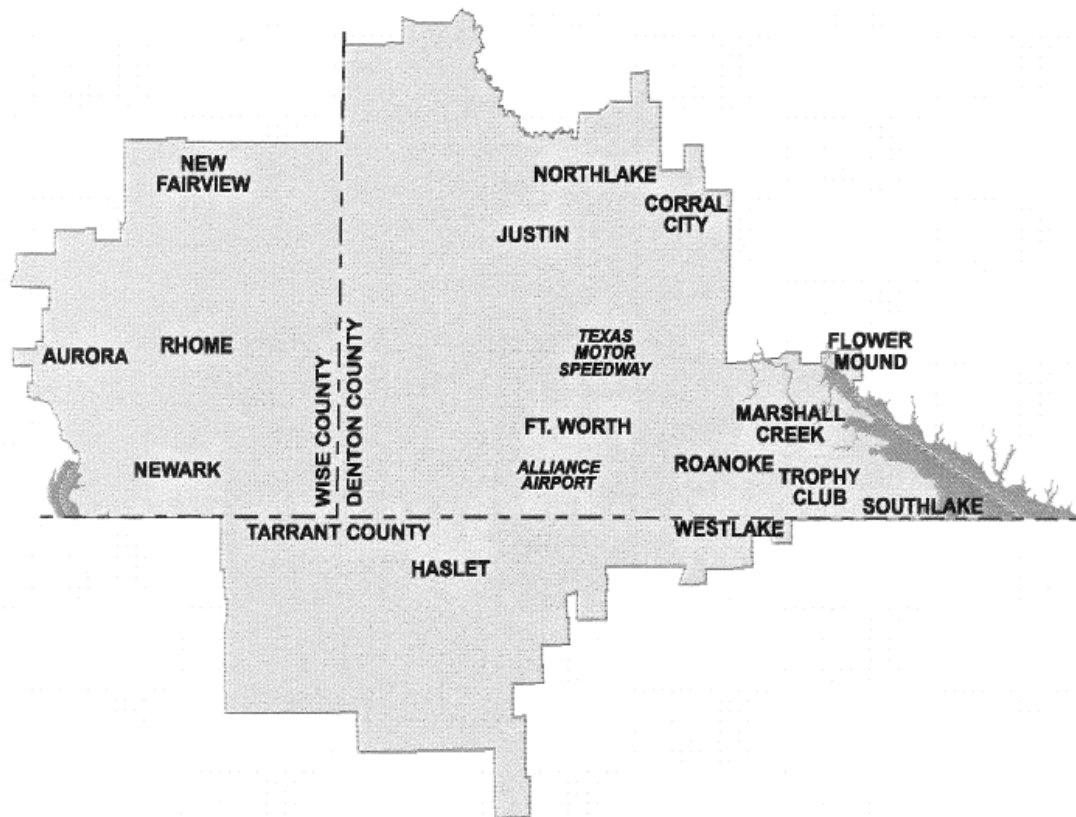


## The Northwest Independent School District

Celebrating over 60 years of excellence, the Northwest Independent School District is uniquely situated in the northwest corridor of the Fort Worth/Dallas Metroplex. Our story begins in the late 1800s when schools began appearing in the area amid railroads, general stores, and livery stables. In 1949 the one-school districts of Haslet, Justin, Rhome, and Roanoke joined hands to form the Northwest ISD. Newark was annexed in 1973. The Northwest ISD embraces the communities of Aurora, New Fairview, Haslet, Justin, Newark, Northlake, Rhome, Roanoke, and Trophy Club, along with portions of Flower Mound, Fort Worth, Keller, Southlake, and Westlake. Northwest encompasses 234 square miles and reaches into Denton, Tarrant, and Wise counties. The Board of the District has final control over all school matters except as limited by state law, the courts, and the will of the citizens as expressed in elections. The Board's responsibilities are generally; to set policy for the District, ensure efficient operations, to select and evaluate the Superintendent of School, to adopt the annual budget and its supporting tax rate, and to foster good community relations and communications.

The Northwest Independent School District lies within one of the fastest growing areas in Texas. The District serves 27,050 students in grades pre-kindergarten through twelfth, a projected increase of 839 students. The district operates three comprehensive high schools, an accelerated high school, six middle schools, twenty elementary schools, and a special programs center.

As a fast growth school district, the ongoing construction of facilities and infrastructure to provide for student growth is a major priority. On May 1, 2021, District voters passed a \$737.5 million bond election. Enrollment is expected to increase by an additional 5,400 students by the 2024-25 school year. The district's growth is a result of several factors: the size of the school district; the number of active housing developments; and the attractive housing, retail, and business industry in the immediate area. Combined with current school district projects, the bond will provide for an additional 5,000 student seats.



**NORTHWEST INDEPENDENT SCHOOL DISTRICT  
2021 - 2022 BOARD OF TRUSTEES**



**Anne Davis-Simpson, Ph.D.**  
President, Place 3  
Retired Educator  
Elected 2013  
Term Ends 2022



**Steve Sprowls**  
Vice President, Place 5  
Airline Pilot  
Elected 2017  
Term Ends 2023



**Lillian Rauch, Ph.D.**  
Secretary, Place 6  
Retired Educator  
Elected 2014  
Term Ends 2023



**Judy Copp**  
Member, Place 4  
Retired Educator  
Elected 2012  
Term Ends 2022



**DeAnne Hatfield**  
Member, Place 1  
Retired School Administrator  
Elected 2019  
Term Ends 2024



**Jennifer Murphy**  
Member, Place 7  
Post-Secondary Education  
Elected 2020  
Term Ends 2023



**Mark Schluter**  
Member, Place 2  
Senior Project Engineer  
Elected 2006  
Term Ends 2024



**Ryder Warren, Ed.D.**  
Superintendent  
Appointed by  
Board of Trustees 2016

**Board Meetings:** All Northwest ISD board meetings are open to the public. Regular meetings are held at 6:30 p.m. on the second and fourth Monday of each month in the board room located at the NISD Administration Building at 2001 Texan Drive, Justin. With public notice, trustees will also hold special meetings and work sessions as needed. Within the limits of the Texas Open Meetings Act, parts of the board meetings may be closed to the public for topics including, but not limited to, real estate transactions, personnel matters, student hearings, and legal matters.

**If You Wish to Address the Board:** The public may address the board during the public participation portion of the board meeting. Remarks may be related to any topic, whether agenda items or non-agenda items, and are usually limited to three minutes. Those wishing to speak during public participation may sign the roster in the room within the hour preceding the meeting.

**[www.nisdtx.org](http://www.nisdtx.org)**

Organizational Summary

**NORTHWEST INDEPENDENT SCHOOL DISTRICT**  
**2021 – 2022 Executive Cabinet**



**Ryder Warren, Ed.D.**  
Superintendent  
Appointed by  
Board of Trustees 2016



**Kim Caley, Ed.D.**  
Asst. Superintendent  
for Human Resources



**Brian Carter**  
Chief Financial Officer



**Michael Griffin, Ed.D.**  
Asst. Superintendent  
For Curriculum and  
Instruction



**Christie Hobbs**  
General Counsel



**Tim McClure**  
Asst. Superintendent for  
Facilities



**Anthony Tosie**  
Executive Director of  
Communications

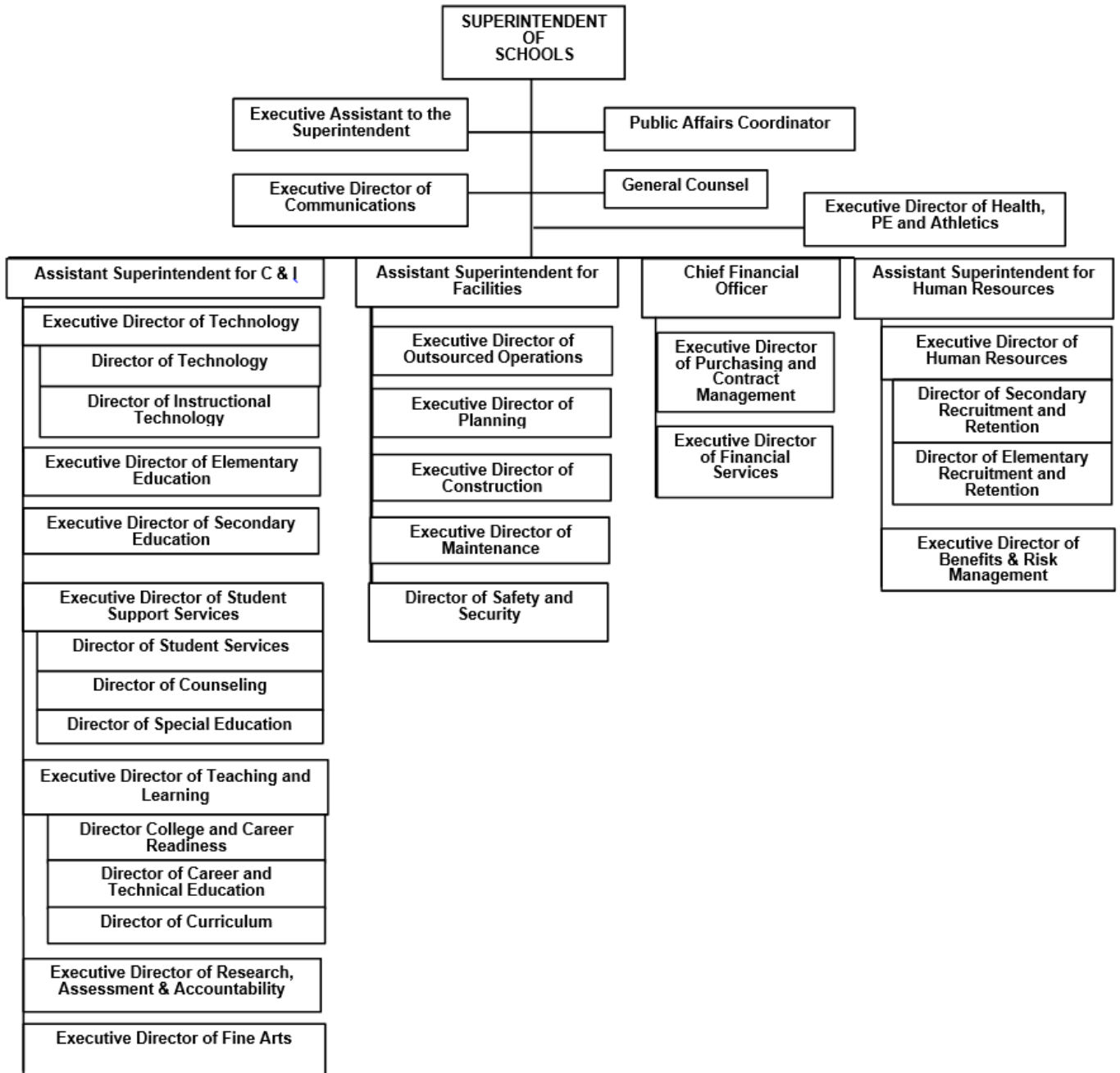


**Angela Scott**  
Public Affairs Coordinator



**Jennifer Carlisle**  
*Executive Asst. to the  
Superintendent*

# Northwest Independent School District 2021 – 2022 Administrative Organizational Chart



## **Mission Statement**

Northwest ISD, in collaboration with students, families, communities, and global partners, will engage in a culture of learning that prepares all students to confidently navigate their future.

## **Vision**

Northwest ISD empowers learners and leaders to positively impact the world.

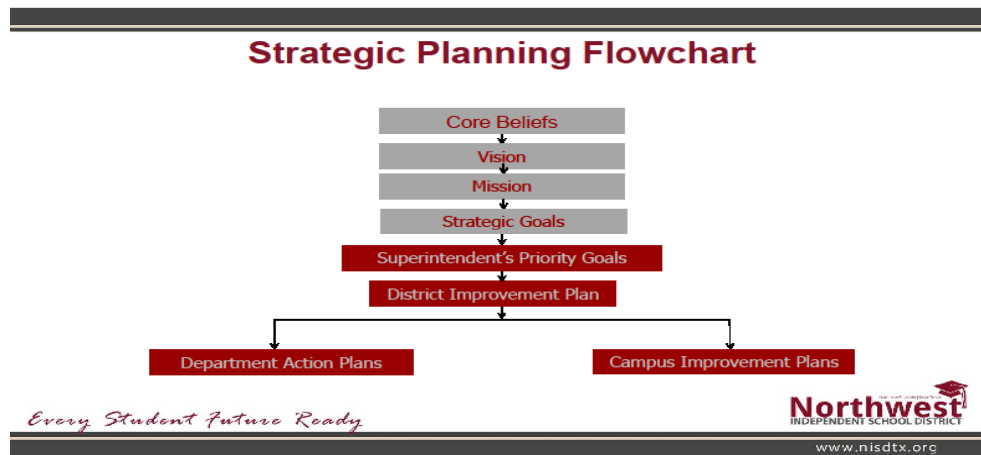
## **Core Beliefs**

Kids come first. Continuous learning is essential to prepare for college and career opportunities. Each student's success is the shared responsibility of students, families, schools, and communities. Learning is influenced by environment.

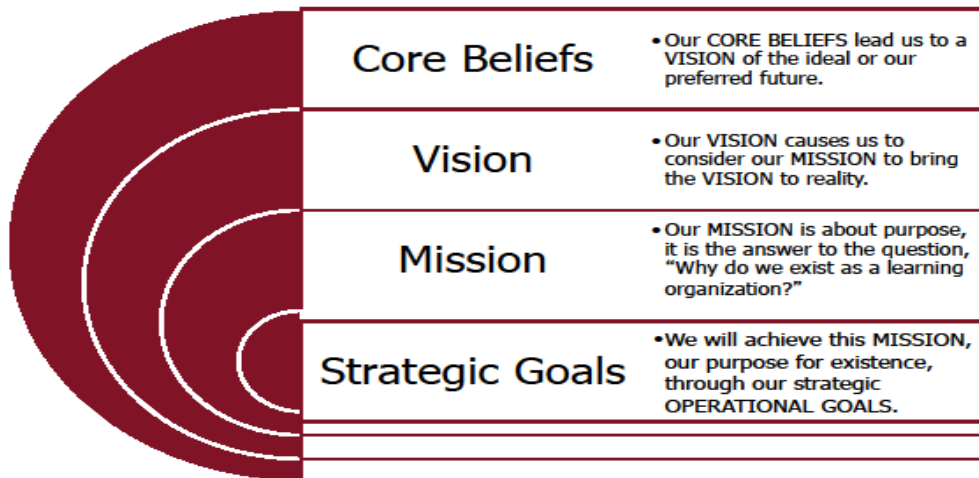
## **Strategic Goals**

- |                        |   |
|------------------------|---|
| <b><u>Goal I</u></b>   | Students will achieve success through meaningful learning experiences, innovative pathways, and personalized opportunities.             |
| <b><u>Goal II</u></b>  | Northwest ISD will recruit, value, and retain an exceptional staff to create a rewarding learning environment.                          |
| <b><u>Goal III</u></b> | Northwest ISD will create and foster an environment where all stakeholders are engaged in the transformational work of the NISD family. |

## Strategic Planning Flowchart



## **Strategic Framework**







## Profile of an NISD Educator

A professional educator in Northwest ISD will engage all students in a premier education, preparing them to be successful, productive citizens. The Northwest ISD educator is:

### Committed to Teaching and Learning:

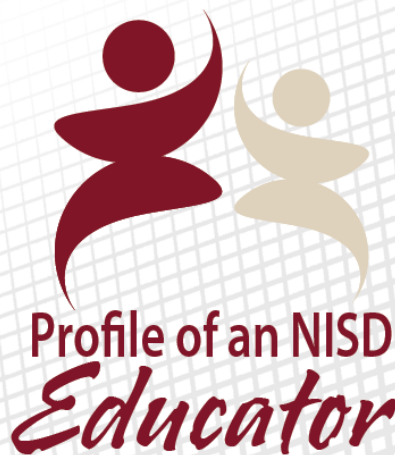
- *Demonstrates a deep understanding of content knowledge and curriculum standards to provide focused and aligned instruction.*
- *Engages students in learning experiences focused on problem solving and critical thinking.*
- *Supports all learners by building on students' strengths and respecting individual differences.*
- *Dedicates to continual learning through collaboration and professional development.*
- *Empowers and encourages students to communicate and collaborate through dynamic, real- world learning experiences.*

### Committed to Creativity and Innovation:

- *Engages students through creative instructional strategies.*
- *Fosters purposeful integration and implementation of technology resources.*
- *Creates an environment where students feel safe taking risks.*
- *Constructs and designs innovative lessons that challenge and empower students.*

### Committed to Student Success:

- *Partners with parents and the community to enhance student success.*
- *Provides specific, timely feedback to students allowing them to self-reflect, set goals, and monitor their own performance.*
- *Builds positive relationships with students and the school community.*
- *Exhibits professional and ethical conduct toward students, colleagues, and the community.*
- *Designs challenging instruction and sets high expectations for student success.*
- *Models determination, flexibility, and resiliency.*



Teamwork | Pride | Excellence  
**Northwest**  
INDEPENDENT SCHOOL DISTRICT  
**Profile of a Graduate**

As 21st century citizens, Northwest Independent School District (NISD) students must be prepared with high levels of academic strength including literacy, digital skills, critical thinking, problem solving, collaboration, and communication. The mission of NISD is to provide a premier education, preparing all students to be successful, productive citizens. Embedded in our vision is that our students will be **future ready**: ready for college, ready for the global workplace, and ready for personal success. To accomplish this goal, a student who graduates from NISD *will be*:

### Ready for College

*To prepare to be future ready, a student who graduates from NISD will:*

- Engage in relevant literacy through proficiency in reading, writing, listening, and speaking.
- Employ proficient and responsible use of digital media to effectively communicate, synthesize, and create new knowledge.
- Problem solve and critically analyze with determination to take risks, learn from mistakes, and adapt to new thinking.
- Determine validity and relevance of information resources in the development of research skills.

### Ready for the Global Workplace

*To prepare to be future ready, a student who graduates from NISD will:*

- Connect and correlate knowledge and skills continuously through real-world applications in reading, writing, mathematics, science, social studies, the arts, and enrichment experiences.
- Construct new ideas through original and innovative thinking.
- Exhibit vision for personal learning and forward thinking to prepare for the future.
- Understand and adapt responsibly to a changing global community.

### Ready for Personal Success

*To prepare to be future ready, a student who graduates from NISD will:*

- Practice ethical behaviors exhibiting integrity, respect, and commitment within a well-balanced lifestyle.
- Show initiative and responsibility through positive actions to express self-motivation, self-discipline, and perseverance.
- Communicate and collaborate by exercising a willingness to help and connect with culturally diverse individuals and groups to make necessary compromises toward accomplishing a common goal.
- Prepare for the unknown by being empowered with tools to face challenges and life-long learning.







# Core Beliefs

Kids come first.

Continuous learning is essential to prepare for college and career opportunities.

Each student's success is the shared responsibility of students, families, schools, and communities.

Learning is influenced by environment.

# Vision

Northwest ISD empowers learners and leaders to positively impact the world.

# Mission

Northwest ISD, in collaboration with students, families, communities, and global partners, will engage in a culture of learning that prepares all students to confidently navigate their future.



# Strategic Goals

**1** Students will achieve success through meaningful learning experiences, innovative pathways, and personalized opportunities.

**2** Northwest ISD will recruit, value, and retain an exceptional staff to create a rewarding learning environment.

**3** Northwest ISD will create and foster an environment where all stakeholders are engaged in the transformational work of the NISD family.



## 2021-2022 School Year Strategic Planning Schedule

2021-2022 Date	Description	Responsibility
April 6	Leadership 2021-2022 Planning Meeting	Executive Leadership Team
May 18	DEIC Needs Assessment	DEIC
June 3	District Leadership Team Review	DLT
<b>June 14</b>	<b>Superintendent's Performance Objectives Board Adoption</b>	<b>Dr. Warren</b>
August 30 & September 7	Finalize 2021-2022 DIP	Executive Cabinet
September 14	DEIC Meeting – DIP Development & Review	DEIC
<b>September 27</b>	<b>2021-2022 DIP Board Review</b>	<b>Dr. Warren</b>
<b>October 18</b>	<b>2021-2022 DIP Board Adoption</b>	<b>Dr. Warren</b>
October 8	Deadline to Submit CIPs and Department Action Plans	Staff
<b>October 18</b>	<b>2021-2022 CIPs Board Review</b>	<b>Dr. Warren / Dr. Griffin</b>
<b>November 15</b>	<b>2021-2022 CIPs Board Adoption</b>	<b>Dr. Warren / Dr. Griffin</b>
November 15	DIP Formative Review	Executive Cabinet
January 10	DIP Formative Review	Executive Cabinet
<b>January 24</b>	<b>2021-2022 DIP Mid-Year Summary Report to the Board</b>	<b>Dr. Warren</b>
<b>February 14</b>	<b>Strategic Framework Board Review</b>	<b>Dr. Warren</b>
<b>February 28</b>	<b>Strategic Framework Board Action</b>	<b>Dr. Warren</b>
March 7	DIP Formative Review	Executive Cabinet
May 17	DEIC - End of Year DIP Review and Needs Assessment	DEIC
May 23	2021-2022 DIP Summative Review - Deadline for Cabinet to have info entered	Executive Cabinet
<b>June 13</b>	<b>2021-2022 DIP Summary Report to the Board</b>	<b>Dr. Warren</b>

## **District Processes & Programs**

### **District Processes & Programs Summary**

#### **Human Resources**

Northwest ISD Human Resources personnel participate in a wide variety of recruiting events throughout the school year focused on recruiting candidates from a diverse background. Recruiting events include university job fairs, alternative certification programs, as well as our district-hosted career fair. This past year most of the recruiting events transitioned to a virtual platform due to the COVID-19 pandemic. These recruiting events along with yearly mid-point raises of 1% that cost the District \$1.5 million dollars have helped to achieve our **Strategic Goal 2 “Northwest ISD will recruit, value and retain and exceptional staff to create a rewarding learning environment.”**

#### **Finance**

The Financial Services department for Northwest ISD is responsible for many areas related to the business operations within the school district. Our programs include Payroll, Purchasing, Accounts Payable, Accounts Receivable, Accounting, Reporting, and many other supporting roles. The department is a member of ASBO, GFOA, TASBO, and other professional organizations. Our team strives to make sure that our campuses, departments, and students are at the forefront of everything we do.

#### **Instructional Programs**

NISD has extensive curricular programs for all students which tie directly to **Strategic Goal 1 “Students will achieve success through meaningful learning experiences innovative pathways and personalized opportunities”**. Beginning in kindergarten, students annually are assessed in reading and math using universal screening methods that allow teachers and campuses to best meet the needs of all students. In addition, the NISD counseling department and the College and Career Readiness Department provide a variety of resources to allow students to individualize their learning experiences. While most students participate in the general curriculum, NISD has support systems in place for students behind their peers such as, but not limited to:

- Reading Recovery Dyslexia support ELL support
- RTI student plans
- Credit recovery programs
- In addition, NISD offers systems for students that are performing ahead of their peers such as/but not limited to: Math acceleration (by grade level)
- CBE opportunities
- Open enrollment in Pre-AP and AP course Dual Credit College Opportunities Internships
- NISD's Career and Technical Education program strives to provide real academics, real skills, and a real high school experience unlike any other. The focus on strong academics with robust career-minded education is strengthening our students' college, career, military, and life readiness.

## **District Processes & Programs Strengths**

**Strategic Goal 3, “Northwest ISD will create and foster an environment where all stakeholders are engaged in the transformational work of the NISD family.”** With public support, voters approved three bond propositions totaling \$737.5 million. These bonds will now fund our long-range plan to accommodate the district’s fast growth through the addition of new schools and school expansions, as well maintenance and upgrades of our buildings. Despite a \$15 million loss in state revenue, Northwest ISD developed a balanced budget alongside a \$17.5 million reduction plan. Staff are prepared and technology is in place to quickly pivot and adapt to the needs of students and teachers throughout the challenges of COVID and Remote Learning needs. We have an extensive Guest Educator recruitment and hiring process, as well as enhanced pre-service training that includes Curriculum and Instruction pedagogy, Special Education tips and tools, Social-Emotional Learning, and Safety practices.

## **Problem Statements Identifying District Processes & Programs Needs**

**Problem Statement 1 (Prioritized):** Development and maintenance of Northwest ISD's budgetary and financial planning processes are challenged by the district's fast growth, the desire for a balanced budget, and the impact of Texas' school finance system. **Root Cause:** As a public school district, we have an obligation to taxpayers, the state, our community, and our students to maintain our fiduciary responsibility and develop a sustainable budget for Northwest ISD.

**Problem Statement 2 (Prioritized):** We have an obligation to our students, staff, and community to provide as safe of a learning environment as possible and to take proper preventative measures. **Root Cause:** As a public school district, we have a responsibility to protect our students, staff, and guests from the many factors that can have a negative impact on our learning environment, ranging from world-wide pandemics, to weather-related events, to various acts of violence.

## **Perceptions Summary**

### **Northwest ISD Strategic Framework: Beliefs, Vision, Mission, Goals**

The vision of Northwest Independent School District is to empower learners and leaders to positively impact the world. Recognized internally and externally, the district has a known Core Belief of putting kids first. Our 2018-2022 Strategic Framework is embraced throughout the district and is the foundation of our work.

As this is the last year of our current Strategic Framework, plans are underway to hold the next Strategic Summit next school year to review our beliefs, vision, mission, and goals. Communication efforts to increase awareness and to encourage key stakeholders' participation in the Summit has already begun.

The students, parents, community members, teachers, staff, and representatives of local government and industry, are all important district stakeholders. NISD makes extraordinary efforts to involve others in the planning and review of NISD programs and operations, as well as organizes various committees to gather public input.

### **Equity and Diversity**

NISD has a responsibility to ensure our community of diverse learners and leaders are supported and engaged through a high-quality teaching and learning environment designed to meet individual needs. As more families move into our district, we must be more intentional in establishing avenues for all stakeholders to feel a part of Northwest ISD. Additionally, student achievement data demonstrates growing gaps in performance across some groups, resulting in a need to continually assess various aspects of our processes and practices, and make improvements in areas of need. Feedback from various stakeholder groups - including students, staff members, and parents - has indicated a need for leaders across the district to engage in courageous conversations about equity, diversity, inclusion, acceptance, belonging, and access to opportunities. Throughout the 2020-2021 school year, a group of stakeholders crafted a set of belief statements to represent our vision of being an equitable and inclusive district that values the diversity of our students, staff, and citizens.

### **Staff Perceptions**

Employees have faced new challenges and stressors with the COVID pandemic in their personal and professional lives. Following new protocols, increased student/staff absences, and transitioning to remote learning platforms have added to the workload for all of our employees. For the 2020-2021 school year, teachers provided instruction the first nine weeks of the school year remotely and some continued the remainder of the school year teaching remote classes. Restrictions on in-person gatherings with teammates and students also likely impacted employee engagement. Seventy-two percent of NISD employees participated in an engagement survey in April 2021 with only 56% indicating they were engaged in their work. The average engagement score for organizations is 64%, and those designated as "top workplaces" fall between 84%-94% levels of engagement. Two of the lowest areas identified for improvement were employees feeling appreciated and acknowledgement that their daily work is meaningful. When people feel valued, they are more positive about their work and motivated to do a good job. A high level of engagement helps create a rewarding learning environment.

## **2021 - 2022 Adopted Budget**

At the time of our survey, decisions on employee compensation for the upcoming school year had not been approved. Employees had also just learned our health insurance would change to TRS and the NISD Health & Wellness Center would close in the summer. Compensation and benefits are a major factor for employees feeling valued and appreciated for their talents and efforts. Due to our deficit budget, we were required to make personnel and programming changes for the 2021-2022 school year.

All of these factors contributed to feelings of uncertainty and impacted employee morale. Even as the campus and district leadership team discussed the 2021-2022 Performance Objectives at the start of the school year, the challenge of a COVID weary staff was often noted. Monitoring engagement and staff feedback throughout the 2021-2022 school year will provide insightful information.

### **Budget and Financial Policies**

#### **Legal Requirements for Budgets**

Legal requirements for school district budgets are formulated by the state, TEA, and the local district. Additional legal requirements also may be imposed by state and federal grants.

#### **Statement of Texas Law**

Sections 44.002 through 44.006 of the Texas Education Code establish the legal basis for budget development in school districts. The following six 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, currently June 30. In order for the budget to be adopted by the board of trustees, inclusive of amendments, the district budget must be prepared by June 19.
- 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.
- Concurrently with the publication of notice of the budget above, a school district must post a summary of the proposed budget on the school district's Internet website or in the district's central administrative office if the school district has no Internet website. The budget summary must include a comparison to the previous year's actual spending and information relating to per-student and aggregate spending on instruction, instructional support, central administration, district operations, debt service, and any other category designated by the commissioner. (Section 44.0041, TEC).

The summary of the budget should be presented in the following function areas:

- (A) Instruction – functions 11, 12, 13, 95
- (B) Instructional Support – functions 21, 23, 31, 32, 33, 36
- (C) Central Administration – function 41
- (E) Debt Service – function 71
- (F) Other – functions 61, 81, 91, 92, 93, 97, 99

The “per student” will be based on student enrollment.

- 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.



## 2021 - 2022 Adopted Budget

- 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. However, if a school district has a July 1<sup>st</sup> fiscal year start date, then a school district must **not** adopt a tax rate until after the district receives the certified appraisal roll for the district required by Section 26.01, Tax Code. Additionally, a school district **must publish a revised notice and hold another public meeting before** the district **may adopt a tax rate** that exceeds the following: (1) The rate proposed in the notice prepared using the estimate; or (2) The district's rollback rate determined under Section 26.08, Tax Code, using the certified appraisal roll. If a school district elects to adopt a tax rate before adopting a budget, the district must publish notice and hold a meeting for the purpose of discussing the proposed tax rate as provided by TEC 44.004. Following adoption of the tax rate, the district must publish notice and hold another public meeting before the district may adopt a budget. The comptroller shall prescribe the language and format to be used in the notices. The school district may use the certified estimate of taxable value in preparing a notice.
- HB 3, 81st Regular Session, added TEC 39.084 which requires that on final approval of the budget by the school board, the school district shall post on the district's Internet website a copy of the adopted budget. The website must prominently display the electronic link to the adopted budget until the third anniversary of the date the budget was adopted.

### TEA Legal Requirements

TEA has developed additional requirements for school district budget preparation as follows:

- The budget must be adopted by the board of trustees, inclusive of amendments, no later than June 30. In order to prepare the public notice to be published 10 days prior to the meeting, the district budget must be prepared by a date set by the state board of education, currently June 19.
- Minutes from district board meetings will be used by TEA to record adoption of and amendments to the budget.

Budgets for the General Fund, the Food Service Fund (whether accounted for in the General Fund, a Special Revenue Fund or Enterprise Fund) and the Debt Service Fund must be included in the official district budget (legal or fiscal year basis). These budgets must be prepared and approved at least at the fund and function levels to comply with the state's legal level of control mandates. Funds to be budgeted and reported through PEIMS, both required and optional, are shown in Exhibit 2 in section 2.6.3.

Note: Districts may prepare and approve budgets for other funds and/or with even greater detail at their discretion. Such local decisions may affect the need for budget amendments and financial reporting requirements.

- The officially adopted district budget, as amended, must be filed with TEA through PEIMS (Public Education Information Management System) by the date prescribed in the annual system guidelines. Revenues, other sources, other uses, and fund balances must be reported by fund, object (at the fourth level), fiscal year, and amount. Expenditures must be reported by fund, function, object (at the second level), organization, fiscal year, program intent and amount. These requirements are discussed in further detail in the Data Collection and Reporting module.
- A school district must amend the official budget *before* exceeding a *functional expenditure category*, i.e., instruction, administration, etc., in the total district budget. The annual financial and compliance report should reflect the amended budget amounts on the schedule comparing budgeted and actual amounts. The requirement for filing the amended budget with TEA is satisfied when the school district files its Annual Financial and Compliance Report.

### Local District Requirements

ANNUAL OPERATING BUDGET CE (LEGAL) DATE ISSUED: 10/30/15

### **Authorized Expenditures**

A 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)

A 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 a 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 Index. Sch. Dist. v. C.H. Page and Bro.*, 48 S.W.2d 983 (Comm. App. 1932)

The state and county available funds disbursed to a 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 a board. *Education Code 45.105(c)*

No public funds of a 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), (a-2), or (a-3) [see CX], a board shall not enter into an agreement authorizing the use of school 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**

A 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 a district's current revenue only, provided the contract contains either or both of the following provisions:

1. Retains to a 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 effort attempt by the board to obtain and appropriate funds for payment of the contract.

*Local Gov't Code 271.903*

### **Fiscal Year**

A board may determine if a district's fiscal year begins on July 1 or September 1 of each year. *Education Code 44.0011*

### **Budget Preparation**

A superintendent shall prepare, or cause to be prepared, a proposed budget covering all estimated revenue and proposed expenditures of a 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. A district may not budget funds received under 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 a 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, a board president shall call a board meeting for the purpose of adopting a budget for the succeeding fiscal year. Any taxpayer of a 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**

A board president shall also provide for publication of notice of the budget and proposed tax rate meeting in a daily, weekly, or biweekly newspaper published in a district. If no daily, weekly, or biweekly newspaper is published in a 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 a 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 a district delivers substantially all of its tax bills.

*Education Code 44.004(b)–(e)*

### **Publication of Proposed Budget Summary**

Concurrently with the publication of notice of the budget under Education Code 44.004, a district shall post a summary of the proposed budget on the school district's Internet website or, if the district has no Internet website, 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:

1. Instruction;
2. Instructional support;
3. Central administration;
4. District operations;
5. Debt service; and
6. Any other category designated by the Commissioner.

*Education Code 44.0041*

### **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. *Education Code 44.004(g-1)*

### **Budget Adoption**

A 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. *Education Code 44.004(f)–(g)*

### **Certified Estimate**

By April 30, the chief appraiser shall prepare and certify an estimate of the taxable value of school district property. *Tax Code 26.01(e)*

### **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 a district may not adopt a tax rate before the district receives the certified appraisal roll for the district.

*Education Code 44.004(h)–(i)*

### **Budget Adoption after Tax Rate Adoption**

Notwithstanding Education Code 44.004(g), (h), and (i), above, a 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. *Education Code 44.004(j)*

### **Publication of Adopted Budget**

On final approval of the budget by the board, a district shall post on the district's Internet website a copy of the budget adopted by the board. The district's website must prominently display the electronic link to the adopted budget.

A district shall maintain the adopted budget on the district's website until the third anniversary of the date the budget was adopted. *Education Code 44.0051*

### **Amendment of Approved Budget**

A 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. *Education Code 44.006*

### **Failure to Comply with Budget Amendments**

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. *Education Code 44.052(c)*

### **Certain Donations**

A district may donate funds or other property or service to the adjutant general's department, the Texas National Guard, or the Texas State Guard. *Gov't Code 437.111(b), .252, .304(a)*

## **Annual Operating Budget CE (Local) Date Issued: 11/03/08**

### **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**

The annual public meeting to discuss the proposed budget and tax rate shall be conducted as follows:

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.
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.



## **BOARD POLICY: BUSINESS AND SUPPORT SERVICES**

### **Section C: BUSINESS AND SUPPORT SERVICES**

CAA	<a href="#"><u>FISCAL MANAGEMENT GOALS AND OBJECTIVES - FINANCIAL ETHICS</u></a>
CB	<a href="#"><u>STATE AND FEDERAL REVENUE SOURCES</u></a>
CBA	<a href="#"><u>STATE AND FEDERAL REVENUE SOURCES - STATE</u></a>
CBB	<a href="#"><u>STATE AND FEDERAL REVENUE SOURCES - FEDERAL</u></a>
CCA	<a href="#"><u>LOCAL REVENUE SOURCES - BOND ISSUES</u></a>
CCB	<a href="#"><u>LOCAL REVENUE SOURCES - TIME WARRANTS</u></a>
CCC	<a href="#"><u>LOCAL REVENUE SOURCES - CERTIFICATES OF INDEBTEDNESS</u></a>
CCD	<a href="#"><u>LOCAL REVENUE SOURCES - RECREATIONAL FACILITIES BONDS</u></a>
CCE	<a href="#"><u>LOCAL REVENUE SOURCES - ATHLETIC STADIUM AUTHORITY</u></a>
CCF	<a href="#"><u>LOCAL REVENUE SOURCES - LOANS AND NOTES</u></a>
CCG	<a href="#"><u>LOCAL REVENUE SOURCES - AD VALOREM TAXES</u></a>
CCH	<a href="#"><u>LOCAL REVENUE SOURCES - APPRAISAL DISTRICT</u></a>
CDA	<a href="#"><u>OTHER REVENUES - INVESTMENTS</u></a>
CDB	<a href="#"><u>OTHER REVENUES - SALE, LEASE, OR EXCHANGE OF SCHOOL-OWNED PROPERTY</u></a>
CDBA	<a href="#"><u>SALE, LEASE, OR EXCHANGE OF SCHOOL-OWNED PROPERTY - REVENUE BONDS FROM PROCEEDS</u></a>
CDC	<a href="#"><u>OTHER REVENUES - GRANTS FROM PRIVATE SOURCES</u></a>
CDH	<a href="#"><u>OTHER REVENUES - PUBLIC AND PRIVATE FACILITIES</u></a>
CE	<a href="#"><u>ANNUAL OPERATING BUDGET</u></a>
CEA	<a href="#"><u>ANNUAL OPERATING BUDGET - FINANCIAL EXIGENCY</u></a>
CFA	<a href="#"><u>ACCOUNTING - FINANCIAL REPORTS AND STATEMENTS</u></a>
CFB	<a href="#"><u>ACCOUNTING - INVENTORIES</u></a>
CFC	<a href="#"><u>ACCOUNTING - AUDITS</u></a>
CFD	<a href="#"><u>ACCOUNTING - ACTIVITY FUNDS MANAGEMENT</u></a>
CFEA	<a href="#"><u>PAYROLL PROCEDURES - SALARY DEDUCTIONS AND REDUCTIONS</u></a>
CG	<a href="#"><u>BONDED EMPLOYEES AND OFFICERS</u></a>
CH	<a href="#"><u>PURCHASING AND ACQUISITION</u></a>
CHE	<a href="#"><u>PURCHASING AND ACQUISITION - VENDOR RELATIONS</u></a>
CHF	<a href="#"><u>PURCHASING AND ACQUISITION - PAYMENT PROCEDURES</u></a>
CHG	<a href="#"><u>PURCHASING AND ACQUISITION - REAL PROPERTY AND IMPROVEMENTS</u></a>
CHH	<a href="#"><u>PURCHASING AND ACQUISITION - FINANCING PERSONAL PROPERTY PURCHASES</u></a>
CI	<a href="#"><u>SCHOOL PROPERTIES DISPOSAL</u></a>
CJA	<a href="#"><u>CONTRACTED SERVICES - CRIMINAL HISTORY</u></a>
CK	<a href="#"><u>SAFETY PROGRAM/RISK MANAGEMENT</u></a>
CKA	<a href="#"><u>SAFETY PROGRAM/RISK MANAGEMENT - INSPECTIONS</u></a>
CKB	<a href="#"><u>SAFETY PROGRAM/RISK MANAGEMENT - ACCIDENT PREVENTION AND REPORTS</u></a>
CKC	<a href="#"><u>SAFETY PROGRAM/RISK MANAGEMENT - EMERGENCY PLANS</u></a>
CKD	<a href="#"><u>SAFETY PROGRAM/RISK MANAGEMENT - EMERGENCY MEDICAL EQUIPMENT AND PROCEDURES</u></a>
CKE	<a href="#"><u>SAFETY PROGRAM/RISK MANAGEMENT - SECURITY PERSONNEL</u></a>
CL	<a href="#"><u>BUILDINGS, GROUNDS, AND EQUIPMENT MANAGEMENT</u></a>

## 2021 - 2022 Adopted Budget

CLA	<a href="#">BUILDINGS, GROUNDS, AND EQUIPMENT MANAGEMENT - SECURITY</a>
CLB	<a href="#">BUILDINGS, GROUNDS, AND EQUIPMENT MANAGEMENT - MAINTENANCE</a>
CLC	<a href="#">BUILDINGS, GROUNDS, AND EQUIPMENT MANAGEMENT - TRAFFIC AND PARKING CONTROLS</a>
CLE	<a href="#">BUILDINGS, GROUNDS, AND EQUIPMENT MANAGEMENT - FLAG DISPLAYS</a>
CMD	<a href="#">EQUIPMENT AND SUPPLIES MANAGEMENT - INSTRUCTIONAL MATERIALS CARE AND ACCOUNTING</a>
CNA	<a href="#">TRANSPORTATION MANAGEMENT - STUDENT TRANSPORTATION</a>
CNB	<a href="#">TRANSPORTATION MANAGEMENT - DISTRICT VEHICLES</a>
CNC	<a href="#">TRANSPORTATION MANAGEMENT - TRANSPORTATION SAFETY</a>
CO	<a href="#">FOOD SERVICES MANAGEMENT</a>
COA	<a href="#">FOOD SERVICES MANAGEMENT - FOOD PURCHASING</a>
COB	<a href="#">FOOD SERVICES MANAGEMENT - FREE AND REDUCED-PRICE FOOD PROGRAM</a>
CPAB	<a href="#">OFFICE COMMUNICATIONS - MAIL AND DELIVERY</a>
CPC	<a href="#">OFFICE MANAGEMENT - RECORDS MANAGEMENT</a>
CQ	<a href="#">TECHNOLOGY RESOURCES</a>
CQA	<a href="#">TECHNOLOGY RESOURCES - DISTRICT, CAMPUS, AND CLASSROOM WEBSITES</a>
CR	<a href="#">INSURANCE AND ANNUITIES MANAGEMENT</a>
CRB	<a href="#">INSURANCE AND ANNUITIES MANAGEMENT - LIABILITY INSURANCE</a>
CRD	<a href="#">INSURANCE AND ANNUITIES MANAGEMENT - HEALTH AND LIFE INSURANCE</a>
CRE	<a href="#">INSURANCE AND ANNUITIES MANAGEMENT - WORKERS' COMPENSATION</a>
CRF	<a href="#">INSURANCE AND ANNUITIES MANAGEMENT - UNEMPLOYMENT INSURANCE</a>
CRG	<a href="#">INSURANCE AND ANNUITIES MANAGEMENT - DEFERRED COMPENSATION AND ANNUITIES</a>
CS	<a href="#">FACILITY STANDARDS</a>
CV	<a href="#">FACILITIES CONSTRUCTION</a>
CVA	<a href="#">FACILITIES CONSTRUCTION - COMPETITIVE BIDDING</a>
CVB	<a href="#">FACILITIES CONSTRUCTION - COMPETITIVE SEALED PROPOSALS</a>
CVC	<a href="#">FACILITIES CONSTRUCTION - CONSTRUCTION MANAGER-AGENT</a>
CVD	<a href="#">FACILITIES CONSTRUCTION - CONSTRUCTION MANAGER-AT-RISK</a>
CVE	<a href="#">FACILITIES CONSTRUCTION - DESIGN-BUILD</a>
CVF	<a href="#">FACILITIES CONSTRUCTION - JOB ORDER CONTRACTS</a>
CW	<a href="#">NAMING FACILITIES</a>
CX	<a href="#">RENTING OR LEASING FACILITIES FROM OTHERS</a>
CY	<a href="#">INTELLECTUAL PROPERTY</a>

### Balanced Budget

According to the Texas Education Agency (“TEA”), case law is where the definition of a balanced budget is found for all Texas school districts. A balanced budget is framed by case law as a budget with total expenditures not greater than the sum of total revenues plus fund balance. *Crystal City Independent School District, Appellant v. Bank of Dallas, Appellee, Court of Appeals of Texas-Dallas, March 24, 1987.*

## **Budget Process**

### **Objectives of Budgeting**

The objectives of budgeting are outlined by the Texas Education Agency in the Financial Accountability System Resource Guide.

Performance evaluation allows citizens and taxpayers to hold policy makers and administrators accountable for their actions. Because accountability to citizens often is stated explicitly in state laws and constitutions, it is considered a cornerstone of budgeting and financial reporting. The Governmental Accounting Standards Board (GASB) recognizes its importance with these objectives in its GASB Concepts Statement No. 1 (Section 100.177):

- Financial reporting should provide information to determine whether current-year revenues were sufficient to pay for current-year services.
- Financial reporting should demonstrate whether resources were obtained and used in accordance with the entity's legally adopted budget. It should also demonstrate compliance with other finance-related legal or contractual requirements.
- Financial reporting should provide information to assist users in assessing the service efforts, costs, and accomplishments of the governmental entity.

Meeting these objectives requires budget preparation to include several concepts recognizing accountability. Often these concepts have been mandated for state and local public sector budgets. They include requirements that budgets should:

- Be balanced so that current revenues are sufficient to pay for current services.
- Be prepared in accordance with all applicable federal, state, and local legal mandates and requirements.
- Provide a basis for the evaluation of a government's service efforts, costs, and accomplishments.

Note: Although the objective of balanced budgets is generally applicable to all school districts to ensure long-term fiscal health, variations of this objective which are considered appropriate for some school districts over short-term periods are available. For example, the balanced budget objective may be met through the use of fund balance reserves to pay for current services during certain periods. Such uses of fund balance reserves must be in accordance with applicable state and local fund balance policies.

### **Budget Process Overview**

The budgeting process is comprised of three major phases: planning, preparation, and evaluation. The budgetary process begins with sound planning. Planning defines the goals and objectives of campuses and the school district and develops programs to attain those goals and objectives. Once these programs and plans have been established, budgetary resource allocations are made to support them. Budgetary resource allocations are the preparation phase of budgeting. The allocations cannot be made, however, until plans and programs have been established.

Finally, the budget is evaluated for its effectiveness in attaining goals and objectives. Evaluation typically involves an examination of how funds were expended, what outcomes resulted from the expenditure of funds, and to what degree these outcomes achieved the objectives stated during the planning phase. This evaluation phase is important in determining the following year's budgetary allocations. In summary, budget preparation is not a one-time exercise to determine how a school district will allocate funds. Rather, school district budget preparation is part of a continuous cycle of planning and evaluation to achieve district goals.

## 2021 - 2022 Adopted Budget

### Budget Process

The Budget Process covers the entire financial cycle starting with budget planning and ending with the audited ACFR:

• Budget Planning	January - February	2021
• Budget Preparation	February	2021
• Board of Trustee Budget Review	March - May	2021
• Budget Adoption	June	2021
• Tax Rate Adoption	July - August	2021
• Budget Amendments	July - June	2021 - 2022
• ACFR	November	2022

### **2018-2022 Northwest ISD Strategic Framework**

The Northwest ISD Board of Trustees approved the district's 2018-2022 Strategic Framework at the meeting on May 29, 2018. The framework includes the district's Core Beliefs, Vision, Mission, and Strategic Goals. Based on the recommendations of the Strategic Summit participants, this plan establishes the direction of the district for the next four years. A team of approximately 85 participants made up of students, parents, community members, and staff served to develop this plan that will set the tone for NISD's future.

### **2021-2022 Northwest ISD District Improvement Plan**

Northwest ISD's annual development of a District Improvement Plan helps maintain the direction of the district as we empower learners and leaders to positively impact the world. In accordance with the Texas Education Code, the superintendent is to annually develop the District Improvement Plan, with the Board of Trustees annually approving the performance objectives.

The 2021-2022 District Improvement Plan is an extension of the district's Strategic Framework. As part of our strategic initiative, the emphasis in developing the District Improvement Plan was again placed on focusing on identified imperatives for the coming school year. It was approved by the Northwest ISD Board of Trustees on October 18, 2021.

### Budget Planning

As a fast (student) growth district, the Board of Trustees regularly receive Academic Performance, Five-Year Financial Forecast, Financial & Investment, and Demographic, Facilities, Planning & Construction reports throughout the year. The annual development of the District budget incorporates all the District planning efforts into a single process.

### Capital Budget Development Process

The citizen Long-Range Planning Committee which serves in an advisory capacity reviews data, prioritizes the capital needs, and formulates a plan to address the needs. It then presents recommendations to the Board of Trustees who act upon the Long-Range Planning Committee recommendations including any modifications to the original plan.

In October 2016, the Long-Range Planning Committee began meeting to discuss the upcoming facility, technology, curriculum, and extra-curricular needs of Northwest ISD. The committee membership consisted of a well-rounded cross section of our District to ensure all of the areas of Northwest ISD were represented. During the meetings, the Long-Range Planning Committee received and evaluated information regarding previous and projected growth of Northwest ISD, technology needs, new facility construction, major building component replacement needs (roofs, HVAC, flooring, security system), and program enhancement needs. After extensive analysis of all the presented needs of Northwest ISD, the Long-Range Planning Committee recommended that the School Board authorize a Capital Bond Election for \$399,000,000. On February 13<sup>th</sup> the Board of Trustees approved an Order Calling a \$399,000,000 Bond Election which passed on May 6, 2017.

### **Budget Preparation**

The District uses site-based budgeting to enhance the ability of principals to serve as effective instructional leaders. Site-based budgeting places the principal at the center of the budget preparation process. The Campus Improvement Plans referenced under the previous paragraph, Budget Planning, link the resources required to the local campus strategies to improve student achievement. The accomplishments are reviewed in the subsequent year.

### **Board of Trustee Budget Review**

The Board of Trustees received budget updates that included any revisions to the original Five-Year Financial Forecast. The Preliminary Budget including the Personnel & Compensation Plan was reviewed in detail throughout April. The 2021 – 2022 Personnel & Compensation Plan was then adopted May 24th. Early adoption provides advantages in teacher recruitment and allows for the salary detail to be loaded into the adopted budget.

### **Budget Adoption**

The Central Appraisal Districts (“CAD”) 2021 Certified Estimate Appraisal Roll Totals occurred in early June and the rollback tax rate was calculated shortly thereafter. The required legal notice was published on June 6th. The Board of Trustees held the required public meeting and adopted the budget on June 28, 2021.

### **Tax Rate Adoption**

The Central Appraisal Districts (“CAD”) Certification of the 2021 Appraisal Records occurred in late July and the Denton County Tax Assessor-Collector calculated the effective and rollback tax rates shortly thereafter. The required legal notice was published on July 29<sup>th</sup>. The Board of Trustees held the required public meeting and adopted the tax rate on August, 23 2021.

### **Budget Amendments**

The initial Campus Budget Worksheet allocation represents 100% of the campus funding allocation based on projected enrollment. The Final Amended Budget for the Year Ending June 30, 2022 will be submitted at the June 27, 2022, Board meeting. It will reflect all amendments previously approved by the Board of Trustees plus any final amendments. The Final Amended Budget for the Year Ending June 30 2022 will be used in the preparation of the Annual Comprehensive Financial Report (“ACFR”).

### **Annual Comprehensive Financial Report (“ACFR”)**

The final stage of the budget cycle is the approval by the Board of Trustees of the audited Annual Comprehensive Financial Report which includes budget to actual comparisons scheduled for November, 2022.

### **District Approach**

The District approach to coping with the combination of fast student growth in a restricted funding environment that satisfies minimum constitutional requirements with increasing academic standards has been to ensure that the budget process is instructionally driven and guided by the Strategic Plan. The Board of Trustees, administration, and staff are committed to Our Vision.

## **Our Vision**

Northwest ISD empowers learners and leaders to positively impact the world.





## 2021-22 Budget Timeline

Activity	Responsibility	Date
Projected Enrollments	Templeton/HR/Finance	Completed
DEIC Timeline Presentation	Financial Services	Completed
DLT Timeline Presentation	Financial Services	Completed
Campus/Dept Staffing	Cabinet/Exec Dir/Principals	Ongoing
Budget Parameter Disc/Action	Cabinet/Board of Trustees	Completed
Campus/Dept. Budget Packets	Financial Services	Completed
Schedule Exec. Dir. Meetings	Financial Services	Completed
Campus/Dept Staffing	Cabinet/Exec Dir/Principals	Ongoing
Board Update	Board Meeting	Meeting Cancelled
Campus/Dept. Budget Meetings	Financial Services	Completed
Campus/Dept Staffing	Cabinet/Exec Dir/Principals	Ongoing
Board Update	Board Meeting	March 8, 2021
Campus/Dept Budget Entries Due	Campuses/Departments	Completed
Budget Decision Forms Due	Campuses/Departments	Completed
Campus/Dept Staffing	Cabinet/Exec Dir/Principals	Ongoing
Preliminary Values	TCAD/DCAD/WCAD	April 2021
Board Update	Board Meeting	April 26, 2021
Campus/Dept Staffing	Cabinet/Exec Dir/Principals	Ongoing
Compensation Plan Approval	Board Meeting	May 2021
Budget Workshop	Board Meeting	May 10, 2021
Budget Workshop	Board Meeting	May 24, 2021
Publish Notice of Pub. Mtg	Financial Services	June 2021
Budget Workshop	Board Meeting	June 14, 2021
Budget Adoption	Board Meeting	June 28, 2021
Final Amendment Adoption	Board Meeting	June 28, 2021
Certified Values	TCAD/DCAD/WCAD	July 25, 2021
Publish Tax Rate Notice	Financial Services	August 1, 2021
Tax Rate Adoption	Board Meeting	2 <sup>nd</sup> August Meeting

Phone: 817-215-0000 | 2001 Texan Drive, Justin, TX 76247

N I S D - A N E Q U A L O P P O R T U N I T Y D I S T R I C T

**2021 - 2022 Adopted Budget**

**NORTHWEST INDEPENDENT SCHOOL DISTRICT  
CAMPUS FUNDING ALLOCATIONS  
BUDGET FOR THE YEAR ENDING JUNE 30, 2022**

Account		Elementary	Middle	Senior
Code	Description	School	School	High School
<b>Pupil Allocations:</b>				
Function 11 - Instruction				
6399	General Supplies	\$ 63.00	\$ 63.00	\$ 63.00
Function 12 - Instructional Related and Media Services				
6329	Reading Materials	14.00	15.00	20.00
6399	General Supplies	4.00	4.00	4.00
Function 23 - School Leadership				
6399	General Supplies	5.00	6.00	10.00
Function 31 - Guidance, Counseling and Evaluation Services				
6399	General Supplies	2.00	2.00	2.00
Function 33 - Health Services				
6399	General Supplies	2.00	2.00	2.00
	<b>Total Pupil Allocations</b>	<b>\$ 90.00</b>	<b>\$ 92.00</b>	<b>\$ 101.00</b>
	<b>10% reduction in supplies</b>	(9.00)	(9.20)	(10.10)
		<b>81.00</b>	<b>82.80</b>	<b>90.90</b>
<b>Staff Allocations:</b>				
Function 12 - Instructional Related and Media Services				
Function 13 - Curriculum Development and Instructional Staff Development				
Function 23 - School Leadership				
Function 31 - Guidance, Counseling and Evaluation Services				
Function 33 - Health Services				
6499	Miscellaneous Operating Expense	<b>\$ 50</b>	<b>\$ 50</b>	<b>\$ 50</b>
<b>Building Allocations:</b>				
Function 11 - Instruction		Unique	Unique	Unique
Function 12 - Instructional Related and Media Services		to	to	to
Function 23 - School Leadership		each	each	each
Function 31 - Guidance, Counseling and Evaluation Services		<u>Campus</u>	<u>Campus</u>	<u>Campus</u>
6269	Rentals - Operating Leases (Copiers)	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Function 36 - Cocurricular/Extracurricular Activities				
6499	Miscellaneous Operating Costs (UIL events)	<b>\$500</b>	<b>\$ 2,000</b>	<b>\$37,500</b>
Function 51 - Plant Maintenance and Operations				
6319	Maintenance and/or Operations	<b>\$500</b>	<b>\$500</b>	<b>\$ 1,000</b>

Initial allocation should be revised by the Principal, working with the site based decision making team, to reflect the Campus Improvement Plan subject to Executive Cabinet review. 10% reduction was taken from general supplies for every department within the District.

## **Budget Control and Management Process**

### **Management Process**

For management control purposes all budgets are assigned a local option code. The local option code designates the individual responsible for the particular budget. Typically principals are responsible for campus budgets and program managers are responsible for districtwide budgets.

Campus principals and program managers are authorized to submit Purchase Requisitions and reimbursements for the purchase of goods and services.

All activities involving payroll costs, salaries and employee benefits, are controlled through the Human Resources department.

### **Approval Control**

All purchases of goods and services are processed through the financial management system with the appropriate approval controls to ensure the legal purpose is met and the appropriate account charged.

Purchase Requisitions are initially entered at the campus or department level and are approved by the campus principal or program manager submitting the request.

Purchase Requisitions for Special Revenue funds are then approved by the appropriate grant program manager.

The Purchasing Agent reviews the Purchase Requisition to verify that appropriate purchasing laws are being complied with and that the goods and services are being requested from a legally qualified vendor.

The Budget Coordinator reviews and approves all Purchase Requisitions. The Purchase Requisition is then converted into a Purchase Order and forwarded to the vendor.

Upon receipt of the invoice Accounts Payable verifies the receipt of the goods or services, cuts a check, and closes the Purchase Order.

### **Encumbrance Control**

All purchases of goods and services are processed through the financial management system with the appropriate encumbrance controls to ensure the availability of funds.

An encumbrance is an obligation in the form of a Purchase Order charged to an appropriation which reserves a part of that appropriation. Additionally, pre-encumbrances are also reserved based on submitted Purchase Requisitions awaiting conversion into Purchase Orders.

Specifically, the financial software will not allow the entry of a Purchase Requisition unless there are sufficiently available funds at the full account line-item level.

### **Budget Amendments**

Principals and program managers may request the transfer of available budgeted funds. However, any transfers of funds that increases a revenue object or modifies an expenditure function is approved on a monthly basis by the Board of Trustees.

### **Final Amended Budget**

At the last meeting of the fiscal year a formal final amended budget is approved by the Board of Trustees.

### Adopted Budget

The officially adopted district budget, as amended, must be filed with TEA through PEIMS (Public Education Information Management System) by the date prescribed in the annual system guidelines.

### Monthly Reporting

The District's financial statements and investments are reviewed on a monthly basis with the Board of Trustees.

### Annual Audit

The final stage of the budget cycle is the approval by the Board of Trustees of the audited financial statements part of which includes budget to actual comparisons.

## Financial Structure

### Summary of Significant Accounting Policies

The Northwest Independent School District (District) is a public educational agency operating under the applicable laws and regulations of the State of Texas. It is governed by a seven-member Board of Trustees that are elected by registered voters of the District. The District prepares its basic financial statements in conformity with Generally Accepted Accounting Principles (GAAP) promulgated by the Governmental Accounting Standards Board (GASB) and other authoritative sources identified in *Statement of Auditing Standards No. 69* of the American Institute of Certified Public Accountants. Additionally, the District complies with the requirements of the appropriate version of the Texas Education Agency (TEA) *Financial Accountability System Resource Guide* (FASRG) and the requirements of contracts and grants of agencies from which it receives funds.

### Reporting Entity

The Board of the District is elected by the public; has the authority to make decisions, appoint administrators and managers; significantly influence operations; and has the primary accountability for fiscal matters. Therefore, the District is a financial reporting entity as defined by the Governmental Accounting Standards Board (GASB) in its Statement No. 14, "The Financial Reporting Entity." There are no component units included within the reporting entity.

### Basis of Accounting

Governmental fund financial statements are reported using the current *financial resources measurement focus* and the *modified accrual basis of accounting*. Revenues are recognized as soon as they are 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 generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due.

Revenues from local sources consist primarily of property taxes. Property tax revenues and revenues received from the State of Texas are recognized under the susceptible-to-accrual concept.

Miscellaneous revenues are recorded as revenue when received in cash because they are generally not measurable until actually received. Investment earnings are recorded as earned, since they are both measurable and available.

Grant funds are considered earned to the extent of the expenditures made under the provisions of the grant. Accordingly, when such funds are received, they are recorded as deferred revenues until the related and authorized expenditures have been made. If balances have not been expended by the end of the project period, grantors sometimes require the District to refund all or part of the unused amount.

The District reports the following major governmental funds:

### Governmental Fund Types

The general fund is the government's primary operating fund. It accounts for all financial resources of the District, except those required to be accounted for in another fund. Major revenue sources include local property taxes, state funding under the Available School Fund and interest earnings. Expenditures include all costs associated with the daily operations of the District except for specific programs funded by the federal or state government, food service, debt service, and capital projects. This is a budgeted fund.

The **special revenue funds** account for resources restricted to, or designated for, specific purposes by a grantor. Federal and state financial assistance generally is accounted for in a special revenue fund. The Child Nutrition Program adopts an annual budget. All other special revenue funds budgets are provided for informational purposes only.

The District's Food Service Fund is considered a special revenue fund since it meets the following criteria: (1) User fees are charged to supplement the National School Lunch Program (NSLP), (2) The General Fund subsidizes the Food Service Program for all expenditures in excess of NSLP, and (3) The District does not consider the Food Service Program completely self-supporting. Food Service fund balances are used exclusively for child nutrition program purposes.

The **debt service fund** accounts for the resources accumulated and payments made for principal and interest on long-term general obligation debt of governmental funds. This is a budgeted fund.

The **capital projects fund** accounts for proceeds from long-term debt financing (including the sale of bonds) and revenues and expenditures related to authorized construction and other capital asset acquisitions. The capital projects fund budget is provided for informational purposes only.

The District reports the following proprietary funds:

The **internal service funds** account for revenues and expenses related to services provided to organizations inside the District on a cost reimbursement basis. The District's Internal Service Funds are Self -Insurance and Netbooks. These are not budgeted funds.

Additionally, the District reports the following fiduciary funds:

The **agency fund** accounts for resources held in a custodial capacity by the District and consists of funds that are the property of students or others. The District's Agency Funds are the Student Activity Account, Student Council Account, and the High School Student Activity Account. These are not budgeted funds.

### Basis of Budgeting

Legal requirements for school district budgets are formulated by the state, TEA, and the local district. The Board adopts an "appropriated budget" on a basis consistent with GAAP for the general fund, debt service fund and child nutrition program (which is included in special revenue funds). At a minimum, the District is required to present the original and the final amended budgets for revenues and expenditures compared to actual revenues and expenditures for these three funds.

Encumbrance accounting, under which purchase orders, contracts and other commitments are recorded in order to reserve that portion of the applicable appropriation, is used in all governmental funds. Encumbrances outstanding at year-end are commitments that do not constitute expenditures or liabilities but are reported as reservations of fund balances. Since appropriations lapse at the end of each year, outstanding encumbrances are appropriately provided for in the subsequent fiscal year's budget to provide for the liquidation of the prior commitments.

## Fund Balance

### Northwest Independent School District Financial Statements Notes FYE June 30, 2021

The District has implemented GASB Statement No. 54, "Fund Balance Reporting and Governmental Fund Type Definitions" which provides more clearly defined fund balance categories to make the nature and extent of the constraints placed on a government's fund balances more transparent.

**Fund Balance Classification:** The governmental fund financial statements present fund balances based on classifications that comprise a hierarchy that is based primarily on the extent to which the District is bound to honor constraints on the specific purposes for which amounts in the respective governmental funds can be spent. The classifications used in the governmental fund financial statements are as follows:

- **Nonspendable:** This classification includes amounts that cannot be spent because they are either (a) not in spendable form or (b) are legally or contractually required to be maintained intact. The District has classified prepaid items as being nonspendable as these items are not expected to be converted to cash.
- **Restricted:** This classification includes amounts for which constraints have been placed on the use of the resources either (a) externally imposed by creditors, grantors, contributors, or laws or regulations of other governments, or (b) imposed by law through constitutional provisions or enabling legislation. Debt service resources are to be used for future servicing of the District's bonded debt and are restricted through debt covenants. Capital projects fund resources are to be used for future construction and renovation projects and are restricted through bond orders and constitutional law.
- **Committed:** This classification includes amounts that can be used only for specific purposes pursuant to constraints imposed by formal action of the District's Board of Trustees. The Board of Trustees establishes (and modifies or rescinds) fund balance commitments by passage of a resolution. This can also be done through adoption and amendment of the budget. These amounts cannot be used for any other purpose unless the Board removes or changes the specified use by taking the same type of action that was employed when the funds were initially committed. This classification also includes contractual obligations to the extent that existing resources have been specifically committed for use in satisfying those contractual requirements. The Board of Trustees have committed resources as of June 30, 2021 for campus activities.
- **Assigned:** This classification includes amounts that are constrained by the District's intent to be used for a specific purpose but are neither restricted nor committed. This intent can be expressed by the Board of Trustees or through the Board of Trustees delegating this responsibility to other individuals in the District. Under the District's adopted policy, the Board of Trustees may assign amounts for specific purposes, but it has also delegated authority to assign fund balance to the Superintendent. This classification also includes the remaining positive fund balance for all governmental funds except for the General Fund. The District has assigned fund balance of the General Fund as of June 30, 2021 as detailed below.
- **Unassigned:** This classification includes all amounts not included in other spendable classifications, including the residual fund balance for the General Fund. A negative unassigned fund balance may be reported in other governmental funds if expenditures incurred for specific purposes exceed the amounts restricted, committed, or assigned to those purposes.

When an expenditure is incurred for purposes for which both restricted and unrestricted fund balance is available, the District considers restricted funds to have been spent first. When an expenditure is incurred for which committed, assigned, or unassigned fund balances are available, the District considers amounts to have been spent first out of

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committed funds, then assigned funds, and finally unassigned funds, as needed, unless the Board of Trustees has provided otherwise in its commitment or assignment actions. During the current fiscal period, the Board of Trustees adopted a fund balance policy that expresses an intent to maintain a level of assigned and unassigned fund balance in the general fund equal to 25 percent of the fund's operating expenditures.

The details of the fund balances are included in the Governmental Funds Balance Sheet and are described below:

### **General Fund**

The General Fund has unassigned fund balance of \$82,533,696 at June 30, 2021. Deferred expenditures (prepaid items) of \$1,289,856 are considered nonspendable fund balance.

### **Other Major Funds**

The Debt Service Fund has restricted funds of \$70,371,929 at June 30, 2021 consisting primarily of property tax collections that are restricted for debt service payments on bonded debt. The Capital Projects Fund has restricted funds of \$83,859,437 at June 30, 2021 consisting primarily of unspent bond funds.

### **Other Funds**

The fund balance of \$3,103,300 of the Campus Activity Fund (a special revenue fund) is shown as committed due to Board policy committing those funds to campus activities. The fund balance of \$1,048,622 in the Child Nutrition Fund is shown as restricted for the food service program.

### **Local District Requirements**

The Northwest Independent School District Board Policy Manual is available through the Texas Association of School Boards *Policy On Line* at: <http://pol.tasb.org/Policy/Section/391?filter=C>

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Budgets are prepared on the same basis of accounting as that used in the financial statements. The basis of budgeting refers to when revenues and expenditures are recognized in the accounts and reported in the financial statements. Governmental fund types, the general fund, special revenue funds, debt service fund, and capital projects fund, are budgeted using the *current financial resources measurement focus* and the *modified accrual basis of accounting*. The proprietary funds, the internal services funds, and the fiduciary funds, the agency fund, are not budgeted funds.

### Account Code Structure

Section 44.007 of the Texas Education Code (Code or TEC) 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.

The Texas Education Code, Section 44.008, requires each school district to have an annual independent audit conducted that meets the minimum requirements of the state board of education, subject to review and comment by the state auditor. The annual audit must include the performance of certain audit procedures for the purpose of reviewing the accuracy of the fiscal information provided by the district through the Public Education Information Management System (PEIMS). The audit procedures are to be adequate to detect material errors in the school district's fiscal data to be reported through the PEIMS system for the fiscal period under audit.

A major purpose of the following 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 generally accepted accounting principles.

### Account Code Structure

X X X - X - X X - X X X - X X - X X X X X X X - X X							
Fund Code	Year Code	Function Code	Organization Code	Program Intent Code	Local Option Code	Object Code	Sub-Object Code
(1xx-8xx)  Account Groups (9xx)	(0-9)	(11-99)	(001-999)	(11-99)	(xxx)	Assets (1xxx) Liabilities (2xxx) Fund Equity (3xxx) Clearing Accounts (4xxx) Revenues/Income (5xxx) Expenditures/Expenses (6xxx) Other Resources/Non Operating Revenues/Residual Equity Transfers In (7xxx) Other Uses/Non Operating Expenses/Residual Equity Transfers Out(8xxx)	(xx)



## Basic System Code Composition

### Fund Code

A mandatory 3-digit code is to be used for all financial transactions to identify the fund group and specific fund. The first digit refers to the fund group, and the second and third digit specifies the fund.

<b>Fund</b>	<b>Title</b>
100	General Fund
	100-199 General Fund
200/300/400	Special Revenue Funds
	200-289 Federal Programs
	290-379 Shared Services Arrangements - Federally Funded
	380-429 State Programs
	430-459 Shared Services Arrangements - State/Local Funded
	460-499 Local Programs
500	Debt Service Funds
	500-599 Debt Service Funds
600	Capital Projects Funds
	600-699
	600-700 Capital Projects Funds
700	Proprietary Fund Types
	700-749 Enterprise Funds
	750-799 Internal Service Funds
800	Fiduciary Fund Types and Similar Component Units
	800-829 Trust Funds
	830-849 Investment Trust Funds
	850-859 Pension Trust Funds
	860-899 Agency Funds
900	General Fixed Assets and General Long-Term Debt Account Groups
	901 General Fixed Assets Account Group
	902 General Long-Term Debt Account Group

### 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.

### Function Code

A mandatory 2-digit code applied to expenditures/expenses that identify the purpose of the transaction. The first digit identifies the major class, and the second digit refers to the specific function within the area.

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Function	Title
10	Instruction and Instructional Related Services
11	Instruction
12	Instructional Resources and Media Services
13	Curriculum Development and Instructional Staff Development
20	Instructional and School Leadership
21	Instructional Leadership
23	School Leadership
30	Support Services (Pupil)
31	Guidance, Counseling and Evaluation Services
32	Social Work Services
33	Health Services
34	Student (Pupil) Transportation
35	Food Services
36	Cocurricular/Extracurricular Activities
40	Administrative Support Services
41	General Administration
50	Support Services - Non-student Based
51	Plant Maintenance and Operations
52	Security and Monitoring Services
53	Data Processing Services
60	Ancillary Services
61	Community Services
70	Debt Service
71	Debt Service
80	Capital Outlay
81	Facilities Acquisition and Construction
90	Intergovernmental Charges
91	Contracted Instructional Services Between Public Schools
93	Payments to Fiscal Agent/Member Districts of Shared Service Arrangements
95	Payments to Juvenile Justice Alternative Education Programs
97	Payments to Tax Increment Fund
99	Other Intergovernmental Charges

### Organization Code

A mandatory 3-digit code that identifies the organization, i.e., High School, Middle School, Elementary School, Superintendent's office, etc. An organization code does not necessarily correspond with a physical location. The activity, not the location, defines the organization. Campuses are examples of organization codes and are specified for each school district in the [Texas School Directory](#).

Organization	Title
001-699	Organization Units - Campuses
700	Organization Units - Administrative
800-997	Organization Units - Locally Defined
998	Unallocated Organization Unit - Local Option
999	Undistributed Organization Unit

### **Program Intent Code**

A 2-digit code used to designate the intent of a program provided to students. These codes are used to account for the cost of instruction and other services that are directed toward a particular need of a specific set of students. The intent (the student group toward which the instructional or other service is directed) determines the program intent code, not the demographic makeup of the students served.

<b>Program Intent</b>	<b>Title</b>
1X	Basic Services
11	Basic Educational Services
2X	Enhanced Services
21	Gifted and Talented
22	Career and Technical
23	Services to Students with Disabilities (Special Education)
24	Accelerated Education
25	Bilingual Education and Special Language Programs
26	Nondisciplinary Alternative Education Programs - AEP Services
28	Disciplinary Alternative Education Program – DAEP Basic Services
29	Disciplinary Alternative Education Program – DAEP State Compensatory Education      Supplemental Costs
30	Title I, Part A Schoolwide Activities Related to SCE and Other Costs on Campuses with 40% or More Educationally Disadvantaged Students
31	High School Allotment
36	Early Education Allotment
37	Dyslexia Allotment
38	College and Career Readiness Allotment
43	Dyslexia – Special Education
3X-8X	Reserved for Future State Definition and for use by Education Service Centers
9X	Other
91	Athletics and Related Activities
99	Undistributed

### **Local Option Codes 3**

A 3-digit code for optional use to provide special accountability at the local level.

### **Object Code**

A mandatory 4-digit code that identifies 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.

<b>Object</b>	<b>Title</b>
5000	<b>Revenue Control Accounts:</b> District revenues are classified by fund and object or source. There are three major sources: local, state and federal. Local sources include tax collections and investment earnings. Texas state sources rely on a formula of local property taxes and student enrollment for state aid and are based on legislated funding formulas. Federal funds are primarily reimbursements received from the School Health Related Service (SHARS) program. <b>Other Local Sources:</b> Other local sources include interest earnings, reform from district facilities, gifts and donations, insurance recovery, revenue from activity accounts, lunch sales, athletic gate fees, concessions sales and advertising.

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### 5700 Revenues from Local and Intermediate Sources

- Local Real and Personal Property Taxes
- Service Rendered to Other School Districts
- Tuition and Fees
- Other Revenues from Local Sources
- Cocurricular, Enterprising Services or Activities
- Revenues from Intermediate Sources

### 5800 State Program Revenues

- Per Capita and Foundation School Program
- State program Revenues distributed by TEA
- State Revenues Other than TEA
- Shared Services Arrangements

### 5900 Federal Program Revenue

- Other than State or Federal Agencies
- Federal Revenues Distributed by TEA
- Federal Revenues Distributed other than TEA
- Directly from the Federal Government

6000 **Expenditure/Expense Control Accounts:** Expenditure budgets are legally adopted at the fund and function level; however, within this document we have talked about segregate expenditures by major objects.

- 6100 Payroll Costs
- 6200 Professional and Contracted Services
- 6300 Supplies and Materials
- 6400 Other Operating Costs
- 6500 Debt Service
- 6600 Capital Outlay

### Sub-Object Code

A 2-digit code for optional use to provide special accountability at the local level.