Revenues Over (Under) Expenditures | 110,614,510 | 63,801,914 | (117,382,259) | 55,237,639 | (127,045,519) |
| Fund Balance-Beginning-Projected | 14,773,715 | 125,388,225 | 189,190,139 | 71,807,880 | 127,045,519 |
| Fund Balance-Ending-Projected | <u>\$ 125,388,225</u> | <u>\$ 189,190,139</u> | <u>\$ 71,807,880</u> | <u>\$ 127,045,519</u> | <u>\$ (0)</u> |

Informational Section



**Fort Worth Independent School District
2016-17 Official Budget**

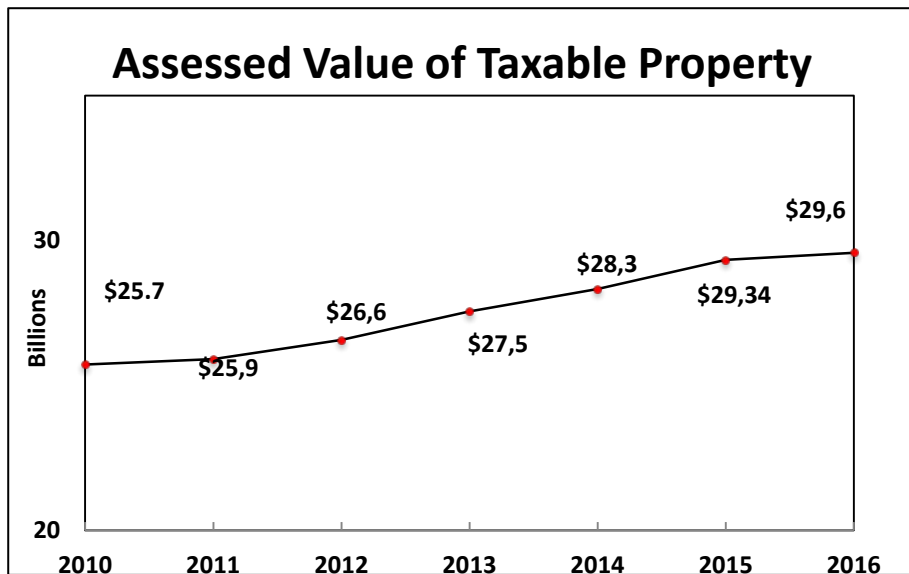
2016-17 Budget

Informational Section

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Assessed and Estimated Value of Taxable Property

| Fiscal Year Ended June 30, | Total Appraised Value of Taxable Property | Total Assessed Value of Taxable Property | Change over Previous Year | |
|----------------------------------|-------------------------------------------------|------------------------------------------------|------------------------------|-------|
| | | | Amount | % |
| 2011 (Certified) | 33,520,886,147 | 25,904,294,507 | 186,549,707 | 0.73% |
| 2012 (Certified) | 34,561,453,068 | 26,569,371,350 | 665,076,843 | 2.57% |
| 2013 (Certified) | 35,878,543,542 | 27,550,230,989 | 980,859,639 | 3.69% |
| 2014 (Certified) | 36,974,195,850 | 28,323,965,759 | 773,734,770 | 2.81% |
| 2015 (Certified) | 38,278,125,092 | 29,327,770,470 | 1,003,804,711 | 3.54% |
| 2016 (Certified) | 38,946,229,708 | 29,577,354,702 | 249,584,232 | 0.85% |
| 2017 (Certified) | 42,529,916,842 | 31,976,192,758 | 2,398,838,056 | 8.11% |
| 2018 (Projected) | 43,805,814,347 | 32,935,478,541 | 959,285,783 | 3.00% |
| 2019 (Projected) | 45,119,988,778 | 33,923,542,897 | 988,064,356 | 3.00% |
| 2020 (Projected) | 46,473,588,441 | 34,941,249,184 | 1,017,706,287 | 3.00% |



Taxable property values increased approximately \$2.4 million in 2016/17. Property values have been on the rise due to a record number of new home starts in 2016 and a high demand for housing. The District experienced a sharp decline in property values in 2015/16, due to a software conversion at the Tarrant Appraisal District. The 2016/17 property values are anticipated to increase 8.11% to account for the increases that should have impacted the 2015/16 values.

Property Tax Rates, Levies, and Collections
Last Ten Fiscal Years

| Fiscal Year Ended August 31, | Tax Rate | Original Tax Levy | Adjustments | Final Adjusted Tax Levy | Current Tax Collections | | Delinquent Tax Collections | | Total Tax Collections |
|------------------------------------|----------|----------------------|-------------|-------------------------------|-------------------------|--------|----------------------------|-------|--------------------------|
| | | | | | Amount | % | Amount | % | |
| 2007 | 1.5140 | 322,555,641 | | 322,555,641 | 322,532,016 | 99.99% | 12,004,962 | 3.72% | 334,536,978 |
| 2008 | 1.1900 | 285,391,868 | | 285,391,868 | 281,110,990 | 98.50% | 12,500,000 | 4.38% | 293,610,990 |
| 2009 | 1.2540 | 303,305,947 | | 303,305,947 | 298,756,358 | 98.50% | 8,686,031 | 2.86% | 307,442,389 |
| Year Ended June 30, | | | | | | | | | |
| 2010 | 1.3220 | 342,775,191 | | 342,775,191 | 329,528,539 | 96.14% | 4,781,021 | 1.39% | 334,309,560 |
| 2011 | 1.3220 | 326,963,336 | | 326,963,336 | 320,200,227 | 97.93% | 10,672,420 | 3.26% | 330,872,647 |
| 2012 | 1.3220 | 335,782,368 | | 335,782,368 | 325,646,841 | 96.98% | 9,935,136 | 2.96% | 335,581,977 |
| 2013 | 1.3220 | 346,420,677 | | 346,420,677 | 338,075,265 | 97.59% | 12,403,796 | 3.58% | 350,479,061 |
| 2014 | 1.3220 | 353,116,718 | 6,479,799 | 359,596,517 | 350,655,293 | 97.51% | 9,381,424 | 2.61% | 360,036,717 |
| 2015 | 1.3220 | 373,710,199 | (873,042) | 372,837,157 | 362,227,286 | 97.15% | 7,520,594 | 2.02% | 369,747,880 |
| 2016 | 1.3220 | 353,129,279 | 31,554,886 | 384,684,165 | 374,731,904 | 97.41% | 10,202,770 | 2.65% | 384,934,675 |

Note: The tax rates are per \$100 of assessed value.

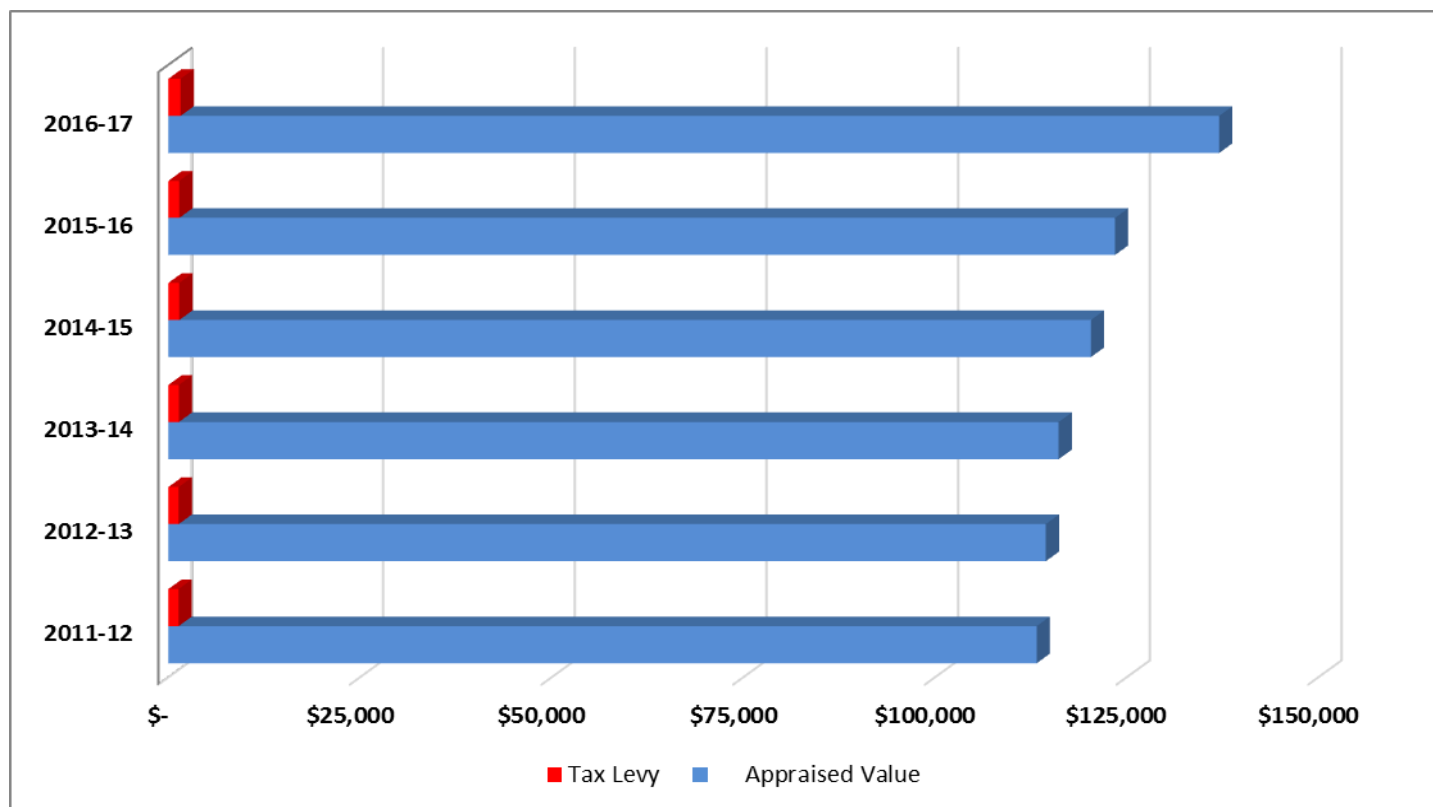
Fort Worth Independent School District
Effects of Tax Levy & Rate Changes on an
Average Single Family Residence

What does the proposed tax rate mean to local homeowners? The following example demonstrates the effect of the adjusting rate. The example also shows the effect on an average home value during the tax year. Every homeowner receives a statewide homestead exemption of \$25,000 (increased \$10,000 in 2015-16) to reduce the amount of taxes owed.

An additional exemption is provided for those tax payers 65 years and older or disabled. Their tax levy is frozen at the amount when they received the exemption and can never go up even if their home value or tax rate increases. A constitutional amendment approved by the voters of Texas in May 2007 reduced the cap on the over-65 frozen value at a proportionate reduction as the mandated M&O rate reduction.

| | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
|--------------------------|------------|------------|------------|------------|------------|
| Single Family Residence: | | | | | |
| Average Appraised Value | \$ 114,455 | \$ 116,130 | \$ 120,335 | \$ 123,471 | \$ 137,066 |
| Homestead Exemption | (15,000) | (15,000) | (15,000) | (25,000) | (25,000) |
| Average Taxable Value | 102,116 | 103,883 | 108,162 | 105,639 | 118,663 |
| Tax Rate per \$100 Value | 1.3220 | 1.3220 | 1.3220 | 1.3520 | 1.3520 |
| Tax Bill for FWISD | \$ 1,350 | \$ 1,373 | \$ 1,430 | \$ 1,428 | \$ 1,604 |
| Tax Increase (Savings) | \$ 19 | \$ 23 | \$ 57 | \$ (2) | \$ 174 |

Tax Levy & Property Values



Student Enrollment History by Campus

| | | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
|----------------------------------|-----|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | | Actual | Actual | Actual | Actual | Actual | Actual | Projected |
| High Schools | | | | | | | | |
| Carter-Riverside High School | 001 | 1,088 | 1,155 | 1,152 | 1,199 | 1,272 | 1,349 | 1,381 |
| Arlington Heights High School | 002 | 1,769 | 1,689 | 1,758 | 1,822 | 1,831 | 2,019 | 2,028 |
| South Hills High School | 003 | 1,436 | 1,523 | 1,537 | 1,689 | 1,846 | 2,055 | 2,232 |
| Diamond Hill-Jarvis High School | 004 | 884 | 852 | 879 | 945 | 715 | 770 | 858 |
| Paul Laurence Dunbar High School | 005 | 814 | 761 | 787 | 810 | 858 | 863 | 905 |
| Eastern Hills High School | 006 | 1,294 | 1,284 | 1,244 | 1,273 | 1,215 | 1,171 | 1,236 |
| North Side High School | 008 | 1,478 | 1,494 | 1,497 | 1,609 | 1,673 | 1,680 | 1,722 |
| Polytechnic High School | 009 | 1,151 | 1,110 | 1,080 | 1,160 | 1,188 | 1,242 | 1,286 |
| R. L. Paschal High School | 010 | 2,457 | 2,584 | 2,725 | 2,666 | 2,610 | 2,525 | 2,484 |
| Trimble Technical High School | 011 | 1,785 | 1,792 | 1,840 | 1,833 | 1,799 | 1,784 | 1,769 |
| Southwest High School | 014 | 1,492 | 1,430 | 1,316 | 1,340 | 1,265 | 1,288 | 1,310 |
| Western Hills High School | 015 | 1,536 | 1,430 | 1,335 | 1,357 | 1,236 | 1,172 | 1,103 |
| O. D. Wyatt High School | 016 | 1,137 | 1,162 | 1,228 | 1,264 | 1,348 | 1,365 | 1,337 |
| New Lives School | 017 | 141 | 126 | 91 | 76 | - | - | - |
| Middle Level Learning Center | 018 | 113 | 105 | 90 | 53 | 48 | 29 | 27 |
| Metro Opportunity | 019 | 137 | 124 | 99 | 55 | 22 | 34 | 31 |
| Success High School | 021 | 203 | 239 | 240 | 210 | 243 | 294 | 245 |
| Jo Kelly School | 026 | 18 | 16 | 25 | 23 | 22 | 22 | 44 |
| Biomedical Sciences | 082 | - | 99 | 190 | 279 | 360 | 375 | 390 |
| Marine Creek Collegiate | 085 | - | - | - | - | 262 | 296 | 319 |
| Tarrant County College South | 086 | - | - | - | - | - | - | 201 |
| Boulevard Heights | 104 | 36 | 28 | 33 | 40 | 29 | 29 | 53 |
| Total High Schools | | 18,969 | 19,003 | 19,146 | 19,703 | 19,842 | 20,362 | 20,961 |
| Middle Schools | | | | | | | | |
| Horizons Alternative | 041 | - | - | - | - | - | - | - |
| E. M. Daggett Middle School | 042 | 368 | 381 | 378 | 414 | 443 | 490 | 399 |
| Wedgwood 6th Grade | 043 | 455 | 439 | 452 | 474 | 447 | 453 | 482 |
| J. P. Elder Middle School | 044 | 1,146 | 1,163 | 1,169 | 1,186 | 1,193 | 1,245 | 1,280 |
| Forest Oak Middle School | 045 | 750 | 799 | 781 | 797 | 848 | 866 | 842 |
| Dunbar-6th Grade Middle School | 046 | 296 | 301 | - | - | - | - | - |
| Handley Middle School | 047 | 698 | 481 | 433 | 479 | 521 | 524 | 515 |
| William James Middle School | 048 | 1,241 | 1,126 | 1,102 | 1,077 | 1,022 | 999 | 973 |
| Kirkpatrick Middle School | 049 | 505 | 511 | 540 | 543 | 520 | 503 | 513 |
| W. P. McLean Middle School | 050 | 822 | 885 | 977 | 1,047 | 1,013 | 1,040 | 1,009 |
| W. A. Meacham Middle School | 051 | 701 | 687 | 744 | 698 | 724 | 679 | 793 |
| Meadowbrook Middle School | 052 | 882 | 659 | 571 | 545 | 584 | 648 | 729 |
| William Monnig Middle School | 053 | 627 | 590 | 556 | 498 | 490 | 537 | 628 |

Student Enrollment History by Campus

| | | 2010-11 Actual | 2011-12 Actual | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Actual | 2016-17 Projected |
|-----------------------------------------|-----|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------------|
| <u>Middle Schools, continued</u> | | | | | | | | |
| Morningside Middle School | 054 | 670 | 743 | 720 | 716 | 741 | 736 | 649 |
| Applied Learning Academy | 055 | 330 | 380 | 344 | 329 | 299 | 310 | 326 |
| Riverside Middle School | 056 | 953 | 1,011 | 1,046 | 1,053 | 1,028 | 978 | 955 |
| Rosemont Middle School | 057 | 900 | 932 | 918 | 927 | 950 | 644 | 958 |
| W. C. Stripling Middle School | 058 | 540 | 524 | 666 | 675 | 690 | 639 | 654 |
| Dunbar Middle School/Jacquet MS 15/16 | 059 | 520 | 526 | 767 | 726 | 736 | 758 | 737 |
| Wedgwood Middle School | 060 | 828 | 859 | 858 | 901 | 931 | 882 | 865 |
| Leonard Middle School | 061 | 748 | 777 | 758 | 750 | 741 | 709 | 728 |
| International Newcomer Academy | 062 | 404 | 346 | 314 | 379 | 449 | 428 | 507 |
| Como Montessori | 063 | 362 | 354 | 347 | 340 | 352 | 320 | 326 |
| Glencrest-6th Grade | 064 | 396 | 424 | 389 | 421 | 399 | 414 | 407 |
| Rosemont 6th Grade | 067 | 503 | 458 | 502 | 492 | 465 | 506 | 474 |
| Leonard 6th Grade | 068 | 412 | - | - | - | - | - | - |
| McLean 6th Grade | 069 | 458 | 503 | 514 | 501 | 471 | 477 | 519 |
| Jean McClung Middle School | 070 | - | 528 | 807 | 843 | 832 | 845 | 820 |
| Benbrook Middle School | 071 | - | 556 | 687 | 734 | 911 | 1,098 | 1,303 |
| Young Women's Leadership Academy | 081 | 144 | 205 | 259 | 286 | 312 | 373 | 400 |
| Young Men's Leadership Academy | 083 | - | - | 148 | 215 | 265 | 317 | 360 |
| World Language Academy | 084 | - | - | - | - | 148 | 224 | 299 |
| Total Middle Schools | | 16,659 | 17,148 | 17,747 | 18,046 | 18,525 | 18,642 | 19,450 |
| <u>Elementary Schools</u> | | | | | | | | |
| Alice Carlson Learning Academy | 101 | 394 | 394 | 388 | 392 | 395 | 392 | 394 |
| Benbrook | 103 | 539 | 535 | 550 | 568 | 581 | 594 | 624 |
| West Handley | 105 | 439 | 489 | 488 | 532 | 609 | 614 | 606 |
| Burton Hill | 107 | 473 | 530 | 527 | 536 | 551 | 554 | 566 |
| Carroll Peak | 110 | 528 | 526 | 526 | 535 | 607 | 601 | 635 |
| Carter Park | 111 | 591 | 656 | 681 | 651 | 602 | 608 | 615 |
| Manuel Jara | 114 | 690 | 715 | 651 | 679 | 687 | 619 | 614 |
| George C. Clarke | 115 | 462 | 436 | 421 | 433 | 470 | 465 | 501 |
| Lily B. Clayton | 116 | 519 | 516 | 536 | 538 | 547 | 550 | 542 |
| Como | 117 | 439 | 428 | 452 | 480 | 484 | 474 | 444 |
| Hazel Harvey Peace | 118 | 535 | 567 | 554 | 543 | 582 | 580 | 586 |
| E.M. Daggett | 119 | 770 | 775 | 798 | 798 | 792 | 796 | 737 |
| Rufino Mendoza | 120 | 443 | 461 | 466 | 488 | 504 | 500 | 469 |
| De Zavala | 121 | 397 | 390 | 402 | 404 | 358 | 336 | 332 |
| Diamond Hill | 122 | 624 | 633 | 564 | 558 | 597 | 632 | 655 |
| S.S. Dillow | 123 | 539 | 558 | 639 | 664 | 625 | 624 | 562 |
| Maude I. Logan | 124 | 505 | 530 | 498 | 449 | 457 | 499 | 494 |

Student Enrollment History by Campus

| | | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
|--------------------------------------|-----|---------|---------|---------|---------|---------|---------|-----------|
| | | Actual | Actual | Actual | Actual | Actual | Actual | Projected |
| Elementary Schools, continued | | | | | | | | |
| Eastern Hills | 125 | 563 | 608 | 581 | 588 | 644 | 725 | 647 |
| East Handley | 126 | 368 | 444 | 439 | 441 | 499 | 502 | 487 |
| Christene C. Moss | 127 | 441 | 435 | 405 | 406 | 435 | 412 | 418 |
| John T. White | 129 | - | 726 | 739 | 738 | 761 | 746 | 749 |
| Harlean Beal | 130 | 562 | 557 | 537 | 543 | 530 | 498 | 453 |
| Rosemont Park | 131 | - | 565 | 589 | 609 | 619 | 644 | 608 |
| Glen Park | 132 | 785 | 764 | 767 | 787 | 786 | 761 | 709 |
| W.M. Green | 133 | 686 | 741 | 706 | 741 | 773 | 786 | 772 |
| Greenbriar | 134 | 612 | 632 | 608 | 621 | 590 | 643 | 661 |
| Van Zandt-Guinn | 135 | 287 | 285 | 320 | 331 | 341 | 381 | 369 |
| Hubbard | 137 | 741 | 651 | 669 | 676 | 693 | 681 | 638 |
| H.V. Helbing | 138 | 650 | 617 | 577 | 564 | 554 | 544 | 486 |
| Milton L. Kirkpatrick | 139 | 440 | 432 | 427 | 455 | 435 | 408 | 415 |
| Meadowbrook | 141 | 895 | 728 | 733 | 728 | 723 | 702 | 655 |
| D. McRae | 143 | 820 | 834 | 723 | 675 | 673 | 648 | 648 |
| Mitchell Boulevard | 144 | 483 | 469 | 519 | 475 | 460 | 427 | 407 |
| M.H. Moore | 146 | 572 | 520 | 513 | 543 | 549 | 586 | 596 |
| Morningside | 147 | 577 | 669 | 733 | 728 | 699 | 680 | 680 |
| Charles E. Nash | 148 | 260 | 270 | 268 | 273 | 276 | 294 | 277 |
| North Hi Mount | 149 | 261 | 280 | 289 | 320 | 363 | 379 | 397 |
| Oakhurst | 150 | 697 | 701 | 698 | 673 | 668 | 634 | 612 |
| Natha Howell | 151 | 472 | 493 | 485 | 513 | 480 | 488 | 495 |
| Oaklawn | 152 | 526 | 543 | 576 | 567 | 566 | 580 | 590 |
| A.M. Pate | 153 | 576 | 551 | 521 | 504 | 496 | 505 | 539 |
| Mary Louise Phillips | 154 | 511 | 481 | 510 | 541 | 554 | 546 | 511 |
| Ridglea Hills | 156 | 701 | 707 | 667 | 638 | 666 | 660 | 667 |
| Luella Merrett | 157 | 649 | 636 | 626 | 641 | 629 | 666 | 651 |
| Versia L. Williams | 159 | 499 | 491 | 466 | 472 | 498 | 520 | 492 |
| Maudrie M. Walton | 160 | 474 | 479 | 500 | 446 | 476 | 465 | 437 |
| Sam Rosen | 161 | 541 | 522 | 536 | 548 | 562 | 603 | 580 |
| Sagamore Hill | 162 | 801 | 675 | 720 | 761 | 757 | 785 | 725 |
| Bruce Shulkey | 163 | 430 | 410 | 482 | 478 | 528 | 531 | 557 |
| Richard Wilson | 165 | 765 | 579 | 579 | 569 | 584 | 577 | 610 |
| South Hi Mount | 166 | 587 | 587 | 556 | 557 | 542 | 528 | 549 |
| South Hills | 167 | 894 | 877 | 889 | 843 | 835 | 887 | 865 |
| Springdale | 168 | 565 | 564 | 534 | 535 | 536 | 545 | 569 |
| Sunrise | 169 | 438 | 422 | 444 | 414 | 442 | 435 | 447 |

Student Enrollment History by Campus

| | | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 |
|--------------------------------------|-----|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | | Actual | Actual | Actual | Actual | Actual | Actual | Projected |
| Elementary Schools, continued | | | | | | | | |
| Tanglewood | 171 | 690 | 722 | 771 | 733 | 749 | 802 | 850 |
| W.J. Turner | 172 | 518 | 554 | 556 | 575 | 576 | 536 | 538 |
| Washington Heights | 175 | 340 | 361 | 353 | 353 | 343 | 341 | 344 |
| Waverly Park | 176 | 788 | 816 | 795 | 794 | 810 | 811 | 780 |
| Westcliff | 177 | 497 | 506 | 507 | 543 | 554 | 557 | 577 |
| Westcreek | 178 | 847 | 828 | 787 | 745 | 722 | 704 | 678 |
| Western Hills | 180 | 803 | 813 | 770 | 802 | 821 | 1,172 | 837 |
| Worth Heights | 184 | 822 | 828 | 748 | 734 | 720 | 697 | 659 |
| David K. Sellars | 186 | 680 | 720 | 747 | 718 | 660 | 663 | 624 |
| J.T. Stevens | 187 | 343 | 347 | 330 | 328 | 451 | 438 | 467 |
| Atwood McDonald | 188 | 612 | 596 | 607 | 664 | 631 | 568 | 496 |
| Riverside Applied | 190 | 294 | 298 | 300 | 318 | 322 | 311 | 287 |
| Daggett Montessori | 194 | 552 | 555 | 555 | 523 | 507 | 498 | 500 |
| Bill J. Elliott | 206 | 669 | 701 | 581 | 600 | 650 | 592 | 544 |
| Westpark | 207 | 372 | 406 | 437 | 482 | 484 | 535 | 618 |
| T.A. Sims | 208 | 698 | 769 | 706 | 736 | 752 | 781 | 796 |
| Edward J. Briscoe | 209 | 396 | 408 | 394 | 405 | 473 | 479 | 482 |
| Woodway | 216 | 644 | 652 | 587 | 594 | 584 | 673 | 721 |
| I.M. Terrell | 217 | 297 | 291 | 291 | 280 | 265 | 259 | 237 |
| Lowery Road | 219 | 927 | 636 | 685 | 650 | 689 | 667 | 721 |
| Alice D. Contreras | 220 | 833 | 739 | 715 | 732 | 737 | 734 | 694 |
| Western Hills Primary | 221 | 573 | 618 | 600 | 550 | 585 | 579 | 611 |
| Clifford Davis | 222 | 588 | 691 | 707 | 711 | 776 | 769 | 841 |
| Cesar Chavez | 223 | 538 | 554 | 546 | 575 | 569 | 585 | 554 |
| M.G. Ellis | 224 | 485 | 471 | 455 | 462 | 457 | 447 | 425 |
| Bonnie Brae | 225 | 446 | 480 | 479 | 462 | 455 | 470 | 462 |
| Seminary Hills | 226 | 568 | 417 | 421 | 398 | 419 | 414 | 427 |
| Dolores Huerta | 227 | 591 | 603 | 643 | 615 | 607 | 583 | 573 |
| Total Elementary Schools | | <u>45,427</u> | <u>46,464</u> | <u>46,145</u> | <u>46,272</u> | <u>47,038</u> | <u>47,505</u> | <u>46,687</u> |
| Total All Schools | | <u>81,055</u> | <u>82,615</u> | <u>83,038</u> | <u>84,021</u> | <u>85,405</u> | <u>86,509</u> | <u>87,098</u> |

Note: Enrollment for students who are sent to alternative schools remains at the student's home school.

*Dunbar MS 059 name changed to Jacquet MS SY 2015-2016

Student Enrollment Forecasts

Enrollment projections are one of the most significant factors in the budget development and long-range financial planning process. Enrollment projections are designed to predict the student enrollment of the District based on geographic data, student data, migration data, and historical data of student populations. The District used two models to produce enrollment projections. The first method, Cohort Survival, uses historical data to project the number of students based on a survival rate.

This survival rate is based on three key elements:

- Progressors – Students who are promoted to the next grade level within the District.
- Retained – Students who are retained at their current grade within the District.
- Migrants – Students who are new, first time students in the District.

The other model used to predict enrollment growth is Linear Regression Trend Analysis. This method uses historical data (ten years) to determine a best-fit trend line per grade level. This model projects an even growth rate based on this trend line and is very effective when growth patterns are somewhat consistent.

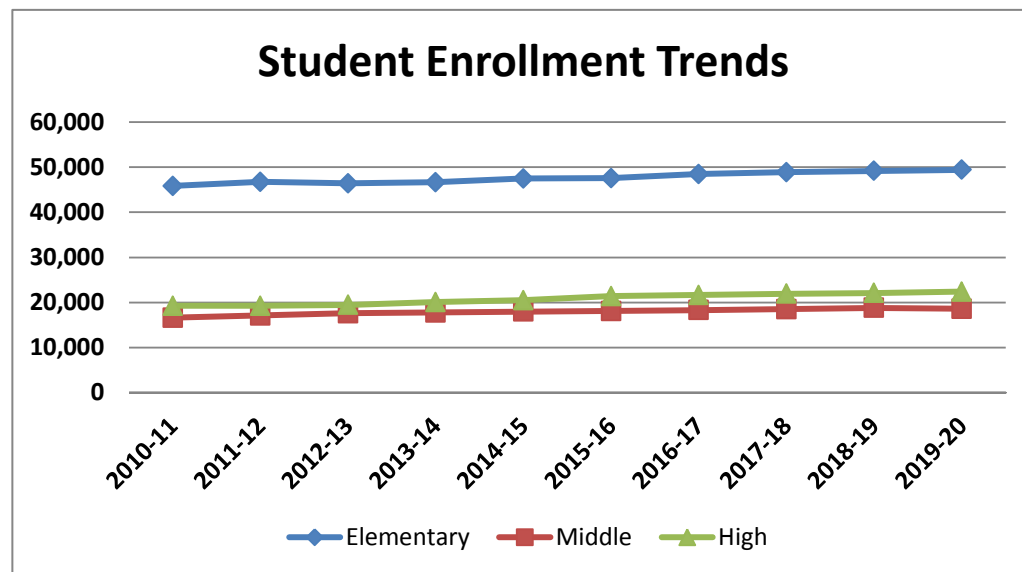
The average of these two models forms the basis for our enrollment projections. By using both models, the District is considering the “trend”, yet realizing other survival factors which affect the enrollment growth.

In addition to these statistical algorithms, the District also contracts with Templeton Demographics who works with our staff to monitor the growth of every subdivision and apartment complex within the District. Information regarding the age and number of units, along with the number of students, allows us to develop profiles on these developments. Utilizing these profiles, we can anticipate enrollment trends of new developments as well as changes, such as renovations to aging apartment complexes. The combination of statistical trends and detailed development information allows the District to forecast trends, as well as prepare for exceptions. With the aggressive growth of the Fort Worth Metroplex area, the District has engaged Templeton Demographics to provide an in depth analysis not only of Fort Worth Independent School District, but surrounding districts as well to identify needs that should be incorporated into long range planning.

On the enrollment worksheet, ADA is projected by converting enrollment into full-time equivalents and multiplying by the average attendance rate for the last three years. These ADA figures are an important component of state revenue projections.

Student Enrollment Trends

| | 2010-11 Actual | 2011-12 Actual | 2012-13 Actual | 2013-14 Actual | 2014-15 Actual | 2015-16 Actual | 2016-17 Projected | 2017-18 Projected | 2018-19 Projected | 2019-20 Projected |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------------|----------------------|----------------------|----------------------|
| Elementary | | | | | | | | | | |
| Early Education | 287 | 343 | 345 | 325 | 221 | 280 | 225 | 225 | 225 | 225 |
| Pre-kindergarten | 4,527 | 4,361 | 4,322 | 4,434 | 4,969 | 5,019 | 5,968 | 6,465 | 6,874 | 6,943 |
| Kindergarten | 7,098 | 7,314 | 7,048 | 6,991 | 7,025 | 6,723 | 7,065 | 7,085 | 7,105 | 7,125 |
| Grade 1 | 7,409 | 7,657 | 7,681 | 7,550 | 7,411 | 7,312 | 7,511 | 7,532 | 7,554 | 7,575 |
| Grade 2 | 6,970 | 7,084 | 7,217 | 7,390 | 7,417 | 7,283 | 7,211 | 7,231 | 7,252 | 7,272 |
| Grade 3 | 6,910 | 6,870 | 6,837 | 6,983 | 7,104 | 7,245 | 6,884 | 6,957 | 6,977 | 6,997 |
| Grade 4 | 6,525 | 6,694 | 6,549 | 6,582 | 6,859 | 6,973 | 6,915 | 6,652 | 6,723 | 6,742 |
| Grade 5 | 6,085 | 6,438 | 6,397 | 6,420 | 6,449 | 6,709 | 6,674 | 6,723 | 6,468 | 6,536 |
| Total Elementary Schools | 45,811 | 46,761 | 46,396 | 46,675 | 47,455 | 47,544 | 48,453 | 48,870 | 49,178 | 49,415 |
| Middle School | | | | | | | | | | |
| Grade 6 | 5,844 | 5,829 | 6,096 | 6,033 | 6,066 | 6,126 | 6,303 | 6,308 | 6,354 | 6,113 |
| Grade 7 | 5,446 | 5,808 | 5,780 | 6,027 | 6,007 | 6,033 | 6,048 | 6,254 | 6,259 | 6,305 |
| Grade 8 | 5,309 | 5,459 | 5,765 | 5,739 | 5,921 | 5,938 | 5,956 | 5,984 | 6,189 | 6,194 |
| Total Middle Schools | 16,599 | 17,096 | 17,641 | 17,799 | 17,994 | 18,097 | 18,307 | 18,546 | 18,802 | 18,612 |
| High School | | | | | | | | | | |
| Grade 9 | 5,765 | 6,208 | 6,508 | 6,812 | 6,745 | 6,850 | 6,938 | 6,953 | 6,986 | 7,224 |
| Grade 10 | 4,908 | 4,888 | 4,771 | 4,986 | 5,276 | 5,574 | 5,536 | 5,555 | 5,567 | 5,594 |
| Grade 11 | 4,338 | 4,452 | 4,489 | 4,532 | 4,550 | 4,945 | 4,971 | 5,095 | 5,113 | 5,124 |
| Grade 12 | 4,230 | 3,704 | 3,698 | 3,784 | 3,955 | 4,070 | 4,241 | 4,342 | 4,450 | 4,466 |
| Total High Schools | 19,241 | 19,252 | 19,466 | 20,114 | 20,526 | 21,439 | 21,686 | 21,945 | 22,116 | 22,408 |
| Total All Campus | 81,651 | 83,109 | 83,503 | 84,588 | 85,975 | 87,080 | 88,446 | 89,361 | 90,096 | 90,435 |



Student Dropout Rates - Grades 7 through 12

| School Year | Number of Students | Number of Dropouts | Dropout % |
|-------------|--------------------|--------------------|-----------|
| 2010-11 | 32,150 | 775 | 2.4% |
| 2011-12 | 32,921 | 843 | 2.6% |
| 2012-13 | 32,769 | 657 | 2.0% |
| 2013-14 | 33,735 | 532 | 1.6% |
| 2014-15 | 34,865 | 826 | 2.4% |

Source: 2010-11 & 2011-12 TEA Academic Excellence Indicator System (AEIS).
 Source: Starting in 2012-13 Texas Academic Performance Report (TARP)

NOTE:

Beginning in 2005-06, the definition of a dropout changed. Senate Bill (SB) 186 (Texas Education Code 39.051, 2004) required that dropout rates be computed according to the National Center for Education Statistics (NCES) dropout definition beginning with the 2005-06 school year. Under the NCES definition, a dropout is a student who is enrolled in public school in grades 7-12, does not return to public school the following fall, is not expelled, and does not graduate, receive a GED, continue school outside the public school system, begin college, or die. The total number of students in the denominator of the dropout rate is the cumulative number of students in attendance in the District at any time during the year.

Comparison of Five Largest Districts by Enrollment
2014-15

| District | Total Students | Dropout Rate |
|-----------------------|----------------|--------------|
| Houston ISD | 85,388 | 3.3% |
| Dallas ISD | 64,830 | 2.0% |
| Cypress-Fairbanks ISD | 52,919 | 0.9% |
| Northside ISD | 47,686 | 0.6% |
| Fort Worth ISD | 34,865 | 2.4% |

TARRANT COUNTY ISD/SAT STATISTICS

| School District | Enrollment | Mean SAT | District Rating |
|-------------------------|------------|----------|-----------------|
| Arlington | 63,882 | 977 | Met Standard |
| Azle | 6,156 | 962 | Met Standard |
| Birdville | 24,389 | 991 | Met Standard |
| Carroll | 7,884 | 1167 | Met Standard |
| Castleberry | 4,076 | 901 | Met Standard |
| Crowley | 14,985 | 917 | Met Standard |
| Eagle Mountain /Saginaw | 18,659 | 987 | Met Standard |
| Everman | 5,543 | 826 | Met Standard |
| Fort Worth | 85,975 | 892 | Met Standard |
| Grapevine-Colleyville | 13,748 | 1100 | Met Standard |
| Hurst-Euless-Bedford | 22,416 | 1000 | Met Standard |
| Keller | 33,619 | 1049 | Met Standard |
| Kennedale | 3,126 | 979 | Met Standard |
| Lake Worth | 3,195 | 849 | Met Standard |
| Mansfield | 33,410 | 978 | Met Standard |
| Northwest | 19,831 | 1014 | Met Standard |
| White Settlement | 6,664 | 936 | Met Standard |

Source: Texas Education Agency, 2014 - 2015 School Year

2015 FWISD STAAR Performance, Overall

| | All Students | African American | Hispanic | White | American Indian | Asian | Pacific Islander | Two or More | Special Education | Eco Dis | ELL |
|-----------------------------------|--------------|------------------|----------|-------|-----------------|-------|------------------|-------------|-------------------|---------|-----|
| Reading | | | | | | | | | | | |
| % at Phase-in 1 Level II or above | 67% | 58% | 68% | 86% | 74% | 58% | 71% | 77% | 33% | 65% | 56% |
| % at Level III Advanced | 10% | 5% | 8% | 28% | 18% | 15% | 17% | 17% | 2% | 8% | 8% |
| Mathematics | | | | | | | | | | | |
| % at Phase-in 1 Level II or above | 73% | 64% | 74% | 86% | 60% | 74% | 83% | 80% | 33% | 72% | 53% |
| % at Level III Advanced | 15% | 7% | 14% | 36% | * | 27% | * | 31% | * | 12% | 4% |
| Writing | | | | | | | | | | | |
| % at Phase-in 1 Level II or above | 62% | 52% | 62% | 80% | 54% | 60% | * | 70% | 17% | 59% | 55% |
| % at Level III Advanced | 5% | 2% | 4% | 17% | * | 15% | * | 12% | * | 3% | 3% |
| Science | | | | | | | | | | | |
| % at Phase-in 1 Level II or above | 70% | 59% | 70% | 89% | 67% | 71% | 88% | 82% | 39% | 66% | 51% |
| % at Level III Advanced | 11% | 4% | 9% | 32% | 25% | 23% | 31% | 23% | 3% | 7% | 4% |
| Social Studies | | | | | | | | | | | |
| % at Phase-in 1 Level II or above | 71% | 62% | 70% | 89% | 67% | 72% | 70% | 86% | 37% | 67% | 37% |
| % at Level III Advanced | 11% | 5% | 9% | 33% | 39% | 20% | * | 25% | 2% | 8% | 2% |

Source: 2015 TEA TAPR Report

FWISD Annual Report 2015-2016

BY THE NUMBERS

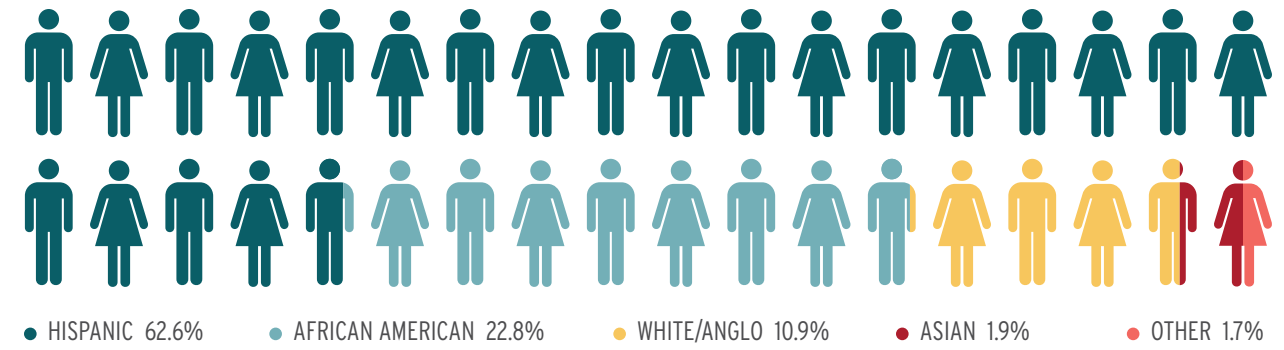
Operating Budget



| 2015-16 BUDGET | | \$716,074,057* |
|--------------------------|-----|----------------|
| ● INSTRUCTION | 60% | \$428,831,155 |
| ● DISTRICT OPERATIONS | 18% | \$128,318,089 |
| ● INSTRUCTIONAL SUPPORT | 17% | \$124,109,062 |
| ● CENTRAL ADMINISTRATION | 2% | \$17,317,453 |
| ● OTHER | 2% | \$17,498,298 |

*Unaudited

Our Students



| TOTAL ENROLLMENT | 87,080 | |
|------------------------------|--------|-------|
| CAREER & TECHNICAL EDUCATION | 19,266 | 22.1% |
| ECONOMICALLY DISADVANTAGED | 70,205 | 80.6% |
| ENGLISH LANGUAGE LEARNER | 26,940 | 30.9% |
| GIFTED & TALENTED | 8,044 | 9.2% |
| SPECIAL EDUCATION | 6,820 | 7.8% |

| ADDITIONAL ACADEMIC FACTS | |
|----------------------------------|--------------|
| 2016 NUMBER OF GRADUATES | 3,932 |
| 2015-16 SCHOLARSHIP OFFERS | \$50,266,487 |
| 2016* AVG. SAT SCORE | 908 |
| 2016* STUDENTS TAKING SAT | 4,112 |
| 2015-16 AVG. ACT SCORE | 18 |
| 2015-16 STUDENTS TAKING AP EXAMS | 5,937 |

*Data from March 2016 forward – the first administration of the new SAT, which includes changes in questioning and scoring

Our District

| ACCREDITATION | |
|----------------------|---------------------------------------|
| DISTRICT | TEXAS EDUCATION AGENCY |
| HIGH SCHOOLS | SOUTHERN ASSOC. OF COLLEGES & SCHOOLS |
| TEA DISTRICT RATINGS | MET STANDARD |

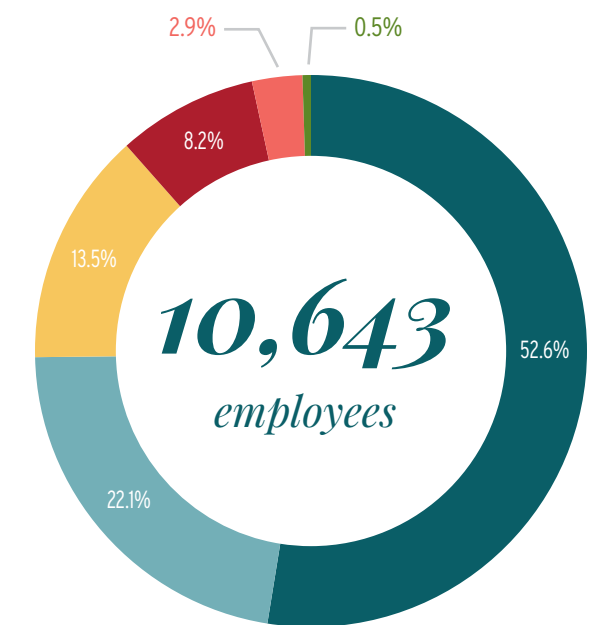
Our Schools 2015-2016

| TOTAL NUMBER OF SCHOOLS | 143 |
|-------------------------|-----|
| ELEMENTARY SCHOOLS | 83 |
| MIDDLE SCHOOLS | 24 |
| HIGH SCHOOLS | 19 |
| OTHER SCHOOLS | 17 |

Our Employees

| TOTAL NUMBER OF EMPLOYEES | 10,643 |
|---------------------------|--------|
| ● FULL-TIME TEACHERS | 5,603 |
| ● AUXILIARY STAFF | 2,357 |
| ● PROFESSIONAL SUPPORT | 1,440 |
| ● EDUCATIONAL AIDES | 876 |
| ● CAMPUS ADMINISTRATORS | 313 |
| ● CENTRAL ADMINISTRATORS | 54 |

| | |
|-------------------------------------|-----------|
| BEGINNING TEACHER SALARY | \$50,000 |
| AVG. EXPERIENCE OF TEACHERS | 10 YEARS |
| AVG. EXPERIENCE WITH FORT WORTH ISD | 7.9 YEARS |
| AVG. STUDENT/TEACHER RATIO | 17.57:1 |



Transportation

| | |
|--------------------------------------|-----------|
| NUMBER OF BUSES RUNNING DAILY | 376 |
| NUMBER OF BUS ROUTES | 1,668 |
| NUMBER OF STUDENTS TRANSPORTED DAILY | 19,424 |
| NUMBER OF MILES DRIVEN IN 2015-16 | 4,221,167 |

Nutrition Services

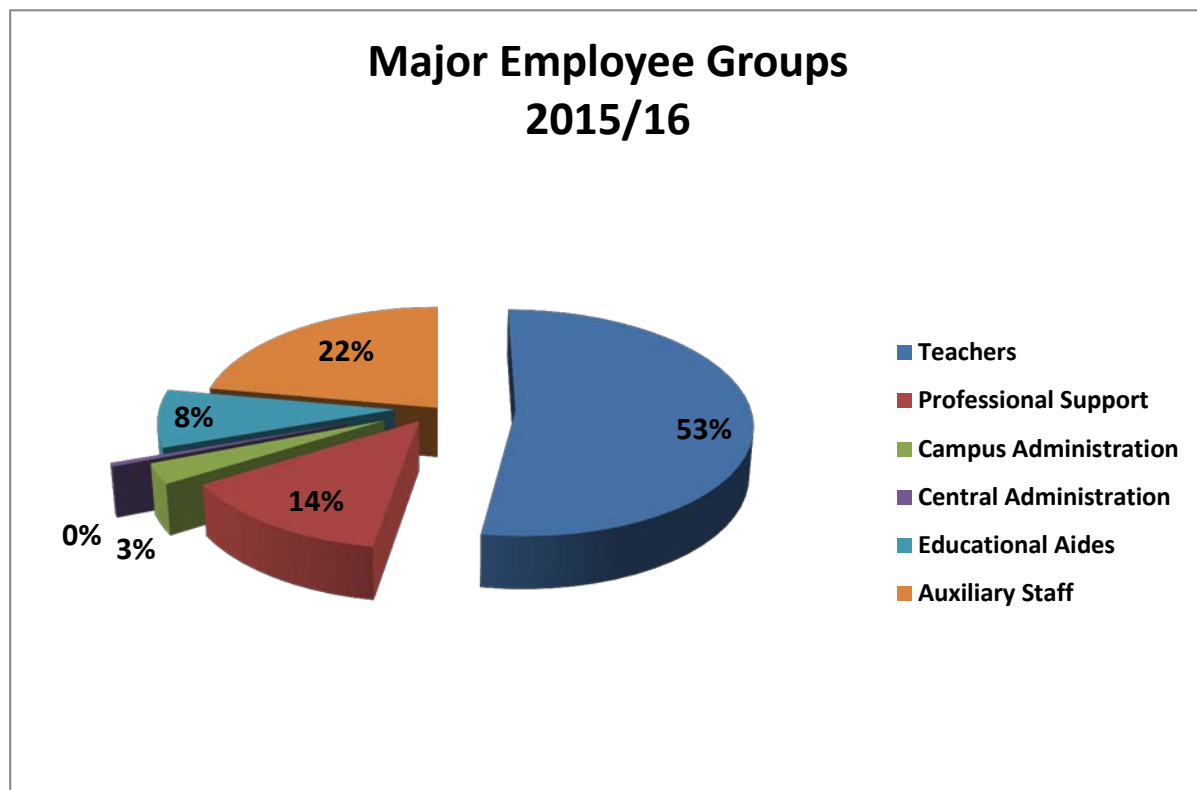
| | |
|----------------------------------|--------|
| BREAKFASTS SERVED DAILY | 31,500 |
| LUNCHES SERVED DAILY | 61,500 |
| % OF FREE OR REDUCED PRICE MEALS | 86% |

Summary of FWISD Staffing- All Funds

The following table and chart depicts the data included in the Texas Academic Performance Report for the last seven fiscal years (please note that prior to 2012/13 the report was called the Fall AEIS snapshot):

| Major Employee Groups | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | % Change 2010-2016 |
|---------------------------------|---------|---------|---------|---------|---------|---------|---------|-----------------------|
| Teachers | 5,069 | 5,132 | 5,126 | 4,958 | 5,217 | 5,457 | 5,603 | 11% |
| Professional Support | 1,314 | 1,195 | 1,899 | 1,174 | 1,268 | 1,387 | 1,440 | 10% |
| Campus Administration | 348 | 420 | 414 | 289 | 303 | 319 | 313 | -10% |
| Central Administration | 177 | 78 | 105 | 44 | 42 | 46 | 54 | -69% |
| Educational Aides | 879 | 835 | 787 | 758 | 787 | 871 | 876 | 0% |
| Auxiliary Staff | 3,173 | 2,472 | 1,568 | 2,334 | 2,160 | 2,347 | 2,357 | -26% |
| Total Staff | 10,960 | 10,132 | 9,899 | 9,557 | 9,777 | 10,427 | 10,643 | -3% |
| Number of Students (ADA) | 74,602 | 75,439 | 76,041 | 76,394 | 77,394 | 79,153 | 79,375 | 6% |
| Student Teacher Ratio | 14.72 | 14.70 | 14.83 | 15.41 | 14.83 | 14.50 | 14.17 | -4% |

Note: Increase in the total staff from 2014/15 to 2015/16 is due to program growth and student growth. From 2009/10 to 2015/16 Central Administration staff decreased 69%, Campus Administration staff decreased 10% and Auxiliary Staff decreased 26%. These decreases were due to the District's strategic decision to align the District's resources with the District's needs.



The chart above reflects major employee groups as a percentage of the total amount of District employees.

2016 - 2017 Teacher Salary Schedule

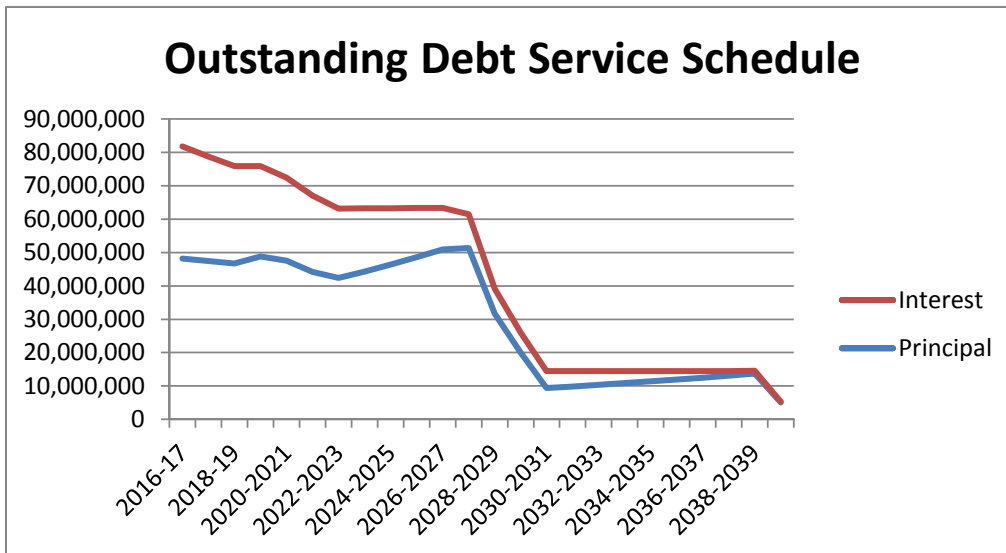
| <u>Year</u> | <u>Bachelor's</u> | <u>Master's</u> | <u>Doctorate</u> |
|-------------|-------------------|-----------------|------------------|
| 0 | \$51,000 | \$5,200 | \$53,000 |
| 1 | \$51,400 | \$52,400 | \$54,060 |
| 2 | \$51,800 | \$52,800 | \$54,841 |
| 3 | \$52,200 | \$53,200 | \$55,157 |
| 4 | \$52,600 | \$53,600 | \$55,653 |
| 5 | \$53,000 | \$54,000 | \$55,918 |
| 6 | \$53,400 | \$54,488 | \$56,834 |
| 7 | \$53,838 | \$54,985 | \$58,342 |
| 8 | \$54,100 | \$55,211 | \$58,620 |
| 9 | \$54,653 | \$55,797 | \$58,866 |
| 10 | \$55,016 | \$56,257 | \$59,187 |
| 11 | \$55,599 | \$56,847 | \$59,494 |
| 12 | \$56,185 | \$57,472 | \$60,875 |
| 13 | \$56,550 | \$57,823 | \$61,186 |
| 14 | \$56,906 | \$58,175 | \$61,415 |
| 15 | \$57,262 | \$58,532 | \$61,516 |
| 16 | \$57,616 | \$59,375 | \$61,608 |
| 17 | \$57,980 | \$59,517 | \$62,370 |
| 18 | \$58,469 | \$59,765 | \$62,678 |
| 19 | \$58,842 | \$60,180 | \$62,826 |
| 20 | \$59,434 | \$60,955 | \$63,014 |
| 21 | \$60,122 | \$61,562 | \$63,225 |
| 22 | \$61,530 | \$62,684 | \$66,498 |
| 23 | \$62,379 | \$63,822 | \$67,415 |
| 24 | \$62,999 | \$64,359 | \$67,602 |
| 25 | \$63,867 | \$65,233 | \$67,810 |
| 26 | \$64,845 | \$66,813 | \$68,067 |
| 27 | \$66,945 | \$68,118 | \$71,940 |
| 28 | \$67,059 | \$68,885 | \$72,055 |
| 29 | \$67,547 | \$69,057 | \$72,168 |
| 30 | \$68,577 | \$69,922 | \$72,822 |
| 31 | \$69,059 | \$70,852 | \$72,839 |
| 32+ | \$78,852 | \$80,724 | \$84,651 |

New hires are required to submit original service records for verification of prior teaching experience no later than June 30, 2017 for consideration in the 2016-2017 school year.

[This salary schedule is based on 187 days for the 2016 – 2017 school year only and cannot be used to predict future salaries](#)

Fort Worth Independent School District
Total Outstanding Debt Service

| FYE | Principal | Interest | Total P+I |
|------|--------------------|--------------------|----------------------|
| 2017 | 48,215,000 | 33,533,500 | 81,748,500 |
| 2018 | 47,445,000 | 31,274,750 | 78,719,750 |
| 2019 | 46,680,000 | 29,251,950 | 75,931,950 |
| 2020 | 48,865,000 | 27,068,025 | 75,933,025 |
| 2021 | 47,570,000 | 24,874,513 | 72,444,513 |
| 2022 | 44,205,000 | 22,810,788 | 67,015,788 |
| 2023 | 42,350,000 | 20,812,113 | 63,162,113 |
| 2024 | 44,300,000 | 18,908,888 | 63,208,888 |
| 2025 | 46,375,000 | 16,910,913 | 63,285,913 |
| 2026 | 48,575,000 | 14,743,488 | 63,318,488 |
| 2027 | 50,875,000 | 12,512,513 | 63,387,513 |
| 2028 | 51,365,000 | 10,123,300 | 61,488,300 |
| 2029 | 31,615,000 | 7,555,050 | 39,170,050 |
| 2030 | 19,895,000 | 6,052,400 | 25,947,400 |
| 2031 | 9,380,000 | 5,057,650 | 14,437,650 |
| 2032 | 9,865,000 | 4,588,650 | 14,453,650 |
| 2033 | 10,350,000 | 4,095,400 | 14,445,400 |
| 2034 | 10,860,000 | 3,615,800 | 14,475,800 |
| 2035 | 11,385,000 | 3,072,800 | 14,457,800 |
| 2036 | 11,905,000 | 2,575,700 | 14,480,700 |
| 2037 | 12,475,000 | 2,024,050 | 14,499,050 |
| 2038 | 13,065,000 | 1,445,700 | 14,510,700 |
| 2039 | 13,685,000 | 839,700 | 14,524,700 |
| 2040 | 5,115,000 | 204,600 | 5,319,600 |
| | 726,415,000 | 303,952,238 | 1,030,367,238 |



**Fort Worth Independent School District
Outstanding Bond Issues**

| Description | Original Issue | Debt Outstanding |
|-------------------------------------------------------------------------------------------------------------------------|-------------------------|-----------------------|
| Unlimited Tax Refunding Bonds, Series 2006 | 112,339,995 | 82,965,000 |
| Tax Refunding Bonds, (Unlimited Tax Sch Bldg Bonds, Series 1999* were refunded \$24,575,000) | | |
| Tax Refunding Bonds, (Sch Bldg Unlimited Tax Bonds, Series 2001* were refunded- \$46,300,000) | | |
| Tax Refunding Bonds, (Sch Bldg Unlimited Tax Bonds, Series 2001A* were refunded- \$41,465,000) | | |
| Unlimited Tax School Bldg Bonds, Series 2008 | 224,525,000 | 20,665,000 |
| 2007-Capital Improvement Program, Straight to the Classroom***** | | |
| Unlimited Tax Refunding Bonds, Series 2008 | 6,700,000 | 895,000 |
| Tax Refunding Bonds, (Maintenance Tax Notes, Series 2004A**, Unlimited Tax Refunding Bonds, Series 2006 were refunded) | | |
| Unlimited Tax Qualified School Construction Bonds, Series 2009 (Tax Credit Bond) | 31,600,000 | 21,725,000 |
| 2007-Capital Improvement Program, Straight to the Classroom***** | | |
| Unlimited Tax Refunding & School Building Bonds, Tax Series 2009 | 176,755,000 | 125,980,000 |
| Tax Refunding Bonds, (Unlimited Tax Sch Bldg Refunding and Improvements Bonds, Series 1999* were refunded -\$2,155,000) | | |
| 2007-Capital Improvement Program, Straight to the Classroom****- \$174,600,000 | | |
| Unlimited Tax Qualified School Construction Bonds, Series 2010 | 15,000,000 | 12,730,000 |
| 2007-Capital Improvement Program, Straight to the Classroom**** | | |
| Unlimited Tax School Bldg Bonds, Series 2010 | 103,715,000 | 92,560,000 |
| 2007-Capital Improvement Program, Straight to the Classroom**** | | |
| Unlimited Tax School Building Bonds, Series 2014 | 122,825,000 | 110,335,000 |
| 2013-Capital Improvement Program, Commitment to Classrooms***** | | |
| Unlimited Tax Refunding & School Building Bonds, Series 2015 | 270,540,000 | 258,560,000 |
| Tax Refunding Bonds, (Unlimited Tax Refunding Bonds, Series 2005*** were refunded- \$48,445,000) | | |
| Tax Refunding Bonds (Unlimited Tax Sch Bldg Bonds, Series 2008 were refunded- \$135,740,000) | | |
| 2013-Capital Improvement Program, Commitment to Classrooms** - \$86,355,000 | | |
| | \$ 1,063,999,995 | \$ 726,415,000 |

1999 Bond Capital Improvement Program *
Additional classrooms for overcrowding, construction of new facilities, renovations and acquisition of land for future campuses.

Maintenance Tax Notes, Series 2004A **
Replacement of eleven tracks and one athletic field at eleven High Schools

Unlimited Tax Refunding Bonds, Series 2005 ***

2007-Capital Improvement Program, Straight to the Classroom ****
New schools, additional classrooms, bus replacement, student instruments and uniforms, technology refresh and athletic facilities upgrade

2013-Capital Improvement Program, Commitment to Classrooms *****
New schools, additional Pre-K classrooms, security and technology upgrades, bus replacements, compliance renovations and Wi-Fi study areas

Financial Allocation Study of Texas (FAST)

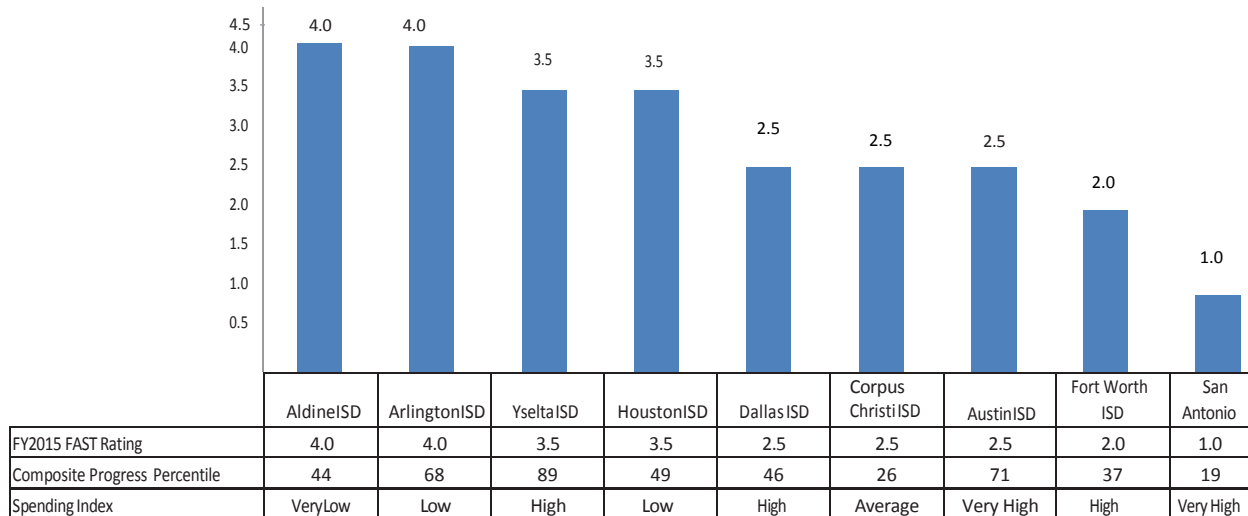
The Financial Allocation Study of Texas (FAST) measures how spending in every Texas public school district and campus translates to student academic progress. FAST looks at academic, financial and demographic data and identifies school districts and campuses that produce high academic achievement while maintaining cost-effective operations. FAST takes into account multiple academic indicators including TEA accountability ratings, STAAR results, dropout and completion and college readiness. FAST utilizes financial indicators such as spending, revenue, taxes, fund balance and debt. Finally, FAST also takes into account demographic indicators of both the students and staff.

Academic Progress Measure + Spending Index = FAST Ratings

| Composite Academic Progress Percentile | Spending Index | | | | |
|-------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | Very High | High | Average | Low | Very Low |
| 80-99 ■■■■■ | 3 STARS ★★★★☆ | 3½ STARS ★★★★☆ | 4 STARS ★★★★☆ | 4½ STARS ★★★★☆ | 5 STARS ★★★★☆ |
| 60-79 ■■■■□ | 2½ STARS ★★★★☆ | 3 STARS ★★★★☆ | 3½ STARS ★★★★☆ | 4 STARS ★★★★☆ | 4½ STARS ★★★★☆ |
| 40-59 ■■■□□ | 2 STARS ★★★★☆ | 2½ STARS ★★★★☆ | 3 STARS ★★★★☆ | 3½ STARS ★★★★☆ | 4 STARS ★★★★☆ |
| 20-39 ■■□□□ | 1½ STARS ★★★★☆ | 2 STARS ★★★★☆ | 2½ STARS ★★★★☆ | 3 STARS ★★★★☆ | 3½ STARS ★★★★☆ |
| LESS THAN 20 ■□□□□ | 1 STAR ★★★★☆ | 1½ STARS ★★★★☆ | 2 STARS ★★★★☆ | 2½ STARS ★★★★☆ | 3 STARS ★★★★☆ |

Source: <http://www.fastexas.org/about/data.php>

Fort Worth Independent School District FY2015 FAST Rating Comparison to Urban Peers



Source: <http://www.fastexas.org>



Financial Integrity Rating System of Texas

2015-2016 RATINGS BASED ON SCHOOL YEAR 2014-2015 DATA - DISTRICT STATUS DETAIL

| Name: FORT WORTH ISD(220905) | | Publication Level 1: 8/8/2016 6:20:16 PM | |
|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|-------|
| Status: Passed | | Publication Level 2: 8/8/2016 6:20:16 PM | |
| Rating: A = Superior | | Last Updated: 8/8/2016 6:20:16 PM | |
| District Score: 98 | | Passing Score: 31 | |
| # | Indicator Description | Updated | Score |
| 1 | <u>Was the complete annual financial report (AFR) and data submitted to the TEA within 30 days of the November 27 or January 28 deadline depending on the school district's fiscal year end date of June 30 or August 31, respectively?</u> | 3/16/2016 4:39:02 PM | Yes |
| 2 | Review the AFR for an unmodified opinion and material weaknesses. The school district must pass 2.A to pass this indicator. The school district fails indicator number 2 if it responds "No" to indicator 2.A. or to both indicators 2.A and 2.B. | | |
| 2.A | <u>Was there an unmodified opinion in the AFR on the financial statements as a whole? (The American Institute of Certified Public Accountants (AICPA) defines unmodified opinion. The external independent auditor determines if there was an unmodified opinion.)</u> | 3/16/2016 4:39:03 PM | Yes |
| 2.B | <u>Did the external independent auditor report that the AFR was free of any instance (s) of material weaknesses in internal controls over financial reporting and compliance for local, state, or federal funds? (The AICPA defines material weakness.)</u> | 3/16/2016 4:39:03 PM | Yes |
| 3 | <u>Was the school district in compliance with the payment terms of all debt agreements at fiscal year end? (If the school district was in default in a prior fiscal year, an exemption applies in following years if the school district is current on its forbearance or payment plan with the lender and the payments are made on schedule for the fiscal year being rated. Also exempted are technical defaults that are not related to monetary defaults. A technical default is a failure to uphold the terms of a debt covenant, contract, or master promissory note even though payments to the lender, trust, or sinking fund are current. A debt agreement is a legal agreement between a debtor (= person, company, etc. that owes money) and their creditors, which includes a plan for paying back the debt.)</u> | 3/16/2016 4:39:03 PM | Yes |
| 4 | <u>Did the school district make timely payments to the Teachers Retirement System (TRS), Texas Workforce Commission (TWC), Internal Revenue Service (IRS), and other government agencies?</u> | 3/16/2016 4:39:04 PM | Yes |

| | | | |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|------------------------|
| 5 | <u>Was the total unrestricted net asset balance (Net of the accretion of interest for capital appreciation bonds) in the governmental activities column in the Statement of Net Assets greater than zero? (If the school district's change of students in membership over 5 years was 10 percent or more, then the school district passes this indicator.)</u> | 3/16/2016 4:39:04 PM | Yes |
| | | | 1 Multiplier Sum |
| 6 | <u>Was the number of days of cash on hand and current investments in the general fund for the school district sufficient to cover operating expenditures (excluding facilities acquisition and construction)? (See ranges below.)</u> | 8/4/2016 2:01:52 PM | 10 |
| 7 | <u>Was the measure of current assets to current liabilities ratio for the school district sufficient to cover short-term debt? (See ranges below.)</u> | 6/30/2016 1:40:50 PM | 8 |
| 8 | <u>Was the ratio of long-term liabilities to total assets for the school district sufficient to support long-term solvency? (If the school district's change of students in membership over 5 years was 10 percent or more, then the school district passes this indicator.) (See ranges below.)</u> | 8/4/2016 2:01:52 PM | 10 |
| 9 | <u>Did the school district's general fund revenues equal or exceed expenditures (excluding facilities acquisition and construction)? If not, was the school district's number of days of cash on hand greater than or equal to 60 days?</u> | 8/4/2016 2:01:53 PM | 10 |
| 10 | <u>Was the debt service coverage ratio sufficient to meet the required debt service? (See ranges below.)</u> | 8/4/2016 2:01:53 PM | 10 |
| 11 | <u>Was the school district's administrative cost ratio equal to or less than the threshold ratio? (See ranges below.)</u> | 3/16/2016 4:39:06 PM | 10 |
| 12 | <u>Did the school district not have a 15 percent decline in the students to staff ratio over 3 years (total enrollment to total staff)? (If the student enrollment did not decrease, the school district will automatically pass this indicator.)</u> | 3/16/2016 4:39:07 PM | 10 |
| 13 | <u>Did the comparison of Public Education Information Management System (PEIMS) data to like information in the school district's AFR result in a total variance of less than 3 percent of all expenditures by function?</u> | 3/16/2016 4:39:08 PM | 10 |
| 14 | <u>Did the external independent auditor indicate the AFR was free of any instance(s) of material noncompliance for grants, contracts, and laws related to local, state, or federal funds? (The AICPA defines material noncompliance.)</u> | 3/25/2016 2:14:17 PM | 10 |
| 15 | <u>Did the school district not receive an adjusted repayment schedule for more than one fiscal year for an over allocation of Foundation School Program (FSP) funds as a result of a financial hardship?</u> | 3/24/2016 4:41:13 PM | 10 |
| | | | 98 Weighted Sum |
| | | | 1 Multiplier Sum |

DETERMINATION OF RATING

| | | |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| A. | Did the district answer ' No ' to Indicators 1, 3, 4, 5, or 2.A? If so, the school district's rating is F for Substandard Achievement regardless of points earned. | |
| B. | Determine the rating by the applicable number of points. (Indicators 6-15) | |
| | A = Superior | 70-100 |
| | B = Above Standard | 50-69 |
| | C = Meets Standard | 31-49 |
| | F = Substandard Achievement | <31 |

| POPULATION | | | |
|---------------------------------|-----------|-----------|-----------|
| Area | 1990 | 2000 | 2013 |
| Dallas-Fort Worth-Arlington MSA | 4,111,750 | 5,309,277 | 6,810,913 |
| Tarrant County | 1,170,103 | 1,446,219 | 1,911,541 |
| Fort Worth | 447,619 | 534,694 | 792,727 |

Source: U.S. Census Bureau

| CIVILIAN LABOR FORCE (in thousands) | | | |
|-------------------------------------|---------|---------|----------|
| Fort Worth - Arlington MD | Aug-15 | Aug-14 | % Change |
| Total Labor Force | 1,183.9 | 1,191.5 | -0.6% |
| Employed | 1,135.6 | 1,129.5 | 0.5% |
| Unemployed | 48.2 | 62.0 | -22.3% |
| Unemployment Rate | 4.1% | 5.2% | -21.2% |

Source: Texas Workforce Commission

| NON-FARM WAGE & SALARY EMPLOYMENT | | | |
|-----------------------------------|---------|---------|----------|
| Fort Worth- Arlington MD | Aug-15 | Aug-14 | % Change |
| Total Nonagriculture | 997,800 | 979,200 | 1.9% |
| Mining & Construction | 68,100 | 74,100 | -8.1% |
| Retail Trade | 112,000 | 110,100 | 1.7% |
| Manufacturing | 95,000 | 97,200 | -2.3% |
| Trans., Warehousing & Utilities | 76,800 | 72,300 | 6.2% |
| Information | 12,800 | 13,200 | -3.0% |
| Financial Activities | 58,800 | 56,600 | 3.9% |
| Professional & Business Svcs. | 116,600 | 112,700 | 3.5% |
| Education & Health Services | 130,500 | 122,700 | 6.4% |
| Leisure & Hospitality | 115,500 | 110,900 | 4.1% |
| Other Services | 38,200 | 37,900 | 0.8% |
| Government | 125,400 | 124,400 | 0.8% |

Source: Texas Workforce Commission

| RESIDENTIAL REAL ESTATE | | | |
|-------------------------------------|-----------|-----------|----------|
| MLS Activity | Aug-15 | Aug-14 | % Change |
| Collin County Sales | 1,781 | 1,690 | 5.4% |
| Collin County Median Sale Price | \$287,400 | \$268,400 | 7.1% |
| Dallas Sales | 6,676 | 5,925 | 12.7% |
| Dallas Median Sale Price | \$231,800 | \$211,300 | 9.7% |
| Denton County Sales | 1,136 | 1,015 | 11.9% |
| Denton County Median Sale Price | \$233,200 | \$208,200 | 12.0% |
| Fort Worth Sales | 1,298 | 1,143 | 13.6% |
| Fort Worth Median Sale Price | \$161,900 | \$148,700 | 8.9% |
| NE Tarrant County Sales | 1,114 | 998 | 11.6% |
| NE Tarrant County Median Sale Price | \$233,500 | \$215,100 | 8.6% |

Source: Texas A&M Real Estate Center

| PERMIT ACTIVITY | | | |
|-----------------|--------|--------|----------|
| Fort Worth | Aug-15 | Aug-14 | % Change |
| Single Family | 243 | 227 | 7.0% |
| Multi-Family | 6 | 5 | 20.0% |
| Commercial | 95 | 97 | -2.1% |

Source: City of Fort Worth

| HOUSING STARTS | | | |
|----------------------------|--------|--------|----------|
| Fort Worth | Aug-15 | Aug-14 | % Change |
| Residential Units | 303 | 453 | -33.1% |
| Single Family | 245 | 321 | -23.7% |
| Multi-Family Units | 58 | 132 | 0.0% |
| 2015 Residential Units YTD | | | 3,025 |
| 2014 Residential Units | | | 5,382 |

Source: City of Fort Worth

***North Texas Region** - The North Texas Region includes Collin, Dallas, Denton, Ellis, Erath, Hood, Hunt, Johnson, Kaufman, Navarro, Palo Pinto, Parker, Rockwall, Somervell, Tarrant, and Wise counties.

| PASSENGERS | | | |
|---------------------------|-----------|-----------|------------|
| Airport | Aug-15 | Aug-14 | % Change |
| DFW International Airport | 5,839,500 | 5,787,037 | 0.9% |
| 2015 YTD Passengers | | | 42,962,323 |
| 2014 Total Passengers | | | 63,522,823 |

Source: DFW Airport

| NEW AUTO SALES | | | |
|----------------|--------|--------|----------|
| DFW Area | Aug-15 | Aug-14 | % Change |
| Passenger Cars | 20,379 | 19,187 | 6.2% |
| Trucks | 15,072 | 10,528 | 43.2% |
| Total | 35,451 | 29,715 | 19.3% |

Source: "The Freeman Metroplex Recap"

| CONSUMER PRICE INDEX - URBAN (CPI-U) | | | |
|--------------------------------------|---------|---------|----------------|
| Base 1982-84=100 | CPI-U | CPI-U | Inflation Rate |
| | Aug-15 | Aug-14 | |
| DFW CMSA | 218.676 | 219.543 | -0.4% |
| U.S. City Average | 238.316 | 237.852 | 0.2% |

Source: Bureau of Labor Statistics

| ACCRA COST OF LIVING | | |
|------------------------|---------------------|-----------------|
| Fort Worth | Second Quarter 2015 | U.S.Average=100 |
| Composite (All Items) | | 102.2 |
| Grocery Items | | 92.5 |
| Housing | | 97.0 |
| Utilities | | 92.0 |
| Transportation | | 103.0 |
| Health Care | | 101.8 |
| Misc. Goods & Services | | 114.0 |

Source: ACCRA

| COMMERCIAL REAL ESTATE | | | | |
|------------------------|-----------------|------------|------------|----------|
| Dallas / Fort Worth | | 2ndQ -15 | 2ndQ-14 | % Change |
| Office | Occupancy Rate | 82.10% | 81.3% | 1.0% |
| | Rate/SF Class A | \$20.75 | \$20.07 | 3.4% |
| Industrial | Occupancy Rate | 92.6% | 93.7% | -1.2% |
| | Rate/SF | \$4.11 | \$4.07 | 1.0% |
| Retail | Occupancy Rate | 93.9% | 92.1% | 2.0% |
| | Rate/SF | \$13.95 | \$14.07 | -0.9% |
| Fort Worth CBD | Occupancy Rate | 87.50% | 84.0% | 4.2% |
| | Rate/SF | \$26.27 | \$25.95 | 1.2% |
| | Net Rentable/SF | 9,365,503 | 9,388,949 | -0.2% |
| Dallas CBD | Occupancy Rate | 76.30% | 74.2% | 2.8% |
| | Rate/SF | \$22.14 | \$20.60 | 7.5% |
| | Net Rentable/SF | 25,082,000 | 28,637,303 | -12.4% |

Source: CBRE (2Q2015)

| DRILLING ACTIVITY | | | |
|------------------------|--------|--------|----------|
| Well Starts | Aug-15 | Aug-14 | % Change |
| Tarrant County | 10 | 9 | 11.1% |
| * Barnett Shale | 24 | 63 | -61.9% |
| * 2015 Well Starts YTD | | | 144 |
| * 2014 Well Starts | | | 810 |
| Rig Counts | Aug-15 | Aug-14 | % Change |
| Tarrant County | 2 | 4 | -50.0% |
| * Barnett Shale | 6 | 23 | -73.9% |

Source: RigData (* Barnett Shale represents everything in East Newark Field for purposes of this report - 23 counties)

***Dallas-Plano-Irving MD** - Dallas Metropolitan Division includes Collin, Dallas, Delta, Denton, Ellis, Hunt, Kaufman and Rockwall counties.

***Fort Worth-Arlington MD** - Fort Worth MD includes Johnson, Parker, Tarrant and Wise counties.

Information gathered and compiled by the Fort Worth Chamber of Commerce.

FORT WORTH CHAMBER OF COMMERCE

Economic Development Information Center 2016 TARRANT COUNTY AVERAGE WAGES

| Occupation | Average Hourly Wage (\$) |
|-----------------------------|---------------------------------|
| Accountant | 22.61 |
| Assembler | 13.33 |
| Billing Representative | 14.01 |
| Computer Operator | 20.14 |
| Customer Service Manager | 27.22 |
| Customer Service Rep. | 12.35 |
| Data Entry Clerk | 12.06 |
| Database Analyst | 32.06 |
| Electrician | 22.68 |
| Electronics Technician | 16.74 |
| Forklift Operator | 16.12 |
| Machinist | 17.20 |
| Maintenance Mechanic | 16.05 |
| Maintenance Supervisor | 28.54 |
| Material Handler | 15.73 |
| Network Administrator | 32.86 |
| Network Technician | 24.83 |
| Programmer | 24.24 |
| Quality Insurance Inspector | 20.28 |
| Secretary I | 13.04 |
| Stock Clerk | 12.38 |
| Warehouse Supervisor | 23.16 |

Source: The Whitney Smith Company

Updated: September 30, 2016

FORT WORTH CHAMBER OF COMMERCE

Economic Development Information Center DEMOGRAPHIC PROFILE

| Category | Fort Worth | D/FW Metroplex |
|--------------------|------------|----------------|
| Population Est. | 741,206 | 6,371,773 |
| White | 41.7% | 50.2% |
| Black | 18.5% | 14.8% |
| American Indian | 0.3% | 0.4% |
| Asian | 3.7% | 5.3% |
| Other Race | 0.2% | 0.2% |
| Two or More Races | 1.5% | 1.6% |
| Hispanic Ethnicity | 34.1% | 27.5% |
| Under Age 20 | 238,712 | 1,945,835 |
| Age 20 - 29 | 116,603 | 905,709 |
| Age 30-39 | 115,920 | 959,303 |
| Age 40-59 | 180,699 | 1,719,463 |
| Age 60+ | 89,272 | 841,463 |
| Median Age | 31.2 | 33.5 |
| Total Households | 262,652 | 2,298,498 |

Source: U.S. Census Bureau

Updated: September 28, 2009



Fort Worth



Fort Worth is Open for Business

Fort Worth is a premier business address for the top companies in the world – from Fortune 500 corporations to globally recognized brands.

We are a vibrant, international community that is progressive and pro-business, yet one that still remains true to its Western heritage. As the fastest-growing city in the nation over the last 13 years, Fort Worth is poised for its population to surpass one million by 2025. And with the Dallas-Fort Worth market being named the Top Job Creator in 2014 by the U.S. Census Bureau, business – and the economy – are booming.



All Roads – and Planes and Trains – Lead to Fort Worth

Fort Worth’s central location within the state of Texas, the U.S. and the world, combined with extensive air, rail and land transportation options, provide unparalleled access to any destination.

- Dallas/Fort Worth International Airport is the 3rd busiest airport in the world, handling 60 percent of the cargo shipped in Texas and serving 148 domestic and 56 international destinations. In 2014, the airport served more than 63 million passengers.
- Fort Worth Alliance Airport, the world’s first industrial airport, offers a range of amenities for global customers and is the top-ranked Foreign Trade Zone in the country. Alliance is one of the world’s premier inland ports and is a U.S. Customs’ Port of Entry.
- BNSF Railway, one of the nation’s largest freight railroad companies, is headquartered in Fort Worth and is at the center of the city’s state-of-the-art intermodal hub.
- Major interstate highways, including I-20, I-30, I-45, I-35W and I-820, crisscross Fort Worth, enabling easy travel throughout North Texas, and providing robust international and domestic trade routes for businesses.

Notable Headquarters in Fort Worth

- Acme Brick
- Alcon/Novartis
- Allied Electronics
- American Airlines
- Bell Helicopter Textron
- Ben E. Keith
- BNSF Railway Company
- D.R. Horton
- Justin Brands
- Pier 1 Imports
- TTI, Inc.
- Williamson-Dickie Manufacturing
- XTO Energy



Fort Worth



Made in Fort Worth

Ample land, limited regulations, a strong transportation infrastructure and a highly skilled workforce make Fort Worth the ideal community for manufacturing companies.

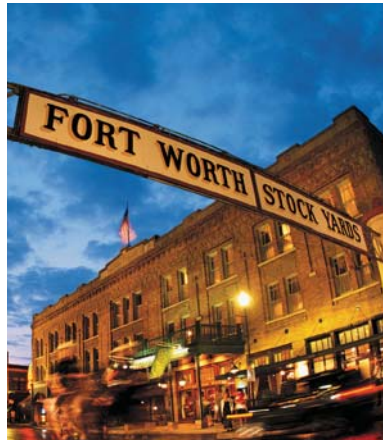
Here in Fort Worth:

- GE Transportation is manufacturing and testing its signature Evolution® series, the most energy-efficient locomotives today. This is the company's first plant outside of Pennsylvania in over 100 years.
- Justin Brands is one of the most iconic manufacturers of cowboy boots, work boots and other Western wear and has been in the local community since 1925.
- Lockheed Martin manufactures the F-35, the most technologically advanced, multi-roll fighter aircraft in the world and part of the largest defense program in the nation's history.
- Bell Helicopter manufactures military aircraft that provide the most advanced defense air transportation and weaponry in the world.
- In neighboring Arlington, General Motors has a plant that manufactures the Cadillac Escalade, Chevy Suburban, Chevy Tahoe, and GMC Yukon.

Live, Work, Play

Fort Worth tops the lists when it comes to livability. From its thriving downtown and a multitude of premier housing developments, to strong corporate economy and outstanding cultural, entertainment and recreational opportunities, Fort Worth has it all.

- Downtown Fort Worth was voted the best downtown by Livability.com in 2014.
- Forbes ranked Fort Worth number two in its list of Best Cities for Job Seekers in 2015.
- Fort Worth has the second highest number of accredited museums within walking distance of each other, second to only Washington, D.C., including The Modern Art Museum, the Kimbell Art Museum, the National Cowgirl Museum and Hall of Fame, the Amon Carter Museum of American Art, and the Fort Worth Museum of Science and History.
- The centerpiece of the thriving downtown is the 35-block Sundance Square, which is home to the Bass Performing Arts Center that hosts world-class performances and organizations such as the Van Cliburn International Piano Competition, the Fort Worth Symphony Orchestra, the Texas Ballet Theatre, and the Fort Worth Opera.
- Four professional sports teams are located within a 30-mile radius of Fort Worth, including the Dallas Cowboys (NFL), Dallas Mavericks (NBA), Texas Rangers (MLB), and Dallas Stars (NHL).
- Fort Worth is home to the world-renowned Fort Worth Stock Show and Rodeo, held annually and featuring some of the best talent in the Professional Rodeo Cowboys Association.
- Texas Motor Speedway in Fort Worth features annual races from both NASCAR and the Indy Racing League, drawing in hundreds of thousands of spectators and fans.



Talent in High Demand

The workforce in North Texas represents one of the most educated talent pools in the country:

- 81.4 percent of Dallas/Fort Worth residents have a high school degree or higher.
- More than 850,000 individuals have a bachelor's degree and nearly 400,000 have a graduate or professional degree.

For more information, contact:
Fort Worth Chamber of Commerce
P: 817.338.3392
E: EcoDev@fortworthchamber.com

To find out more about why Fort Worth is a great place to live and work, visit

Fort Worth ISD Official Budget Book 2016-17

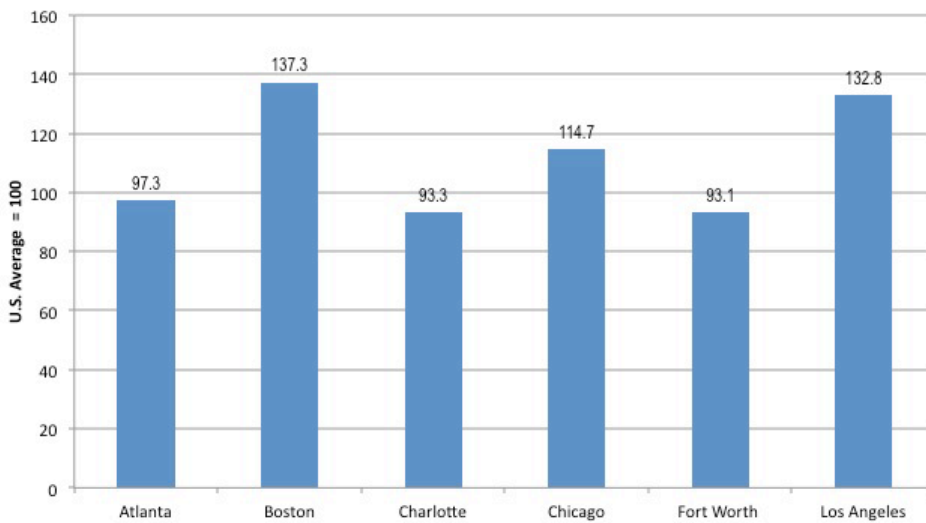


Low cost of living

Fort Worth businesses and residents get more for their money due to the low cost of living in the North Texas region.

- *Forbes Magazine* has named Fort Worth the “Most Cost Effective Region in Which to Live.”
- The Brookings Institution has named Fort Worth one of the top three housing markets in the country.

Cost of Living Index – 2011 Composite Index



Source: C2ER, 2011 Annual Average Data (January 2012)

High quality of life

Fort Worth is known as a livable city. There are a variety of cultural, entertainment and recreational opportunities to enhance the quality of life for citizens and visitors.

- Fort Worth received the All-America City Award from the National Civic League in 1964, 1993 and 2011. The award is presented to only 10 cities each year.
- Downtown Fort Worth was named one of the Top 10 downtowns by *Livability.com* in 2011.
- Dallas/Fort Worth residents have more buying power. The average Fort Worth household salary is \$63,570.

Fort Worth businesses represent a diverse range of industries.

Top Fort Worth Industry Sectors

Life Sciences

Manufacturing

Construction

Logistics

Energy

Retail

Professional Services

Finance, Insurance and Real Estate



For more information, contact:
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 P: 817.338.3392
 E: EcoDev@fortworthchamber.com

To find out more about why Fort Worth is a great place to live and work, visit



Fort Worth | Workforce Development



Working together to develop highly skilled employees

Dallas/Fort Worth has added 1.2 million residents since 2000, making it one of the fastest-growing regions in the nation. The Metroplex’s nucleus of quality higher education institutions, a substantial active and retired military population and proactive partnerships between Fort Worth’s business and education communities further augment this talent pool.

A continuous supply of qualified workers

North Texas benefits from one of the most educated talent pools in the country. There are more than 850,000 individuals with a bachelor’s degree and nearly 400,000 with a graduate or professional degree residing in the region.*

With over 60 colleges and universities and a combined enrollment of more than 325,000 students, exceeding 35,000 graduates annually, North Texas also provides a continuous supply of highly qualified employees. Institutions such as Texas Christian University and the University of North Texas (UNT) Health Science Center have established global reputations for producing innovative leaders whose research has changed the world and will continue to do so.



Fort Worth’s Workforce Development Leaders

- Dallas – Fort Worth Regional Workforce Leadership Council
- Fort Worth Chamber of Commerce
- Fort Worth Independent School District
- Tarleton State University
- Tarrant County College
- Texas Christian University
- Texas Wesleyan University
- Texas Wesleyan University School of Law
- Texas Workforce Commission
- The College of Saint Thomas More
- UNT Health Science Center
- UT Arlington – Fort Worth Center
- Workforce Solutions for Tarrant County

*Source: Texas Higher Education Coordinating Board, 2011



Major North Texas colleges and universities

| College or University | Enrollment* | Location | Type |
|-------------------------------------------------------|-------------|------------------------------------|--------------------------|
| Tarrant County College (5 campuses) | 49,108 | Fort Worth | 2 year public |
| Texas Christian University (TCU) | 9,142 | Fort Worth | 4+ year private |
| Texas Wesleyan University | 3,378 | Fort Worth | 4+ year private |
| Texas Wesleyan University School of Law | 730 | Fort Worth | Graduate school/ Law |
| University of North Texas (UNT) Health Science Center | 1,395 | Fort Worth | Graduate school/ Medical |
| Dallas Baptist University | 5,470 | Dallas | 4+ year private |
| Dallas County Community College (7 campuses) | 72,639 | Dallas and surrounding communities | 2 year public |
| Southern Methodist University (SMU) | 10,813 | Dallas | 4+ year private |
| Southern Methodist University School of Law | 976 | Dallas | Graduate school/ Law |
| Texas Woman's University | 14,179 | Denton | 4+ year private |
| University of Dallas | 2,860 | Irving | 4+ year private |
| University of North Texas (UNT) | 36,118 | Denton | 4+ year public |
| University of Texas at Arlington | 32,956 | Arlington | 4+ year public |
| University of Texas at Dallas | 17,128 | Richardson | 4+ year public |
| University of Texas Southwestern Medical Center | 2,459 | Dallas | Graduate school/ Medical |

Community partnerships

A solid education is the foundation for a strong workforce. Fort Worth's business community and educational institutions have established numerous programs to support high school completion, college access and career preparation. Tarrant County College and Workforce Solutions for Tarrant County partner to offer training programs to provide students the skills necessary for "hot" industries such as energy, manufacturing, hospitality and transportation.

The Distinguished Employers of Fort Worth Teens program, administered by the Fort Worth Chamber, supports academic achievement by encouraging local employers to establish flexible employment practices that help teen employees balance work and school.

Regional partnerships include the Dallas-Fort Worth Regional Workforce Leadership Council. The Council is a driving force in cooperative efforts to address the employment, training and certification needs of companies within North Texas' primary industry clusters – Aerospace, Healthcare, Technology, Infrastructure and Logistics.

Notable Facts:

- Texas leads the country in job creation, according to data from the U.S. Bureau of Labor Statistics. The state gained 253,900 jobs between January 2010 and January 2011. California and Pennsylvania are the runners-up with respective increases of 89,400 and 70,300 jobs.
- Tarrant County College was awarded the 2010 Community Partner Award from Workforce Solutions of Tarrant County for its work with the organization to develop educational and training programs.
- Tarrant County College oversees nearly \$55 million in employment and training dollars annually to benefit businesses and training in North Texas. Past training partners include Lockheed Martin, Bell Helicopter and other world-renowned corporations.
- Texas Christian University's Neeley School of Business is ranked by U.S. News and World Report as one of the nation's best business programs, including a #4 ranking as the MBA program with the most financial value at graduation.

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Fort Worth | Corporate & Professional Operations



A top-tier business center for successful companies

Dallas/Fort Worth has the 4th highest concentration of Fortune 500 headquarters in the United States and subsequently is renowned for its pro-business culture, transportation infrastructure, highly skilled workforce, low cost of living and quality of life. The region's central location in the United States and proximity to Dallas/Fort Worth International Airport – the 4th busiest in the world – make Fort Worth a gateway city to the world.

Fort Worth is open for business

Fort Worth's reputation as an ideal place to live and work is attractive for companies looking to establish corporate and regional headquarters or expand their existing businesses and operations. Globally recognized companies such as Alcon Laboratories, American Airlines, Bell Helicopter, BNSF Railway, Pier 1 Imports, D.R. Horton and RadioShack are just some of the industry leaders with corporate headquarters in Fort Worth. A wide array of other renowned businesses in telecommunications, life sciences, logistics and distribution, aerospace and defense, professional services, energy and manufacturing also operate in Fort Worth.

Talented and accessible work-ready labor keeps businesses thriving

The workforce in North Texas represents one of the most educated talent pools in the country. The region benefits from more than 60 colleges and universities, with a combined enrollment exceeding 325,000 students, graduating in excess of 35,000 annually. There are more than 850,000 individuals with a bachelor's degree and nearly 400,000 with a graduate or professional degree in the North Texas region.*

Fort Worth's Corporate and Professional Operations Leaders

- Acme Brick
- Alcon Laboratories (a division of Novartis)
- Allied Electronics
- AMR/American Airlines
- Bell Helicopter Textron
- Ben E. Keith
- BNSF Railway Company
- Cash America International
- Daimler Financial Services
- D.R. Horton
- DynCorp International
- Fidelity Investments
- Freese and Nichols, Inc.
- General Motors Financial Company, Inc.
- Healthpoint Biotherapeutics
- Jacobs Engineering
- Justin Brands
- Pier 1 Imports
- RadioShack
- TTI, Inc.
- Williamson-Dickie Manufacturing

*Source: Texas Higher Education Coordinating Board, 2011



Incentives: Paving the way for business growth

The City of Fort Worth, the Fort Worth Chamber of Commerce, Tarrant County, Tarrant County College and Workforce Solutions work collaboratively to identify financial incentives to support businesses relocating or expanding in the Fort Worth area.

The State of Texas offers incentive programs that are discretionary and based heavily on the number and types of jobs created as well as the amount of investment.

- The **Texas Enterprise Fund** is used primarily to attract new business to the state or assist with the substantial expansion of an existing business as part of competitive recruitment; it is the largest “deal closing” fund of its kind in the nation.
- The **Texas Emerging Technology Fund** is designed to help Texas create jobs and grow the economy over the long-term by expediting the development and commercialization of new technologies and attracting and creating jobs in technology fields that will propel us through the 21st century and beyond.
- The **Texas Enterprise Zone Program** is an economic development tool for local communities to partner with the State of Texas to promote job creation and capital investment in the state. This program offers businesses a state sales and use tax refund on qualified expenditures made at the business site.

Additional incentive opportunities include:

- Property tax abatements
- In-transit inventory exemptions (Triple Freeport)
- Workforce training funds
- Foreign Trade Zones
- Customs Port of Entry



“Fort Worth is a top-tier business center. It has the basic assets companies need for long-term success. That begins with a business-friendly environment in a pro-business state. Fort Worth is also home to a large, talented labor pool, a favorable cost of living and strong transportation infrastructure that provide easy access to national and international markets by rail, highway and air.”

Matt Rose - Chairman and CEO, BNSF Railway Company

Notable Facts:

- Fort Worth is home to more than 30,000 companies, including three FORTUNE 500 corporate headquarters.
- The world’s largest Foreign Trade Zone in terms of the value of goods processed, the Alliance Global Logistics Hub, is located in north Fort Worth.
- The cost of living in the region is approximately 10 percent lower than the national average.
- The Dallas/Fort Worth area has the 4th highest concentration of FORTUNE 500 headquarters in the United States.
- Texas ranks third among states with the most FORTUNE 500 headquarters with a total of 51. New York has 57 and California has 53.

For more information, contact:
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Lockheed Martin F-35

Fort Worth

Aviation & Aerospace



Reaching new heights in travel and defense



Fort Worth has played a significant role in the evolution of the global aviation and aerospace industry for over a century. The city's support of aviation ventures, which dates to 1911, and a large military presence established during World War II produced a thriving industry that serves both the travel and defense markets.

Fort Worth companies are at the center of the aviation industry, from the latest defense aircraft to the next generation of commercial jet liners. The city is also home to hundreds of aviation-related suppliers who provide the major manufacturers with everything they need to get their aircraft off the ground, including full-service maintenance, parts, paint, aircraft seats, electrical equipment, software and training.

Making the world a safer place

Fort Worth's role in the aviation and aerospace industry has soared since the World War II era with the establishment of Carswell Air Force Base. Today, the base is known as Naval Air Station/Joint Reserve Base Fort Worth, and it continues serving as the headquarters for various units of the Army, Navy, Air Force, Marines and the Texas Air National Guard.



Bell Helicopter Textron AH-1Z Viper

The presence of the Naval Air Station, and the availability of retired military personnel available for employment, makes Fort Worth an attractive destination for aviation companies. Fort Worth's most significant representatives of this sector are Lockheed Martin, American Airlines and Bell Helicopter Textron.

Fort Worth Area Aerospace and Defense Leaders

- 301st Fighter Wing Air Force Reserve
- AMR/American Airlines
- Bell Helicopter Textron
- DynCorp International
- Elbit Systems of America
- ExxonMobil Aviation
- Federal Aviation Administration SW Region
- Goodrich Corporation
- Leading Edge Aviation Services
- Lockheed Martin Aeronautics Co.
- Naval Air Station/Joint Reserve Base Fort Worth
- Raytheon
- RECARO Aircraft Seating Americas Inc.
- Triumph Aerostructures – Vought Aircraft Division



In 1975, General Dynamics (now known as Lockheed Martin Aeronautics Company) began manufacturing the F-16 from its Fort Worth location, and it will continue to produce this aircraft for the next decade. The company is currently manufacturing the F-35, which is part of the largest defense program in the nation's history and will likely have a lifespan of 50 years. The company employs approximately 15,000 in Fort Worth, and the division reported \$13.2 billion in sales in 2010.



Bell Helicopter Textron employs approximately 6,700 in the Fort Worth region. The company's military aircraft, which include the OH-58 Kiowa Warrior, the V-22 Osprey and the AH-1Z Viper attack helicopter, provide the most advanced defense air transportation and weaponry.

Let's fly away

The substantial regional presence of companies in the aerospace and aviation industry is further supported by several airports. Fort Worth is the headquarters of American Airlines, which has a significant presence at Dallas/Fort Worth International Airport – the 4th busiest airport in the world serving over 57 million passengers annually.

Fort Worth Alliance Airport is the world's first industrial airport. Alliance Airport is part of AllianceTexas, a 17,000-acre master-planned, mixed-use development in north Fort Worth. More than 240 air service companies have a presence at Alliance, including American Airlines, Bell Helicopter, Lockheed Martin and numerous aviation-related suppliers and manufacturers.



General aviation facilities in Fort Worth include Fort Worth Meacham International and Spinks Airport. Both airports offer full-service FBOs, flight schools and aviation maintenance facilities.

Workforce

The workforce in North Texas represents one of the most educated talent pools in the country. The region benefits from more than 60 colleges and universities, with a combined enrollment exceeding 325,000 students. There are more than 850,000 individuals with a bachelor's degree and nearly 400,000 with a graduate or professional degree in the North Texas region.*

A large volume of military personnel with substantial expertise in defense programs, engineering and avionics also support the region's aerospace workforce of over 22,000.

Critical to developing a skilled workforce, Tarrant County College offers specialized programs for FAA Airframe and Powerplant certification, as well as a certificate and degree program in avionics.

Notable Facts:

- Fort Worth is home to approximately 10 percent of the nation's total aerospace workers, and the North Texas region has the 3rd largest aviation-related employment base in the country.
- The first nonstop flight around the world originated in Fort Worth at Carswell Air Force Base (currently Naval Air Station/Joint Reserve Base Fort Worth) in 1948.
- A hangar at Fort Worth Meacham International for Leading Edge Aviation Services, the undisputed aircraft painting partner of choice for America's best-known airlines, is one of only a handful in the world capable of providing custom services for luxury aircraft, including the Boeing 787 Dreamliner.



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*Source: Texas Higher Education Coordinating Board, 2011



Fort Worth | Life Sciences



Revolutionizing global healthcare through local innovation and research



With an extensive and dynamic life sciences community, the Dallas-Fort Worth Metroplex is meeting the expanding healthcare needs of a fast-growing region, while fostering medical innovations that will solve our world's most critical life science challenges.

The region's healthcare infrastructure comprises more than 450 biomedical companies, 1,110 research, development and testing laboratories, world-class medical schools and hospitals and award-winning, nationally recognized healthcare systems such as Baylor Health Care System and Texas Health Resources. Fort Worth's John Peter Smith (JPS) Hospital is designated as a Level I Trauma Center by the Texas Department of State Health Services. This is the highest-level of accreditation and enables the hospital to address the most serious illnesses and injuries. In addition, Fort Worth's Texas Health Harris Methodist Hospital and Cook Children's Medical Center are designated as Level II Trauma Centers. This enables them to provide initial trauma care, regardless of the severity of the injury.

"Healthpoint has found that recruiting the top talent necessary for our biopharmaceutical organization is the least of our worries as the result of Fort Worth's culture, livability and the quality of life that our employees enjoy here."

Travis E. Baugh - President and Chief Operating Officer, Healthpoint Biotherapeutics

The University of North Texas (UNT) Health Science Center in Fort Worth is a major driver and collaborator in medical research and cutting-edge technologies that are gaining ground in the fight against major diseases. For example, UNT Health Science Center is partnering with a statewide consortium to identify genes and biomarkers associated with Alzheimer's disease, working with the Baylor Islet Research Lab to enable clinical research that could reduce Type I diabetes, and collaborating with the UT Southwestern Medical Center in Dallas to battle traumatic brain injuries, shock and sudden cardiac arrest.

Fort Worth's Life Science Leaders

- Alcon Laboratories, Inc.
- Avcor Health Care Products
- Cardinal Health Pts. LLC
- Caremark Rx Inc.
- Galderma Laboratories LP
- GlaxoSmithKline
- Healthpoint Biotherapeutics
- Medco Health Solutions
- Medtronic Powered Surgical Solutions
- Precision Rx Inc.
- Virbac Corporation
- ZS Pharma



Additionally, a new Institute of Applied Genetics has brought together experts from the Federal Bureau of Investigation, UNT Health Science Center and the University of Granada in Spain to establish a worldwide DNA database to help reunite missing children with their parents.

The convergence of research, technology, biology and a highly educated workforce has contributed to Fort Worth's success in attracting prominent life sciences companies. Alcon Laboratories (a division of Novartis), the world's largest specialized eye care company, is among many industry leaders located in Fort Worth, along with Galderma Laboratories, Healthpoint Biotherapeutics, Medtronic and US Oncology.

At the other end of the spectrum, Fort Worth is also driving growth among entrepreneurs and start-ups through regional initiatives, such as TECH Fort Worth and BioDFW, which serve as business incubators and provide resources to emerging biotech companies.

Area hospitals and research facilities include:

- Baylor All Saints Medical Center
- Cook Children's Health Care System
- Texas Health Harris Methodist Hospital of Fort Worth
- JPS Health Network
- Plaza Medical Center of Fort Worth
- The Center for Cancer & Blood Disorders
- Texas Oncology
- UT Southwestern Moncrief Cancer Center
- UNT Health Science Center



A sampling of Fort Worth's life sciences leaders:

| Company | Description |
|---------------------------------------------------|-------------------------------------------------------------------------------------|
| Alcon Laboratories, Inc. (a division of Novartis) | Research and development of medical eye care products |
| Avcor Health Care Products | Development and manufacturing of elastic, cohesive compression dressings & bandages |
| Ferris Manufacturing | Manufacturing of wound care products |
| Galderma Laboratories LP | Manufacturing of pharmaceutical products related to skin care |
| Healthpoint Biotherapeutics | Manufacturing of specialty pharmaceuticals for the skin and related soft tissue |
| Medco Health Solutions | Pharmaceutical consultants |
| Medtronic Powered Surgical Solutions | Manufacturing of surgical tools |
| Sovereign Pharmaceutical | Wholesale pharmaceutical products |
| Well Point Next Rx | Full-service specialty pharmacy |
| US Oncology | Industry leading cancer research and treatment center |
| Virbac Corporation | Manufacturing of veterinary equipment and medicine |
| ZS Pharma | Development of proprietary technology related to kidney and liver disease |

Notable Facts:

- There are over 222,700 jobs in the life sciences industry in Dallas/Fort Worth and over 915,000 in the State of Texas.
- There are three Nobel Laureates in the Dallas-Fort Worth region.
- In 2009, one out of every 19 U.S. biotechnology employees worked in Texas, while one out of every 15 U.S. biotechnology firms was located in Texas.^[1]
- Since 2003, the Texas Enterprise Fund (TEF) has awarded \$97.3 million to biotechnology-related projects.
- Since 2005, the Texas Emerging Technology Fund (TETF) has awarded more than \$230 million to biotechnology-related projects, commercializing start-up companies and funding universities or university-related consortiums.
- As of April 2011, Texas ranked second nationally in the number of clinical studies with a total of 12,435.^[2]

[1] U.S. Bureau of Labor Statistics

[2] NIH ClinicalTrials.Gov

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Fort Worth | Logistics



A transportation super hub that keeps people and goods moving

Four airports, a substantial rail network and an extensive highway system ensure that accessibility to any Fort Worth location in 30 minutes or less is a well-planned reality.

The need to move goods, materials and people quickly and efficiently is a prerequisite for business. Fort Worth has shown it is uniquely positioned to meet these needs both now and well into the future.

Whether you are here for business or pleasure, or moving goods to their final destination, you will find that local leaders paid attention to details when they planned Fort Worth's future as a transportation super hub.

Modern airports give Fort Worth a global address

A variety of aviation service providers combine to make Fort Worth one of the nation's most active inland ports.

Dallas/Fort Worth International Airport handles 60 percent of the cargo shipped in Texas and creates \$14.3 billion in revenue for North Texas annually. In addition, 57 million passengers pass through Dallas/Fort Worth International Airport's gates each year, making it the 4th busiest airport in the world.

The world's first industrial airport, Fort Worth Alliance Airport, is located in north Fort Worth and offers a range of amenities for global customers, including an on-site U.S. Customs Clearance and Centralized Examination Station and the top-ranked Foreign Trade Zone in the U.S. in terms of the value of foreign goods admitted.



Fort Worth's Major Industrial Parks

AllianceTexas – 17,000 acres;
Foreign Trade Zone and Customs Port of Entry

Carter Distribution Center – 800 acres

Carter Industrial Park – 950 acres

CentrePort Business Park – 1,300 acres;
Foreign Trade Zone

Fossil Creek – 1,150 acres;
Foreign Trade Zone

Mark IV Industrial Park – 1,000 acres

Mercantile Center – 1,500 acres;
Foreign Trade Zone

Railhead Industrial Park – 633 acres;
Foreign Trade Zone

Riverbend Business Park – 97 acres;
Foreign Trade Zone



Rounding out the area’s airports are Fort Worth Meacham International, a general aviation facility established in 1925 and located just five miles from downtown Fort Worth, and Spinks Airport, a general aviation facility opened in 1988 just 13 miles south of downtown Fort Worth. Both airports offer full-service FBOs, flight schools and aviation maintenance facilities.

Ground transportation and easy access provide choices

An expansive rail network and major interstates put Fort Worth on the map when it comes to logistics and distribution.

BNSF Railway, which is headquartered in Fort Worth, is one of the nation’s largest freight railroad companies and has a \$100-million, state-of-the-art intermodal hub at Fort Worth Alliance Airport. Union Pacific also has a significant presence in Fort Worth. Its location at Centennial Rail Yard is one of the largest freight classification facilities in the nation. Just south of downtown is Tower 55, one



of the busiest railroad intersections in the United States. Each day, nearly 100 trains move through Tower 55, transporting needed goods between the West Coast, the Midwest, the Gulf Coast, the Southeast, Canada and Mexico.

The Trinity Railway Express (TRE) provides commuter rail service between Fort Worth and Dallas in cooperation with the Fort Worth Transportation Authority (The T) and Dallas Area Rapid Transit (DART), the region’s public transit services. The TRE serves 180,000 riders monthly from links at Fort Worth, Dallas and Dallas/Fort Worth International Airport.

Fort Worth offers easy access to a number of major interstate highways, including I-20, I-30, I-45 and I-35W, a major north-south route and North America Free Trade Agreement (NAFTA) corridor that links the United States to Mexico and Canada.

Notable Facts:

- Fort Worth Alliance Airport consecutively ranks #1 among U.S. general purpose Foreign Trade Zones in foreign merchandise admitted to the zone.
- Dallas/Fort Worth International Airport offers 145 daily domestic, non-stop flights and 48 daily international flights.
- I-35 bisects Dallas and Fort Worth. Just south of the Metroplex, the Interstate splits into an East section through Dallas and a West section through Fort Worth. The Interstate reconnects just north of the Metroplex.
- FedEx Express, the cargo airline division of FedEx Corporation, houses its Southwest Regional Sort Hub at Fort Worth Alliance Airport.

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Fort Worth | Manufacturing



A stamp of approval: "Made in Fort Worth"

Fort Worth is a "who's who" of leading manufacturers. Whether it's Lockheed Martin's F-35 or commercial airline jetways, green beans or contact lenses, a fuel-efficient locomotive or Western wear, Fort Worth manufacturers are making products that are used throughout the world on a daily basis. Local manufacturing companies represent all major sectors, including aerospace and aviation, biotechnology and pharmaceuticals, electronics and food processing, among others.

Take our central location, add an evolved transportation infrastructure and our highly skilled workforce, and the result is a core group of companies that take pride in putting a "Made in Fort Worth" stamp on their products.

Names you know, products you trust

Companies throughout the world are making manufacturing investments in Fort Worth. While other parts of the country are recording a reduction in manufacturing jobs, Fort Worth continues to post growth in this sector, a statistic that proves businesses will thrive and grow in the kind of healthy business environment that exists here.

One of Fort Worth's most iconic manufacturing companies is Justin Brands, the manufacturer of globally recognized Justin Boots. The company planted its heels in Fort Worth in 1925, and today is the brand of choice for country & western celebrities, international rodeo champions and anyone who enjoys the "cowboy" lifestyle.

Q-Edge is representative of the international manufacturers in Fort Worth. The Taiwanese company selected Fort Worth as the site for its North American electronics assembly and distribution facility for Apple laptop computers.

Fort Worth's Major Business and Industrial Parks

AllianceTexas

Carter Distribution Center

Carter Industrial Park

CentrePort Business Park

Fossil Creek

Mark IV Industrial Park

Mercantile Center

Railhead Industrial Park

Riverbend Business Park

Plenty of Room to Build & Grow

Fort Worth has laid out the welcome mat for manufacturing companies, and has a wide selection of buildings ready to be occupied. In addition, Fort Worth has plenty of shovel-ready land, with incentives that include foreign trade zones, customs port of entry, triple freeport inventory, rail spurs and tax abatements.



Fort Worth's newest manufacturing arrival is GE Transportation, a division of General Electric that manufactures locomotive engines. The company is building a 900,000-square-foot, state-of-the-art facility that will produce its signature Evolution® Series locomotive, an energy-efficient product that reduces fuel consumption by five percent while reducing emissions by 40 percent over the lifetime of the locomotive.



In addition to attracting new manufacturers, Fort Worth's existing companies are expanding their footprints in the community. Bell Helicopter Textron, an industry-leading producer of commercial and defense helicopter aircraft, is investing \$230 million to revitalize its corporate campus and training facility. The company employs approximately 6,700 in the Fort Worth region, and its military aircraft, such as the OH-58 Kiowa Warrior, the V-22 Osprey and the AH-1Z Viper attack helicopter, provide the most advanced air transportation and weaponry.

Fort Worth's leading manufacturing companies

| Company | Products |
|-------------------------|----------------------------------------------------|
| Acme Brick Company | Masonry, bricks |
| Alcon Laboratories | Vision care products |
| Bell Helicopter Textron | Commercial and defense helicopter aircraft |
| CK Technologies | Components for commercial trucks and buses |
| Coaire Corporation | Heating, A/C, hot water and energy-producing units |
| The Dannon Corporation | Yogurt |
| Ferris Manufacturing | Wound care dressings |
| Galderma | Dermatological pharmaceuticals |
| General Mills | Various food products |
| GE Transportation | Locomotives |
| Green Bay Packaging | 100 % recycled corrugated boxes and packaging |
| Justin Boots | Western boots, workforce boots |
| Lockheed Martin | Defense aircraft |
| MillerCoors | Domestic and craft beers |
| Motorola | Wireless communications technology |
| Suncome Holdings | Mattresses |
| Williamson-Dickie | Clothing |
| Q-Edge | Components for Apple laptop computers |

Workforce

The workforce in North Texas represents one of the most educated talent pools in the country. The region benefits from more than 60 colleges and universities, with a combined enrollment exceeding 325,000 students, graduating in excess of 35,000 annually. There are more than 850,000 individuals with a bachelor's degree and nearly 400,000 with a graduate or professional degree in the North Texas region.*

*Source: Texas Higher Education Coordinating Board, 2011

Notable Facts:

- MillerCoors' Fort Worth brewery was the first to manufacture Miller Lite beer.
- Justin Brands, well-known maker of cowboy boots with roots back to 1879, settled in Fort Worth in 1925.
- Lockheed Martin's F-35, which is manufactured in Fort Worth, is part of the largest defense program in the nation's history and will likely have a lifespan of 50 years. It is the most technologically advanced, multi-role fighter aircraft in the world.
- GE Transportation's locomotive manufacturing facility in North Fort Worth is the division's first plant outside of Pennsylvania in more than 100 years.

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Fort Worth | Natural Gas



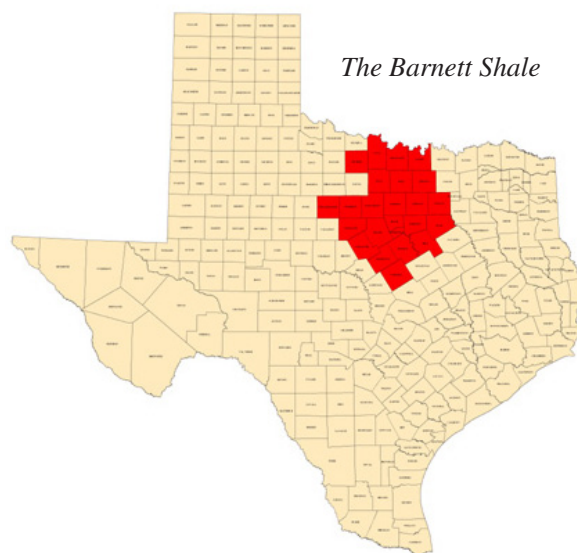
Fort Worth: 'The Shale Energy Capital'

Energy has long served as a significant economic driver in Texas. For the past decade Fort Worth has been the focal point for energy production through natural gas exploration and drilling in the Barnett Shale. Sitting atop one of the largest natural gas resources in the nation, Fort Worth is the ideal location for gas drillers, pipeline investments and related operations.

The Barnett Shale currently covers over 5,000 square miles in 24 North Texas counties, including Tarrant, Wise, Denton and Johnson. These counties already have more than 16,000 producing wells in place, with thousands more permitted for future drilling; at any point, there are dozens of rigs in operation.

The Barnett Shale: A significant economic driver

Since 2001, this massive area has produced over 10 trillion cubic feet of natural gas, making drilling and related activity a notable economic driver for the region. In 2011, Barnett Shale activity yielded an estimated \$11.1 billion economic impact to the region, including 100,268 jobs. The cumulative economic impact of the Barnett Shale since 2001 is estimated at \$65.4 billion and nearly 600,000 jobs. The overall economic contribution constitutes about 8.5 percent of the local business complex, and the activity is expected to continue generating economic stimulus for decades to come.



Fort Worth's Energy Leaders

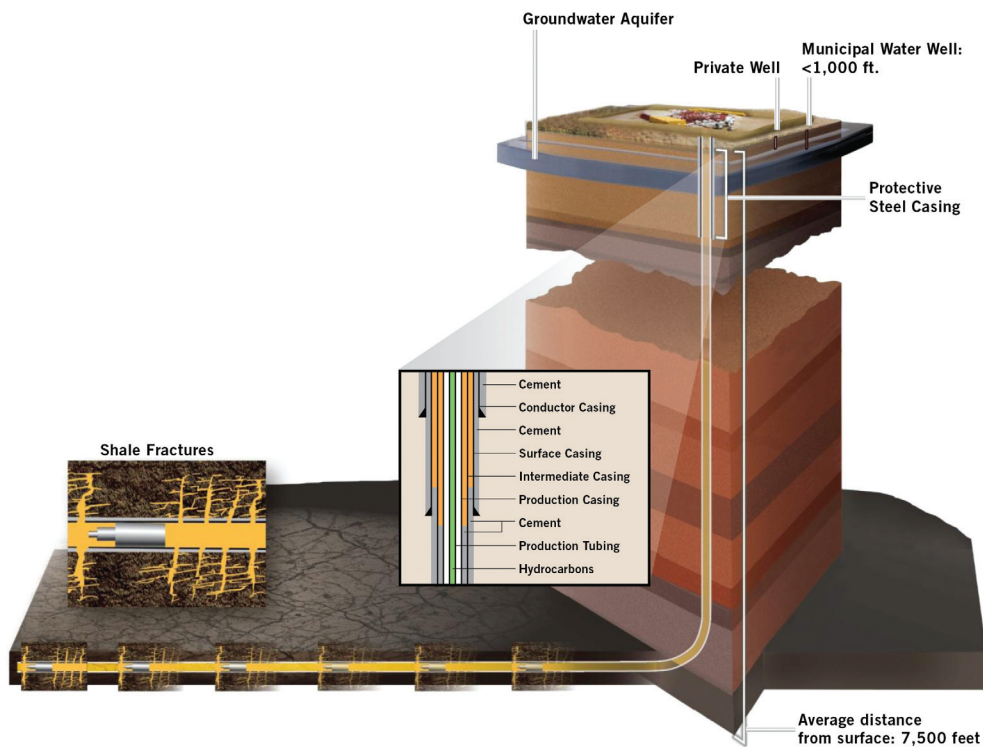
- Burnett Oil Company
- Carrizzo Oil & Gas Inc.
- Chesapeake Energy
- Dale Resources
- Devon Energy
- EOG Resources
- FTS International
- Halliburton
- Jetta Operating Company, Inc.
- Newark Energy
- Pioneer Natural Resources
- Quicksilver Resources
- Range Resources
- Schlumberger
- Titan Operating, LLP
- Weatherford International
- Western Production
- XTO Energy, a subsidiary of ExxonMobil



America's testing ground

In addition to its role as an economic driver, the Barnett Shale is a model for innovation. In fact, the now widely used technologies of horizontal drilling and hydraulic fracturing were introduced in the Barnett Shale in 2002.

Companies further pushed the boundaries by introducing new urban drilling practices related to royalties and leases, community relations and legislative relations in the Barnett Shale. As a result, these practices have been modeled and enhanced in other shale plays across the nation.



Notable Facts:

- Barnett Shale production topped 1.9 trillion cubic feet in 2010.
- Companies operating in the Barnett Shale have donated substantial sums to various local entities. In 2010, these companies contributed at least \$9 million to local organizations in addition to providing financial and in-kind gifts to schools and scholarships.
- Barnett Shale activity benefits the entire State of Texas. From 2001 – 2011, the statewide economic impact of natural gas drilling and related activity in the Barnett Shale included \$80.7 billion in output and 710,319 person-years of employment.
- Approximately 38.5 percent of the growth in the Fort Worth region's economy from 2001 – 2011 has been the result of Barnett Shale activity. The overall economic contribution now constitutes about 8.5 percent of the local business complex.

Workforce

The workforce in North Texas represents one of the most educated talent pools in the country. The region benefits from more than 60 colleges and universities in the Dallas-Fort Worth Metroplex, with a combined enrollment exceeding 325,000 students, that collectively graduate more than 35,000 students annually. There are more than 850,000 individuals with a bachelor's degree and nearly 400,000 with a graduate or professional degree in the North Texas region.*

*Source: Texas Higher Education Coordinating Board, 2011

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Fort Worth | Arts & Entertainment



Heritage and culture combine to cultivate creativity

Look anywhere in the world and you will find that arts and entertainment opportunities enhance a community. There is no better example of this than in Fort Worth with its colorful celebration of heritage coupled with a thriving cultural community.

With 109 acres of museum space, Fort Worth has the second-highest number of accredited museums within walking distance of each other, second only to Washington, D.C. **The Modern Art Museum** of Fort Worth is located within the city's celebrated Cultural District and offers the foremost collection of modern and contemporary art in the central United States. Just steps away you will find the **Kimbell Art Museum** and its collection that ranges from antiquity to the 20th century; the **National Cowgirl Museum and Hall of Fame**, which celebrates women who helped shape the American West; the **Amon Carter Museum of American Art**, one of the nation's finest collections by American artists such as Frederic Remington and Charles M. Russell; and the **Fort Worth Museum of Science and History**, an educational, interactive museum and home of the Omni Theater.

Our vibrant, 35-block **Sundance Square** in downtown is home to the \$67 million **Bass Performance Hall**, the venue for the **Van Cliburn International Piano Competition** and Cliburn Concerts, **Fort Worth Symphony Orchestra**, **Texas Ballet Theatre**, and **Fort Worth Opera**. The stunning hall is deservedly considered one of the top 10 opera halls in the world by *Travel + Leisure* magazine.



Photo courtesy of the Texas Rangers

Fort Worth's Cultural and Entertainment Venues

- Amon Carter Museum of American Art
- Bass Performance Hall
- Billy Bob's Texas
- Botanical Research Institute of Texas (BRIT)
- Casa Mañana
- Circle Theatre
- Fort Worth Botanic Garden and Japanese Garden
- Fort Worth Community Arts Center
- Fort Worth Nature Center
- Fort Worth Museum of Science and History
- Fort Worth Water Gardens
- Fort Worth Zoo
- Jubilee Theatre
- Kimbell Art Museum
- Modern Art Museum of Fort Worth
- National Cowgirl Museum and Hall of Fame
- National Multicultural Western Heritage Museum and Hall of Fame
- Sid Richardson Museum of Western Art
- Stockyards Museum
- Sundance Square
- Trinity Trails



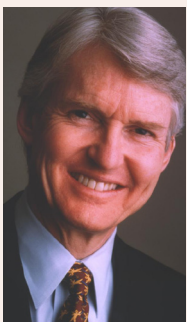
Sports fans have year-round opportunities to watch their favorite professional and college teams make winning plays. *The Sporting News* named Dallas-Fort Worth the “2011 Best Sports City” based on the **Dallas Mavericks’** NBA Championship, the **Texas Rangers’** American League pennant, **Texas Christian University’s** Rose Bowl win and the region’s hosting of **Super Bowl XLV** at Cowboys Stadium. Other local sports favorites include the **Dallas Cowboys**, the **Dallas Stars**, **FC Dallas** major league soccer, **NASCAR** and **Indy League** car racing and thoroughbred horse racing.

Fort Worth entertainment and recreational venues also honor its Western heritage. Daily cattle drives through the Stockyards National Historic District and the annual Fort Worth Stock Show and Rodeo are only a few ways the city reminds people how it earned the nickname “Cowtown.”

Fort Worth is known as a livable city. Our ongoing commitment to offering entertainment and recreational opportunities to our citizens and visitors is one of the many ways we ensure that our community is a desirable location where a diverse mixture of people live, work and play. These efforts have resulted in the city’s 10-year designation as one of America’s “Most Livable Communities” by the Partners for Livable Communities.

North Texas professional sports teams and venues

| Team | Sports League | Venue |
|---------------------------------|------------------------------------------------------|---------------------------|
| Dallas Cowboys | National Football League (NFL) | Cowboys Stadium |
| Dallas Mavericks | National Basketball Association (NBA) | American Airlines Center |
| Dallas Stars | National Hockey League (NHL) | American Airlines Center |
| FC Dallas | Major League Soccer (MLS) | Pizza Hut Park |
| Fort Worth Cats | American Association of Independent Baseball Leagues | LaGrave Field |
| Fort Worth Stock Show and Rodeo | Professional Rodeo Cowboys Association (PRCA) | Will Rogers Coliseum |
| IndyCar Series | Indy Racing League | Texas Motor Speedway |
| Lone Star Million Day | Thoroughbred Horse Racing | Lone Star Park |
| Nationwide Series | NASCAR | Texas Motor Speedway |
| Sprint Cup Series | NASCAR | Texas Motor Speedway |
| Texas Rangers | Major League Baseball (MLB) | The Ballpark at Arlington |



“Our family has deep roots in Fort Worth and its business community. We began investing in our downtown over 30 years ago because we realized we could not grow a world class business organization without an attractive, livable, world class urban environment. We have developed Sundance Square first and foremost for the people of Fort Worth, but at the same time we are proud that it has become a destination for people from all around the world.”

Ed Bass - Fort Worth Sundance Square developer

Notable Facts:

- In 2011, Downtown Fort Worth was named one of the Top 10 downtowns by Livability.com.
- Fort Worth received the All America City Award from the National Civic League in 1964, 1993 and 2011. The award is only given to ten cities each year and recognizes communities whose citizens work together to identify and tackle community-wide challenges and achieve uncommon results.
- In 2011, the Kimbell Art Museum made one of the most important acquisitions in its history: French painter Nicolas Poussin’s *Sacrament of Ordination* (Christ Presenting the Keys to Saint Peter).
- The Fort Worth Zoo was rated by the Zagats survey as the number one attraction in the Dallas-Fort Worth area. It was rated by USA Travel Guide as the 5th best zoo in the nation. More than one million people visit the 100-year-old zoo annually.

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FORT WORTH INDEPENDENT SCHOOL DISTRICT 2016-2017 CALENDAR FOR EMPLOYEES

AUGUST 2016

| | M | TU | W | TH | F | SA |
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SEPTEMBER 2016

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OCTOBER 2016

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| HISPANIC HERITAGE MONTH September 15 - October 15 | | | | | | 1 |
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NOVEMBER 2016

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DECEMBER 2016

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JANUARY 2017

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FEBRUARY 2017

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| AFRICAN AMERICAN HISTORY MONTH | | 1 | 2 | 3 | 4 | |
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MARCH 2017

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| WOMEN'S HISTORY MONTH | | 1 | 2 | 3 | 4 | |
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APRIL 2017

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MAY 2017

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JUNE 2017

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JULY 2017

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AUGUST 2017

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| 20 | 21 | 22 | 23 | 24 | 25 | 26 |
| 27 | 28 | 29 | 30 | 31 | | |

- HOLIDAYS • NO SCHOOL
SOME EXCEPTIONS FOR 240 & 245-DAY EMPLOYEES
 - STAFF DAYS • NO STUDENTS
 - SEMESTER MILESTONES
 - TESTING
- PAYDAY

25 PAYROLL CLOSES

KRONOS / SMARTFIND VERIFICATION AND PAYROLL DUE

MUNIS TIME AND ATTENDANCE DUE

SEMI-MONTHLY PAYDAY



Fort Worth
INDEPENDENT SCHOOL DISTRICT

100 N. UNIVERSITY DRIVE
FORT WORTH, TX 76107
817.814.2000

DATES SUBJECT TO CHANGE
CHECK FWISD.ORG FOR UPDATES

Fort Worth ISD Board Approved
Updated August 2, 2016

Fort Worth ISD Official Budget Book 2016-17

FORT WORTH INDEPENDENT SCHOOL DISTRICT 2016-2017 CALENDAR FOR EMPLOYEES

FIRST DAY OF SCHOOL Mon AUG 22
LAST DAY OF SCHOOL Fri JUN 2

FALL 2016 82 DAYS

1st Six Weeks AUG 22 - SEP 30 29 days
2nd Six Weeks OCT 3 - NOV 4 24 days
3rd Six Weeks NOV 7 - DEC 22 29 days

SPRING 2017 95 DAYS

4th Six Weeks JAN 10 - FEB 24 32 days
5th Six Weeks FEB 27 - APR 13 29 days
6th Six Weeks APR 17 - JUN 2 34 days

TOTAL INSTRUCTIONAL DAYS **177**

REPORT CARDS ISSUED ALL ON WEDNESDAYS

1st Six Weeks OCT 12
2nd Six Weeks NOV 16
3rd Six Weeks JAN 18
4th Six Weeks MAR 8
5th Six Weeks APR 26
6th Six Weeks JUN 14

HOLIDAYS NO SCHOOL

Labor Day Mon SEP 5
Thanksgiving Break M-F NOV 21 - NOV 25
Winter Break F-F DEC 23 - JAN 6
Martin Luther King, Jr. Day Mon JAN 16
Spring Break M-F MAR 13-17
Memorial Day Mon MAY 29
Independence Day Tues JUL 4

STAFF DAYS NO STUDENTS

Staff Dev & Teacher Prep M-F AUG 15-19 2016
Waiver Day Mon OCT 10
Teacher Prep Mon JAN 9
Waiver Day Fri FEB 3
Trade-Off Day Fri APR 14
Teacher Prep Sat JUN 3
Staff Dev & Teacher Prep M-F AUG 14-18 2017

SNOW DAYS NO SCHOOL UNLESS DAYS USED

Mon JUN 5
Tues JUN 6

OTHER IMPORTANT DATES

College Night Mon SEP 19
Choices Expo F-Sa NOV 11-12
Choices Application Deadline Fri DEC 9

240-DAY EMPLOYEES REPORT TO WORK ON THE FOLLOWING HOLIDAYS

Thanksgiving Break M-W NOV 21-23
Memorial Day Mon MAY 29

245-DAY EMPLOYEES REPORT TO WORK ON THE FOLLOWING HOLIDAYS

Thanksgiving Break M-W NOV 21-23
Memorial Day Mon MAY 29
Spring Break M-F MAR 13-17

PAYROLL

| PAYROLL CLOSURES | KRONOS / SMARTFIND & PAYROLL DUE | MUNIS TIME AND ATTENDANCE DUE | PAYDAY |
|------------------|----------------------------------|-------------------------------|--------|
| JUL 22 | JUL 28 | AUG 2 | AUG 26 |
| AUG 26 | SEP 1 | SEP 6 | SEP 28 |
| SEP 30 | OCT 6 | OCT 7 | OCT 28 |
| OCT 28 | NOV 1 | NOV 2 | NOV 18 |
| NOV 25 | NOV 30 | DEC 1 | DEC 21 |
| DEC 16 | DEC 21 | DEC 21 | JAN 25 |
| JAN 27 | FEB 2 | FEB 6 | FEB 28 |
| FEB 24 | MAR 2 | MAR 2 | MAR 28 |
| MAR 31 | APR 6 | APR 10 | APR 28 |
| APR 28 | MAY 4 | MAY 8 | MAY 26 |
| MAY 26 | JUN 1 | JUN 5 | JUN 28 |
| JUN 30 | JUL 6 | JUL 10 | JUL 28 |
| JUL 28 | AUG 3 | AUG 7 | AUG 28 |

SEMI-MONTHLY PAYDAYS

| | | | |
|------|-------------|------|--------|
| Mon | AUG 15 2016 | | |
| Wed | AUG 31 | Fri | MAR 10 |
| Thur | SEP 15 | Fri | MAR 31 |
| Fri | SEP 30 | Fri | APR 14 |
| Fri | OCT 14 | Fri | APR 28 |
| Mon | OCT 31 | Mon | MAY 15 |
| Tues | NOV 15 | Wed | MAY 31 |
| Wed | NOV 30 | Thur | JUN 15 |
| Thur | DEC 15 | Fri | JUN 30 |
| Fri | JAN 13 2017 | Fri | JUL 14 |
| Tues | JAN 31 | Mon | JUL 31 |
| Wed | FEB 15 | Tues | AUG 15 |
| Tues | FEB 28 | Thur | AUG 31 |



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Glossary

This glossary contains definitions of terms and acronyms used in this guide and such additional terms as are necessary to common understandings concerning financial accounting procedures for schools. Several terms, which are not primarily financial accounting terms, have been included because of their significance for school financial accounting. The glossary is arranged alphabetically with appropriate cross-referencing where necessary.

ACT – American College Test.

ACP – Alternative Certification Program.

ADA – Average daily attendance (ADA) is the average number of students in daily attendance. A large component of state funding is based on ADA.

AEIS – Academic Excellence Indicator System.

ALC – The Alternative Learning Center (ALC) is a campus in the District that was designed to meet the needs of students from all grade levels with unique disciplinary and behavioral concerns.

AP – Advanced Placement (AP) Tests for various subjects can be taken by high school students in order to earn college credit.

ARRA – American Recovery and Reinvestment Act was passed in 2009 providing for nationwide stimulus package to various programs.

Abatement – A complete or partial cancellation of a levy imposed by a governmental unit. Abatements usually apply to tax levies, special assessments, and service charges. School accountants usually consider an abatement to be a reduction of a previously recorded expenditure or receipt by such things as refunds, rebates, and collections for loss or damage to school property.

Account – A descriptive heading for recording financial transactions that are similar in terms of a given frame of reference, such as purpose, object, or source.

Accounting Period – A period at the end of which and for which financial statements are prepared; for example, September 1 through August 31.

Administration – Those activities which have as their purpose the general regulation, direction and control of the affairs of the local education agency that are system-wide and not confined to one school, subject, or narrow phase of school activity.

Allocation – A part of a lump-sum appropriation which is designated for expenditure by specific organizational units and/or for special purposes, activities, or objects.

Appraisal – (1) The act of appraising. (2) The estimated value resulting from such action.

Appraise – To make an estimate of value, particularly of the value of property. Note: if the property is valued for purposes of taxation, the less-inclusive term “assess” is substituted for the above term.

Appropriation Account – A budgetary account set up to record specific authorization to spend. The account is credited with original and any supplemental appropriations and is charged with expenditures and encumbrances.

Assess – To value property officially for the purpose of taxation. Note: the term is also sometimes used to denote the levy of taxes, but such usage is not correct because it fails to distinguish between the valuation process and the tax levy process.

Assessed Valuation – A valuation set upon real estate or other property by a government as a basis for levying taxes.

Assets – Property owned by a local education agency which has a monetary value.

Arbitrage – The investment of the proceeds from the sale of bonds in a taxable instrument that yields a higher rate, resulting in interest revenue in excess of interest costs.

Bill – (1) A term used to denote a law or statute passed by certain legislative bodies. A bill has greater legal formality and standing than a resolution. (2) A statement of an amount owing for goods and services sold on open account.

Board of Education – The elected or appointed body which has been created according to state law and vested with responsibilities for educational activities in a given geographical area. These bodies are sometimes called school boards, governing boards, boards of directors, school committees, school trustees, etc. This definition relates to the general term and covers state boards, intermediate administrative unit boards, and local basic administrative unit boards.

Bond – A written promise, generally under seal, to pay a specified sum of money, called the face value, at a fixed time in the future, called the date of maturity, and carrying interest at a fixed rate, usually payable periodically. The difference between a note and a bond is that the latter usually runs for a longer period of time and requires greater legal formality.

Bonded Debt – The part of school district debt which is covered by outstanding bonds of the school district. It is sometimes called “Funded Debt or Bonded Indebtedness.”

Bonds Authorized and Unissued – Bonds which have been legally authorized but not issued and which can be issued and sold without further authorization.

Bonds Issued – Bonds sold.

Bonds Payable – The face value of bonds issued and unpaid.

Budget – A plan of financial operation which embodies an estimate of proposed expenditures for a given period or purpose and the proposed means of financing those expenditures. The budget usually consists of three parts. The first part contains a message from the budget-making authority together with a summary of the proposed expenditures and the means of financing the expenditures. The second part consists of schedules supporting the summary. These schedules show in detail the proposed expenditures and means of financing them, together with information as to past years’ actual revenues and expenditures and other data used in making the estimates. The third part is composed of drafts of the appropriation, revenue, and borrowing measures necessary to put the budget into effect.

Budgetary Accounts – Those accounts necessary to reflect budget operations and conditions, such as estimated revenues, appropriations, and encumbrances, the net balance, and other related information.

Capital Budget – A plan of proposed capital outlays and the means of financing them for the fiscal period. It is usually a part of the current budget. A capital program is sometimes referred to as a capital budget.

Capital Outlays – Expenditures which result in the acquisition of or addition to fixed assets.

Capital Program – A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the local education agency is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.

Cocurricular Activities – Direct and personal services for public school pupils, such as interscholastic athletics, entertainments, publications, clubs, band, and orchestra, that are managed or operated by the student body under the guidance and direction of an adult, and are not part of the regular instructional program.

Community Services – Those services which are provided for the community as a whole, or some segment of the community, and which are not restricted to the public schools or adult education programs.

Consultant – A resource person who provides assistance to the regular personnel through conference, demonstration, research, or other means. There are two types of consultants; those retained on a temporary basis and those who are permanently employed.

Contracted Services – Labor, material, and other costs for services rendered by personnel who are not on the payroll of the local education agency.

Current – As used in this manual, the term has reference to the fiscal year in progress.

Current Budget – The annual budget prepared for and effective during the present fiscal year.

Current Expenditures per Pupil – Current expenditures for a given period of time divided by a pupil unit of measure (average daily membership, average daily attendance, etc.)

Current Year's Tax Levy – Taxes levied for the current fiscal period.

Debt – An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of local education agencies include bonds, warrants, and notes, etc.

Debt Limit – The maximum amount of gross or net debt which is legally permitted.

Debt Service Fund – A fund used to account for the accumulation of resources and payment of principal and interest on all bonds.

Deficit – The excess of the obligations of a fund over the fund's resources.

Delinquent Taxes – Taxes remaining unpaid on and after the date on which they become delinquent by statute.

EDA – The Existing Debt Allotment (EDA) provides additional state funding for existing debt.

EOC – End of course exam.

Estimated Revenue – When the accounts are kept on an accrual basis, this term designates the amount of revenue estimated to accrue during a given period regardless of whether or not it is all to be collected during the period.

Expenditures – This includes total charges incurred, whether paid or unpaid, for current expense, capital outlay, and debt service. (Transfers between funds, encumbrances, and payments of cash in settlement of liabilities already accounted as expenditures are not considered as expenditures.)

Expenses – Charges incurred, whether paid or unpaid, for operation, maintenance, interest, and other charges which are presumed to benefit the current fiscal period. Note: legal provisions sometimes make it necessary to treat as expenses some charges whose benefits extend over future periods. For example, purchases of materials and supplies which may be used over a period of more than one year and payments for insurance which is to be in force for a period longer than one year frequently must be charged in their entirety to the appropriation of the year in which they are incurred and classified as expenses of that year even though their benefits extend also to other periods.

FWISD – Fort Worth Independent School District.

Fiscal Year – A twelve-month period of time to which the annual budget applies and at the end of which a local education agency determines its financial position and the results of its operations.

Fixed Assets – Land, building, machinery, furniture, and other equipment which the school district intends to hold or continue in use over a long period of time. “Fixed” denotes probability or intent to continue use or possession, and does not indicate immobility of an asset.

Food Service – Those activities which have as their purpose the preparation and serving of regular and incidental meals, lunches, or snacks in connection with school activities.

Function – As applied to expenditures, this term has reference to an activity or service aimed at accomplishing a certain purpose or end; for example, Instruction, Instructional Administration, Plant Maintenance and Operations.

Fund – A sum of money or other resources set-aside for specific activities of a school district. The fund constitutes a complete entity and all of the financial transactions for the particular activity are recorded in the fund.

Fund Balance – The excess of assets of a fund over its liabilities and reserves. During the fiscal year prior to closing, it represents the excess of the fund’s assets and estimated revenues for the period over its liabilities, reserves, and appropriations for the period.

General Fund – A fund used to finance the ordinary operations of the local education agency. It is available for a legally authorized purpose and consists of money not specifically designated for some other particular purpose.

General Obligation Bonds – Bonds backed by the full faith and credit of the government.

IFA – The Instructional Facilities Allotment (IFA) Program was enacted during the 1997 Legislative Session and provides state funding for instructional school facilities; however, there is a limit on funding for each biennium so districts must apply for funding.

ISD – Independent School District.

Instruction – The activities dealing directly with the teaching of students or improving the quality of teaching.

I&S – Interest and sinking (I&S) is a term that is used interchangeably with debt service fund in discussing the components of the tax rate.

Interest – A fee charged a borrower for the use of money.

Interest and Sinking Rate – The portion of the tax rate used to fund debt service expenditures.

Inventory – A detailed list or record showing quantities, descriptions, values, units of measure, and unit prices of property on hand.

JROTC – Junior Reserve Officer Training Corps.

LEP – Limited English Proficiency.

Levy – (Verb) To impose taxes or special assessments. (Noun) The total of taxes or special assessments imposed by a governmental unit.

Lexile - A scientific approach to measuring reading ability and the text demand of reading materials.

Long-Term Loan – A loan which extends for more than five years from the date the loan was obtained and is not secured by serial or term bonds. Such loans are not legal in Texas under general statutes.

M&O - Maintenance and operations (M&O) is a term that is used interchangeably with general fund in discussing the components of the tax rate.

Measurable and Available – Measurable and available is a term used to describe revenues. Revenues are recognized in the accounting period in which they become both measurable and available. Revenues are considered available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period.

Object – As applied to expenditures, this term has reference to an article or service received; for example, payroll costs, purchased and contracted services, materials, and supplies.

PBMAS –Performance Based Monitoring Analysis System.

PSAT – Preliminary Standardized Aptitude Test.

Payroll – A list of individual employees entitled to pay, with the amounts due to each for personal services rendered.

Personal Property – Any property that is not real property and that is movable or not attached to the land.

Personnel, Full-Time – School employees who occupy positions with duties which require them to be on the job on school days throughout the school year, or at least the number of hours the schools in the system are in session.

Personnel, Part-Time – Personnel who occupy positions with duties which require less than full-time service. This includes those employed full-time for part of the school year, part-time for all of the school year, or part-time for part of the school year. See also Personnel, Full-Time.

Plant Maintenance (Plant Repairs or Repairs/Replacements of Equipment) – Those activities which are concerned with keeping the grounds, buildings, and equipment at their original condition, completeness, or efficiency, either through repairs or by replacements of property (anything less than replacement of a total building).

Principal of a School – The administrative head of a school (not school district) to whom the major responsibility for the coordination and supervision of the activities of the school has been delegated.

Principal of Bonds – The face value of bonds.

Program – The definition of an effort to accomplish a specific objective or objectives consistent with funds or resources available. Budget, actual revenue, and expenditure records may be maintained per program.

Program Budget – A budget wherein expenditures are based primarily on programs of work and secondarily on character and object. A program budget is a transitional type of budget between the traditional charter and object number, on the one hand, and the performance budget on the other.

Real Property – Land together with all of the property on it that cannot be moved, together with any attached rights.

Refunding Bonds – Bonds issued to pay off bonds already outstanding.

Reimbursement – Cash or other assets received as a repayment of the cost of work or services performed, or of other expenditures made for, or on behalf of, another governmental unit or department, or for an individual, firm, or corporation.

Reserve – An amount set aside for a specified purpose, or an account which records a portion of the fund balance that is to be segregated for some future use and, therefore, is not available for further appropriation and expenditure.

SAT – Standardized Aptitude Test.

SFSF – State Fiscal Stabilization Fund is a component of the ARRA stimulus bill administered by the Department of Education. Its major intent is to prevent layoffs and cutbacks while providing additional funding to various programs administered by the Federal Government.

Salary – The total amount regularly paid, or stipulated to be paid, to an individual, before deductions, for personal services rendered while on the payroll of a school district. Payments for sabbatical leave are also considered as salary.

School – A division of the school system consisting of a group of pupils composed of one or more teachers to give instruction of a defined type, and housed in a school plant of one or more buildings. More than one school may be housed in one school plant, as is the case when the elementary and secondary programs are housed in the same school plant.

School, Elementary – A school classified as elementary by state and local practice and composed of any span of grades not above grade six. In Fort Worth ISD, the term includes kindergartens and pre-kindergartens if they are under the control of the local board of education.

School, High – A school offering the final years of high school work necessary for graduation; invariably preceded by a middle school in the same system.

School, Middle – A separately organized secondary school between elementary and high school. In Fort Worth ISD, middle schools include grades six through eight.

School, Public – A school operated by publicly elected or appointed school officials in which the program and activities are under the control of these officials and which is supported by public funds.

School, Secondary – In this manual, a secondary school comprises any span of grades beginning with the next grade following the elementary school and ending with or below grade 12, including middle schools, the different type of high schools, and alternative high schools.

School, Summer – The name applied to the school session taught during the period between the end of the regular school term and the beginning of the next regular school term.

Serial Bonds – Bonds whose principal is to be repaid in periodic installments over the life of the issue.

Smarter School Spending – A new way of aligning resources (people, time and money) with your student achievement goals.

Special Revenue Funds – Funds that are used to account for funds awarded to the District for the purpose of accomplishing specific educational tasks as defined by grantors in contracts or other agreements.

State Aid for Education – Any grant made by a state government for the support of education.

Student Wealth – Assessed value of property divided by school enrollment.

Supplemental Taxes – Taxes levied subsequent to the initial levy to add property omitted from the original tax roll(s).

Supply – A material item of an expendable nature that is consumed, worn out, or deteriorated in use; or one that loses its identity through fabrication or incorporation into a different or more complex unit or substance.

STAAR – State of Texas Assessments of Academic Readiness.

TAAS – The Texas Assessment of Academic Skills (TAAS) Test was created by the State of Texas to measure high-order thinking skills and problem-solving abilities. Passing all parts of the TAAS-Exit Test was one of the state requirements for a high school diploma. The TAAS was replaced by the Texas Assessment of Knowledge and Skills (See TAKS).

TAKS – The Texas Assessment of Knowledge and Skills (TAKS) Test was created to replace the TAAS test for students.

TEA – Texas Education Agency.

TEC – Texas Education Code.

TEAMS – Texas Educating Adults Management System.

TEKS – Texas Essential Knowledge and Skills.

T-PRESS –Texas Principal Evaluation and Support System.

T-TESS – Teacher Evaluation and Support System.

TRS – The Teacher Retirement System (TRS) of Texas is a public employee retirement system (PERS) that is a multiple employer defined benefit pension plan. State law provides for a state contribution rate in addition to a member contribution rate.

Taxes – Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit. The term includes licenses and permits. It does not include special assessments.

Unencumbered Balance of Appropriation – That portion of an appropriation not yet expended or encumbered; the balance remaining after deducting from the appropriation the accumulated expenditures and outstanding encumbrances.

Unexpended Balance of Appropriation – That portion of an appropriation not yet expended; the balance remaining after deducting from the appropriation the accumulated expenditures.

Unit Cost – Expenditures for a function, activity, or service divided by the total number of units for which the function, activity, or service was provided.

WADA – Weighted Average Daily Attendance.

Zero-Based Budgeting – The process of preparing an operating plan or budget that starts with no authorized funds. In a zero-based budget, each activity to be funded must be justified every time a new budget is prepared.