



Fort Worth
INDEPENDENT SCHOOL DISTRICT
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FORT WORTH ISD
2017-2018
OFFICIAL BUDGET

EFFECTIVE
JULY 1, 2017 - JUNE 30, 2018

FORT WORTH INDEPENDENT SCHOOL DISTRICT
100 N. UNIVERSITY DR. | FORT WORTH, TX 76107
WWW.FWISD.ORG | 817.814.2171





Fort Worth Independent School District

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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 2016-2017.

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



A handwritten signature in black ink, appearing to read 'Anthony N. Dragona'.

Anthony N. Dragona, Ed.D., RSBA
President

A handwritten signature in black ink, appearing to read 'John D. Musso'.

John D. Musso, CAE, RSBA
Executive Director



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Fort Worth Independent School District
Texas**

For the Fiscal Year Beginning

July 1, 2016

Executive Director

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Introductory Section



Fort Worth Independent School District 2017-18 Official Budget

Budget Introduction

The following document represents the financial plan for the Fort Worth Independent School District for the 2017-2018 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 143 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 coupled with the 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 Operating, Debt Service, and Food Service Funds. The budget was adopted by the Board of Trustees on June 27, 2017 with a beginning date of July 1, 2017 and ending on June 30, 2018.

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 continually works with all campuses and departments to monitor their current budgets while identifying budget priorities for the following budget development 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 budget development calendar and timelines and preliminary revenue projections. 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 purpose is to capture the actions necessary to ensure the District is considering all of the elements that will affect 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 the District instructional priorities. 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 Operating 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 2016-2017	Budget 2017-2018	Percent Change
General Fund	\$732,700,325	\$747,196,083	1.98%
Debt Service Fund	\$296,423,062	\$104,536,942	-64.73%
Food Service Fund	\$49,415,029	\$55,550,000	12.42%
Total	\$1,078,538,416	\$907,283,025	-15.88%

General Fund revenues are currently budgeted to increase \$14,495,758 or approximately 2% over 2016-17 projected actual revenues. The increase in revenues is largely attributed to a projected increase of approximately 10% in taxable values. The Debt Service Fund revenues are budgeted to decrease \$191,886,120 or approximately 64.7% from 2016-17 projected actual revenues. The District sold bonds in August of 2016 to refund \$185,550,000 in bonds to take advantage of the lower interest rates available. The sale of Refunding bonds generated \$196,223,924 in revenue to post to the Debt Service Fund. While local revenues is projected to increase due to increase in taxable values, overall Debt Service revenue is expected to decrease. The Food Service Fund revenues are budgeted to increase \$6,134,971 or approximately 12.4% 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 2016-2017	Budget 2017-2018	Percent Change
General Fund	\$726,470,405	\$795,544,989	9.51%
Debt Service Fund	\$293,885,230	\$97,703,413	-66.75%
Food Service Fund	\$52,912,829	\$63,241,795	19.52%
Total	\$1,073,268,464	\$956,490,197	-10.88%

Expenditures by Fund Comparison

General Fund expenditures are currently budgeted to increase \$69,074,584 or approximately 9.5% over 2016-17 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 Universal Pre-Kindergarten and maintain compliance with mandated programs. Additionally, FWISD has made a commitment to improving student achievement by transforming five of our lowest performing schools to Leadership Academies. This commitment requires a significant investment of financial resources and will be evaluated at the end of each year. Debt Service Fund expenditures are budgeted to decrease \$196,181,817 or 66.8% from 2016-17 projected actual expenditures due to the refunding of the 2006 Unlimited Tax Refunding bonds and the 2009 unlimited Tax Refunding and School Building Bonds as described in the revenue section above. The Food Service Fund is

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

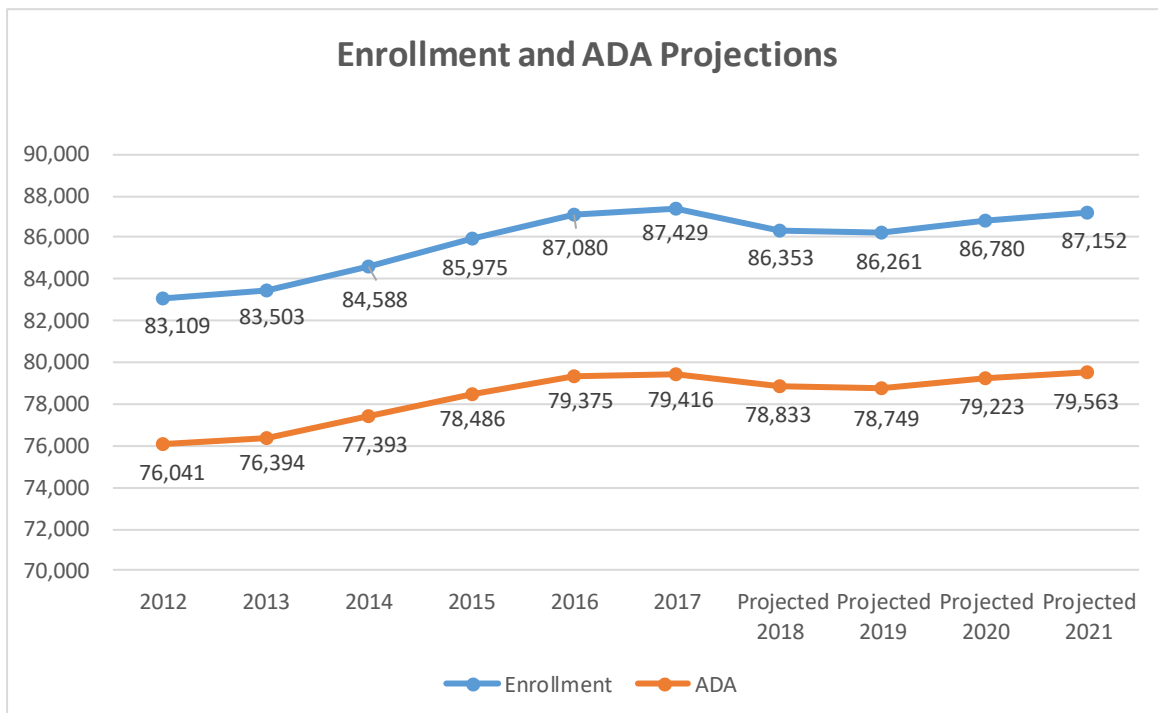
The General Operating Fund revenue is budgeted to increase by \$14,495,758 or 2% more than the 2016-17 projected actual revenue. Local Revenue is budgeted to increase by 6% due to a significant increase in taxable property values. However, this results in a corresponding decrease of \$7,455,004 in State Revenue, which is anticipated to be 2% less from prior year. The District anticipates an increase from prior year in Federal Revenues of \$2,183,134 or 12.2% due to the ability to maximize the indirect cost rate for all applicable grants. The following table provides a comparison of revenues by source for the current year (projected) and the 2017-2018 budget year:

General Fund Revenue Sources

	Projected Actual 2016-2017	Budget 2017-2018	Percent Change
Local Sources	\$326,956,605	\$346,724,233	6.05%
State Sources	\$387,831,634	\$380,376,630	-1.92%
Federal/Other Sources	\$17,912,086	\$20,095,220	12.19%
Total	\$732,700,325	\$747,196,083	1.98%

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 revenue estimates.

Student Enrollment

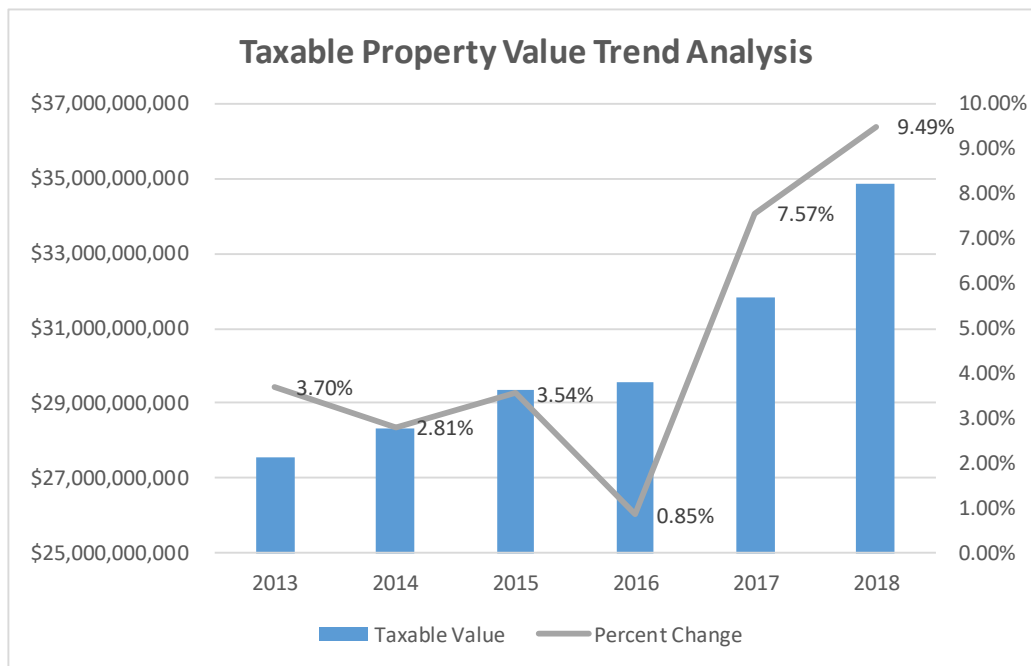


The District has experienced a small but steady growth rate over the last five years in enrollment and Average Daily Attendance as the city continues its aggressive construction and development projects. The enrollment has grown on average less than 1% each year. The City of Fort Worth and the surrounding metroplex is one of the fastest growing areas in the state. However, in 2017-2018, the District is expecting a decline in attendance of approximately 1.2% as more charter schools open within the District's boundaries. 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. These projections are currently under revision to account for the area charter school's expansion plans. The District is also exploring strategies to partner with charter schools to meet the needs of the students.

Property Values

Based on current trend analysis, the District had been experiencing an average annual increase in property values of approximately 3% until 2016 when the District experienced a sharp decline in taxable property values attributed to the Appraisal District's inability to effectively capture appraisal and sales information resulting from their software conversion. Taxable values increased significantly in 2017 and are expected to further increase almost 10% in 2018.

Tax Base Trend



Legislative Impact

The 85th Legislative session adjourned regular session without the much-needed reform to school finance or any major increases to help struggling districts. There were several bills introduced that would have infused millions of dollars into Texas school districts, unfortunately, the house and the senate could not agree and all impactful legislation died when the Legislature adjourned. The Governor did call the Legislature back for a month long special session to reach a resolution on several topics. In regard to school finance, the House reluctantly passed the Senate's version of HB21, which did make a few changes but not near to the degree the House's version did. The bill also tasked a special commission with studying future reform to the school finance system. HB21 did provide additional funding to serve students with autism and dyslexia. While the basic allotment was not increased from the current \$5,150, the Level 2 Guaranteed Yield increased \$25 to \$99.41 for 2017-2018 and \$6.87 to \$106.28 for 2018-2019.

Expenditures

The General Fund expenditures are budgeted to increase overall by 9.6% over estimated 2016-2017 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 31 – Increased Guidance & Counseling – Student Achievement
- Function 33 – Increased Health Services – Nursing Services – Student Achievement
- Function 41 – Increased General Administration – Effectiveness & Efficiency
- Function 61 – Increased Community Services – Student Achievement
- Function 95 - Increased JJAEP Services – Student Achievement

General Fund Expenditures

Function	Projected Actual 2016-2017	Budget 2017-2018	Percent Change
11 - Instruction	431,544,402	465,014,869	7.76%
12 - Library/Media Svcs	10,990,798	11,510,287	4.73%
13 - Instructional Staff Development	6,383,739	13,113,760	105.42%
21 - Instructional Leadership	12,410,498	13,346,611	7.54%
23 - School Leadership	47,160,545	50,829,086	7.78%
31 - Guidance/Counseling	39,054,547	44,002,740	12.67%
32 - Social Work Svcs	4,728,133	4,982,325	5.38%
33 - Health Svcs	9,528,652	11,590,926	21.64%
34 - Student Transportation	19,214,752	20,560,964	7.01%
35 - Food Svcs	217,622	258,400	18.74%
36 - Co/Extra Curricular	14,637,200	15,631,316	6.79%
41 - General Administration	15,357,755	20,117,146	30.99%
51 - Maintenance & Operations	79,153,126	87,182,360	10.14%
52 - Safety and Monitoring	11,267,356	12,533,422	11.24%
53 - Data Processing Svcs	12,286,631	13,822,926	12.50%
61 - Community Svcs	4,637,232	5,459,536	17.73%
81 - Facilities Acquisition & Const	4,978,322	2,838,315	-42.99%
95 - Juvenile Justice Alt Ed	36,249	150,000	313.80%
99 - Intergovernmental Charges	2,217,444	2,600,000	17.25%
Total	\$725,805,003	\$795,544,989	9.61%

2017-2018 Budget Priorities

Expenditure Planning Estimates	
	Estimated Cost
2017-2018 Total Payroll	\$649,379,508
2017-2018 Non Payroll	\$105,622,053
2% Across the Board Salary Increase	\$12,800,000
Increase Beginning Teacher Salary to \$52K	\$500,000
Program & Student Growth	\$7,235,024
Mandated & Compliance Programs	\$8,150,500
Leadership Academies & MS Math & Science Initiatives	\$5,087,910
Substitute Initiative	\$800,000
Turn Around Plans	\$1,082,376
Carryover Purchase Orders - Facilities & Construction	\$4,887,618
Total Expenditure Planning Estimates	\$795,544,989

Budget Highlights

For the 2017-2018 budget development cycle, the District fully implemented the Smarter School Spending for Student Success budget model. The District embraced the partnership between the Finance team and the Instructional team to more effectively align all of the District’s financial resources with its instructional priorities. The District worked to ensure our resources are fully aligned 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 three instructional priorities for Student Success:

- ❖ Early Literacy
- ❖ Middle Grades Math
- ❖ College/Career Ready

Utilizing the Smarter School Spending framework, the District identified a governance structure for budget development that included a Stakeholder Committee, Steering Committee, Working Committee, and multiple Action Teams. To foster engagement, collaboration and transparency, the District developed a Smarter School Spending Timeline that outlined all of the actions in the framework necessary to achieve optimal results. The budget development process began with the implementation of two new resource allocation methods; student based budgeting for the campuses and zero-based budgeting for the departments. Campuses were provided with allocations based on their estimated enrollment, in addition to dollars allocated for their projected special populations. Campuses received additional guidance to understand how to use these additional dollars on their respective campuses to meet their individual student needs. At the department level, we implemented zero-based budgeting. Departments effectively began with a zero budget and were asked to develop different decision packages that would best meet their department needs. We emphasized that the departure from the traditional layering methods was essential for the District to effectively reallocate resources to where they are needed most.

Budget Highlights Continued

Additionally, we began the process of incorporating consolidated resource planning into our budget development process for both campuses and departments. Both processes involved identifying and analyzing all funding sources, how they are currently deployed, and how we can maximize their effectiveness.

Debt Service Fund

Revenues

The Debt Service Fund revenues are budgeted to decrease approximately \$192M or 65%. Local sources are budgeted to increase 6% because of an increase in anticipated property values while State sources are expected to decrease an estimated 16% as a result of increased property values and the state decreasing its proportionate share of funding. As explained in a previous section, total Debt Service Fund revenue is anticipated to decrease significantly, as there are no plans to sell bonds for refunding debt.

	Projected Actual 2016-2017	Budget 2017-2018	Percent Change
Local Sources	96,591,197	102,337,331	5.95%
State Sources	2,625,782	2,199,611	-16.23%
Federal Sources/Other Sources	197,206,083		
Total	\$296,423,062	\$104,536,942	-64.73%

Expenditures

The following table provides a comparison of expenditures for the 2016-2017 current year (projected) and the 2017-2018 budget year. Principal requirements are expected to decrease slightly by 3.6% in 2017-2018 as a result of the 2016-2017 refunding while interest payments are expected to increase by \$2.2M or 6%. Total Debt Service expenditures are projected to decrease by 67% or \$196M with no plans to refund bonds in 2017-2018.

Function	Projected Actual 2016-2017	Budget 2017-2018	Percent Change
Principal	60,575,000	58,375,000	-3.63%
Interest and Fees	37,086,306	39,328,413	6.05%
Other Uses - Refunding	196,223,924		
Total	293,885,230	97,703,413	-66.75%

Anticipated revenue is expected to meet debt service requirements by \$6.8M resulting in a projected increase in anticipated fund balance to \$48.5M. This additional fund balance will assist the District in meeting future debt obligations. The District currently has \$862.3M in outstanding debt, which is scheduled to be retired in 2041.

Food Service Fund

Revenues

Food Service Fund revenue is budgeted to increase \$6.1M or 12.4%, more than the 2016-2017 projected actual revenues. The following table provides a comparison of revenues by source for the 2016-2017 projected actual revenues and the 2017-2018 budget year.

Food Service Revenue Continued

	Projected Actual 2016-2017	Budget 2017-2018	Percent Change
Local Sources	2,771,959	3,615,000	30.41%
State Sources	278,576	300,000	7.69%
Federal Sources	46,364,494	51,635,000	11.37%
Total	49,415,029	55,550,000	12.42%

Local revenue is expected to increase approximately 30.4% due to increased participation. Likewise, Federal revenue is expected to increase approximately 11.4% 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 2016-2017	Budget 2017-2018	Percent Change
35 - Food Services	52,608,896	63,143,665	20.02%
51 - Maintenance & Operations	303,933	94,130	-69.03%
52 - Safety & Monitoring		4,000	
Total	52,912,829	63,241,795	19.52%

Food Service Fund expenditures are budgeted at \$63.2M. This represents an increase of \$10.3M or 19.5% over 2016-2017 estimated expenditures. Labor, Food and Supplies comprise most of this budget. Expenditures are expected to decrease in Function 51 by 69% or \$209K due the completion of planned projects.

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

Special Revenue Funds Continued

Revenues

Major Governmental Special Revenue Funds

	Projected Actual 2016-2017	Budget 2017-2018	Percent Change
Local Sources			
State Sources			
Federal Sources	68,934,955	71,872,903	4.26%
Other Sources			
Total	\$68,934,955	\$71,872,903	4.26%

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 2016-2017	Budget 2017-2018	Percent Change
Local Sources	11,506,748	14,019,278	21.84%
State Sources	10,078,357	24,546,719	143.56%
Federal Sources			
Other Sources			
Total	\$21,585,105	\$38,565,997	78.67%

Local sources for non-major special revenue funds are expected to increase by 21.8% due to increased funding available from our local partnerships. State sources are anticipated to increase \$14.5M as this is the first year of the new biennium and the Instructional Materials Allotment will be available for the District to utilize.

Expenditures

Major Governmental Special Revenue Funds

Function	Projected Actual 2016-2017	Budget 2017-2018	Percent Change
Current (11-61)	67,855,073	71,872,903	5.92%
Debt Service (71)		0	
Capital Outlay (81)	0	0	
Intergovernmental (93-99)	1,079,881		-100.00%
Total	68,934,955	71,872,903	4.26%

The overall budget for the major special revenue funds increased by 4.3%. 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.

Special Revenue Funds Expenditures Continued

Non-Major Special Revenue Funds

Function	Projected Actual 2016-2017	Budget 2017-2018	Percent Change
Current (11-61)	22,425,889	36,365,997	62.16%
Debt Service (71)			
Capital Outlay (81)	2,863,547	2,200,000	-23.17%
Intergovernmental (93-99)	223,976	0	-100.00%
Total	25,513,412	38,565,997	51.16%

The overall budget for non-major special revenue funds increased by 51.2%. This is predominantly due to the availability of the Instructional Materials Allotment (IMA) funds approved in the 85th Legislative Session. Capital Outlay is projected to decrease by 23.17%. This is largely attributed to the completion of projects associated with the Tax Infrastructure Fund, TIF #4 that 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 2016-2017	Budget 2017-2018	Percent Change
Local Sources	1,961,331	1,800,000	-8.23%
State Sources			
Federal Sources			
Other Sources	241,202,097		
Total	\$243,163,428	\$1,800,000	-99.26%

As the Capital Improvement Program enters its final year, Local Sources is expected to decrease as a result of decreased dollars available to invest. We anticipate a rapid depletion of these funds to meet the cash-flow needs of the projects as they come to completion. The Board of Trustees voted for a new capital improvement program in August of 2017, which will go to the voters in November of 2017. If successful, the \$750M bond program will sell its first of five issuances in January of 2018.

Capital Projects Fund Continued

Expenditures

Function	Projected Actual 2016-2017	Budget 2017-2018	Percent Change
Current (11-61)	20,635,153	11,480,809	-44.36%
Debt Service (71)	1,342,097		
Capital Outlay (81)	92,933,268	190,922,849	105.44%
Intergovernmental (93-99)			
Total	114,910,518	202,403,658	76.14%

The CIP expenditures are expected to significantly increase overall by approximately 78% in 2017-2018 to accommodate the completion of projects in accordance with the project schedule. The District anticipates the majority of the funds to be expended during 2017-2018.

Leadership Learning Center

Revenues

	Projected Actual 2016-2017	Budget 2017-2018	Percent Change
Local Sources	42,323	102,000	141.00%
State Sources			
Federal Sources			
Other Sources			
Total	\$42,323	\$102,000	141.00%

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 2016-2017, the District was the primary user of the facility and did not generate additional revenue through facility rental as in prior years. In 2017-2018, the District anticipates use of the facility by various external organization generating additional revenue for the facility.

Expenditures

Function	Projected Actual 2016-2017	Budget 2017-2018	Percent Change
Current (11-61)	54,026	102,000	88.80%
Debt Service (71)			
Capital Outlay (81)			
Intergovernmental (93-99)			
Total	54,026	102,000	88.80%

Leadership Learning Center Expenditures Continued

The District anticipates an increase in expenditures of 88.8% 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

	Projected Actual 2016-2017	Budget 2017-2018	Percent Change
Local Sources	575,326	1,069,427	85.88%
State Sources			
Federal Sources			
Other Sources	428,452		-100.00%
Total	\$1,003,778	\$1,069,427	6.54%

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 86% increase in local revenue in 2017-2018. 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.

Expenditures

Function	Projected Actual 2016-2017	Budget 2017-2018	Percent Change
Current (11-61)	1,003,778	1,069,427	6.54%
Debt Service (71)			
Capital Outlay (81)			
Intergovernmental (93-99)			
Total	1,003,778	1,069,427	6.54%

The Print Shop Fund's expenditure budget is expected to increase 6.5% 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.

Insurance Fund

Revenues

	Projected Actual 2016-2017	Budget 2017-2018	Percent Change
Local Sources	8,105,330	6,921,707	-14.60%
State Sources			
Federal Sources			
Other Sources			
Total	\$8,105,330	\$6,921,707	-14.60%

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 the self-funded District's unemployment and workers' compensation programs. The Insurance Fund's revenue is generated from rates paid by the employer on behalf of each employee and held to finance anticipated claims. 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 2016-2017	Budget 2017-2018	Percent Change
Current (11-61)	6,075,604	6,921,707	13.93%
Debt Service (71)			
Capital Outlay (81)			
Intergovernmental (93-99)			
Other Uses (7915)			
Total	6,075,604	6,921,707	13.93%

Expenditures in the Insurance Fund are expected to decrease by 13.9% overall from prior year due to operating costs and anticipated claims payable in 2017-2018.

Research & Evaluation Fund

Revenues

	Projected Actual 2016-2017	Budget 2017-2018	Percent Change
Local Sources	478,552	776,750	62.31%
State Sources			
Federal Sources			
Other Sources	149,506		
Total	\$628,058	\$776,750	23.67%

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 increase by 8.6%. This department remains classified as an Internal Service Fund providing services to District users and departments on a fee basis. The Department is anticipating expanding its service offerings to external organizations that have partnered with the District to provide resources for increases in student achievement.

Expenditures

Function	Projected Actual 2016-2017	Budget 2017-2018	Percent Change
Current (11-61)	628,058	776,750	23.67%
Debt Service (71)			
Capital Outlay (81)			
Intergovernmental (93-99)			
Other Uses (7915)			
Total	628,058	776,750	23.67%

The expenditure budget for the Research and Evaluation Fund is expected to increase by 23.7% to account for the additional expenses associated with expanding services.

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 2016-2017	Budget 2017-2018	Percent Change
Local Sources	614,216	650,000	5.83%
State Sources			
Federal Sources			
Total	614,216	650,000	5.83%

With the implementation of the Affordable Care Act, the District took action to ensure it is 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. This District is projected an increase in revenues of 5.8% for the 2017-2018 fiscal year.

Human Capital Risk Fund Continued

Expenditures

	Projected Actual 2016-2017	Budget 2017-2018	Percent Change
Current (11-61)	89,567	650,000	625.72%
Debt Service (71)			
Capital Outlay (81)			
Intergovernmental (93-99)			
Other Uses (7915)			
Total	89,567	650,000	625.72%

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. The district is budgeting corresponding expenditures with anticipated revenues, however, any operating income or loss will be applied to total net position at the end of the year, which can be used for future expenditures associated claims, fees, penalties and/or legal expenses.

Educational Technology Fund

The District created 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 accounts 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 are utilized to sustain the initiative long term. The District is planning to expand this program to the Middle Schools in 2017-2018.

Revenues

	Projected Actual 2016-2017	Budget 2017-2018	Percent Change
Local Sources	1,122,004	1,045,912	-6.78%
State Sources			
Other Sources			
Total	1,122,004	1,045,912	-6.78%

The District is projecting a decrease of 6.8% in revenues for 2017-2018. This is largely due to the slight decrease in enrollment for the high school, which result in fewer devices being deployed to students.

Expenditures

Function	Projected Actual 2016-2017	Budget 2017-2018	Percent Change
Current (11-61)	76,091	1,045,912	1274.55%
Debt Service (71)			
Capital Outlay (81)			
Intergovernmental (93-99)			
Other Uses (7915)			
Total	76,091	1,045,912	1274.55%

Educational Technology Fund Expenditures Continued

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. As in the Human Capital Risk Fund, the District is budgeting expenditures to correspond with projected revenues to ensure budget is available to purchase replaced devices as needed.

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 2016-2017, the total assets of the District's collective student activity funds were \$558,154.

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 2016-2017, the total assets of the District's collective non-student agency funds were \$518,068.

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 2016-2017, the ending Net Position of the District's Private Purpose Scholarship Fund was \$1,215,330.

Tax Rate and Fund Balance Impact

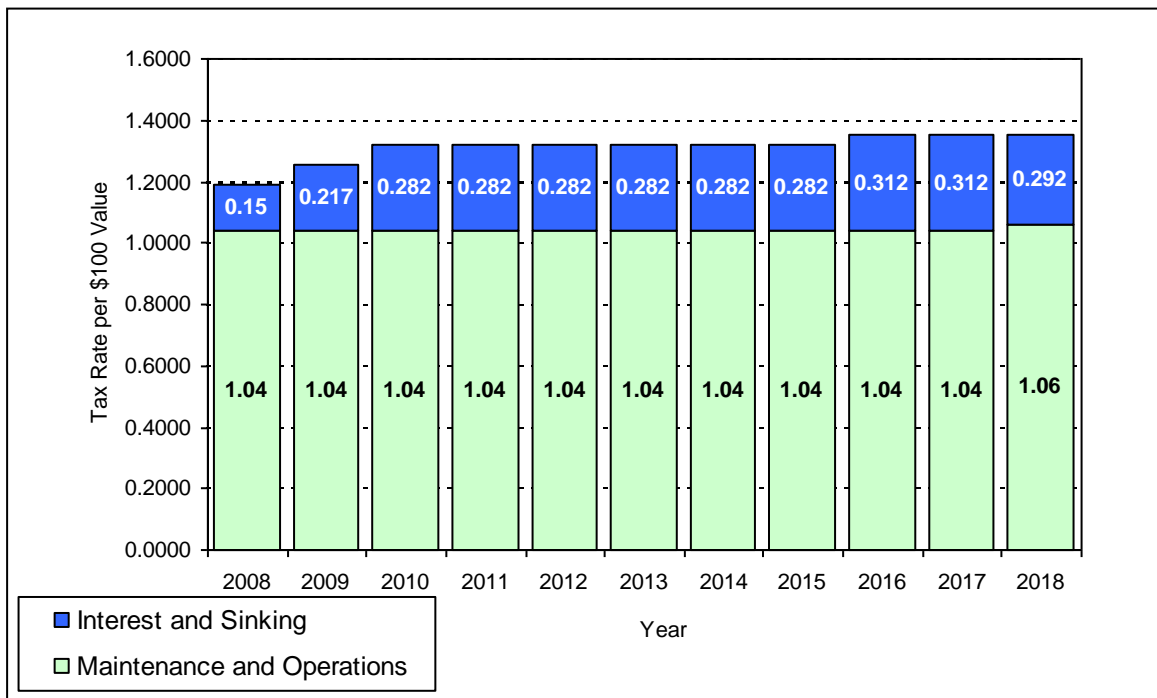
The District adopted a Maintenance and Operations tax rate of \$1.06 per \$100 valuation for the 2017-2018 school year requiring a tax ratification election in November of 2017. To maintain the existing total tax rate of \$1.352 per \$100 valuation, the District adopted an Interest & Sinking tax rate of .292 per \$100 valuation. If approved the additional .02 pennies on the M&O side, more commonly referred to as the General Operating Fund will increase by approximately \$23M. If approved, the budget will be amended in December of 2017.

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 District's Current budgeted expenditures are projected to exceed anticipated revenues by \$48.3M reducing the District's fund balance to approximately \$141.6M at the end of 2017-2018 with an undesignated fund balance of \$140M or 17.6% 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

As previously discussed in this document, the budget process changed dramatically for the 2017-2018 year. With the integration of Smarter School Spending into the Budget development process, the District was able to embrace a more focused approach to resource allocation. One of the major enhancements the Smarter School Spending Framework provides is the foundational component, which requires the District to adopt principles and policies to guide the budget process. The following budget principles were established to guide the 2017-2018 budget:

- The Mission of the District should drive the budget process
- Decisions should be driven by data
- Resource decisions should be based on cost effectiveness
- The core program should be the priority in all schools
- Patterns of spending should be re-examined annually
- Every student should be provided with equitable access to educational opportunities
- A long term financial strategy should be developed to allocate resources to instructional priorities
- The entire budgeting process should be transparent to all stakeholders

Budget Process and Significant Changes Continued

The District worked diligently hard to adhere to these principles when developing the budget. Another significant change to the budget development process was the requirement to take a long-term budgeting perspective. The District's budgeting forecast in year's past was accomplished by analyzing trends in revenues and expenditures and applying average increases and/or decreases to projected revenues and expenditures. The Smarter School Spending Framework requires the development of a rolling multi-year Strategic Finance Plan. This necessitated the District's review and analysis of all revenue sources and all current programs to determine what changes would need to be made in the future to ensure the District's instructional priorities were funded adequately. The District's first three year Strategic Finance Plan is being presented to the Board of Trustees in December of 2017 and covers the school years of 2017-2018, 2018-2019, and 2019-2020.

The FY 2017-2018 budget was presented and adopted on June 27, 2017. The corresponding tax rate was presented for adoption by the Board of Trustees on August 15, 2017.

Significant Changes

Key Personnel: There were no significant changes in key personnel for the 2017-2018 school year. An integral component to the budget development process allowed for all departments to develop a reorganization plan that was submitted to the Leadership Team for consideration in the 2017-2018 budget year. These revisions were required to be cost neutral and provide greater efficiencies in meeting the District's needs.

Board of Trustees

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Norman Robbins, Board Trustee	T A Sims, Sr., Board Trustee
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Superintendent's Leadership Team

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
Vicki Burris	Chief Officer, Capital Improvement Program

Budget & Management

Lori Boswell	Senior Officer, Budget & Finance
Kathy Butler	Budget Manager
AnnMarie Shelton	Budget Manager
Patricia Young	Budget Manager
Diana Santos	Budget Analyst
Helen Morales-Perales	Budget Specialist
Tandi Smith	Data Analytics Specialist

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 2017 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	

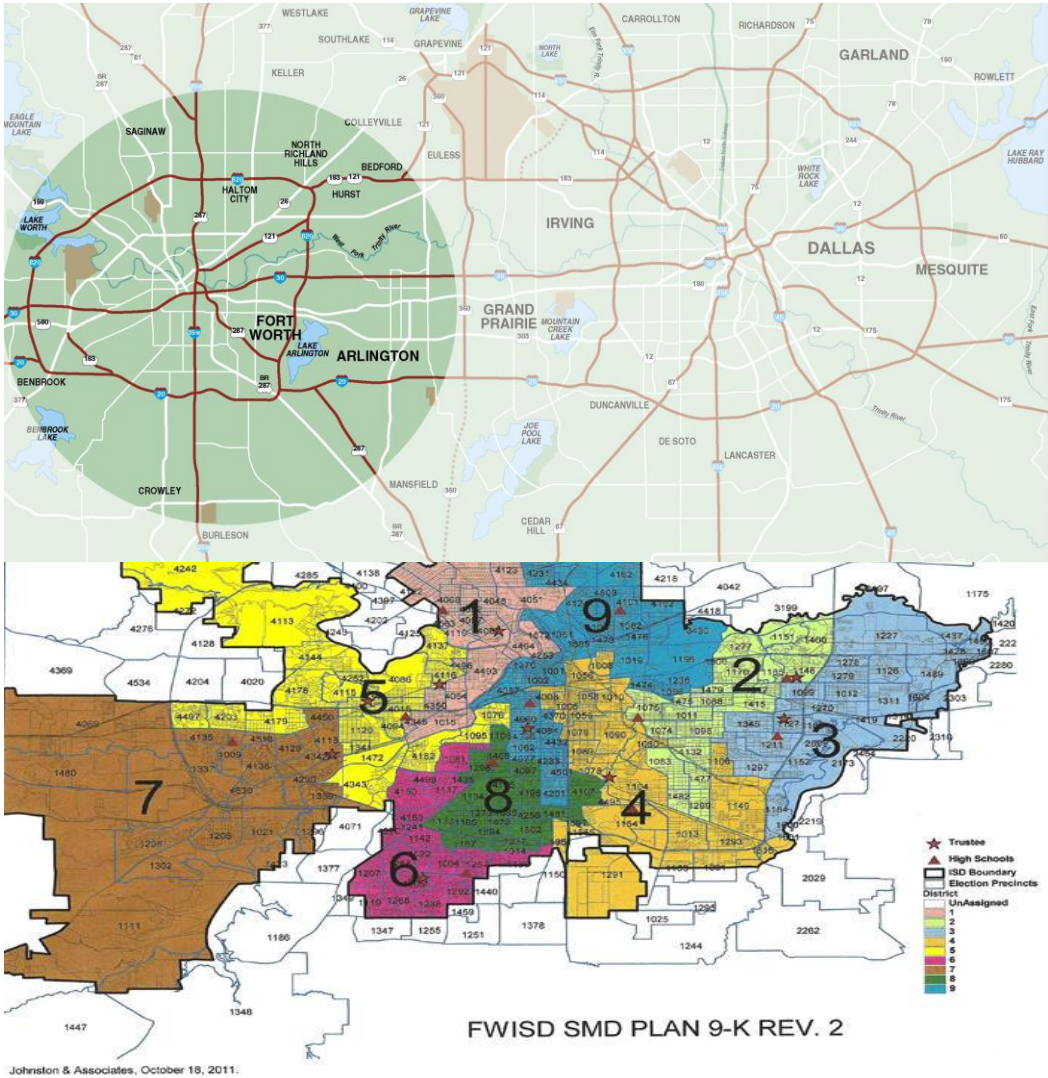
Demographics

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 143 campuses house approximately 86,353 students. 62.7% of those students are Hispanic; 22.7% are African American; 11% are White/Anglo; and 3.6.% are Asian/Pacific Islanders and Native Americans. Over 78% of the District’s students are economically disadvantaged, 30% are English Language Learners (ELL), and 72.8% are at-risk of not graduating.

Demographics Continued

Fort Worth is generally associated with the Dallas-Fort Worth-Arlington, Texas Metropolitan area that encompasses 13 counties within the state of Texas. The estimated population as of 2017 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 850,000 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. Initially, Templeton's report indicated that FWISD would enroll more than 90,000 students by 2020 and more than 93,000 by 2025. However, the District has undergone a subsequent analysis, which is projecting a declining enrollment for the next two years due to the expansion of charter schools within the city. The District is currently determining a comprehensive strategy to continue to meet the needs of the students and plan appropriately for the future.



Summary

The 2017-2018 proposed budget provides the resources to continue the programs that have demonstrated success and are in alignment with the District’s Strategic Plan and instructional priorities. It also includes the necessary resources to fund additional budget priorities that will propel the District further in pursuit of achieving 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 2017-2018 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 instructional priorities. Additionally, this forecast uses current revenue estimates based on current funding formulas. 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. FWISD has adopted the Smarter School Spending for Student Success Budget model for the 2017-2018 budget development cycle and beyond. 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.

General Fund 5 Year Forecast

	2017-2018 Budget	2018-2019 Budget	2019-2020 Budget	2020-2021 Budget	2021-2022 Budget
Revenues	\$747,196,083	\$784,555,887	\$815,938,123	\$843,272,050	\$868,570,211
Expenditures	\$763,723,189	\$801,909,348	\$825,966,630	\$853,636,511	\$879,245,606
Excess/Deficiency	(\$16,527,106)	(\$17,353,461)	(\$10,028,507)	(\$10,364,461)	(\$10,675,395)
Beginning Fund Balance	\$189,960,917	\$173,433,811	\$156,080,349	\$146,051,842	\$135,687,381
Ending Fund Balance	\$173,433,811	\$156,080,349	\$146,051,842	\$135,687,381	\$125,011,986
Percent of Expenditures	22.71%	19.46%	17.68%	15.90%	14.22%

One of the fundamental concepts of the Smarter School Spending for Student Success budget model is not only a long-term perspective of the District’s financial resources, but to include all sources of financial resources in the long-range projections. The forecasts that follow include all funds of the District with the exception of the agency funds that are not accounted for on a budgetary basis. Looking forward is imperative for all financial resources to ensure the District incorporates increases, decreases or changes in funding and the potential impact on student achievement.

Debt Service Fund 5 Year Forecast

	2017-2018		2019-2020		2021-2022	
	Budget	2018-2019 Budget	Budget	Budget	Budget	Budget
Revenues	\$104,536,942	\$103,625,521	\$108,553,698	\$111,988,272	\$115,527,943	\$115,527,943
Expenditures	\$97,703,413	\$94,624,113	\$91,450,938	\$88,244,513	\$82,906,188	\$82,906,188
Excess/Deficiency	\$6,833,529	\$9,001,408	\$17,102,760	\$23,743,759	\$32,621,755	\$32,621,755
Beginning Fund Balance	\$45,775,973	\$52,609,502	\$61,610,910	\$78,713,670	\$102,457,429	\$102,457,429
Ending Fund Balance	\$52,609,502	\$61,610,910	\$78,713,670	\$102,457,429	\$135,079,184	\$135,079,184
Percent of Expenditures	53.85%	65.11%	86.07%	116.11%	162.93%	162.93%

Enterprise Funds 5 Year Forecast

	2017-2018		2019-2020		2021-2022	
	Budget	2018-2019 Budget	Budget	Budget	Budget	Budget
Revenues	\$55,652,000	\$56,765,040	\$57,900,341	\$59,058,348	\$60,239,515	\$60,239,515
Expenditures	\$63,343,795	\$54,560,000	\$55,651,200	\$56,764,224	\$56,060,000	\$56,060,000
Excess/Deficiency	(\$7,691,795)	\$2,205,040	\$2,249,141	\$2,294,124	\$4,179,515	\$4,179,515
Beginning Fund Balance	\$10,292,952	\$2,601,157	\$4,806,197	\$7,055,338	\$9,349,461	\$9,349,461
Ending Fund Balance	\$2,601,157	\$4,806,197	\$7,055,338	\$9,349,461	\$13,528,976	\$13,528,976
Percent of Expenditures	4.11%	8.81%	12.68%	16.47%	24.13%	24.13%

Special Revenue Funds 5 Year Forecast

	2017-2018		2019-2020		2021-2022	
	Budget	2018-2019 Budget	Budget	Budget	Budget	Budget
Revenues	\$110,438,900	\$98,000,000	\$96,040,000	\$96,000,000	\$96,000,000	\$96,000,000
Expenditures	\$110,438,900	\$94,448,367	\$95,392,851	\$96,000,000	\$96,000,000	\$96,000,000
Excess/Deficiency	\$0	\$3,551,633	\$647,149	\$0	\$0	\$0
Beginning Fund Balance	\$10,283,007	\$10,283,007	\$13,834,640	\$14,481,788	\$14,481,788	\$14,481,788
Ending Fund Balance	\$10,283,007	\$13,834,640	\$14,481,788	\$14,481,788	\$14,481,788	\$14,481,788
Percent of Expenditures	9.31%	14.65%	15.18%	15.09%	15.09%	15.09%

Capital Projects Fund 5 Year Forecast

	2017-2018		2019-2020		2021-2022	
	Budget	2018-2019 Budget	Budget	Budget	Budget	Budget
Revenues	\$1,800,000					
Expenditures	\$202,203,658					
Excess/Deficiency	(\$200,403,658)	\$0	\$0	\$0	\$0	\$0
Beginning Fund Balance	\$200,403,658	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Percent of Expenditures	0.00%					

Internal Service Funds 5 Year Forecast

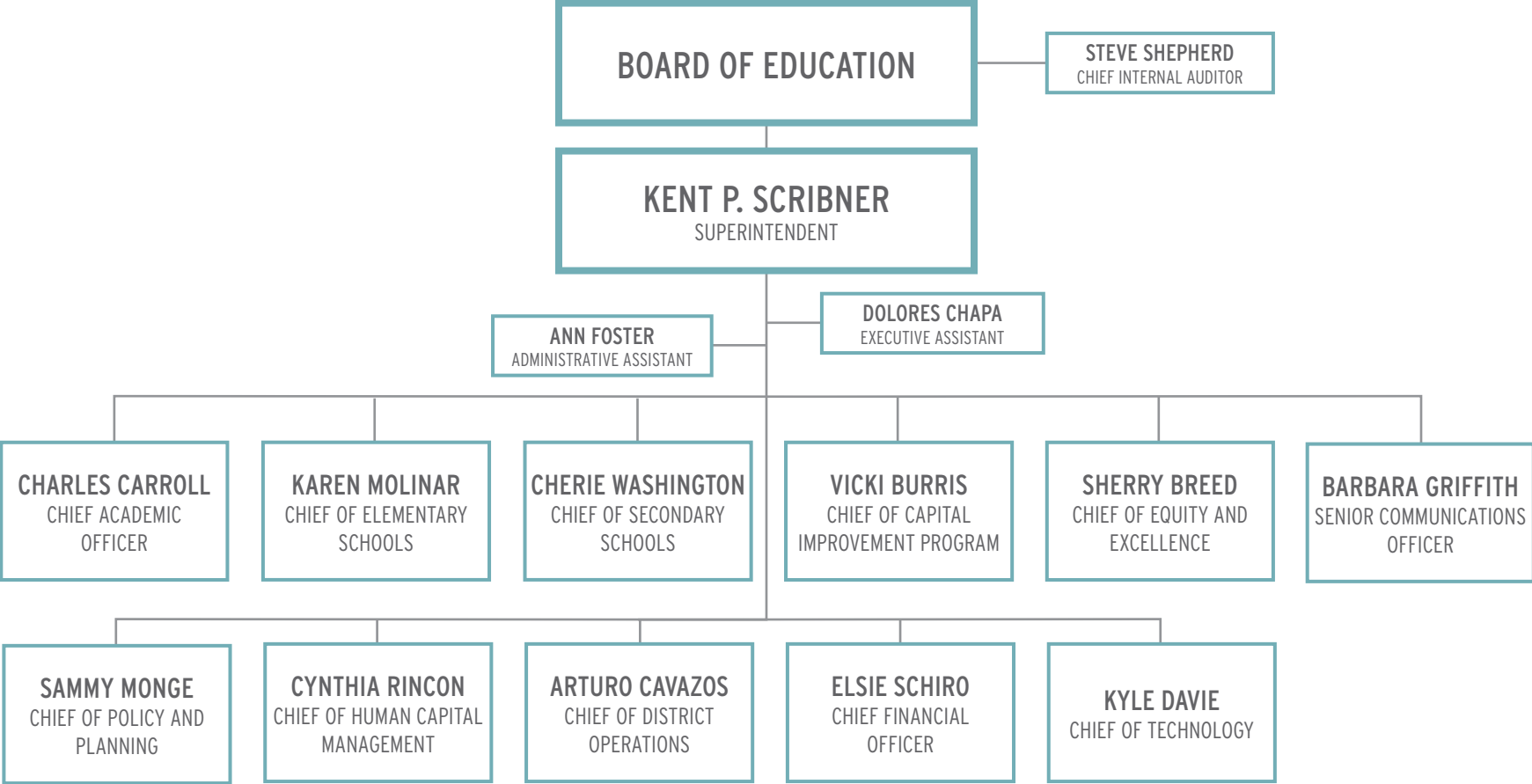
	2017-2018		2019-2020		2021-2022	
	Budget	2018-2019 Budget	Budget	Budget	Budget	Budget
Revenues	\$10,463,796	\$11,510,176	\$11,625,277	\$11,741,530	\$11,858,945	\$11,858,945
Expenditures	\$10,463,796	\$11,510,176	\$11,625,277	\$11,741,530	\$11,858,945	\$11,858,945
Excess/Deficiency	\$0	\$0	\$0	\$0	\$0	\$0
Beginning Fund Balance	\$19,603,177	\$19,603,177	\$19,603,177	\$19,603,177	\$19,603,177	\$19,603,177
Ending Fund Balance	\$19,603,177	\$19,603,177	\$19,603,177	\$19,603,177	\$19,603,178	\$19,603,178
Percent of Expenditures	187.34%	170.31%	168.63%	166.96%	165.30%	165.30%

Organizational Section



Fort Worth Independent School District 2017-18 Official Budget

FORT WORTH ISD ORGANIZATIONAL CHART: LEADERSHIP TEAM



FORT WORTH ISD BOARD OF EDUCATION



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President, District 2
May 2017 - Present

Ann Sutherland

First Vice President, District 6
May 2017 - Present
Second Vice President
May 2016 – May 2017

Jacinto Ramos Jr.

President, District 1
May 2016 – May 2017

Christene C. Moss

Second Vice President,
District 3
May 2017 - Present

T.A. Sims

District 4

Judy Needham

District 5

Anael Luebanos

Board Secretary, District 8
May 2017 - Present

Norman Robbins

Board Secretary, District 7
May 2016 – May 2017

Ashley Paz

First Vice President, District 9
May 2016 – May 2017

Dr. Kent P. Scribner

Superintendent

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

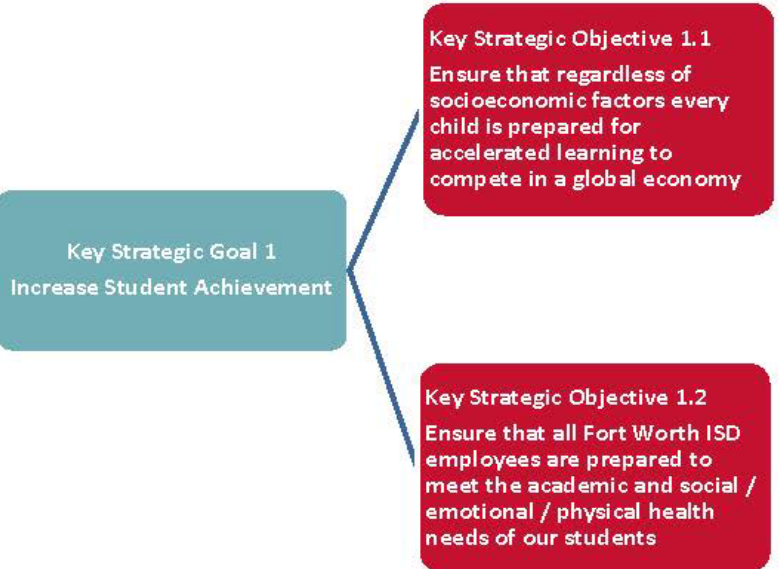
Values:

- 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

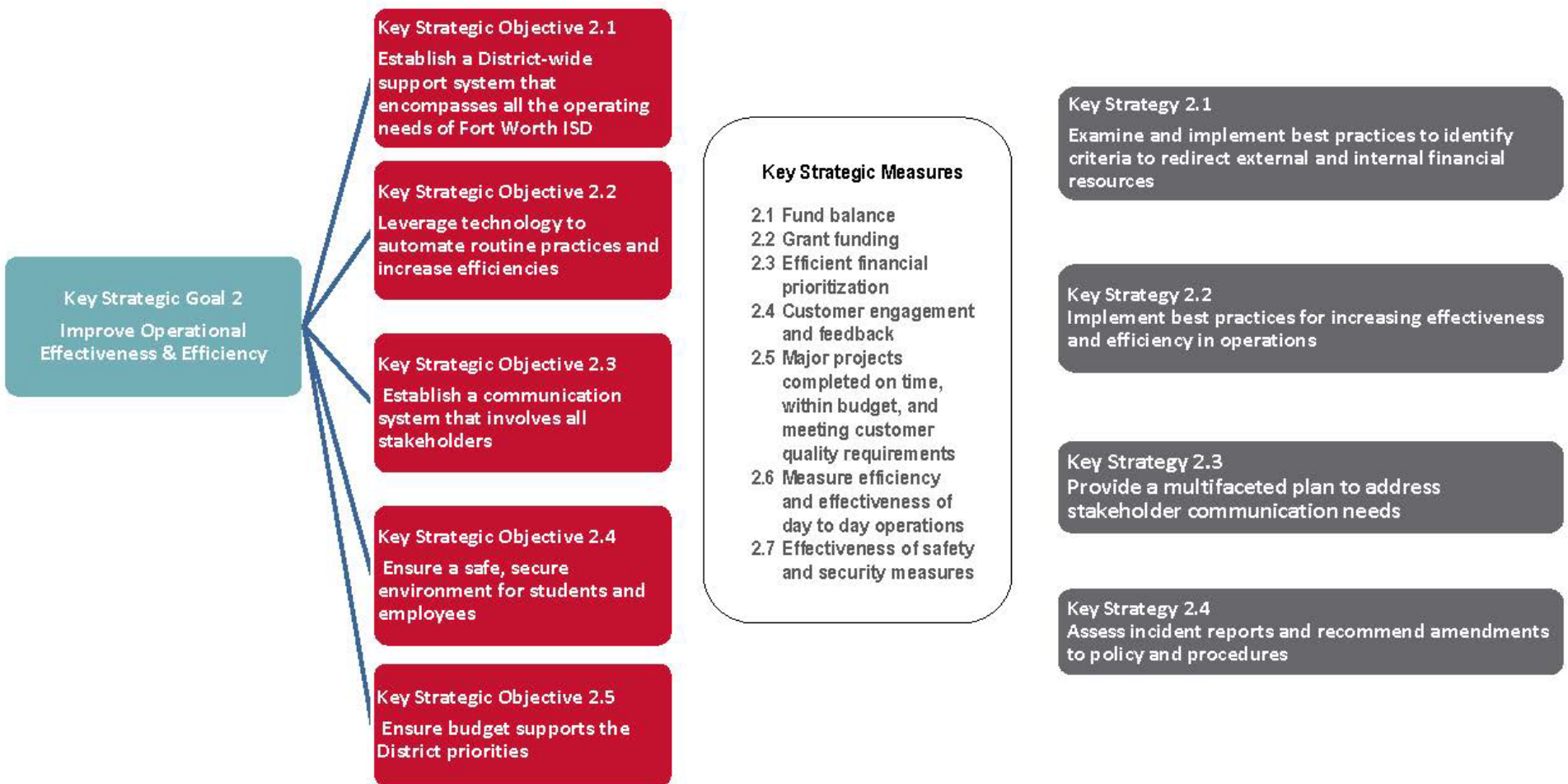
Key Strategy 1.3
Ensure that every school promotes extra-curricular, co-curricular, and enrichment opportunities for every student

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 Objective 2.1
Establish a District-wide support system that encompasses all the operating needs of Fort Worth ISD

Key Strategic Objective 2.2
Leverage technology to automate routine practices and increase efficiencies

Key Strategic Objective 2.3
Establish a communication system that involves all stakeholders

Key Strategic Objective 2.4
Ensure a safe, secure environment for students and employees

Key Strategic Objective 2.5
Ensure budget supports the District priorities

- Key Strategic Measures**
- 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

Key Strategy 2.1
Examine and implement best practices to identify criteria to redirect external and internal financial resources

Key Strategy 2.2
Implement best practices for increasing effectiveness and efficiency in operations

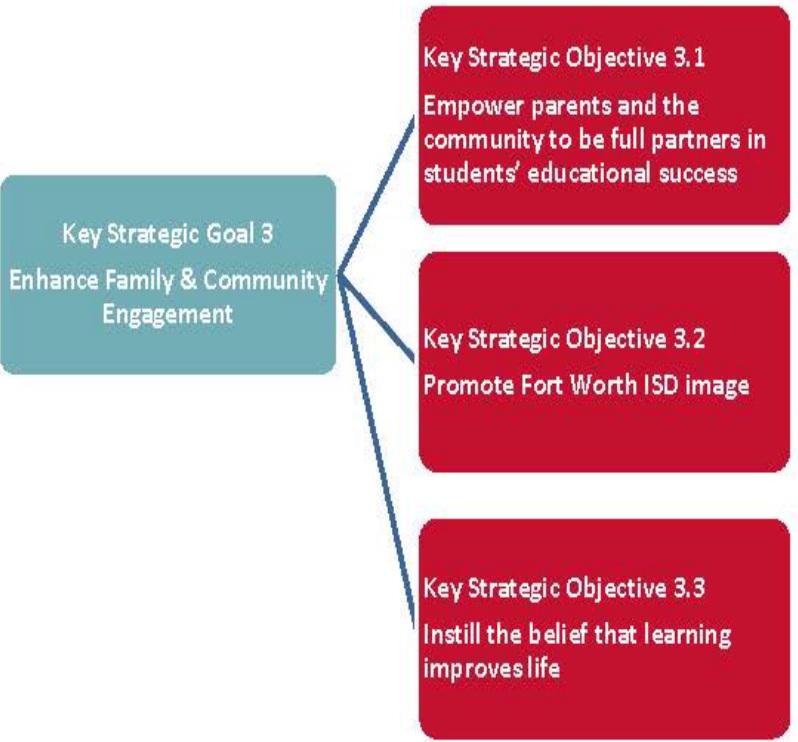
Key Strategy 2.3
Provide a multifaceted plan to address stakeholder communication needs

Key Strategy 2.4
Assess incident reports and recommend amendments to policy and procedures



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/businesses engagement
 - 3.3 External stakeholder feedback
 - 3.4 External stakeholder feedback on mission, values, performance

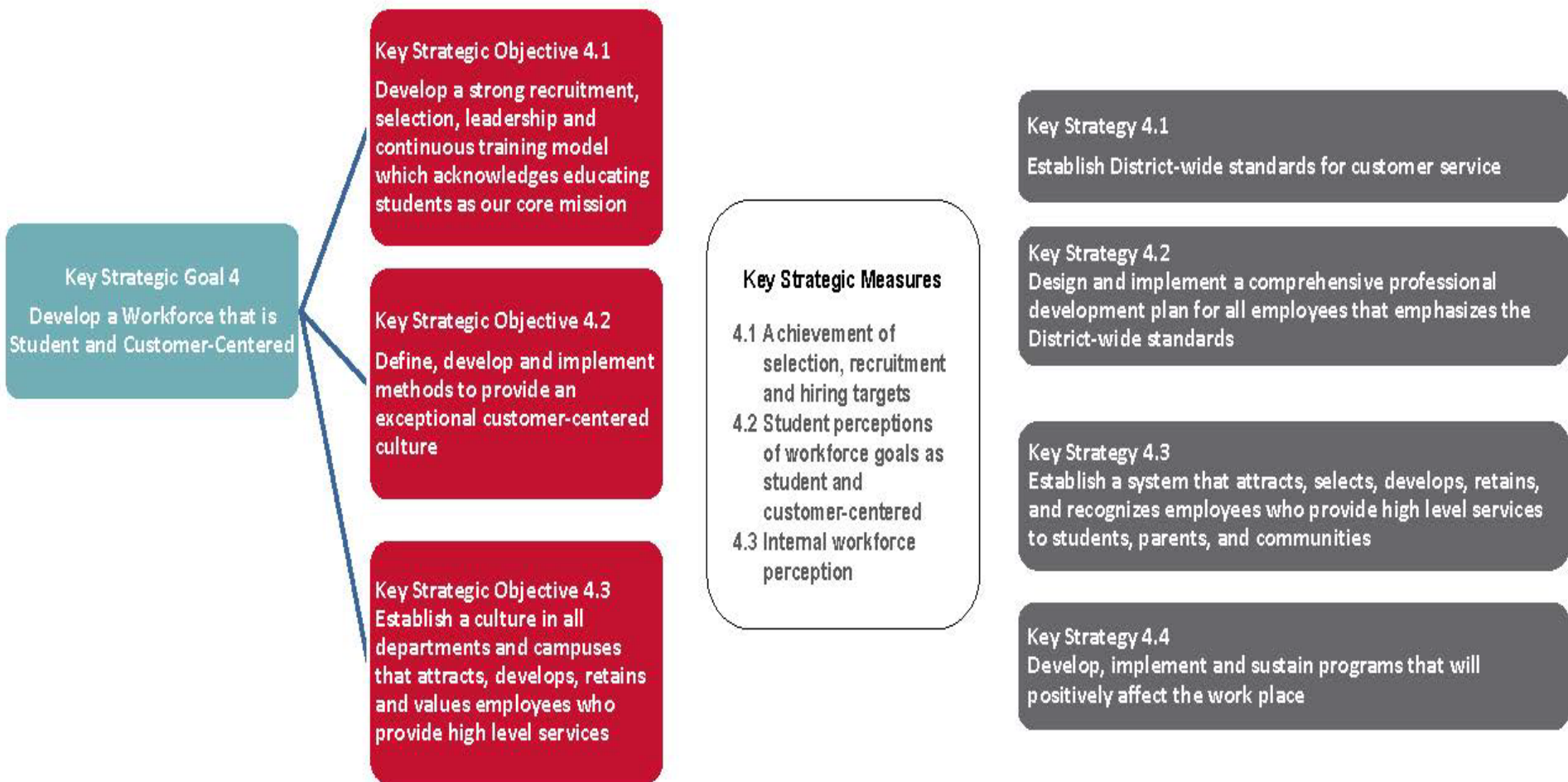
Key Strategy 3.1
Connect families and community to opportunities to expand their knowledge

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

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.

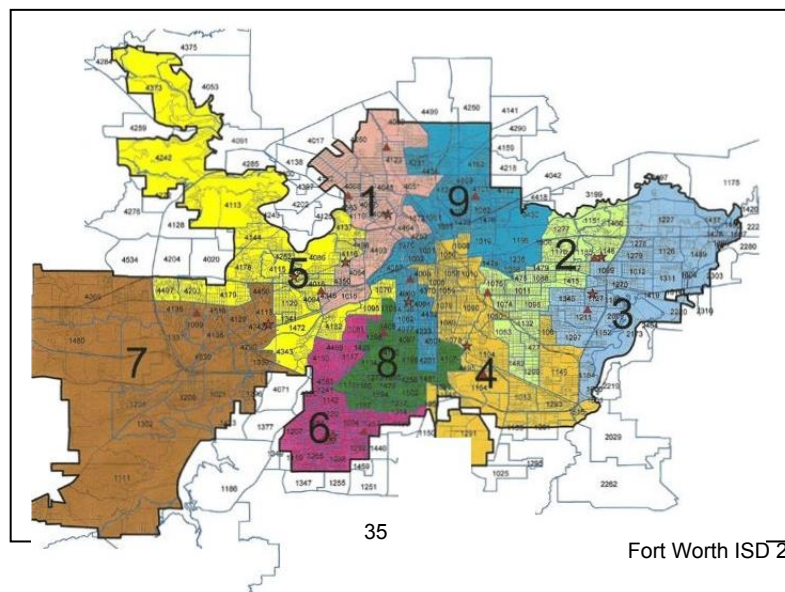
Semi-monthly meetings of the Board are posted and advertised as prescribed under state law to facilitate the responsibilities to the students, parents, staff, and taxpayers of the District. Special meetings or work sessions are scheduled as needed.

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 86,353 for the 2017-18 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 855,897 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 fourth largest school district in the state of Texas.



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, 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 operate and maintain 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 on eligible bonds. 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 eligible 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 maintaining adequate cash on hand to meet expenses and investing the remaining available cash into approved instruments that align with the District's investment strategy. The District analyzes cash flow requirements to determine the appropriate strategy for each fund. The majority of the District's reserves are invested in governmental investment pools to ensure liquidity. Rates are monitored daily and transferred to pools with the highest rates of return. When possible, the District takes advantage of investments with longer maturity ranges to maximize interest earnings. These instruments include Government insured bonds, CD's, Mutual Funds, Money Markets and Treasury Notes.

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 2017, all of the approved bonds had been sold to fund the remaining projects of the Capital Improvement Program.

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 reports 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 Operating 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 issued by the Comptroller General of the United States; and Title 2 U.S. Code of Federal Regulations (CFR) Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance).

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 within 150 days after the close of the fiscal year. 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 2016-2017 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

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

The budget development process begins in July immediately following the adoption of the current year's budget. The Office of Management and Budget begins organizing, planning and preparing for the budget process including developing planning calendars and timelines, assembling stakeholder committees, and refining resource allocation strategies. The formal process begins when the Board of Trustees adopts the budget development calendar in October. The strategic plan and the District priorities coupled with student enrollment projections form the basis for significant budgetary decisions including campus allocations, instructional staffing allocations, and other required service levels.

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 86% 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 and is documented in the Campus Educational Improvement Plans (CEIP). In 2017-2018, the District implemented “student-based” budgeting to allocate resources to campuses. In addition to the basic allotment per student, the District provided additional funding based on special population estimates for each campus. Special populations include gifted and talented, career and technology, special education, compensatory education—at-risk, and bilingual students.

Budgets for non-campus units are developed using “zero-based” budgeting by department heads and/or budget owners. Decision packages are reviewed by the each division chief and either approved or rejected with comments for revisions. All approved decision packages or compiled to develop the preliminary budget for further review and action by the District’s Leadership Team and the Board of Trustees.

The Office of Management and Budget 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 Office of Management and Budget for further review by the Senior Officer, Budget and Finance, Chief Financial Officer, the District’s Leadership Team, and the Board of Trustees.

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 on the following page of this document.

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 \$489.9 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 Management and Budget under the direction of the Senior Officer, 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 349 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, etc.). 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 Capital Management 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,
- Executive 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, otherwise known as "3-way match", payment to the vendor can be processed.

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 of 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 monthly 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). By law, this report must be completed and submitted within 150 days of the District's fiscal year-end.

Reporting to the Texas Education Agency (TEA)

The District's budget must be submitted to TEA via the Public Education Information Management System (PEIMS) in the first submission of the year. The 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, also known as the "snapshot" date. 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 due within 150 days of the end of the District's fiscal year. This report as well as the additional required supporting documents including any Management Letter, the L-1 Schedule and the Single Audit are uploaded through TEA's Audit application. Actual financial data is submitted to TEA via PEIMS in the second submission of the year 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 2017/18

Date	Action
Oct TBD	2017 - 2018 and 2018 - 2019 Attendance Projections to TEA
10/17/16	Departmental Planning (BPE)
10/25/16	Planning Calendar Leadership Review
10/25/16	2017 - 2018 Budget Steering Committee - Leadership
10/31/16	Departmental Planning (BPE)
11/14/16	Departmental Planning (BPE)
11/15/16	2017 - 2018 Budget Steering Committee - Leadership
11/28/16	Departmental Planning (BPE)
12/12/16	Departmental Planning (BPE)
12/13/16	2017 - 2018 Budget Steering Committee - Leadership
12/13/16	2017 - 2018 Budget Presentation
12/14/16	2017 - 2018 and 2018 - 2019 Attendance Projections to TEA
01/09/17	Departmental Planning (BPE)
01/19/17	Presentation to District Advisory Committee (DAC)
01/23/17	Departmental Planning (BPE)
01/24/17	2017 - 2018 Budget Steering Committee - Leadership
02/06/17	Departmental Planning (BPE)
02/15/17	Grants not renewed/Notification
02/17/17	Departmental Planning (BPE)
02/21/17	Departmental Budget Owners (Feb. 21st - Mar. 10th)
02/21/17	2017 - 2018 Budget Steering Committee - Leadership
02/24/17	Program Growth Estimates - Staffing

Fort Worth ISD
Budget Planning Calendar 2017/18

Date	Action
March TBD	Site-Based Budget Allocations - Campuses
03/01/14	Budget Development - Departments (Mar.1st - May 5th)
03/06/17	Departmental Planning (BPE)
03/07/17	2017 - 2018 Board Budget Workshop
03/20/17	Departmental Planning (BPE)
03/21/17	2017 - 2018 Budget Update
April TBD	Finalizing 2017 - 2018 Budget
04/01/17	Submit Department Budget to Division Chiefs
04/01/17	Review Department Budget - Submission Leadership (Apr.1st - Apr.14th)
04/01/17	Campus Improvement Plans
04/10/17	Departmental Planning (BPE)
04/12/17	Next Year Budget Entry - Campuses (Apr.12th - May 1st)
04/18/17	2017 - 2018 Board Budget Workshop
04/24/17	Next Year Budget Entry - Open labs
04/24/17	Departmental Planning (BPE)
04/25/17	2017 - 2017 Board of Education Budget Update
05/01/17	Campus Budget Entry - Last day
05/01/17	Finalize Department Budgets
05/08/17	Departmental Planning (BPE)
05/08/17	Next Year Budget Entry - Departments (May 8th - 19th)
05/16/17	Department Budget Entry - Last day
05/22/17	Departmental Planning (BPE)

Fort Worth ISD
Budget Planning Calendar 2017/18

Date	Action
05/23/17	2017 - 2018 Budget Update - Board of Education
05/23/17	Adopt Strategic Financial Plan
06/05/17	Departmental Planning (BPE)
06/06/17	Regular Board of Trustee Meeting; Preliminary 2017 - 2018 Budget for General Fund, Debt Service and Food Service
06/13/17	2017-2018 Budget Update - Board of Education
06/19/17	Departmental Planning (BPE)
06/20/17	Board Workshop - 2017-2018 Budget Development
06/27/17	Adoption 2017 - 2018 Budgets
07/25/17	Certify Rolls to Taxing Units - Finalize Revenue Projection
08/15/17	2017 - 2018 Public Hearing - Proposed Tax Rates

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)*

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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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(LEGAL)

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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CDA
(LOCAL)

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.

OTHER REVENUES
INVESTMENTS

CDA
(LOCAL)

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.

OTHER REVENUES
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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.

OTHER REVENUES
INVESTMENTS

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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.

OTHER REVENUES
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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.

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- 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

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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	<p>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.</p> <p>The budget summary must include a comparison to the previous year's actual spending and information relating to per student and aggregate spending on:</p> <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.
DECREASE IN DEBT SERVICE RATE	<p>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></p>
BUDGET ADOPTION	<p>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></p>
CERTIFIED ESTIMATE	<p>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></p>
DISTRICTS WITH JULY 1 FISCAL YEAR	<p>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></p>

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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>

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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 2017-18 Official Budget

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

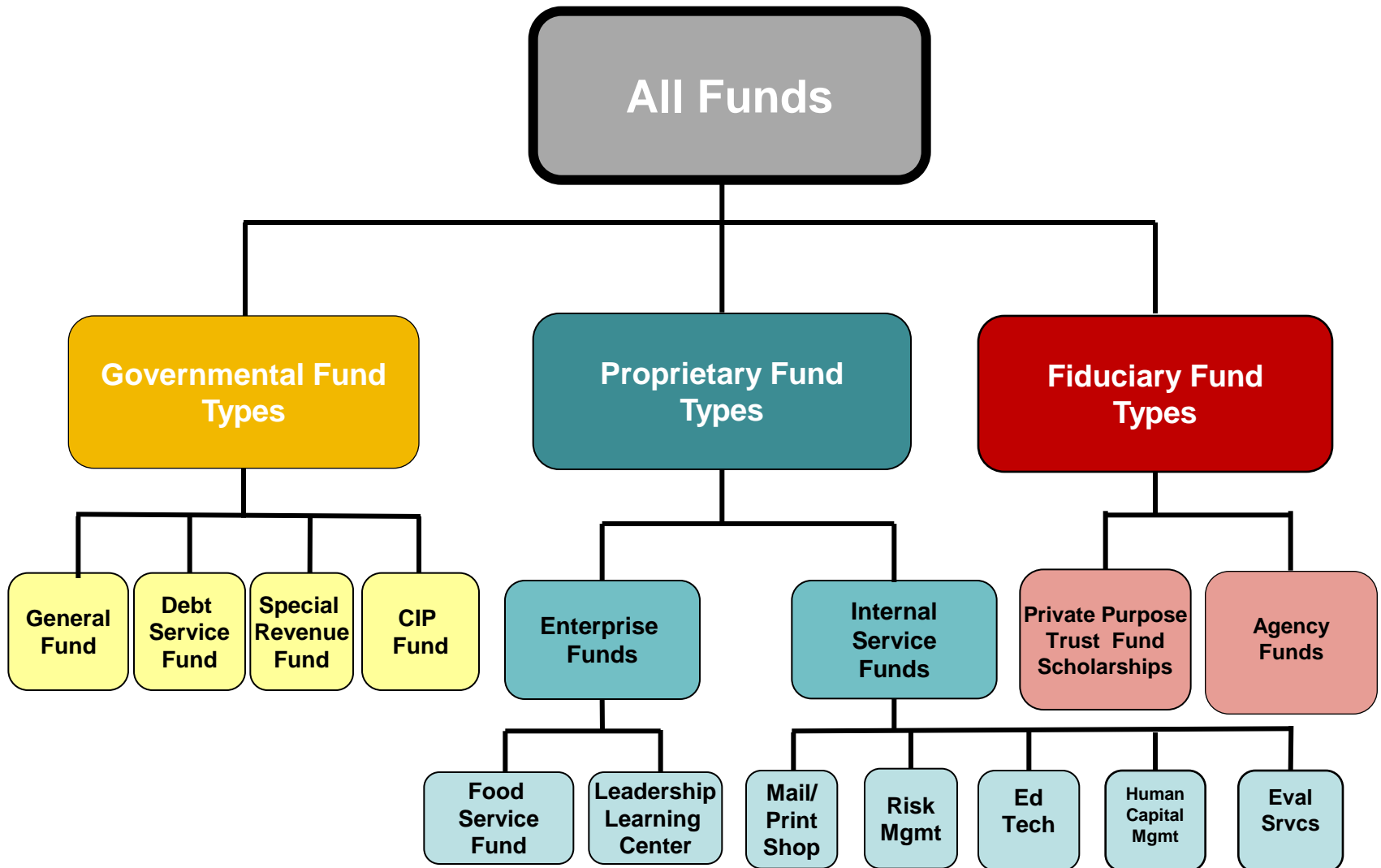
- **Internal Service Funds** – The *Internal Service Fund* reports activities that provide supplies and services for the District's other programs and activities.
 - **Mail Services/Print Shop** – The Mail Room and Print Shop are responsible for the District's incoming and outgoing mail and printing 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: 2017-18
All Funds

	Governmental Fund Types	Proprietary Fund Types	Fiduciary Fund Types	Total All Funds
Revenues				
5710 Tax Collections	\$ 444,159,064	\$ -	\$ -	\$ 444,159,064
5730 Tuition and Fees	175,000	-	-	175,000
5740 Miscellaneous Local Revenue	19,870,910	-	587,403	20,458,313
5750 Extra/Cocurricular Activity	675,868	14,180,797	-	14,856,665
5760 Misc. Revenue Intermediate Sources	-	-	-	-
Total Local Revenues	<u>464,880,842</u>	<u>14,180,797</u>	<u>587,403</u>	<u>479,649,042</u>
5810 Foundation School Program	345,693,309	-	-	345,693,309
5820 Miscellaneous State Revenue	24,383,605	300,000	-	24,683,605
5830 Teacher Retirement On-behalf	36,805,273	-	-	36,805,273
Total State Revenues	<u>406,882,187</u>	<u>300,000</u>	<u>-</u>	<u>407,182,187</u>
5920 Miscellaneous Federal Revenue	73,413,676	-	-	73,413,676
5930 School Health Related	9,000,000	-	-	9,000,000
5940 Direct Federal Revenue	2,000,000	-	-	2,000,000
Total Federal Revenues	<u>84,413,676</u>	<u>-</u>	<u>-</u>	<u>84,413,676</u>
7911 Sale of Bonds	-	-	-	-
7912 Sale of Land	-	-	-	-
7915 Transfers In	7,795,220	100,000	-	7,895,220
7916 Premium on Issuance of Bonds	-	-	-	-
7950 Non-operating Revenue	-	51,535,000	-	51,535,000
Total Other Sources	<u>7,795,220</u>	<u>51,635,000</u>	<u>-</u>	<u>59,430,220</u>
Total Revenues & Other Sources	963,971,925	66,115,797	587,403	1,030,675,125
Expenditures By Object				
6100 Payroll Costs	740,724,370	24,897,304	-	765,621,674
6200 Professional & Contracted Svcs.	70,299,478	8,116,275	547,518	78,963,271
6300 Supplies & Materials	91,134,348	34,578,213	-	125,712,561
6400 Other Operating Expenses	16,646,017	520,800	-	17,166,817
6500 Debt Service	97,703,413	-	-	97,703,413
6600 Capital Outlay	189,383,334	5,695,000	-	195,078,334
Total Expenditures	<u>1,205,890,960</u>	<u>73,807,592</u>	<u>547,518</u>	<u>1,280,246,070</u>
Other Operating	-	-	-	-
Total Operating Expenditures	<u>1,205,890,960</u>	<u>73,807,592</u>	<u>547,518</u>	<u>1,280,246,070</u>
Excess of Revenues Over (Under) Expenditures	<u>(241,919,035)</u>	<u>(7,691,795)</u>	<u>39,885</u>	<u>(249,570,945)</u>
Fund Balance-Beginning-Projected	446,423,555	29,896,128	1,215,329	477,535,012
Fund Balance-Ending-Projected	<u>\$ 204,504,520</u>	<u>\$ 22,204,333</u>	<u>\$ 1,255,214</u>	<u>\$ 227,964,067</u>

Combined Proposed Budget Summary: 2017-18
All Funds

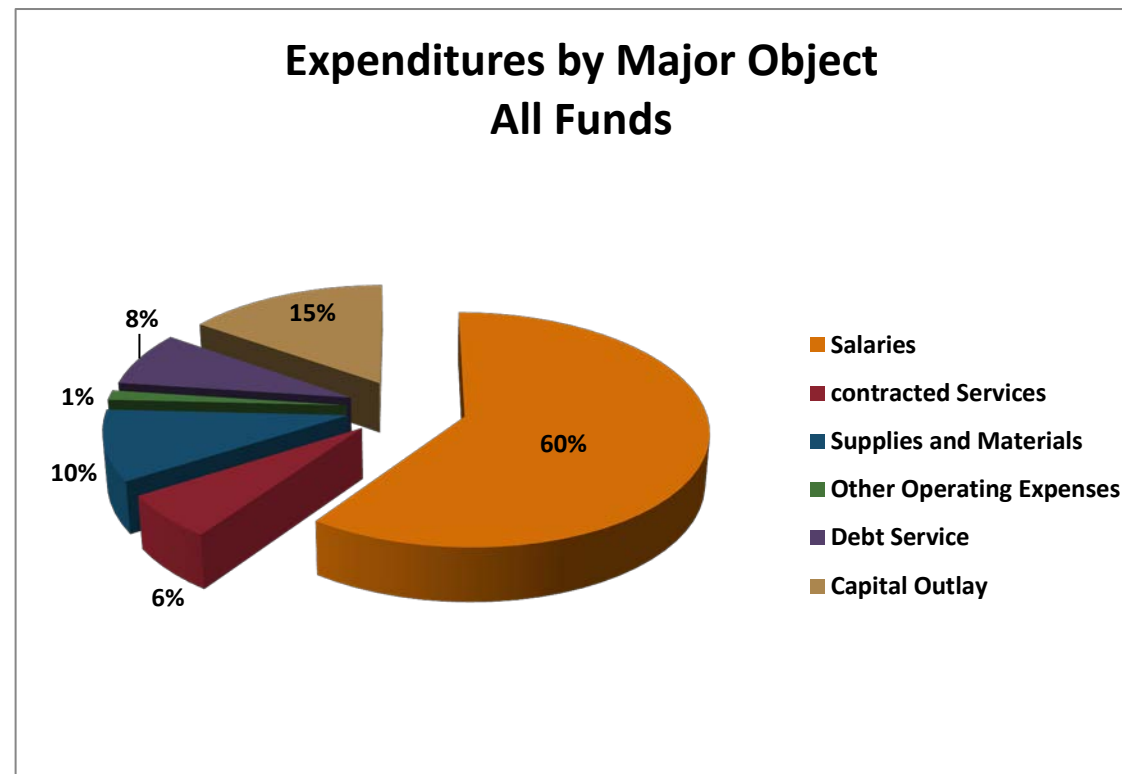
	Governmental Fund Types				Enterprise	Internal Service				Proprietary Fund Types	Fiduciary Fund Types	Total All Funds		
	General Fund	Debt Service	Special Rev.	CIP		Food Service	Leadership Ctr	Mail/Print	Eval Svcs				Risk Mgmt	Human Capital
Revenues														
5710 Tax Collections	\$ 341,821,733	\$ 102,337,331	\$ -	\$ -	\$ 444,159,064	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 444,159,064
5730 Tuition and Fees	175,000	-	-	-	175,000	-	-	-	-	-	-	-	-	175,000
5740 Miscellaneous Local Revenue	4,275,000	-	13,795,910	1,800,000	19,870,910	-	-	-	-	-	-	-	587,403	20,458,313
5750 Extra/Cocurricular Activity	452,500	-	223,368	-	675,868	3,615,000	102,000	1,069,427	776,750	6,921,707	650,000	1,045,913	14,180,797	14,856,665
5760 Misc. Revenue Intermediate Sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Local Revenues	346,724,233	102,337,331	14,019,278	1,800,000	464,880,842	3,615,000	102,000	1,069,427	776,750	6,921,707	650,000	1,045,913	14,180,797	479,649,042
5810 Foundation School Program	345,193,472	-	499,837	-	345,693,309	-	-	-	-	-	-	-	-	345,693,309
5820 Miscellaneous State Revenue	350,000	2,199,611	21,833,994	-	24,383,605	300,000	-	-	-	-	-	-	300,000	24,683,605
5830 Teacher Retirement On-behalf	34,833,158	-	1,972,115	-	36,805,273	-	-	-	-	-	-	-	-	36,805,273
Total State Revenues	380,376,630	2,199,611	24,305,946	-	406,882,187	300,000	-	-	-	-	-	-	300,000	407,182,187
5920 Miscellaneous Federal Revenue	1,300,000	-	72,113,676	-	73,413,676	-	-	-	-	-	-	-	-	73,413,676
5930 School Health Related	9,000,000	-	-	-	9,000,000	-	-	-	-	-	-	-	-	9,000,000
5940 Direct Federal Revenue	2,000,000	-	-	-	2,000,000	-	-	-	-	-	-	-	-	2,000,000
Total Federal Revenues	12,300,000	-	72,113,676	-	84,413,676	-	-	-	-	-	-	-	-	84,413,676
7911 Sale of Bonds	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7912 Sale of Land	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7915 Transfers In	7,795,220	-	-	-	7,795,220	100,000	-	-	-	-	-	-	100,000	7,895,220
7916 Premium on Issuance of Bonds	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7950 Non-operating Revenue	-	-	-	-	-	51,535,000	-	-	-	-	-	-	51,535,000	51,535,000
Total Other Sources	7,795,220	-	-	-	7,795,220	51,635,000	-	-	-	-	-	-	51,635,000	59,430,220
Total Revenues & Other Sources	747,196,083	104,536,942	110,438,900	1,800,000	963,971,925	55,550,000	102,000	1,069,427	776,750	6,921,707	650,000	1,045,913	66,115,797	1,030,675,125
Expenditures By Object														
6100 Payroll Costs	680,284,862	-	58,480,686	1,958,822	740,724,370	23,228,465	17,500	189,642	582,100	779,597	100,000	-	24,897,304	765,621,674
6200 Professional & Contracted Svcs.	60,152,377	-	8,552,101	1,595,000	70,299,478	792,330	42,500	681,785	49,300	6,000,360	550,000	-	8,116,275	78,963,271
6300 Supplies & Materials	38,341,462	-	32,642,886	20,150,000	91,134,348	33,221,000	39,000	197,000	23,000	52,300	-	1,045,913	34,578,213	125,712,561
6400 Other Operating Expenses	10,744,812	-	5,880,619	20,586	16,646,017	400,000	3,000	1,000	27,350	89,450	-	-	520,800	17,166,817
6500 Debt Service	-	97,703,413	-	-	97,703,413	-	-	-	-	-	-	-	-	97,703,413
6600 Capital Outlay	6,021,476	-	4,882,608	178,479,250	189,383,334	5,600,000	-	-	95,000	-	-	-	5,695,000	195,078,334
Total Expenditures	795,544,989	97,703,413	110,438,900	202,203,658	1,205,890,960	63,241,795	102,000	1,069,427	776,750	6,921,707	650,000	1,045,913	73,807,592	1,280,246,070
Other Operating	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Expenditures	795,544,989	97,703,413	110,438,900	202,203,658	1,205,890,960	63,241,795	102,000	1,069,427	776,750	6,921,707	650,000	1,045,913	73,807,592	1,280,246,070
Excess of Revenues Over (Under) Expenditures	(48,348,906)	6,833,529	-	(200,403,658)	(241,919,035)	(7,691,795)	-	-	-	-	-	-	(7,691,795)	39,885
Fund Balance-Beginning-Projected	189,960,917	45,775,973	10,283,007	200,403,658	446,423,555	10,231,710	61,242	-	87,443	16,939,656	1,530,164	1,045,913	29,896,128	477,535,012
Fund Balance-Ending-Projected	\$ 141,612,011	\$ 52,609,502	\$ 10,283,007	\$ (0)	\$ 204,504,520	\$ 2,539,915	\$ 61,242	\$ -	\$ 87,443	\$ 16,939,656	\$ 1,530,164	\$ 1,045,913	\$ 22,204,333	\$ 1,255,214

Combined Budget Summary by Major Object - All Funds
For the Years Ended June 30, 2014 - June 30, 2018 (Actual, Estimated, Budgeted)

	2013-14	2014-15	2015/16	2016/17	2017/18
	Actual	Actual	Actual	Estimated	Original
	Rev/Exp	Rev/Exp	Rev/Exp	Rev/Exp	Budget
Revenues					
5710 Tax Collections	\$ 363,560,667	\$ 374,776,663	\$ 388,153,883	\$ 415,894,766	\$ 444,159,064
5730 Tuition & Fees	210,315	191,947	174,914	551,313	175,000
5740 Miscellaneous Local Revenue	16,435,714	15,275,150	17,050,367	20,384,678	20,458,313
5750 Extra/Cocurricular Activity	8,234,460	10,130,486	12,596,189	14,099,534	14,856,665
5760 Misc Revenue Intermediate Source	13,301	37,155	27,730	33,150	-
Total Local Revenues	388,454,457	400,411,401	418,003,083	450,963,441	479,649,042
5810 Foundation School Program	294,432,868	329,170,151	354,150,832	356,485,759	345,693,309
5820 State Revenue Dist by TEA	17,567,703	6,648,553	20,632,499	11,043,714	24,683,605
5830 Teacher Retirement On-Behalf	26,129,927	30,014,162	33,375,315	33,284,876	36,805,273
Total State Revenues	338,130,498	365,832,866	408,158,646	400,814,349	407,182,187
5920 Miscellaneous Federal Revenue	69,076,410	76,934,260	81,331,746	72,917,081	73,413,676
5930 School Health Related	6,636,147	8,269,529	10,112,020	10,866,485	9,000,000
5940 Direct Federal Revenue	3,555,653	2,164,000	3,839,925	3,063,475	2,000,000
Total Federal Revenues	79,268,210	87,367,789	95,283,691	86,847,041	84,413,676
7911 Sale of Bonds	136,038,574	283,551,123	453,495	411,797,097	-
7912 Sale of Land	-	-	-	-	-
7915 Transfers In	4,925,746	10,846,242	1,430,728	665,401	7,895,220
7916 Premium on Issuance of Bonds	-	34,421,202	-	26,611,083	-
7950 Non-operating Revenue	39,281,074	44,931,380	45,545,947	46,364,494	51,535,000
Total Other Sources	180,245,394	373,749,947	47,430,170	485,438,075	59,430,220
Total Revenues & Oth Srcs	986,098,559	1,227,362,003	968,875,590	1,424,062,906	1,030,675,125
Expenditures By Object					
6100 Payroll Costs	610,722,915	656,940,050	688,116,917	717,454,092	765,621,674
6200 Professional & Contracted Svcs.	69,618,009	65,232,069	66,681,839	65,822,932	78,963,271
6300 Supplies & Materials	73,457,133	93,738,537	101,538,632	89,183,799	125,712,561
6400 Other Operating Expenses	14,779,872	14,987,595	12,624,073	13,536,720	17,166,817
6500 Debt Service	76,289,982	91,521,966	88,634,680	100,031,253	97,703,413
6600 Capital Outlay	21,066,207	37,937,929	106,818,936	107,667,363	195,078,334
Total Expenditures	865,934,118	960,358,145	1,064,415,077	1,093,696,159	1,280,246,070
8900 Other Operating	4,925,746	212,161,965	2,060,600	196,889,325	-
Total Operating Expenditures	870,859,864	1,172,520,110	1,066,475,677	1,290,585,484	1,280,246,070
Excess of Revenues Over (Under)	115,238,695	54,841,893	(97,600,087)	133,477,422	(249,570,945)
Expenditures					
Fund Balance-Beginning	261,678,693	377,960,849	432,802,742	344,057,590	477,535,012
Prior Period Adjustment	-	-	8,854,935	-	-
Fund Balance-Ending	\$ 376,917,388	\$ 432,802,742	\$ 344,057,590	\$ 477,535,012	\$ 227,964,067

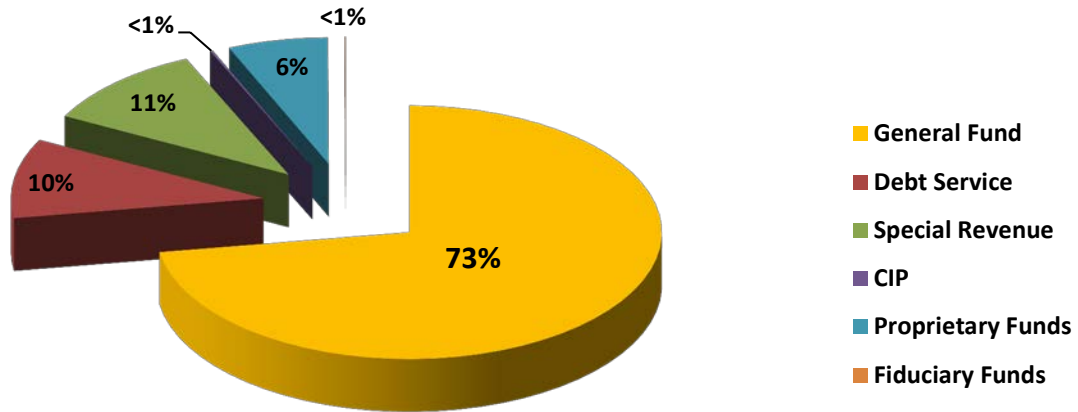
Projected Expenditures by Function and Major Object -All Funds
2017-18 Budget

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	\$ 472,952,939	\$ 6,695,374	\$ 64,855,677	\$ 2,410,656	\$ -	\$ 30,666,070	\$ -	\$ 577,580,716
12	Instruction Resources & Media	10,342,933	310,513	1,097,869	17,180	-	35,000	-	11,803,495
13	Curriculum & Staff Development	22,616,447	5,305,862	1,111,087	2,455,297	-	-	-	31,488,693
21	Instructional Administration	13,181,226	980,932	799,725	546,052	-	86,476	-	15,594,411
23	School Administration	50,869,131	166,905	461,269	522,645	-	-	-	52,019,950
31	Guidance & Counseling Services	44,004,667	2,453,834	3,001,627	435,127	-	95,000	-	49,990,255
32	Social Work Services	6,255,159	830,059	196,618	181,898	-	-	-	7,463,734
33	Health Services	11,332,287	46,867	223,097	5,675	-	-	-	11,607,926
34	Student Transportation	15,705,633	1,799,231	2,420,705	635,395	-	9,303,663	-	29,864,627
35	Food Services	23,503,050	882,274	33,622,042	400,000	-	5,600,420	-	64,007,786
36	Cocurricular/Extracurricular	10,759,620	1,078,438	4,194,921	2,867,970	-	-	-	18,900,949
41	General Administration	14,974,532	12,458,054	901,562	4,487,831	-	-	-	32,821,979
51	Plant Maintenance & Operations	43,457,006	32,245,187	7,973,002	1,526,987	-	4,927,685	-	90,129,867
52	Security & Monitoring Services	7,498,749	4,661,201	358,849	4,713	-	13,150,000	-	25,673,512
53	Data Processing Services	9,797,910	3,097,476	3,752,400	175,140	-	500,000	-	17,322,926
61	Community Services	6,411,563	3,083,134	685,831	473,665	-	-	-	10,654,193
71	Debt Service	-	-	-	-	97,703,413	-	-	97,703,413
81	Facilities Acquisition & Constr.	1,958,822	117,930	56,280	20,586	-	130,714,020	-	132,867,638
93	Pymts to Fiscal Agent Shared Svc	-	-	-	-	-	-	-	-
95	Payments to JJAEP	-	150,000	-	-	-	-	-	150,000
97	Tax Increment Financing	-	-	-	-	-	-	-	-
99	Intergovernmental Charges	-	2,600,000	-	-	-	-	-	2,600,000
00	Operating Transfers Out	-	-	-	-	-	-	-	-
Total Expenditures		\$ 765,621,674	\$ 78,963,271	\$ 125,712,561	\$ 17,166,817	\$ 97,703,413	\$ 195,078,334	\$ -	\$ 1,280,246,070

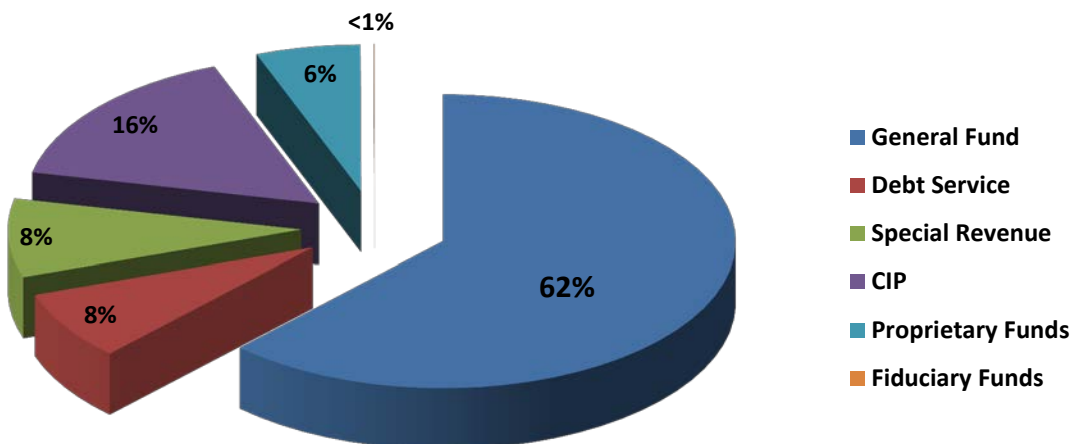


Revenue and Expenditures All Funds - FY 2017-18

Total Projected Revenue by Fund
\$1,030,675,125

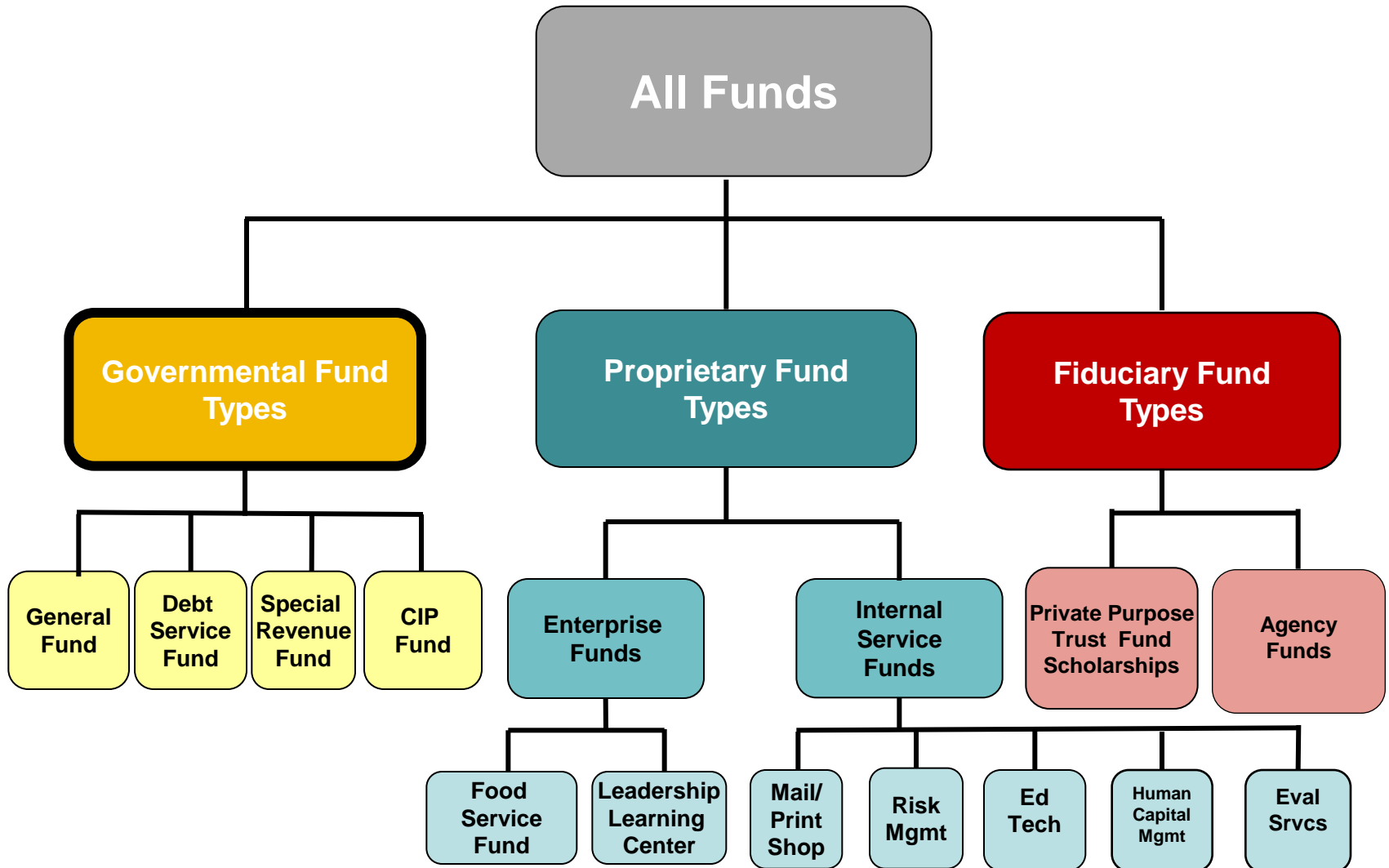


Total Projected Expenditures by Fund
\$1,280,246,070



Structure of All Funds

Fort Worth Independent School District



Combined Proposed Budget Summary: 2017-18
Governmental Funds

						Governmental Fund Types
		General Fund	Debt Service	Special Rev.	CIP	
Revenues						
5710	Tax Collections	\$ 341,821,733	\$ 102,337,331	\$ -	\$ -	\$ 444,159,064
5730	Tuition and Fees	175,000	-	-	-	175,000
5740	Miscellaneous Local Revenue	4,275,000	-	13,795,910	1,800,000	19,870,910
5750	Extra/Cocurricular Activity	452,500	-	223,368	-	675,868
5760	Misc. Revenue Intermediate Sources	-	-	-	-	-
	Total Local Revenues	<u>346,724,233</u>	<u>102,337,331</u>	<u>14,019,278</u>	<u>1,800,000</u>	<u>464,880,842</u>
5810	Foundation School Program	345,193,472	-	499,837	-	345,693,309
5820	Miscellaneous State Revenue	350,000	2,199,611	21,833,994	-	24,383,605
5830	Teacher Retirement On-behalf	34,833,158	-	1,972,115	-	36,805,273
	Total State Revenues	<u>380,376,630</u>	<u>2,199,611</u>	<u>24,305,946</u>	<u>-</u>	<u>406,882,187</u>
5920	Miscellaneous Federal Revenue	1,300,000	-	72,113,676	-	73,413,676
5930	School Health Related	9,000,000	-	-	-	9,000,000
5940	Direct Federal Revenue	2,000,000	-	-	-	2,000,000
	Total Federal Revenues	<u>12,300,000</u>	<u>-</u>	<u>72,113,676</u>	<u>-</u>	<u>84,413,676</u>
7911	Sale of Bonds	-	-	-	-	-
7912	Sale of Land	-	-	-	-	-
7915	Transfers In	7,795,220	-	-	-	7,795,220
7916	Premium on Issuance of Bonds	-	-	-	-	-
7950	Non-operating Revenue	-	-	-	-	-
	Total Other Sources	<u>7,795,220</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>7,795,220</u>
	Total Revenues & Other Sources	<u>747,196,083</u>	<u>104,536,942</u>	<u>110,438,900</u>	<u>1,800,000</u>	<u>963,971,925</u>
Expenditures By Object						
6100	Payroll Costs	680,284,862	-	58,480,686	1,958,822	740,724,370
6200	Professional & Contracted Svcs.	60,152,377	-	8,552,101	1,595,000	70,299,478
6300	Supplies & Materials	38,341,462	-	32,642,886	20,150,000	91,134,348
6400	Other Operating Expenses	10,744,812	-	5,880,619	20,586	16,646,017
6500	Debt Service	-	97,703,413	-	-	97,703,413
6600	Capital Outlay	6,021,476	-	4,882,608	178,479,250	189,383,334
	Total Expenditures	<u>795,544,989</u>	<u>97,703,413</u>	<u>110,438,900</u>	<u>202,203,658</u>	<u>1,205,890,960</u>
	Other Operating	-	-	-	-	-
	Total Operating Expenditures	<u>795,544,989</u>	<u>97,703,413</u>	<u>110,438,900</u>	<u>202,203,658</u>	<u>1,205,890,960</u>
	Excess of Revenues Over (Under) Expenditures	<u>(48,348,906)</u>	<u>6,833,529</u>	<u>-</u>	<u>(200,403,658)</u>	<u>(241,919,035)</u>
	Fund Balance-Beginning-Projected	189,960,917	45,775,973	10,283,007	200,403,658	446,423,555
	Fund Balance-Ending-Projected	<u>\$ 141,612,011</u>	<u>\$ 52,609,502</u>	<u>\$ 10,283,007</u>	<u>\$ (0)</u>	<u>\$ 204,504,520</u>

Budget Summary by Major Object - Governmental Funds
For the Years Ended June 30, 2014 - June 30, 2018 (Actual, Estimated, Budgeted)

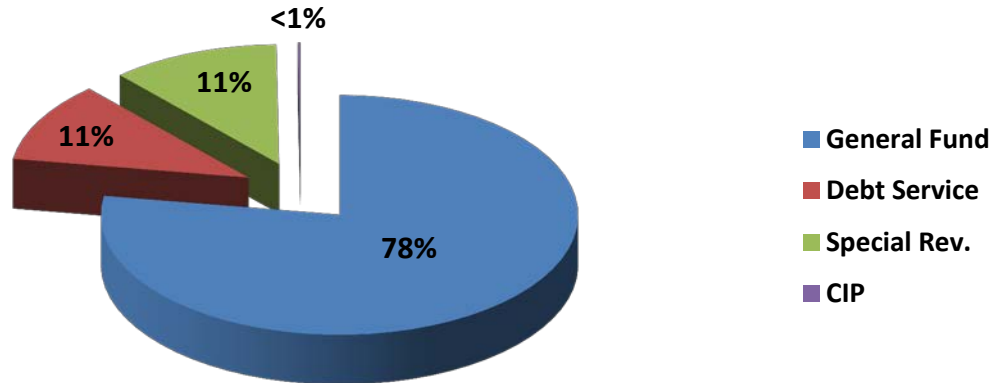
	2013-14	2014-15	2015/16	2016/17	2017/18
	Actual	Actual	Actual	Estimated	Original
	Rev/Exp	Rev/Exp	Rev/Exp	Rev/Exp	Budget
Revenues					
5710 Tax Collections	\$ 363,560,667	\$ 374,776,663	\$ 388,153,883	\$ 415,894,766	\$ 444,159,064
5730 Tuition & Fees	210,315	191,947	174,914	551,313	175,000
5740 Miscellaneous Local Revenue	16,435,714	15,258,951	17,036,883	20,146,830	19,870,910
5750 Extra/Cocurricular Activity	588,373	510,577	596,488	389,824	675,868
5760 Misc Revenue Intermediate Source	13,301	37,155	27,730	33,150	-
Total Local Revenues	380,808,370	390,775,293	405,989,898	437,015,883	464,880,842
5810 Foundation School Program	294,432,868	329,170,151	354,150,832	356,485,759	345,693,309
5820 State Revenue Dist by TEA	17,567,703	6,382,625	20,354,536	10,765,138	24,383,605
5830 Teacher Retirement On-Behalf	26,129,927	30,014,162	33,375,315	33,284,876	36,805,273
Total State Revenues	338,130,498	365,566,938	407,880,683	400,535,773	406,882,187
5920 Miscellaneous Federal Revenue	69,076,410	76,934,260	81,331,746	72,917,081	73,413,676
5930 School Health Related	6,636,147	8,269,529	10,112,020	10,866,485	9,000,000
5940 Direct Federal Revenue	3,555,653	2,164,000	3,839,925	3,063,475	2,000,000
Total Federal Revenues	79,268,210	87,367,789	95,283,691	86,847,041	84,413,676
7911 Sale of Bonds	136,038,574	283,551,123	453,495	411,797,097	-
7912 Sale of Land	-	-	-	-	-
7915 Transfers In	4,453,536	10,500,000	-	-	7,795,220
7916 Premium on Issuance of Bonds	-	34,421,202	-	26,611,083	-
7950 Non-operating Revenue	-	-	(12,325)	-	-
Total Other Sources	140,492,110	328,472,325	441,170	438,408,180	7,795,220
Total Revenues & Oth Srcs	938,699,188	1,172,182,345	909,595,442	1,362,806,877	963,971,925
Expenditures By Object					
6100 Payroll Costs	589,905,402	634,015,405	665,674,354	693,503,429	740,724,370
6200 Professional & Contracted Svcs.	59,622,316	59,407,950	61,304,389	59,469,400	70,299,478
6300 Supplies & Materials	51,389,865	68,332,612	74,415,531	59,791,872	91,134,348
6400 Other Operating Expenses	14,601,518	14,825,789	12,495,444	13,389,739	16,646,017
6500 Debt Service	76,140,953	91,245,090	87,888,412	99,003,403	97,703,413
6600 Capital Outlay	21,066,207	37,937,929	106,818,936	107,667,363	189,383,334
Total Expenditures	812,726,261	905,764,774	1,008,597,066	1,032,825,206	1,205,890,960
8900 Other Operating	4,925,746	201,661,965	2,060,600	196,889,325	-
Total Operating Expenditures	817,652,007	1,107,426,739	1,010,657,666	1,229,714,531	1,205,890,960
Excess of Revenues Over (Under) Expenditures	121,047,181	64,755,606	(101,062,224)	133,092,346	(241,919,035)
Fund Balance-Beginning	219,735,711	340,782,892	405,538,498	313,331,209	446,423,555
Prior Period Adjustment	-	-	8,854,935	-	-
Fund Balance-Ending	\$ 340,782,892	\$ 405,538,498	\$ 313,331,209	\$ 446,423,555	\$ 204,504,520

Projected Expenditures by Function and Major Object - All Governmental Fund Types
2017-18 Budget

Expenditures		Salaries (6100)	Contracted Services (6200)	Supplies and Materials (6300)	Other Operating Expenses (6400)	Debt Service (6500)	Capital Outlay (6600)	Total
11	Instruction	\$ 472,952,939	\$ 6,147,856	\$ 63,811,533	\$ 2,410,656	\$ -	\$ 30,666,070	\$ 575,989,054
12	Instruction Resources & Media	10,342,933	310,513	1,097,869	17,180	-	35,000	11,803,495
13	Curriculum & Staff Development	22,616,447	5,305,862	1,111,087	2,455,297	-	-	31,488,693
21	Instructional Administration	13,181,226	980,932	799,725	546,052	-	86,476	15,594,411
23	School Administration	50,869,131	166,905	461,269	522,645	-	-	52,019,950
31	Guidance & Counseling Services	43,572,270	2,404,534	2,978,627	407,777	-	-	49,363,208
32	Social Work Services	6,255,159	830,059	196,618	181,898	-	-	7,463,734
33	Health Services	11,317,287	46,867	223,097	5,675	-	-	11,592,926
34	Student Transportation	15,705,633	1,799,231	2,420,705	635,395	-	9,303,663	29,864,627
35	Food Services	278,585	144,074	441,042	-	-	420	864,121
36	Cocurricular/Extracurricular	10,759,620	1,078,438	4,194,921	2,867,970	-	-	18,900,949
41	General Administration	13,755,590	5,225,909	650,493	4,397,381	-	-	24,029,373
51	Plant Maintenance & Operations	43,454,506	32,171,557	7,921,002	1,526,987	-	4,927,685	90,001,737
52	Security & Monitoring Services	7,494,749	4,661,201	358,849	4,713	-	13,150,000	25,669,512
53	Data Processing Services	9,797,910	3,097,476	3,752,400	175,140	-	500,000	17,322,926
61	Community Services	6,411,563	3,060,134	658,831	470,665	-	-	10,601,193
71	Debt Service	-	-	-	-	97,703,413	-	97,703,413
81	Facilities Acquisition & Constr.	1,958,822	117,930	56,280	20,586	-	130,714,020	132,867,638
93	Pymts to Fiscal Agent Shared Svc	-	-	-	-	-	-	-
95	Payments to JJAEP	-	150,000	-	-	-	-	150,000
97	Tax Increment Financing	-	-	-	-	-	-	-
99	Intergovernmental Charges	-	2,600,000	-	-	-	-	2,600,000
Total Expenditures		\$ 740,724,370	\$ 70,299,478	\$ 91,134,348	\$ 16,646,017	\$ 97,703,413	\$ 189,383,334	\$ 1,205,890,960

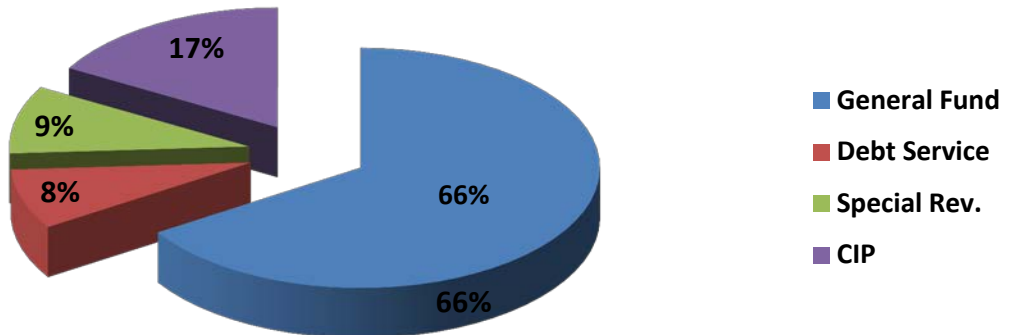
Revenue and Expenditures All Governmental Funds - FY 2017-18

Revenue by Governmental Fund 2017-18
\$963,971,925



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

Expenditures by Governmental Fund 2017-18
\$1,205,890,960



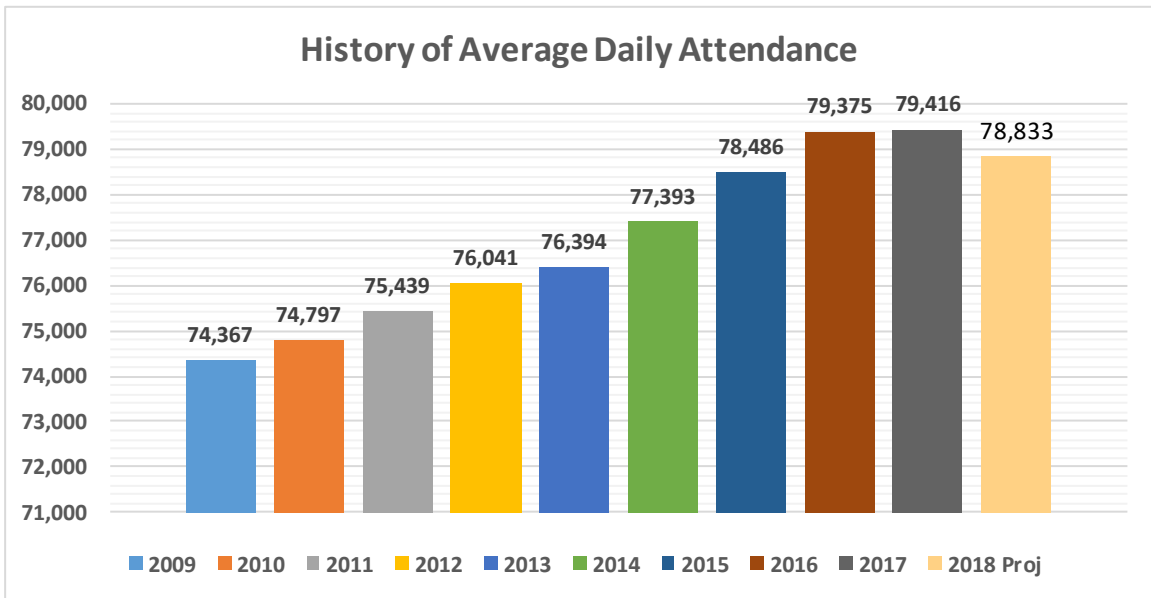
The chart above reflects expenditures by fund as a percentage of the total expenditures for Governmental Funds.

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. Although the District experienced a slight gain of 41 students in ADA in 2016-2017, it is projecting a loss of more than 583 students in ADA for FY 2018. The District had been experiencing a constant rate of 1% on average per year in both enrollment and ADA until 2017-2018 when the opening of several local charter schools impacted enrollment. The District is currently exploring all options to minimize impact.



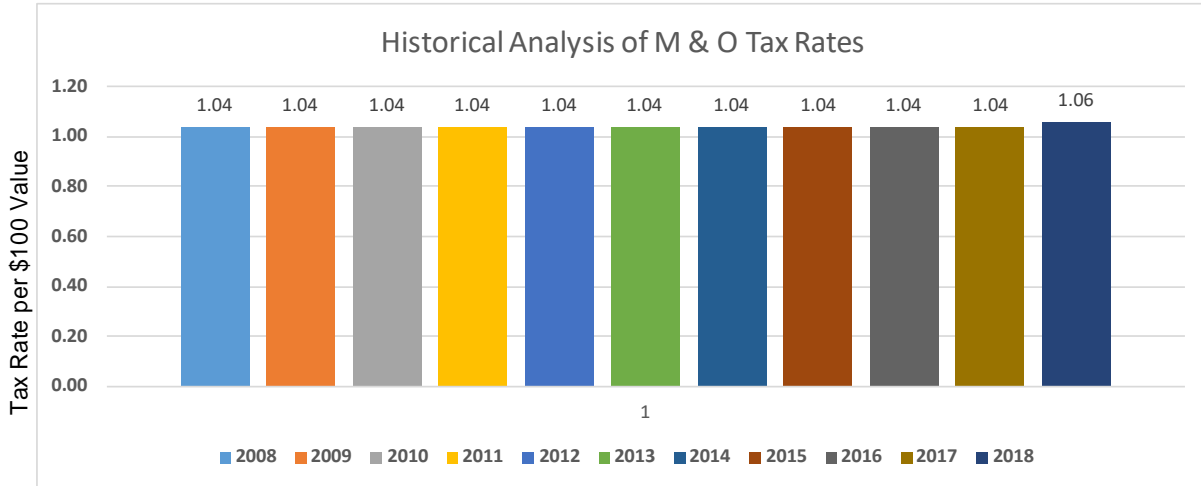
Revenue Trends and Assumptions

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. The District also receives revenue from federal sources in the General Fund that includes reimbursements for School Health and Related Services (SHARS) for Medicaid eligible students, reimbursements from the E-Rate program, and Indirect Costs associated with grants.

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 adopted a tax rate of 1.06/100 M & O requiring a tax ratification election. Voters will go to the polls in November to ratify the tax rate. If the adopted tax rate is ratified, the District will amend the General Operating budget in December 2017. 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. The District anticipates a significant increase of approximately 9.4% in taxable property values in 2017.



Based on the M&O tax rate of \$1.06, Fort Worth ISD expects to collect \$341,821,733 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 \$346,724,233. This is an increase of \$19,767,626 over prior year actual local revenue collections.

Impact on Tax Payer

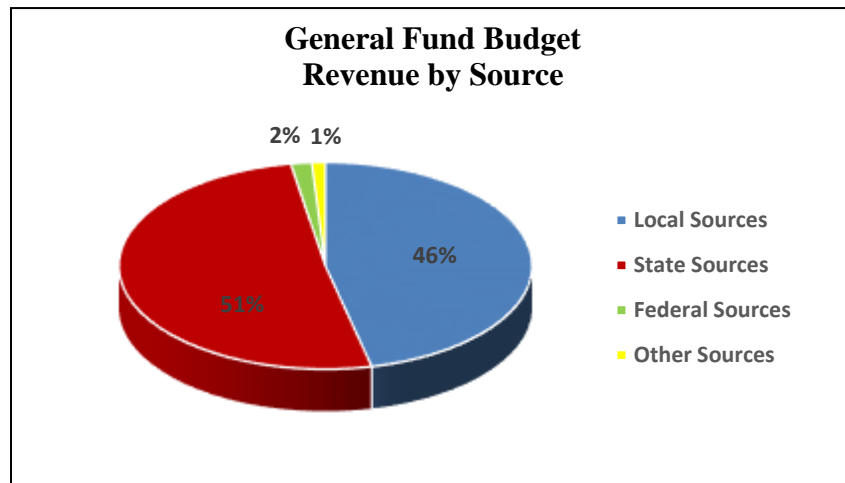
	2016-17	2017-18
M & O Rate	\$1.04	\$1.06
I & S Rate	\$0.312	\$0.292
Total Tax Rate	\$1.352	\$1.352
Avg Appraised Value	\$147,120	\$150,074
Avg Taxable Value	\$118,663	\$131,639
Total Tax Rate Per 100	\$1.352	\$1.352
Tax Bill	\$1,604	\$1,780
Increase in Taxes		\$175
Percentage Increase		10.94%

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 2017-2018 state revenues are expected to be \$380,376,630, a decrease of \$7.5M from the prior fiscal year. The 85th Legislature basic allotment remained at \$5,140 for 2017-2018. The Level 2 Guaranteed Yield increased by \$25 to \$99.41 for 2017-2018 and to \$106.28 for 2018-2019. The Per Capita rate was reduced by \$184 to \$206.56. Historically, the state reduces the Per capita funding to fully fund the Instructional Materials Allotment (IMA) in the first year of the biennium and then increases it in the second year.

Federal Sources:

Federal Revenue in the General Operating Fund is derived from reimbursements by 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 and reimbursements from the Universal Service Program for Schools and Libraries' E-Rate program comprises the remainder of the federal revenue each year. For the 2017-2018 fiscal year, federal revenues is projected to be \$12.3M which is a decline of approximately \$5.6M.



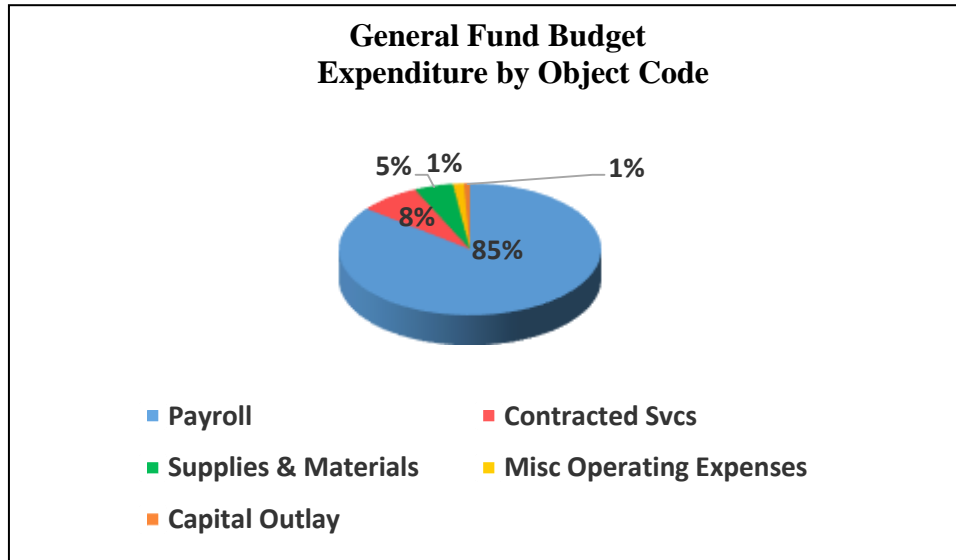
Expenditure Summary

The General Fund expenditure budget for 2017-18 is \$795,544,989. This budget is an increase of 9.5%, or \$69M more than the 2016-17 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 \$12.8M to provide a 2% general salary increase to all employees, plus an increase to beginning teacher salary to \$52K.

The increase in expenditures is also attributed to the District's commitment to continue to expand its Programs of Choice, School of Choice and Universal Pre-Kindergarten and maintain compliance with mandated programs. Additionally, FWISD has made a commitment to improving student achievement by transforming five of our lowest performing schools to Leadership Academies. This commitment requires a significant investment of financial resources and will be evaluated at the end of each year.

Expenditure Summary – Continued



Long Range Planning:

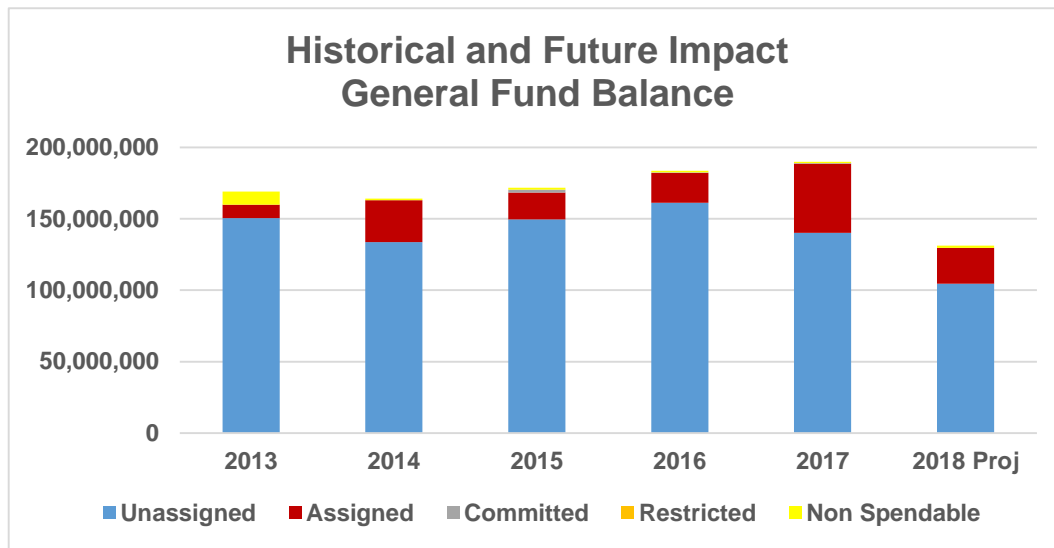
The District Long Range Facility Planning Committee comprised of District leadership, board members, community members, District staff, and parents developed the District's first Long-Term Facility Master Plan which was presented to the Board in July of 2017. The objective was to develop a Long Range Facilities Plan that would support and provide the resources necessary to achieve the Mission of the District: Preparing ALL students for success in college, career, and community leadership. The final plan was developed in three major phases: Phase I – Community Vision for Learning, Phase II – Educational Design for Learning, and Phase III – Learning Environment Planning. The work undertaken results in the following findings and recommendations for the District:

- Summary of Learn Rubric Assessment – The FWISD Learning Model
- Demographic Report – Provided by Templeton Demographics
- Organizational Strategy and Master Plan for each campus
- Organizational Strategy for Career and Technical Education clusters
- Long Range Facilities Master Plan Needs
- Bond Sequencing Strategy
- Life-Cycle Cost Analysis Financial Plan

Utilizing these recommendations, the District is currently developing a long range financial plan to support ongoing efforts necessary to achieve the highest hopes for learning for our students .

Fund Balance Impact

Budgeted expenditures for the 2017-18 fiscal year are \$48M 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 2017-18 to be approximately \$763.7M.



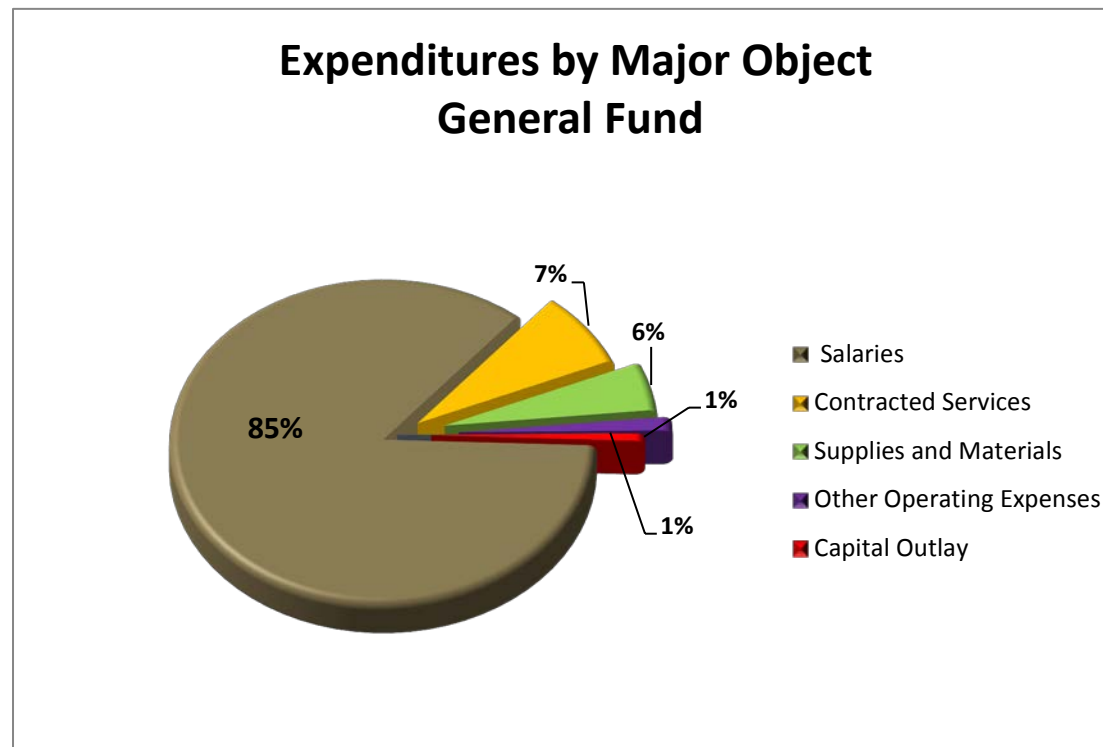
Current projections indicate FWISD will close the 2016-17 fiscal year with an unassigned fund balance of approximately \$140.1M. The projected unassigned fund balance represents approximately 18% of the 2017-18 budgeted expenditures. The District strives to maintain an unassigned fund balance of between 12%-22%. Total fund balance, including non-spendable, restricted, committed assigned, and unassigned is \$189,960,917 at close of fiscal year 2016-2017 or approximately 24% of budgeted expenditures.

Budget Summary by Major Object - General Fund
For the Years Ended June 30, 2014 - June 30, 2018 (Actual, Estimated, Budgeted)

		2013-14	2014-15	2015/16	2016/17	2017/18
		Actual	Actual	Actual	Estimated	Original
		Rev/Exp	Rev/Exp	Rev/Exp	Rev/Exp	Budget
Revenues						
5710	Tax Collections	\$ 286,326,639	\$ 294,948,775	\$ 299,167,714	\$ 319,660,752	\$ 341,821,733
5730	Tuition & Fees	210,315	191,947	174,914	194,130	175,000
5740	Miscellaneous Local Revenue	4,155,163	4,539,227	4,342,371	6,740,214	4,275,000
5750	Extra/Cocurricular Activity	479,481	448,380	457,195	361,511	452,500
5760	Misc Revenue Intermediate Source	-	-	-	-	-
	Total Local Revenues	<u>291,171,598</u>	<u>300,128,329</u>	<u>304,142,194</u>	<u>326,956,607</u>	<u>346,724,233</u>
5810	Foundation School Program	293,963,450	328,654,042	353,793,382	355,985,485	345,193,472
5820	State Revenue Dist by TEA	311,519	333,505	365,011	522,152	350,000
5830	Teacher Retirement On-Behalf	25,701,420	29,273,350	30,291,677	31,323,997	34,833,158
	Total State Revenues	<u>319,976,389</u>	<u>358,260,897</u>	<u>384,450,070</u>	<u>387,831,634</u>	<u>380,376,630</u>
5920	Miscellaneous Federal Revenue	-	1,336,984	4,030,020	3,982,126	1,300,000
5930	School Health Related	6,636,147	8,269,529	10,112,020	10,866,485	9,000,000
5940	Direct Federal Revenue	3,555,653	2,164,000	3,839,925	3,063,475	2,000,000
	Total Federal Revenues	<u>10,191,800</u>	<u>11,770,513</u>	<u>17,981,965</u>	<u>17,912,086</u>	<u>12,300,000</u>
7911	Sale of Bonds	75,767	-	453,495	-	-
7912	Sale of Land	-	-	-	-	-
7915	Transfers In	4,453,536	10,500,000	-	-	7,795,220
7916	Premium on Issuance of Bonds	-	-	-	-	-
7950	Non-operating Revenue	-	-	(12,325)	-	-
	Total Other Sources	<u>4,529,303.00</u>	<u>10,500,000</u>	<u>441,170</u>	<u>-</u>	<u>7,795,220</u>
	Total Revenues & Oth Srcs	625,869,090	680,659,739	707,015,399	732,700,327	747,196,083
Expenditures By Object						
6100	Payroll Costs	531,671,143	571,868,947	600,432,559	630,060,488	680,284,862
6200	Professional & Contracted Svcs.	51,011,629	50,162,170	49,631,311	51,185,815	60,152,377
6300	Supplies & Materials	25,585,871	27,707,517	26,641,439	29,857,953	38,341,462
6400	Other Operating Expenses	10,662,232	10,808,646	9,100,723	8,253,381	10,744,812
6500	Debt Service	-	-	-	-	-
6600	Capital Outlay	3,193,950	12,001,097	7,241,864	6,447,378	6,021,476
	Total Expenditures	<u>622,124,825</u>	<u>672,548,377</u>	<u>693,047,896</u>	<u>725,805,015</u>	<u>795,544,989</u>
8900	Other Uses/ Non-Operating Expenses	472,210	346,242	2,060,600	665,401	-
	Total Operating Expenditures	<u>622,597,035</u>	<u>672,894,619</u>	<u>695,108,496</u>	<u>726,470,416</u>	<u>795,544,989</u>
	Excess of Revenues Over (Under)	<u>3,272,055</u>	<u>7,765,120</u>	<u>11,906,903</u>	<u>6,229,911</u>	<u>(48,348,906)</u>
	Expenditures					
	Fund Balance-Beginning	160,786,928	164,058,983	171,824,103	183,731,006	189,960,917
	Prior Period Adjustment	-	-	-	-	-
	Fund Balance-Ending	<u>\$ 164,058,983</u>	<u>\$ 171,824,103</u>	<u>\$ 183,731,006</u>	<u>\$ 189,960,917</u>	<u>\$ 141,612,011</u>

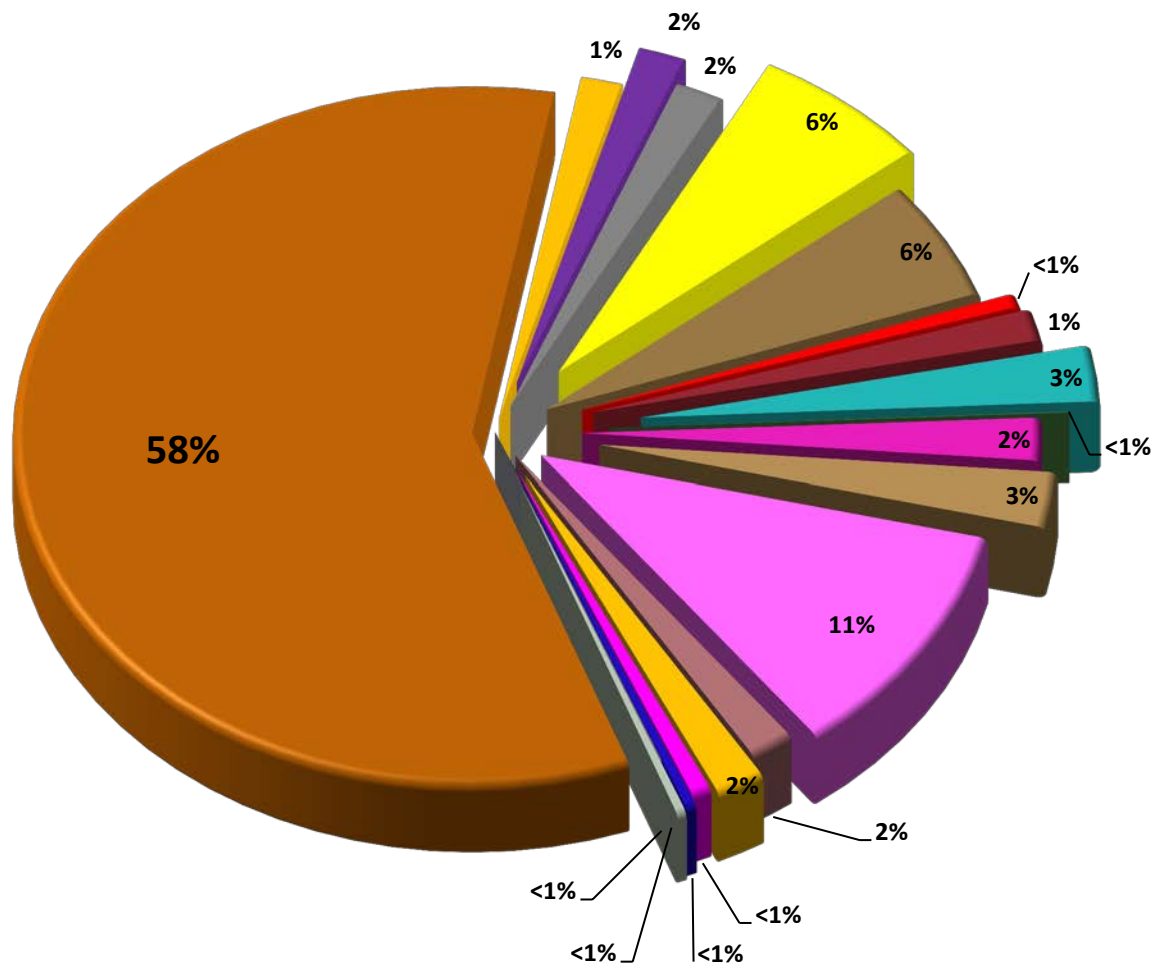
Projected Expenditures by Function and Major Object - General Fund
2017-18 Budget

Expenditures		Salaries (6100)	Contracted Services (6200)	Supplies and Materials (6300)	Other Operating Expenses (6400)	Debt Service (6500)	Capital Outlay (6600)	Total
11	Instruction	\$ 440,652,239	\$ 3,529,812	\$ 18,326,766	\$ 1,934,052	\$ -	\$ 572,000	\$ 465,014,869
12	Instruction Resources & Media	10,306,881	310,513	885,113	7,780	-	-	11,510,287
13	Curriculum & Staff Development	9,548,474	1,744,923	733,784	1,086,579	-	-	13,113,760
21	Instructional Administration	11,344,605	893,186	599,754	422,590	-	86,476	13,346,611
23	School Administration	50,001,631	165,551	460,100	201,804	-	-	50,829,086
31	Guidance & Counseling Services	39,215,472	1,833,127	2,714,293	239,848	-	-	44,002,740
32	Social Work Services	3,949,697	696,640	161,640	174,348	-	-	4,982,325
33	Health Services	11,317,287	44,867	223,097	5,675	-	-	11,590,926
34	Student Transportation	15,705,633	1,799,231	2,420,705	635,395	-	-	20,560,964
35	Food Services	258,400	-	-	-	-	-	258,400
36	Cocurricular/Extracurricular	10,731,462	1,049,090	1,134,135	2,716,629	-	-	15,631,316
41	General Administration	13,696,897	4,450,159	632,741	1,337,349	-	-	20,117,146
51	Plant Maintenance & Operations	43,452,006	31,848,550	7,880,132	1,526,987	-	2,474,685	87,182,360
52	Security & Monitoring Services	7,458,659	4,661,201	358,849	4,713	-	50,000	12,533,422
53	Data Processing Services	9,797,910	2,247,476	1,602,400	175,140	-	-	13,822,926
61	Community Services	2,847,609	2,128,051	207,953	275,923	-	-	5,459,536
71	Debt Service	-	-	-	-	-	-	-
81	Facilities Acquisition & Constr.	-	-	-	-	-	2,838,315	2,838,315
93	Pymts to Fiscal Agent Shared Svc	-	-	-	-	-	-	-
95	Payments to JJAEP	-	150,000	-	-	-	-	150,000
97	Tax Increment Financing	-	-	-	-	-	-	-
99	Intergovernmental Charges	-	2,600,000	-	-	-	-	2,600,000
Total Expenditures		\$ 680,284,862	\$ 60,152,377	\$ 38,341,462	\$ 10,744,812	\$ -	\$ 6,021,476	\$ 795,544,989



Expenditures By Function - General Fund 2017-18

\$795,544,989



- | | | | |
|------------------------------------|----------------------------------|----------------------------------|--------------------------------|
| ■ Instruction | ■ Instruction Resources & Media | ■ Curriculum & Staff Development | ■ Instructional Administration |
| ■ School Administration | ■ Guidance & Counseling Services | ■ Social Work Services | ■ Health Services |
| ■ Student Transportation | ■ Food Services | ■ Cocurricular/Extracurricular | ■ General Administration |
| ■ Plant Maintenance & Operations | ■ Security & Monitoring Services | ■ Data Processing Services | ■ Community Services |
| ■ Facilities Acquisition & Constr. | ■ Payments to JJAEP | ■ Intergovernmental Charges | |

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 on eligible bonds. The District calculates the legal debt limit at 10% of assessed value.

Revenue Trends and Assumptions

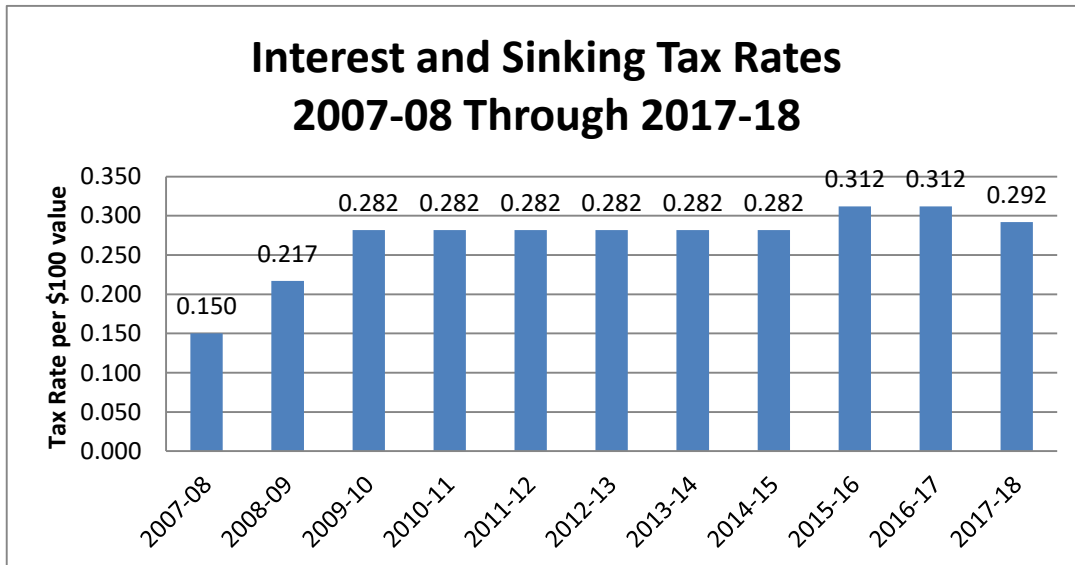
Revenue for the Debt Service Fund comes primarily from local sources, such as tax collections and investment earnings, and from the State in the form of EDA on any eligible bonds.

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 which is also referred to as the Debt Service tax rate.

On August 15, 2017, the Fort Worth ISD Board of Education adopted an I&S tax rate of \$0.292 per \$100 in property valuation which is a reduction of \$.02. The Board of Trustees elected to swap \$.02 from the I & S rate and move it to the M & O rate to take advantage of the full six enrichment pennies. The voters are scheduled to vote on the TRE to ratify the M&O rate of \$1.06. Regardless of the outcome of the election, the I & S rate will remain at the adopted \$.292/\$100 valuation.

The Legal Debt limit for 2017-18 is \$3,181,555,757. The District is currently carrying \$862,315,000 in outstanding indebtedness, however, if the 2017 Bond election passes in November, the District expects to sell bonds in January of 2018.



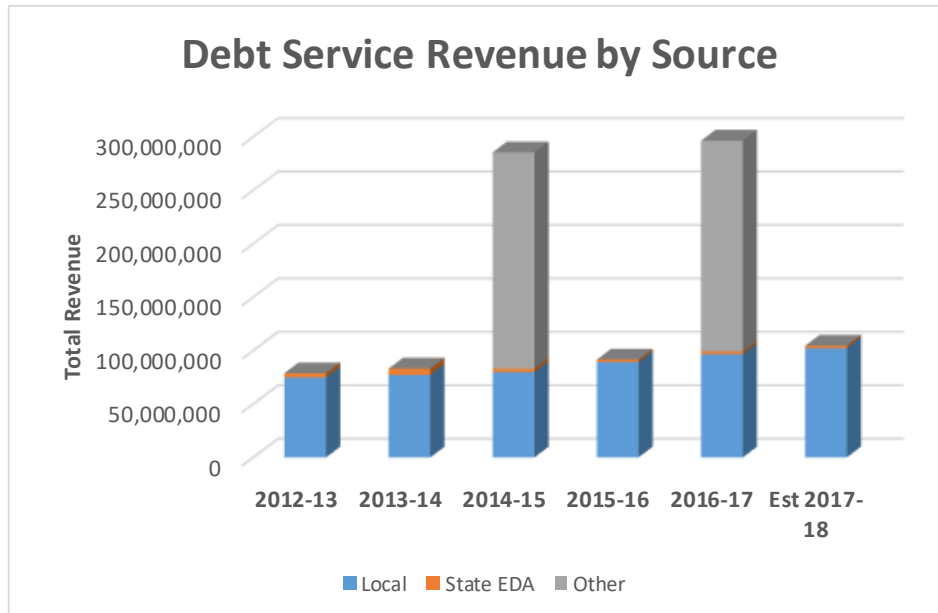
Debt Service Fund Overview, Continued

Based on the I&S tax rate of \$0.292, Fort Worth ISD expects to collect \$102,337,331 in local property taxes. With additional revenue, such as investment earnings, the District anticipates local revenue to increase 6% or \$5.7M. This is largely due to the 8% increase in property values. Total revenue for the Debt Service Fund is expected to be approximately \$104,536,942. This is a decrease of 191,886,120 or 64.7% from the prior fiscal year. As explained in the Executive Summary of this document, this decline in both revenues and expenditures is due to refunding bonds sold in 2016-2017. The District is not anticipating selling any refunding bonds in 2017-2018.

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 District is anticipating receiving \$2.2M in additional funding under the EDA or Hold Harmless for 2017-18 resulting in a decrease of approximately \$426,171 from the prior fiscal year.



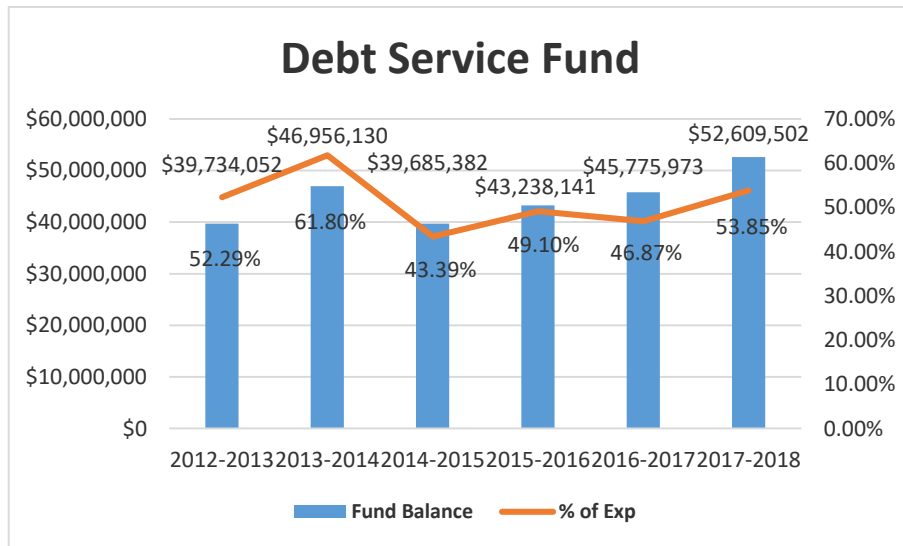
Expenditure Summary

The Debt Service Fund expenditure budget for 2017-18 consists of \$58,375,000 for bond principal payments, \$39,316,413 for bond interest payments, and \$12,000 for other debt fees for a total budget of \$97.7M. This total budget is a decrease of \$196.2 from the 2016-17 estimated actual expenditures. This decrease is attributed to the refunding bonds sold in 2016-2017.

Debt Service Fund Overview, Continued

Fund Balance Impact

Budgeted revenue for the 2017-18 fiscal year is \$104,536,942, is expected to exceed expenditures by \$6,833,529 and leaving a projected fund balance of \$52,609,502. This fund balance will be used in future years to minimize tax increases. The current outstanding debt of \$862,315 is currently scheduled to be retired in 2041.



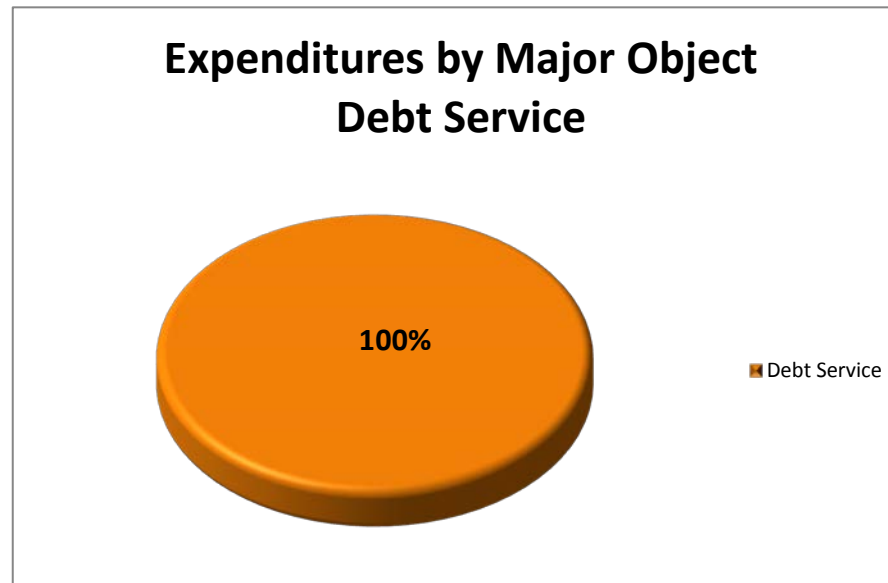
Budget Summary by Major Object - Debt Service

For the Years Ended June 30, 2014 - June 30, 2018 (Actual, Estimated, Budgeted)

		2013-14	2014-15	2015/16	2016/17	2017/18
		Actual	Actual	Actual	Estimated	Original
		Rev/Exp	Rev/Exp	Rev/Exp	Rev/Exp	Budget
Revenues						
5710	Tax Collections	\$ 77,234,028	\$ 79,827,888	\$ 88,986,169	\$ 96,234,014	\$ 102,337,331
5730	Tuition & Fees	-	-	-	357,183.00	-
5740	Miscellaneous Local Revenue	20,602	39,031	134,999	-	-
5750	Extra/Cocurricular Activity	-	-	-	-	-
5760	Misc Revenue Intermediate Source	-	-	-	-	-
	Total Local Revenues	<u>77,254,630</u>	<u>79,866,919</u>	<u>89,121,168</u>	<u>96,591,197</u>	<u>102,337,331</u>
5810	Foundation School Program	-	-	-	-	-
5820	State Revenue Dist by TEA	5,945,749	3,328,502	2,488,891	2,625,782	2,199,611
5830	Teacher Retirement On-Behalf	-	-	-	-	-
	Total State Revenues	<u>5,945,749</u>	<u>3,328,502</u>	<u>2,488,891</u>	<u>2,625,782</u>	<u>2,199,611</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>
7911	Sale of Bonds	-	167,895,000	-	170,595,000	-
7912	Sale of Land	-	-	-	-	-
7915	Transfers In	-	-	-	-	-
7916	Premium on Issuance of Bonds	-	34,421,202	-	26,611,083	-
7950	Non-operating Revenue	-	-	-	-	-
	Total Other Sources	<u>-</u>	<u>202,316,202</u>	<u>-</u>	<u>197,206,083</u>	<u>-</u>
	Total Revenues & Oth Srcs	<u>83,200,379</u>	<u>285,511,623</u>	<u>91,610,059</u>	<u>296,423,062</u>	<u>104,536,942</u>
Expenditures By Object						
6100	Payroll Costs	-	-	-	-	-
6200	Professional & Contracted Svcs.	-	-	-	-	-
6300	Supplies & Materials	-	-	-	-	-
6400	Other Operating Expenses	785,151	877,681	168,888	-	-
6500	Debt Service	75,193,150	90,588,967	87,888,412	97,661,306	97,703,413
6600	Capital Outlay	-	-	-	-	-
	Total Expenditures	<u>75,978,301</u>	<u>91,466,648</u>	<u>88,057,300</u>	<u>97,661,306</u>	<u>97,703,413</u>
8900	Other Uses/ Non-Operating Expenses	-	201,315,723	-	196,223,924	-
	Total Operating Expenditures	<u>75,978,301</u>	<u>292,782,371</u>	<u>88,057,300</u>	<u>293,885,230</u>	<u>97,703,413</u>
Excess of Revenues Over (Under)		<u>7,222,078</u>	<u>(7,270,748)</u>	<u>3,552,759</u>	<u>2,537,832</u>	<u>6,833,529</u>
Expenditures						
Fund Balance-Beginning		39,734,052	46,956,130	39,685,382	43,238,141	45,775,973
Prior Period Adjustment		-	-	-	-	-
Fund Balance-Ending		<u>\$ 46,956,130</u>	<u>\$ 39,685,382</u>	<u>\$ 43,238,141</u>	<u>\$ 45,775,973</u>	<u>\$ 52,609,502</u>

Projected Expenditures by Function and Major Object - Debt Service Fund
2017-18 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	-	-	-	-	-	-	-	-
51 Plant Maintenance & Operations	-	-	-	-	-	-	-	-
52 Security & Monitoring Services	-	-	-	-	-	-	-	-
53 Data Processing Services	-	-	-	-	-	-	-	-
61 Community Services	-	-	-	-	-	-	-	-
71 Debt Service	-	-	-	-	97,703,413	-	-	97,703,413
81 Facilities Acquisition & Constr.	-	-	-	-	-	-	-	-
93 Pymts to Fiscal Agent Shared Svc	-	-	-	-	-	-	-	-
95 Payments to JJAEP	-	-	-	-	-	-	-	-
97 Tax Increment Financing	-	-	-	-	-	-	-	-
99 Intergovernmental Charges	-	-	-	-	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 97,703,413	\$ -	\$ -	\$ 97,703,413



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, pilot programs, and enhancement of programs that are supplemental to the General Fund.

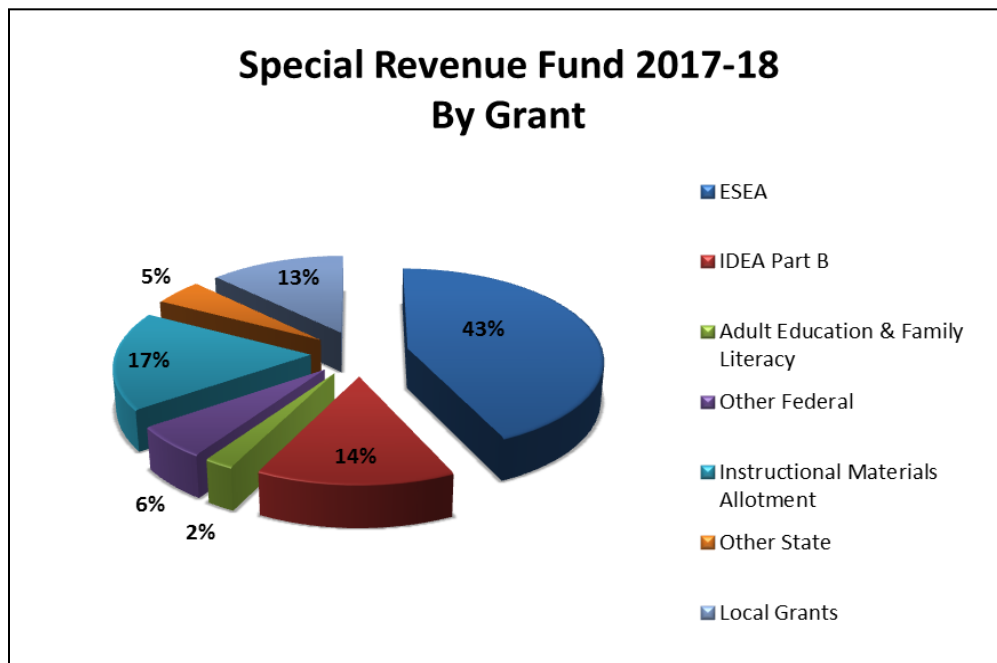
Special Revenue Fund budgets are shown for informational purposes only. The Texas Education Agency does not require adoption of special revenue funds.

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 Every Student Succeeds Act (ESSA) in 2015 provides funds to address an equal opportunity education for all students that fully prepares students for success in college and careers. The new law builds on key areas of progress in recent years. The previous version of the law, the No Child Left Behind (NCLB), was enacted in 2002 and focuses on providing support regardless of race, income, zip code, disability, home language or background. 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.

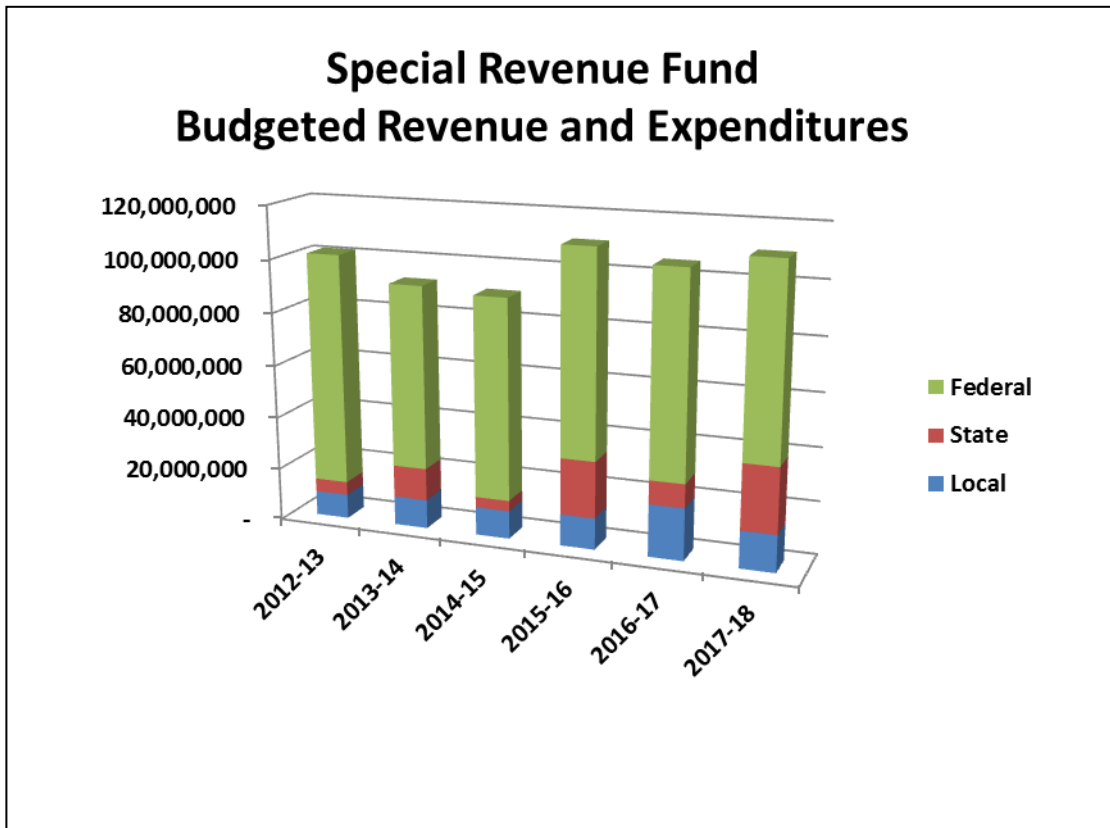
The State of Texas also provides grant funding to the District. Some examples of state funding are programs for Educational Excellence Innovations, summer school, Adult Ed and the Instructional Materials Allotment.

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, the Rainwater 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 2017-18 budgets assume recurring revenues will support recurring expenditures in future years. FWISD expects to receive and spend approximately \$110.4M in total special revenue funds, a 22% increase or \$19.9M more than budgeted in 2016-17. 16.6M of this increase is due to the 17/18-18/19 biennium allocation budgeted for the Instructional Materials Allotment. The primary budgeted expense for 2017-18 is payroll which makes up 64% of the budget. Contracted services are 10%, supplies and materials are 15%, other operating are 7% and capital outlay expense is 4%.



Fund Balance Impact

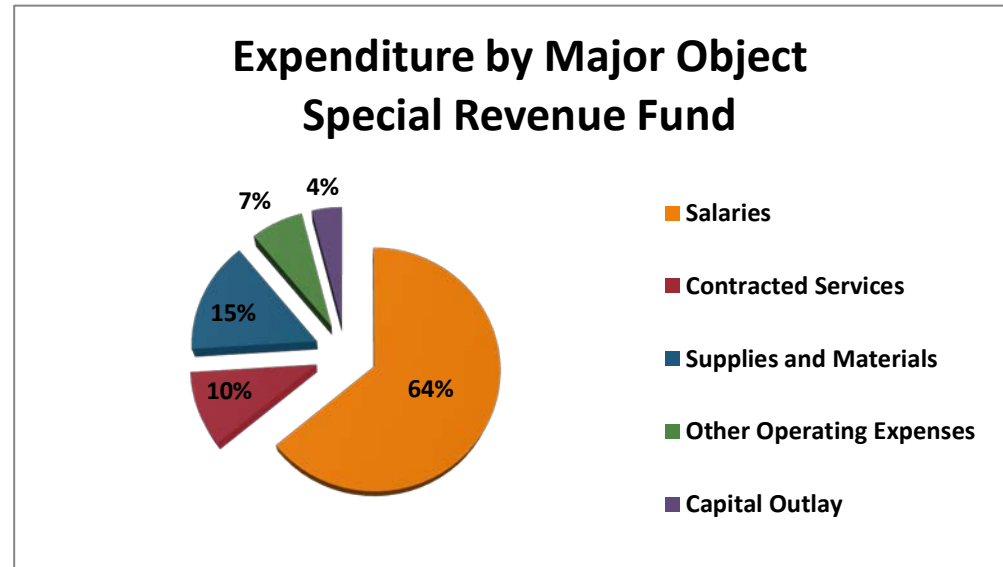
The Special Revenue Funds do not traditionally maintain a fund balance with the exception of the Campus Activity Funds accounted for in Fund 461 and Tax Increment Funding in Fund 499 that ends each year with a fund balance and is budgeted and available to spend in the following budget year.

Budget Summary by Major Object - Special Revenue
For the Years Ended June 30, 2014 - June 30, 2018 (Actual, Estimated, Budgeted)

	2013-14	2014-15	2015/16	2016/17	2017/18
	Actual	Actual	Actual	Estimated	Original
	Rev/Exp	Rev/Exp	Rev/Exp	Rev/Exp	Budget
Revenues					
5710 Tax Collections	\$ -	\$ -	\$ -	\$ -	\$ -
5730 Tuition & Fees	-	-	-	-	-
5740 Miscellaneous Local Revenue	10,793,626	10,532,510	12,055,605	11,445,285	13,795,910
5750 Extra/Cocurricular Activity	108,892	62,197	139,293	28,313	223,368
5760 Misc Revenue Intermediate Source	13,301	37,155	27,730	33,150	-
Total Local Revenues	<u>10,915,819</u>	<u>10,631,862</u>	<u>12,222,628</u>	<u>11,506,748</u>	<u>14,019,278</u>
5810 Foundation School Program	469,418	516,109	357,450	500,274	499,837
5820 State Revenue Dist by TEA	11,310,435	2,720,618	17,500,634	7,617,204	21,833,994
5830 Teacher Retirement On-Behalf	428,507	740,812	3,083,638	1,960,879	1,972,115
Total State Revenues	<u>12,208,360</u>	<u>3,977,539</u>	<u>20,941,722</u>	<u>10,078,357</u>	<u>24,305,946</u>
5920 Miscellaneous Federal Revenue	69,076,410	75,597,276	77,301,726	68,934,955	72,113,676
5930 School Health Related	-	-	-	-	-
5940 Direct Federal Revenue	-	-	-	-	-
Total Federal Revenues	<u>69,076,410</u>	<u>75,597,276</u>	<u>77,301,726</u>	<u>68,934,955</u>	<u>72,113,676</u>
7911 Sale of Bonds	-	-	-	-	-
7912 Sale of Land	-	-	-	-	-
7915 Transfers In	-	-	-	-	-
7916 Premium on Issuance of Bonds	-	-	-	-	-
7950 Non-operating Revenue	-	-	-	-	-
Total Other Sources	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenues & Oth Srcs	<u>92,200,589</u>	<u>90,206,677</u>	<u>110,466,076</u>	<u>90,520,060</u>	<u>110,438,900</u>
Expenditures By Object					
6100 Payroll Costs	57,304,448	60,693,746	63,696,453	61,763,879	58,480,686
6200 Professional & Contracted Svcs.	8,498,457	8,493,375	10,001,722	7,789,983	8,552,101
6300 Supplies & Materials	23,113,428	17,087,538	31,229,830	16,177,225	32,642,886
6400 Other Operating Expenses	3,143,448	3,121,690	3,217,577	5,120,929	5,880,619
6500 Debt Service	-	-	-	-	-
6600 Capital Outlay	202,270	351,008	1,802,989	3,596,351	4,882,608
Total Expenditures	<u>92,262,051</u>	<u>89,747,357</u>	<u>109,948,571</u>	<u>94,448,367</u>	<u>110,438,900</u>
8900 Other Uses/ Non-Operating Expenses	-	-	-	-	-
Total Operating Expenditures	<u>92,262,051</u>	<u>89,747,357</u>	<u>109,948,571</u>	<u>94,448,367</u>	<u>110,438,900</u>
Excess of Revenues Over (Under)	<u>(61,462)</u>	<u>459,320</u>	<u>517,505</u>	<u>(3,928,307)</u>	<u>-</u>
Expenditures					
Fund Balance-Beginning	4,441,016	4,379,554	4,838,874	14,211,314	10,283,007
Prior Period Adjustment	-	-	8,854,935	-	-
Fund Balance-Ending	<u>\$ 4,379,554</u>	<u>\$ 4,838,874</u>	<u>14,211,314</u>	<u>\$ 10,283,007</u>	<u>10,283,007</u>

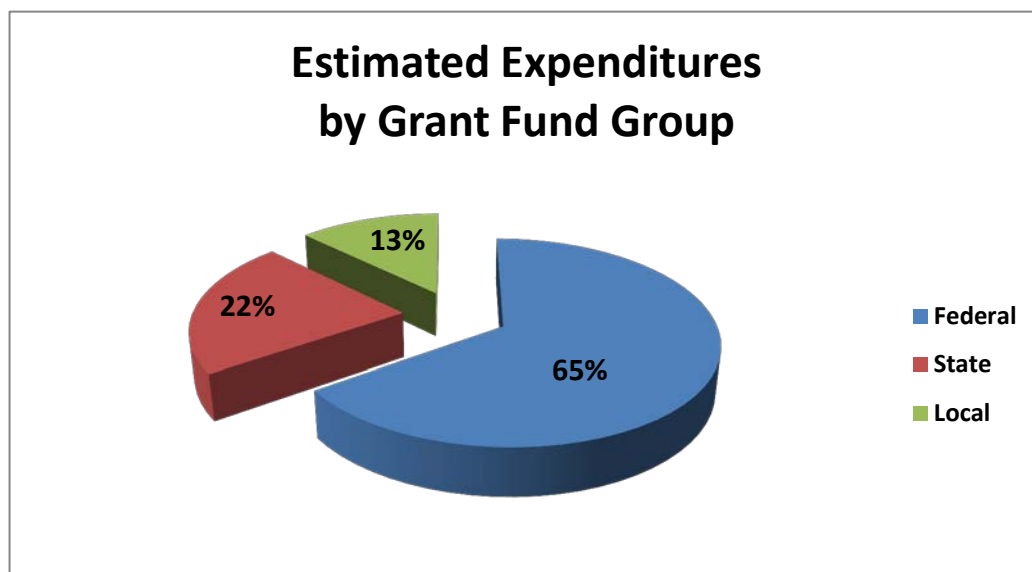
Expenditures by Function and Major Object - Special Revenue Fund
2017-18 Budget

Expenditures	Salaries (6100)	Contracted Services (6200)	Supplies and Materials (6300)	Other Operating Expenses (6400)	Debt Service (6500)	Capital Outlay (6600)	Total
11 Instruction	\$ 32,300,700	\$ 2,618,044	\$ 30,484,767	\$ 476,604	\$ -	\$ 94,070	\$ 65,974,185
12 Instruction Resources & Media	36,052		212,756	9,400	-	35,000	293,208
13 Curriculum & Staff Development	13,067,973	3,560,939	377,303	1,368,718	-	-	18,374,933
21 Instructional Administration	1,836,621	87,746	199,971	123,462	-	-	2,247,800
23 School Administration	867,500	1,354	1,169	320,841	-	-	1,190,864
31 Guidance & Counseling Services	4,356,798	571,407	264,334	167,929	-	-	5,360,468
32 Social Work Services	2,305,462	133,419	34,978	7,550	-	-	2,481,409
33 Health Services		2,000			-	-	2,000
34 Student Transportation					-	945,000	945,000
35 Food Services	20,185	144,074	441,042		-	420	605,721
36 Cocurricular/Extracurricular	28,158	29,348	60,786	151,341	-	-	269,633
41 General Administration	58,693	30,750	17,752	3,060,032	-	-	3,167,227
51 Plant Maintenance & Operations	2,500	323,007	40,870	-	-	253,000	619,377
52 Security & Monitoring Services	36,090	-	-	-	-	-	36,090
53 Data Processing Services		-	-	-	-	-	-
61 Community Services	3,563,954	932,083	450,878	194,742	-	-	5,141,657
71 Debt Service		-	-	-	-	-	-
81 Facilities Acquisition & Constr.		117,930	56,280	-	-	3,555,118	3,729,328
93 Pymts to Fiscal Agent Shared Svc	-	-	-	-	-	-	-
95 Payments to JJAEP	-	-	-	-	-	-	-
97 Tax Increment Financing	-	-	-	-	-	-	-
99 Intergovernmental Charges	-	-	-	-	-	-	-
Total Expenditures	\$ 58,480,686	\$ 8,552,101	\$ 32,642,886	\$ 5,880,619	\$ -	\$ 4,882,608	\$ 110,438,900



FY 2017-18 Estimated Expenditures by Grant
Special Revenue Fund

	2017-18	% of Total
Expenditures by Grant		
<u>Federal Funds</u>		
ESEA Title I- Part A	\$ 38,216,823	34.6%
ESEA Title I- Focus and Priority	2,285,000	2.1%
ESEA Title I- Part D	252,496	0.2%
ESEA Title II-Teacher & Principal Training	3,185,273	2.9%
ESEA Title III-Limited English Proficiency & Immigrant	2,825,651	2.6%
ESEA Title IX-Indian Education	72,777	0.1%
ESEA Title IV-Part A-SSAEP	730,777	0.7%
IDEA Part B-School Age & Preschool	15,849,245	14.4%
21st Century Cyle 8	1,512,174	1.4%
Adult Education & Family Literacy	2,142,098	1.9%
Carl Perkins-Vocational Education	1,046,584	0.9%
Texas Title I Priority Schools	2,000,000	1.8%
Miscellaneous Federal Programs	1,994,778	1.8%
Total Federal Funds	72,113,676	65.3%
<u>State Funds</u>		
Adult Education	243,921	0.2%
Deaf/Visual Impairment	529,738	0.5%
Instructional Materials Allotment	19,233,410	17.4%
High-Quality PreKindergarten	516,858	0.5%
Texas Home Visiting	1,150,000	1.0%
Educator Excellence Innovation	1,000,000	0.9%
Texas Clean Fleet Program	1,198,000	1.1%
Miscellaneous State Programs	434,019	0.4%
Total State Funds	24,305,946	22.0%
<u>Local Funds</u>		
Miscellaneous Local Programs	14,019,278	12.7%
Total Local Funds	14,019,278	12.7%
Total Special Revenue Funds	\$ 110,438,900	100.0%



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-\$99.9M

- 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- \$360M

- 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 2017, FWISD had issued all \$489.9M in bonds to fund the 2013 CIP. For the 2017-2018 fiscal year, the CIP program anticipates earning approximately \$1.8M in investment earnings..

Progress Summary

Division of Technology

- **Campuses**
 - Network Electronics and Wi-Fi (HS Completed, MS & ES In Progress)
 - Desktop Computer Refresh (In Progress)
 - Laptop Computer Refresh (In Progress)
 - DIG In Student Laptop (Completed)
 - Promethean Projector Refresh (In Progress)
 - 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 **Full-size** Vans purchased
- Classroom furniture purchased for new classrooms
- Band and Mariachi uniforms purchased for high school programs
- Instruments purchased for elementary, middle and high school music 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 June 2018
- New Van Zandt Guinn ES – Completed and opened February 2017

Fund Balance Impact

The District expects the majority of all projects to be completed by the end of 2018 and the current fund balance of \$200.4M to be depleted.

2013 Bond Proposal Details

1. Facility Improvements

District-wide Safety Projects

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

Restroom Upgrades/ Accessibility	Auditorium Seating
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2. Security Improvements

District-wide Security Projects

Surveillance Systems	Access Control at Main Entrance
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3. Technology Readiness

District-wide Technology Projects

Network Electronics	Classroom Computers, Servers, Cabling and Printers
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Distance Learning	Mobile Computing
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One Wireless Access	Replacement Parts
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4. School Kitchen/Cafeteria Improvements

New Kitchen Projects (24)

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

Kirkpatrick MS	Springdale ES
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McLean 6th	Versia Williams ES
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Morningside MS	Tanglewood ES
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New Kitchen/Cafeteria

Arlington Heights HS	Sunrise-McMillan ES
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Young Men's Leadership Academy	West Handley ES
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De Zavala ES	
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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
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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
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20 Classrooms at R.L. Paschal HS	8 Classrooms at W.M. Green ES
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12 Classrooms at McLean MS	10 Classrooms at David K. Sellars ES
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8 Classrooms at McLean 6th	14 Classrooms at Tanglewood ES
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8 Classrooms at Luella Merrett	10 Classrooms at Western Hills ES
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10 Classrooms at Lowery Road ES	
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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
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6 Pre-K Classrooms at Mitchell Blvd. ES	6 Pre-K Classrooms at C.C. Moss ES
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4 Pre-K Classrooms at Sam Rosen ES	4 Pre-K Classrooms at Westcliff ES
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6 Pre-K Classrooms at Atwood McDonald ES	4 Pre-K Classrooms at Luella Merrett ES
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4 Pre-K Classrooms at Woodway ES	8 Pre-K Classrooms at Lowery Rd. ES
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4 Pre-K Classrooms at Diamond Hill ES	6 Pre-K Classrooms at West Handley ES
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8 Pre-K Classrooms at Benbrook ES	8 Pre-K Classrooms at W.M. Green ES
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4 Pre-K Classrooms at Springdale ES	
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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
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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

OVERVIEW

Construction is ongoing at 68 campuses most of them with minor renovation or safety/security work. The new fine arts building at I.M. Terrell Academy for STEM and VPA is in the process of being dried in and substantial completion was achieved at Diamond Hill-Jarvis HS, Glencrest 6th Grade, and David K. Sellars ES. Bid Package 028 was re-bid on a fast-tracked bidding process and the new bids have been received. The five (5) pending kitchen projects are currently scheduled for completion by summer of 2018.

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:	16	43
No. of Renovations:	2	96
Total No. of Projects by Phase	20	141
Total No. of Projects	161	

PROGRESS

The chart below summarizes the phases of a project:

Summary By Project Stage	No. of Projects	
	Phase 1	Phase 2
A/E Procurement	✓	✓
Pre-Design (STB)	✓	✓
Schematic Design	✓	✓
Design Development	✓	✓
Construction Documents	✓	5
Procurement / Bidding	✓	20
In Construction	✓	68
Substantial Completion	✓	0
In Close Out	20	48
Total Projects	20	141
Deferred	0	14

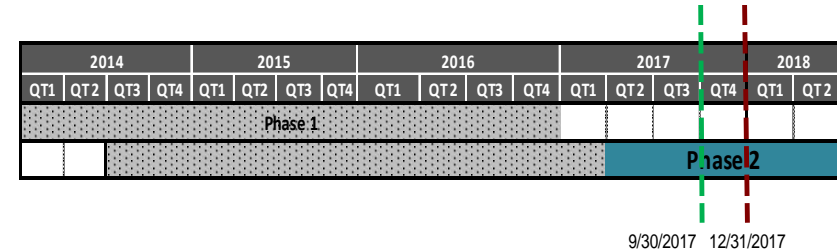
✓ Indicates Stage Completed

SAFETY AND RISK MANAGEMENT

Construction safety is priority one for the CIP. No lost time injuries reported to date. No claims or legal issues have been filed against FWISD.

SCHEDULE

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



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
013	✓	✓	✓	✓	10/1/17	11/20/17
028 (Re-Bid)	✓	✓	10/24/17	10/25/17	11/6/17	12/20/17
061	✓	✓	10/10/17	10/11/17	10/25/17	12/15/17
065	✓	✓	9/12/17	9/13/17	10/10/17	12/4/17
067	10/16/17	11/8/17	12/12/17	12/13/17	12/22/17	2/1/18

✓ Indicates Stage Completed

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

LOOK AHEAD

- Closeout of multiple bid packages are expected in Fall 2017.
- 100% completion of Universal Pre-K construction projects expected by January 2018.
- Safety and Security package for middle schools and high schools to complete by February 2018.
- Construction at I.M. Terrell Academy for STEM and VPA is ongoing and the school is scheduled to open in Summer 2018.
- Safety and Security Phase 3B – Additional Cameras will be completed by Summer 2018.

**2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP)
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Phase 1 Projects	A/E Procurement	Pre-Design (STB)	Schematic Design	Design Development	Construction Documents	Procurement/Bidding	In Construction	Substantial Completion	Close Out	Comments
Bid Package 001A										
115 George C. Clarke ES (PK+ R)	✓	✓	✓	✓	✓	✓	✓	✓	✓	
165 R.J. Wilson ES (PK+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)	✓	✓	✓	✓	✓	✓	✓	✓	✓	
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)	✓	✓	✓	✓	✓	✓	✓	✓	✓	
169 Sunrise-McMillan ES (FS+R)	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Bid Package 032										
081 Young Women's Leadership Academy (Phase II)	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Bid Package 040										
207 Westpark ES (N)	✓	✓	✓	✓	✓	✓	✓	✓	■	

A= Addition
 FH= Field House
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 R= Renovation





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

**2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP)
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Phase 1 Projects	A/E Procurement	Pre-Design (STB)	Schematic Design	Design Development	Construction Documents	Procurement/Bidding	In Construction	Substantial Completion	Close Out	Comments
Bid Package 041										
175 Washington Heights ES (N)	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Bid Package 053A										
District-Wide 053: Safety & Security (Elementary Schools)	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Bid Package 012A										
005 Dunbar HS (CTE - Aviation Technology)	✓	✓	✓	✓	✓	✓	✓	✓	✓	

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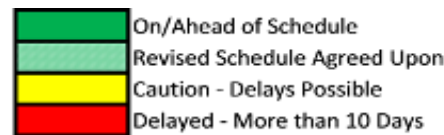
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**2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP)
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Phase 2 Projects	A/E Procurement	Pre-Design (STB)	Schematic Design	Design Development	Construction Documents	Procurement/Bidding	In Construction	Substantial Completion	Close Out	Comments
	Bid Package 001B									
103 Benbrook ES (PK+R)	✓	✓	✓	✓	✓	✓	✓	✓	✓	
144 Mitchell Boulevard ES (FS+R)	✓	✓	✓	✓	✓	✓	✓	✓	✓	
120 Rufino Mendoza ES (FS+R)	✓	✓	✓	✓	✓	✓	✓	✓	✓	
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)	✓	✓	✓	✓	✓	✓	✓	✓	✓	
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)	✓	✓	✓	✓	✓	Revised Schedule Agreed Upon				Anticipate Notice to Proceed for construction on November 20, 2017
159 Versia Williams ES (FS+R)	✓	✓	✓	✓	✓	Revised Schedule Agreed Upon				
Bid Package 015										
042 Daggett MS (R)	✓	✓	✓	✓	✓	✓	On/Ahead of Schedule			
121 DeZavala ES (FS+R)	✓	✓	✓	✓	✓	✓	On/Ahead of Schedule			
194 Daggett Montessori (R)	✓	✓	✓	✓	✓	✓	On/Ahead of Schedule			

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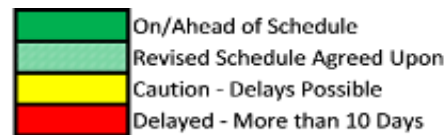


**2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP)
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Phase 2 Projects	A/E Procurement	Pre-Design (STB)	Schematic Design	Design Development	Construction Documents	Procurement/Bidding	In Construction	Substantial Completion	Close Out	Comments
Bid Package 017										
171 Tanglewood ES (A+FS+R)	✓	✓	✓	✓	✓	✓	■			
010 Paschal HS (FS+A+R)	✓	✓	✓	✓	✓	✓	✓	✓	■	
Bid Package 017B										
010 Paschal HS (FH) - Interior Finish Out	✓	✓	✓	✓	✓	✓	■			
Bid Package 018										
014 Southwest HS (FH+R)	✓	✓	✓	✓	✓	✓	■			
043 Wedgwood 6th (FS+R)	✓	✓	✓	✓	✓	✓	■			
003 South Hills HS (FS+FH+R)	✓	✓	✓	✓	✓	✓	■			
Bid Package 019										
015 Western Hills HS (FS+FH+R)	✓	✓	✓	✓	✓	✓	✓	✓	✓	
156 Ridglea Hills ES (A+R)	✓	✓	✓	✓	✓	✓	■			
062 International Newcomer Academy/ Applied Learning Center (R)	✓	✓	✓	✓	✓	✓	■			
117 Como ES (R)	✓	✓	✓	✓	✓	✓	✓	✓	■	
180 Western Hills ES (A+R)	✓	✓	✓	✓	✓	✓	■			
221 Western Hills Primary (R)	✓	✓	✓	✓	✓	✓	✓	✓	■	
Bid Package 020										
126 East Handley ES (FS+R)	✓	✓	✓	✓	✓	✓	■			
045 Forest Oak MS (R)	✓	✓	✓	✓	✓	✓	■			
052 Meadowbrook MS (R)	✓	✓	✓	✓	✓	✓	■			
Bid Package 021										
082 Texas Academy of Biomedical Sciences (R)	✓	✓	✓	✓	✓	✓	■			
058 Stripling MS (R)	✓	✓	✓	✓	✓	✓	■			
157 Luella Merrett ES (A+R)	✓	✓	✓	✓	✓	✓	■			
166 South Hi Mount ES (R)	✓	✓	✓	✓	✓	✓	■			

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Phase 2 Projects	A/E Procurement	Pre-Design (STB)	Schematic Design	Design Development	Construction Documents	Procurement/Bidding	In Construction	Substantial Completion	Close Out	Comments
	Bid Package 023									
016 O.D. Wyatt HS (FH+CTE+R)	✓	✓	✓	✓	✓	✓	✓	✓	✓	
064 Glencrest 6th (FS+R)	✓	✓	✓	✓	✓	✓	✓	✓	✓	
186 David K. Sellars ES (A+R)	✓	✓	✓	✓	✓	✓	✓			
Bid Package 027										
008 North Side HS (FH+R)	✓	✓	✓	✓	✓	✓	✓			
044 Elder MS (FS+R)	✓	✓	✓	✓	✓	✓	✓			
004 Diamond Hill-Jarvis HS (FS+R)	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Bid Package 028										
054 Morningside MS (FS+R)	✓	✓	✓	✓	✓	✓				Scheduled to go to October 24, 2017 Board of Education for Authorization to Negotiate and Enter into contract with the Best Value Contractor
123 S.S. Dillow ES (R)	✓	✓	✓	✓	✓	✓				
208 T.A. Sims ES (R)	✓	✓	✓	✓	✓	✓				
Bid Package 042										
071 Benbrook MS/HS (A)	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Bid Package 043										
087 I.M. Terrell Academy for STEM & VPA (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 055										
259 Van Zandt-Guinn ES (N)	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Bid Package 056										
111 Carter Park ES (A)	✓	✓	✓	✓	✓	✓	✓			
Bid Package 059										
057 Rosemont MS (R)	✓	✓	✓	✓	✓	✓	✓			
067 Rosemont 6th (FS+R)	✓	✓	✓	✓	✓	✓	✓			

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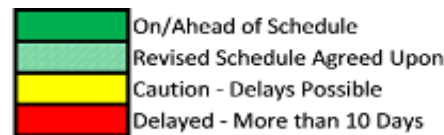
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Phase 2 Projects	A/E Procurement	Pre-Design (STB)	Schematic Design	Design Development	Construction Documents	Procurement/Bidding	In Construction	Substantial Completion	Close Out	Comments
	Bid Package 060									
006 Eastern Hills HS (CTE+FH+R)	✓	✓	✓	✓	✓	✓	■			NTP for Scarborough-Handley Athletic Field on hold due to Community Facilities Agreement
836 Scarborough-Handley Athletic Field (FH+R)	✓	✓	✓	✓	✓	✓				
Bid Package 061										
011 Trimble Tech HS (FH+CTE+R)	✓	✓	✓	✓	✓	■				Anticipate Notice to Proceed with construction December 10, 2017
119 Daggett ES (FS+R)	✓	✓	✓	✓	✓	■				
Bid Package 063										
051 Meacham MS (R)	✓	✓	✓	✓	✓	✓	■			
125 Eastern Hills ES (R)	✓	✓	✓	✓	✓	✓	■			
130 Harlean Beal ES (R)	✓	✓	✓	✓	✓	✓	■			
138 H.V. Helbing ES (R)	✓	✓	✓	✓	✓	✓	■			
222 L. Clifford Davis ES (R)	✓	✓	✓	✓	✓	✓	■			
834 Wilkerson Greines Athletic Complex (R)	✓	✓	✓	✓	✓	✓	■			
Bid Package 064										
048 William James MS (R)	✓	✓	✓	✓	✓	✓	✓	✓	■	
Bid Package 065										
004 Diamond Hill-Jarvis HS (FH)	✓	✓	✓	✓	✓	■				Phased project
Bid Package 066A										
009 Polytechnic HS (A+FH+R)	✓	✓	✓	✓	✓	✓	■			
Bid Package 066B										
002 Arlington Heights HS (FS+FH+R)	✓	✓	✓	✓	✓	✓	■			
Bid Package 067										
063 Como Montessori (FS+R)	✓	✓	✓	✓	■					Advertises for Bid on October 16, 2017. Anticipated NTP for construction December 2017.
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)	✓	✓	✓	✓	✓	✓	✓	✓	■	

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Phase 2 Projects	A/E Procurement	Pre-Design (STB)	Schematic Design	Design Development	Construction Documents	Procurement/Bidding	In Construction	Substantial Completion	Close Out	Comments
Bid Package 104										
101 Alice Carlson ALC (R)	✓	✓	✓	✓	✓	✓	✓	✓	✓	
116 Lily B. Clayton ES (R)	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Bid Package 105										
835 Farrington Athletic Field (R + TDLR)	✓	✓	✓	✓	✓	✓	■			
Bid Package 106										
004 Diamond Hill-Jarvis HS (TDLR)	✓	✓	✓	✓	✓	✓	■			
008 North Side HS (TDLR)	✓	✓	✓	✓	✓	✓	■			
019 Metro Opportunity HS (R)	✓	✓	✓	✓	✓	✓	■			
049 Kirkpatrick MS (TDLR)	✓	✓	✓	✓	✓	✓	■			
051 Meacham MS (TDLR)	✓	✓	✓	✓	✓	✓	■			
082 Texas Academy of Biomedical Sciences (TDLR)	✓	✓	✓	✓	✓	✓	■			
114 Manuel Jara ES (R)	✓	✓	✓	✓	✓	✓	■			
Bid Package 107										
006 Eastern Hills HS (TDLR)	✓	✓	✓	✓	✓	✓	■			
009 Polytechnic HS (TDLR)	✓	✓	✓	✓	✓	✓	■			
045 Forest Oak MS (TDLR)	✓	✓	✓	✓	✓	✓	■			
048 William James MS (TDLR)	✓	✓	✓	✓	✓	✓	■			
052 Meadowbrook MS (TDLR)	✓	✓	✓	✓	✓	✓	■			
054 Morningside MS (TDLR)	✓	✓	✓	✓	✓	✓	■			
110 Carroll Peak ES (R)	✓	✓	✓	✓	✓	✓	■			
209 Edward J. Briscoe ES (R)	✓	✓	✓	✓	✓	✓	■			
Bid Package 108										
005 Dunbar HS (TDLR)	✓	✓	✓	✓	✓	✓	■			
047 Handley MS (R + TDLR)	✓	✓	✓	✓	✓	✓	■			
083 Young Men's Leadership Academy (TDLR)	✓	✓	✓	✓	✓	✓	■			
206 Bill Elliott ES (R)	✓	✓	✓	✓	✓	✓	■			

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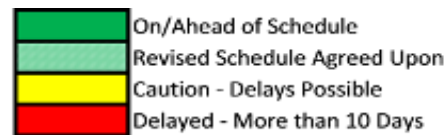
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Phase 2 Projects	A/E Procurement	Pre-Design (STB)	Schematic Design	Design Development	Construction Documents	Procurement/Bidding	In Construction	Substantial Completion	Close Out	Comments
Bid Package 109										
002 Arlington Heights HS (TDLR)	✓	✓	✓	✓	✓	✓	■			
026 Jo Kelly School (R)	✓	✓	✓	✓	✓	✓	■			
053 Monnig MS (R + TDLR)	✓	✓	✓	✓	✓	✓	■			
058 Stripling MS (TDLR)	✓	✓	✓	✓	✓	✓	■			
107 Burton Hill ES (R)	✓	✓	✓	✓	✓	✓	■			
149 North Hi Mount ES (R)	✓	✓	✓	✓	✓	✓	■			
154 M.L. Phillips ES (R)	✓	✓	✓	✓	✓	✓	■			
Bid Package 110										
010 Paschal HS (TDLR)	✓	✓	✓	✓	✓	✓	■			
014 Southwest HS (TDLR)	✓	✓	✓	✓	✓	✓	■			
060 Wedgwood MS (R + TDLR)	✓	✓	✓	✓	✓	✓	■			
118 Hazel Harvey Peace ES (R)	✓	✓	✓	✓	✓	✓	■			
187 J.T. Stevens ES (R)	✓	✓	✓	✓	✓	✓	■			
Bid Package 111										
015 Western Hills HS (TDLR)	✓	✓	✓	✓	✓	✓	✓	✓	■	
018 Middle Level Learning Center (R)	✓	✓	✓	✓	✓	✓	✓	✓	■	
061 Leonard MS (TDLR)	✓	✓	✓	✓	✓	✓	✓	✓	■	
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 (TDLR)	✓	✓	✓	✓	✓	✓				
011 Trimble Tech HS (TDLR)	✓	✓	✓	✓	✓	✓				
042 Daggett MS (TDLR)	✓	✓	✓	✓	✓	✓				
Bid Package 114										
219 Lowery Road ES (R) LINC Rooms	✓	✓	✓	✓	✓	■				New project. Anticipate Notice to Proceed with construction December 2017.

A= Addition
 FH= Field House
 FS= Food Services
 N= New Construction
 PK= Pre-Kindergarten
 R= Renovation



**2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP)
SCHEDULE - ATTACHMENT 1 - SEPTEMBER 30, 2017**

Phase 2 Projects	A/E Procurement	Pre-Design (STB)	Schematic Design	Design Development	Construction Documents	Procurement/Bidding	In Construction	Substantial Completion	Close Out	Comments
	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)	✓	✓	✓	✓	✓	■				
Bid Package 118										
Dedication Plaques (20 Schools)	✓	✓	✓	✓	✓	✓	✓	✓	■	
Bid Package 119										
081 Young Women's Leadership Academy (R)	✓	✓	✓	✓	✓	✓	✓	✓	■	
Bid Package 120										
104 Boulevard Heights (R)	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Bid Package 121										
103 Benbrook ES (R)	✓	✓	✓	✓	✓	✓	✓	✓	■	
Bid Package 122										
147 Morningside ES (R)	✓	✓	✓	✓	■					
143 D. McRae ES (R)	✓	✓	✓	✓	■					
152 Oaklawn ES (R)	✓	✓	✓	✓	■					
162 Sagamore Hill ES (R)	✓	✓	✓	✓	■					
Bid Package 123										
178 Westcreek ES (R)	✓	✓	✓	✓	✓	■				
184 Worth Heights ES (R)	✓	✓	✓	✓	✓	■				
226 Seminary Hills Park ES (R)	✓	✓	✓	✓	✓	■				
Bid Package 124										
163 Bruce Shulkey ES (R)	✓	✓	✓	✓	✓	■				
Deferred										
104 Boulevard Heights (TDLR)	✓	✓	✓	✓	✓	✓				
194 Daggett Montessori (TDLR)	✓	✓	✓	✓	✓	✓				
057 Rosemont MS (TDLR)	✓	✓	✓	✓	✓	✓				
050 McLean MS (TDLR)	✓	✓	✓	✓	✓	✓				
016 O.D. Wyatt HS (TDLR)	✓	✓	✓	✓	✓	✓				
129 J.T. White ES (R)	✓	✓	✓	✓	✓	✓				
834 Wilkerson Greines Ath Complex (TDLR)	✓	✓	✓	✓	✓	✓				
836 Scarborough-Handley Athletic Field (TDLR)	✓	✓	✓	✓	✓	✓				
141 Meadowbrook ES (R)	✓	✓	✓	✓	✓	✓				

A= Addition
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■ On/Ahead of Schedule
 ■ Revised Schedule Agreed Upon
 ■ Caution - Delays Possible
 ■ Delayed - More than 10 Days

**2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP)
SCHEDULE - ATTACHMENT 1 - SEPTEMBER 30, 2017**



Phase 2 Projects	A/E Procurement	Pre-Design (STB)	Schematic Design	Design Development	Construction Documents	Procurement/Bidding	In Construction	Substantial Completion	Close Out	Comments
177 Westcliff ES (R)										
070 Jean McClung MS (R)										
889 Adult Education Center (TDLR)										
888 Student Placement Center (TDLR)										
131 Rosemont ES (R)										

A= Addition
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 R= Renovation

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

**2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP)
SCOPE VARIANCE - ATTACHMENT 2 - SEPTEMBER 30, 2017**



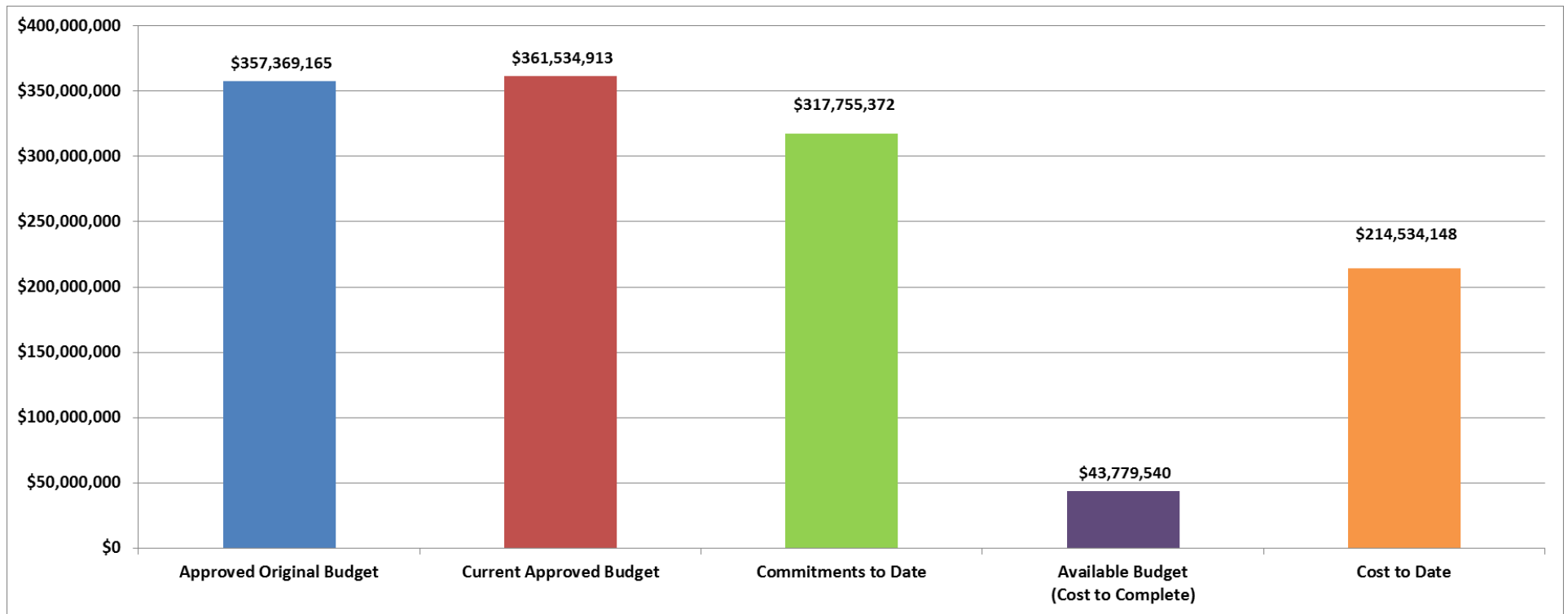
School	Description of Scope Change	Board Approval Date
165 R.J. Wilson ES (PK+R)	Of the originally planned 6 Pre-K classroom addition, 2 classrooms will be built at R.J. Wilson ES.	4/22/2014
115 George C. Clarke ES (PK+ R)	Three new classrooms will be built at Clarke ES and existing space within the 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 (N)	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
009 Polytechnic HS (A+R)	The original scope of work for Polytechnic HS included renovations and improvements to the existing classroom building space, renovations and additions to the existing field house and gym locker rooms and renovation and expansion of the existing cafeteria and an addition to the existing kitchen. Preliminary Planning Studies of the Facilities Master Planning Committee have indicated the best use of the current funding for this campus is a twelve (12) classroom addition, which would allow the removal of most temporary buildings from the campus, thus clearing space for required future facilities.	8/23/2016
104 Boulevard Heights School (R)	The original scope of work for Boulevard Heights included renovations to and an expansion of the existing cafeteria and an addition to the existing kitchen. The planned scope of work would require significant earthwork and concrete retaining walls, so it was determined the original scope of work should not be completed. Instead, renovations to the existing Life Skills Kitchen is the best option for this campus.	9/27/2016
004 Diamond Hill-Jarvis HS	The original scope of work included the upgrade of existing facilities by either adding square footage or renovation of existing campus athletic facilities for both boys and girls athletic programs. The design architect recommended the construction of a new replacement field house that meets current Fort Worth ISD standards and specifications.	4/11/2017

2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP) BUDGET UPDATE – ATTACHMENT 3 – AUGUST 31, 2017



BUDGET

The Program budget reported for August 2017 is **\$361.5 M**. Of the total budget, commitments to date are **87.9%** and the amount paid is **59.3%**.



2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP) BUDGET UPDATE – ATTACHMENT 3 – AUGUST 31, 2017



HISTORICALLY UNDERUTILIZED BUSINESS (HUB) PARTICIPATION

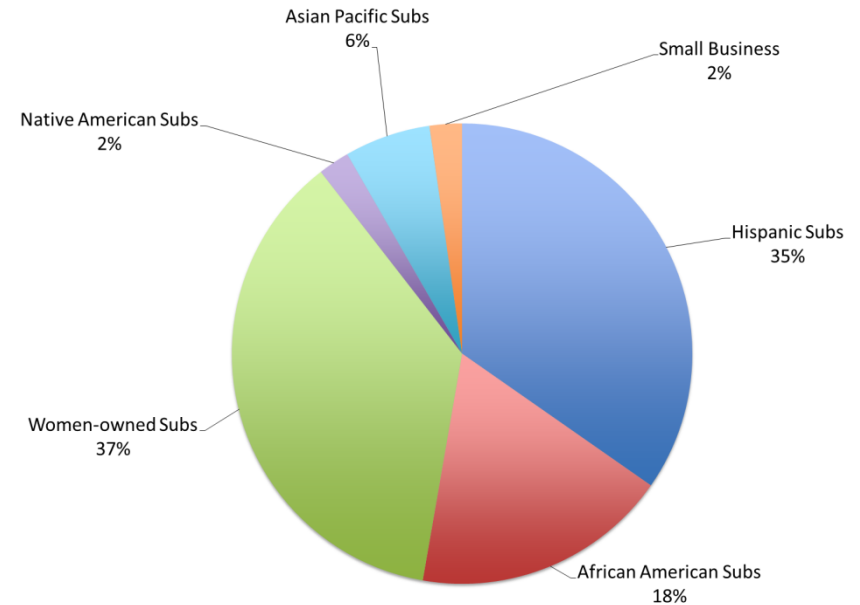
The expectation for HUB participation established by the Board is 25%. HUB Participation for construction-related opportunities under the CIP is currently 39.21%, based on committed contracts for prime and sub HUBs.

	Total HUB Utilization		
	Prime HUB Contracts	Sub HUB Contracts	Combined
Total Contracts	178	724	902
Dollars Committed	\$ 30,652,155.16	\$ 81,654,171.46	\$ 112,306,326.62
Dollars Paid	\$ 26,166,059.84	\$ 53,049,105.55	\$ 79,215,165.39
Percentage	10.70%	28.51%	39.21%

	Encumbered as of 8/31/17
FWISD Budget Encumbered (HUB Opportunity)	\$ 286,446,483.14

	Prime Breakout Summary		
	Total No. Contracts	Fees Committed	Fees Paid
Prime Total	422	\$ 86,115,164.56	\$ 70,319,369.80
Role			
HUB Primes	178	\$ 30,652,155.16	\$ 26,166,059.84
Non-HUB Primes	244	\$ 55,463,009.40	\$ 44,153,309.96
Ethnicities			
Hispanic Primes	50	\$ 6,610,520.78	\$ 8,047,568.10
African American Primes	57	\$ 19,301,048.16	\$ 12,103,734.97
Native American Primes	3	\$ 42,335.00	\$ 13,295.25
Asian Pacific Primes	6	\$ 159,261.00	\$ 143,320.54
Women-owned Primes	65	\$ 4,583,151.04	\$ 5,962,516.87
Caucasian Primes	254	\$ 56,217,808.32	\$ 45,094,705.25

HUB Utilization by Ethnicity - Sub-HUBs by Fees Paid



**2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP)
PROJECT BUDGETS - ATTACHMENT 4 - AUGUST 31, 2017**



TEA		Approved Original Budget	Current Approved Budget	Commitments To Date	Available Budget (Cost to Complete)	Cost to Date	% Used
001	CARTER-RIVERSIDE	\$ 9,307,885.42	\$11,231,116.79	\$10,954,723.10	\$276,393.69	\$9,360,742.25	97.5%
002	ARLINGTON HEIGHTS	\$ 6,110,154.86	\$9,094,824.91	\$8,761,101.96	\$333,722.95	\$561,702.99	96.3%
003	SOUTH HILLS HIGH SCHOOL	\$ 4,612,342.33	\$6,917,525.40	\$6,669,417.70	\$248,107.70	\$382,048.14	96.4%
004	DIAMOND HILL-JARVIS	\$ 4,527,086.00	\$6,905,378.90	\$3,715,804.79	\$3,189,574.11	\$2,141,433.06	53.8%
005	DUNBAR, PAUL LAURENCE	\$ 3,759,266.51	\$4,069,597.19	\$3,980,674.23	\$88,922.96	\$3,725,781.18	97.8%
006	EASTERN HILLS	\$ 2,247,350.00	\$1,749,255.35	\$1,538,448.61	\$210,806.74	\$166,110.28	87.9%
008	NORTH SIDE	\$ 1,835,898.81	\$1,525,463.08	\$1,348,372.73	\$177,090.35	\$592,052.18	88.4%
009	POLYTECHNIC	\$ 4,991,951.79	\$6,166,686.64	\$6,072,403.73	\$94,282.91	\$711,035.45	98.5%
010	PASCHAL, R.L.	\$ 13,482,323.00	\$13,192,039.49	\$12,387,736.10	\$804,303.39	\$10,480,372.35	93.9%
011	TRIMBLE TECHNICAL	\$ 2,254,430.00	\$2,224,764.58	\$317,270.82	\$1,907,493.76	\$138,729.16	14.3%
014	SOUTHWEST	\$ 2,139,966.00	\$2,070,807.75	\$2,025,184.90	\$45,622.85	\$178,107.02	97.8%
015	WESTERN HILLS	\$ 5,883,665.00	\$5,855,173.26	\$5,565,153.87	\$290,019.39	\$5,358,057.57	95.0%
016	WYATT, O.D.	\$ 3,082,675.81	\$2,576,098.92	\$2,352,616.88	\$223,482.04	\$1,098,504.96	91.3%
018	MIDDLE LEVEL LEARNING CTR	\$ 193,029.00	\$103,093.99	\$66,810.72	\$36,283.27	\$22,875.87	64.8%
019	METRO OPPORTUNITY	\$ 198,591.00	\$102,902.55	\$95,440.92	\$7,461.63	\$33,306.98	92.7%
026	JO KELLY	\$ 142,807.00	\$96,708.16	\$89,308.40	\$7,399.76	\$19,337.56	92.3%
042	DAGGETT, E.M.	\$ 313,576.00	\$199,903.06	\$138,387.37	\$61,515.69	\$26,343.89	69.2%
043	WEDGWOOD SIXTH GRADE	\$ 2,068,950.00	\$2,599,186.87	\$2,545,476.79	\$53,710.08	\$130,838.60	97.9%
044	ELDER, J.P.	\$ 3,529,659.00	\$3,605,228.85	\$3,316,302.57	\$288,926.28	\$1,480,502.71	92.0%
045	FOREST OAK	\$ 863,362.00	\$757,074.64	\$572,137.66	\$184,936.98	\$88,774.22	75.6%
047	HANDLEY	\$ 259,924.00	\$203,860.78	\$154,173.59	\$49,687.19	\$41,804.78	75.6%
048	JAMES, WILLIAM	\$ 1,099,318.00	\$976,268.72	\$326,844.03	\$649,424.69	\$192,226.21	33.5%
049	KIRKPATRICK	\$ 2,539,382.00	\$2,934,727.82	\$2,769,232.07	\$165,495.75	\$2,661,679.29	94.4%
050	MCLEAN, W.P.	\$ 5,080,757.00	\$4,979,179.81	\$4,948,215.23	\$30,964.58	\$4,854,212.87	99.4%
051	MEACHAM, W.A.	\$ 460,352.00	\$420,038.23	\$263,828.05	\$156,210.18	\$74,090.49	62.8%
052	MEADOWBROOK	\$ 1,086,191.00	\$1,003,688.03	\$706,427.81	\$297,260.22	\$107,689.98	70.4%
053	MONNIG, WILLIAM	\$ 307,517.00	\$249,299.72	\$221,202.90	\$28,096.82	\$54,157.39	88.7%
054	MORNINGSIDE	\$ 2,192,485.00	\$1,886,205.92	\$1,272,628.71	\$613,577.21	\$236,016.92	67.5%
056	RIVERSIDE	\$ 285,768.00	\$205,953.38	\$185,980.30	\$19,973.08	\$98,327.05	90.3%
057	ROSEMONT	\$ 482,795.00	\$470,037.50	\$356,229.12	\$113,808.38	\$68,529.17	75.8%
058	STRIPLING, W.C.	\$ 486,259.00	\$389,396.76	\$364,046.31	\$25,350.45	\$74,384.14	93.5%
059	J. MARTIN JACQUET	\$ 463,148.00	\$410,259.34	\$381,172.16	\$29,087.18	\$322,127.13	92.9%
060	WEDGWOOD	\$ 337,644.00	\$284,993.95	\$232,234.74	\$52,759.21	\$79,750.32	81.5%
061	LEONARD	\$ 470,266.00	\$388,566.54	\$320,722.49	\$67,844.05	\$224,530.45	82.5%
062	NEW COMERS ACAD.	\$ 529,321.00	\$476,608.88	\$456,943.07	\$19,665.81	\$67,849.56	95.9%
063	COMO MONTESSORI	\$ 2,086,426.00	\$1,806,530.91	\$756,261.97	\$1,050,268.94	\$163,038.40	41.9%
064	GLENCREST	\$ 1,951,773.00	\$2,642,060.74	\$2,591,038.18	\$51,022.56	\$1,461,075.72	98.1%
067	ROSEMONT 6TH GRADE	\$ 2,060,926.00	\$2,142,569.81	\$2,061,830.20	\$80,739.61	\$166,059.80	96.2%
069	MCLEAN 6TH GRADE	\$ 4,829,913.00	\$4,593,187.90	\$4,586,041.98	\$7,145.92	\$4,385,562.95	99.8%
070	JEAN MCCLUNG MIDDLE SCHOOL	\$ 187,909.00	\$151,906.48	\$113,285.29	\$38,621.19	\$35,507.96	74.6%
071	BENBROOK MIDDLE	\$ 9,064,538.54	\$9,164,142.27	\$8,868,627.60	\$295,514.67	\$8,646,744.71	96.8%
081	YOUNG WOMEN'S LEADERSHIP A	\$ 3,538,300.00	\$3,316,276.48	\$3,290,840.65	\$25,435.83	\$3,280,094.42	99.2%
082	BIOMEDICAL SCIENCES	\$ 257,141.00	\$222,617.80	\$189,757.10	\$32,860.70	\$93,318.09	85.2%

**2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP)
PROJECT BUDGETS - ATTACHMENT 4 - AUGUST 31, 2017**



TEA		Approved Original Budget	Current Approved Budget	Commitments To Date	Available Budget (Cost to Complete)	Cost to Date	% Used
083	YOUNG MEN'S LEADERSHIP ACA	\$ 4,242,535.00	\$5,465,440.93	\$5,163,677.75	\$301,763.18	\$4,120,191.59	94.5%
084	WORLD LANGUAGES INSTITUTE	\$ 38,323.00	\$38,323.00	\$13,885.48	\$24,437.52	\$4,145.63	36.2%
087	VPA/STEM ACADEMY	\$	\$51,722,571.00	\$46,242,250.26	\$5,480,320.74	\$17,141,330.48	89.4%
101	ALICE CARLSON ALC	\$ 230,205.00	\$124,581.01	\$118,413.55	\$6,167.46	\$93,652.98	95.0%
103	BENBROOK	\$ 3,057,218.64	\$2,790,376.55	\$2,635,098.11	\$155,278.44	\$2,158,703.66	94.4%
104	BOULEVARD HEIGHTS	\$ 1,695,552.00	\$662,800.92	\$395,489.25	\$267,311.67	\$289,782.72	59.7%
105	WEST HANDLEY ELEM.	\$ 6,384,190.00	\$6,204,037.83	\$6,127,194.53	\$76,843.30	\$6,074,457.01	98.8%
107	BURTON HILL	\$ 216,706.00	\$148,701.61	\$113,748.37	\$34,953.24	\$41,559.50	76.5%
110	CARROLL PEAK	\$ 119,447.00	\$86,371.01	\$64,638.86	\$21,732.15	\$37,806.76	74.8%
111	CARTER PARK	\$ 246,522.64	\$2,247,413.48	\$2,078,378.61	\$169,034.87	\$300,639.45	92.5%
114	JARA, MANUEL	\$ 220,915.00	\$183,326.57	\$104,586.86	\$78,739.71	\$52,299.83	57.0%
115	CLARKE, GEORGE C.	\$ 177,444.00	\$1,774,841.15	\$1,732,812.37	\$42,028.78	\$1,668,817.16	97.6%
116	CLAYTON, LILY B	\$ 243,018.00	\$153,549.00	\$144,644.56	\$8,904.44	\$102,695.58	94.2%
117	COMO	\$ 267,228.00	\$233,392.99	\$205,679.01	\$27,713.98	\$64,028.84	88.1%
118	HAZEL HARVEY PEACE ELEM SC	\$ 130,724.00	\$97,513.59	\$72,470.44	\$25,043.15	\$40,259.66	74.3%
119	DAGGETT, E.M.	\$ 2,221,045.00	\$2,417,949.00	\$788,153.80	\$1,629,795.20	\$166,665.49	32.6%
120	RUFINO MENDOZA	\$ 1,841,330.00	\$2,419,693.03	\$2,353,937.14	\$65,755.89	\$1,914,009.88	97.3%
121	DE ZAVALA	\$ 2,865,568.00	\$3,492,620.20	\$3,399,918.66	\$92,701.54	\$287,278.16	97.3%
122	DIAMOND HILL	\$ 1,599,264.00	\$1,763,138.74	\$1,755,878.81	\$7,259.93	\$1,723,088.16	99.6%
123	DILLOW, S.S.	\$ 225,692.00	\$208,714.94	\$86,601.46	\$122,113.48	\$55,563.66	41.5%
124	LOGAN, M.I.	\$ 340,476.00	\$271,289.89	\$255,217.05	\$16,072.84	\$225,420.22	94.1%
125	EASTERN HILLS	\$ 297,574.00	\$191,230.31	\$157,289.43	\$33,940.88	\$63,025.25	82.3%
126	EAST HANDLEY	\$ 1,803,098.00	\$2,286,759.20	\$2,170,487.47	\$116,271.73	\$152,231.43	94.9%
127	CHRISTENE C. MOSS ELEM	\$ 2,363,206.00	\$1,926,279.04	\$1,863,191.80	\$63,087.24	\$1,805,787.57	96.7%
129	JOHN T WHITE ELEM SCH	\$ 120,517.00	\$97,493.00	\$91,202.36	\$6,290.64	\$56,051.59	93.5%
130	HARLEAN B. BEAL	\$ 285,756.00	\$253,876.36	\$157,438.82	\$96,437.54	\$51,690.70	62.0%
131	ROSEMONT PARK ELEM SCH	\$ 93,110.00	\$93,110.00	\$60,637.28	\$32,472.72	\$57,077.54	65.1%
132	GLEN PARK	\$ 233,025.00	\$1,658,823.08	\$1,626,807.62	\$32,015.46	\$1,563,392.51	98.1%
133	GREEN, W.M.	\$ 6,027,715.00	\$4,751,520.23	\$4,658,742.97	\$92,777.26	\$4,608,307.53	98.0%
134	GREENBRIAR	\$ 1,779,002.00	\$1,849,825.40	\$1,840,047.26	\$9,778.14	\$1,796,649.95	99.5%
135	VAN ZANDT-GUINN	\$ 172,700.00	\$84,881.48	\$59,004.48	\$25,877.00	\$39,007.08	
137	HUBBARD	\$ 179,964.00	\$114,195.00	\$86,724.18	\$27,470.82	\$79,831.10	75.9%
138	HELBING, H.V.	\$ 458,257.00	\$392,315.01	\$294,238.71	\$98,076.30	\$59,543.26	75.0%
139	KIRKPATRICK, M.L.	\$ 1,791,267.00	\$2,016,857.18	\$1,923,644.39	\$93,212.79	\$1,877,784.06	95.4%
141	MEADOWBROOK	\$ 204,160.00	\$175,699.08	\$100,269.70	\$75,429.38	\$64,860.22	57.1%
143	MCRAE, D.	\$ 163,882.00	\$137,570.79	\$77,365.96	\$60,204.83	\$42,453.54	56.2%
144	MITCHELL BOULEVARD	\$ 3,940,827.00	\$2,719,941.21	\$2,321,860.88	\$398,080.33	\$1,735,659.70	85.4%
146	MOORE, M.H.	\$ 277,762.00	\$188,193.33	\$180,424.04	\$7,769.29	\$151,138.70	95.9%
147	MORNINGSIDE	\$ 280,791.00	\$182,441.00	\$112,073.77	\$70,367.23	\$61,618.96	61.4%
148	NASH, CHARLES E.	\$ 1,541,178.00	\$1,343,277.34	\$676,602.79	\$666,674.55	\$120,963.61	50.4%
149	NORTH HI MOUNT	\$ 149,336.00	\$143,238.49	\$107,737.52	\$35,500.97	\$45,933.28	75.2%
150	OAKHURST	\$ 206,736.00	\$212,855.00	\$161,309.55	\$51,545.45	\$106,593.98	75.8%

**2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP)
PROJECT BUDGETS - ATTACHMENT 4 - AUGUST 31, 2017**



TEA		Approved Original Budget	Current Approved Budget	Commitments To Date	Available Budget (Cost to Complete)	Cost to Date	% Used
151	HOWELL, NATHA	\$ 171,106.00	\$142,515.70	\$132,133.13	\$10,382.57	\$77,161.33	92.7%
152	OAKLAWN	\$ 251,445.00	\$214,780.00	\$109,779.13	\$105,000.87	\$64,087.91	51.1%
153	PATE, A.M.	\$ 241,000.00	\$154,565.90	\$147,668.61	\$6,897.29	\$116,407.85	95.5%
154	PHILLIPS, M.L.	\$ 213,004.00	\$149,169.00	\$118,155.21	\$31,013.79	\$62,016.93	79.2%
156	RIDGLEA HILLS	\$ 158,143.64	\$2,358,043.17	\$2,264,600.78	\$93,442.39	\$911,871.89	96.0%
157	MERRETT, LUELLA	\$ 4,388,471.28	\$3,365,007.00	\$3,081,457.25	\$283,549.75	\$1,151,146.49	91.6%
159	WILLIAMS, VERSIA L.	\$ 1,850,300.00	\$1,597,499.78	\$733,373.68	\$864,126.10	\$126,215.77	45.9%
160	WALTON, M.M.	\$ 193,172.00	\$172,839.18	\$135,069.83	\$37,769.35	\$96,161.35	78.1%
161	ROSEN, SAM	\$ 1,601,538.00	\$1,907,867.91	\$1,900,088.86	\$7,779.05	\$1,860,062.61	99.6%
162	SAGAMORE HILL	\$ 247,517.00	\$195,961.00	\$117,263.32	\$78,697.68	\$67,066.60	59.8%
163	SHULKEY, BRUCE	\$ 600,089.00	\$550,088.00	\$146,326.20	\$403,761.80	\$91,573.83	26.6%
165	RICHARD J WILSON	\$ 2,699,904.00	\$1,500,234.43	\$1,466,048.64	\$34,185.79	\$1,356,414.97	97.7%
166	SOUTH HI MOUNT	\$ 240,407.00	\$216,656.75	\$207,457.71	\$9,199.04	\$78,107.62	95.8%
167	SOUTH HILLS	\$ 172,587.00	\$126,169.00	\$125,335.03	\$833.97	\$80,489.41	99.3%
168	SPRINGDALE	\$ 3,130,755.00	\$3,431,399.91	\$3,424,988.94	\$6,410.97	\$3,381,644.08	99.8%
169	SUNRISE-MCMILLIAN	\$ 2,482,678.00	\$2,431,493.15	\$2,383,960.96	\$47,532.19	\$2,334,709.70	98.0%
171	TANGLEWOOD	\$ 7,719,509.00	\$6,893,248.00	\$3,981,945.76	\$2,911,302.24	\$848,362.86	57.8%
172	TURNER, W.J.	\$ 295,315.00	\$209,058.33	\$200,606.14	\$8,452.19	\$170,397.22	96.0%
175	WASHINGTON HEIGHTS	\$ 11,929,129.00	\$13,985,141.55	\$13,655,580.24	\$329,561.31	\$13,540,687.66	97.6%
176	WAVERLY PARK	\$ 304,987.00	\$290,715.50	\$253,693.78	\$37,021.72	\$238,237.86	87.3%
177	WESTCLIFF	\$ 1,621,735.00	\$138,659.00	\$121,425.68	\$17,233.32	\$79,729.93	87.6%
178	WESTCREEK	\$ 590,668.00	\$529,748.05	\$127,973.15	\$401,774.90	\$69,095.46	24.2%
180	WESTERN HILLS	\$ 3,843,117.60	\$4,873,712.66	\$4,641,265.11	\$232,447.55	\$1,766,855.27	95.2%
184	WORTH HEIGHTS	\$ 246,568.00	\$169,088.00	\$105,729.12	\$63,358.88	\$67,136.13	62.5%
186	SELLERS, DAVID K.	\$ 4,119,116.43	\$4,559,868.83	\$4,438,573.01	\$121,295.82	\$3,029,447.81	97.3%
187	STEVENS, J.T.	\$ 420,545.00	\$273,077.76	\$186,328.50	\$86,749.26	\$62,922.35	68.2%
188	MCDONALD, ATWOOD	\$ 2,404,714.00	\$2,372,271.34	\$2,274,103.09	\$98,168.25	\$2,212,492.66	95.9%
190	RIVERSIDE APPLD LEARN ACD	\$ 234,621.00	\$115,414.52	\$107,862.27	\$7,552.25	\$75,217.79	93.5%
194	DAGGETT MONTESSORI	\$ 377,866.00	\$298,770.00	\$263,795.06	\$34,974.94	\$70,054.14	88.3%
206	ELLIOTT, B.J.	\$ 170,372.00	\$129,237.48	\$105,930.86	\$23,306.62	\$40,546.06	82.0%
207	WESTPARK	\$ 18,364,142.00	\$ -	\$ -	\$ -	\$ -	0.0%
208	SIMS, T.A.	\$ 158,455.00	\$140,477.36	\$74,819.44	\$65,657.92	\$43,150.08	53.3%
209	BRISCOE, EDWARD J.	\$ 213,707.00	\$105,976.00	\$75,956.02	\$30,019.98	\$39,885.76	71.7%
216	WOODWAY	\$ 1,623,722.00	\$1,543,104.74	\$1,520,876.11	\$22,228.63	\$1,451,457.62	98.6%
217	I.M. TERRELL ELEM	\$ 188,960.00	\$137,810.16	\$60,157.06	\$77,653.10	\$38,984.98	43.7%
219	LOWERY ROAD ELEMENTARY	\$ 6,601,606.00	\$5,999,261.40	\$5,561,149.11	\$438,112.29	\$5,497,320.12	92.7%
220	ALICE D CONTRERAS ELEM.	\$ 116,677.00	\$1,583,747.97	\$1,567,372.69	\$16,375.28	\$1,519,295.18	99.0%
221	WESTERN HILLS PRIMARY	\$ 474,769.00	\$442,004.80	\$393,049.28	\$48,955.52	\$68,019.28	88.9%
222	L. CLIFFORD DAVIS ELEM	\$ 429,766.00	\$406,762.64	\$290,553.82	\$116,208.82	\$58,496.87	71.4%
223	CESAR CHAVEZ PRIMARY	\$ 198,970.00	\$131,996.42	\$124,738.80	\$7,257.62	\$95,994.64	94.5%
224	M. G. ELLIS ELEM	\$ 304,749.00	\$267,096.42	\$105,852.10	\$161,244.32	\$52,876.06	39.6%
225	BONNIE BRAE	\$ 199,692.00	\$124,485.80	\$118,542.12	\$5,943.68	\$95,695.88	95.2%
226	SEMINARY HILLS ELEM	\$ 205,591.00		\$82,645.32	\$98,736.33	\$47,957.33	45.6%

**2013 FORT WORTH ISD CAPITAL IMPROVEMENT PROGRAM (CIP)
PROJECT BUDGETS - ATTACHMENT 4 - AUGUST 31, 2017**



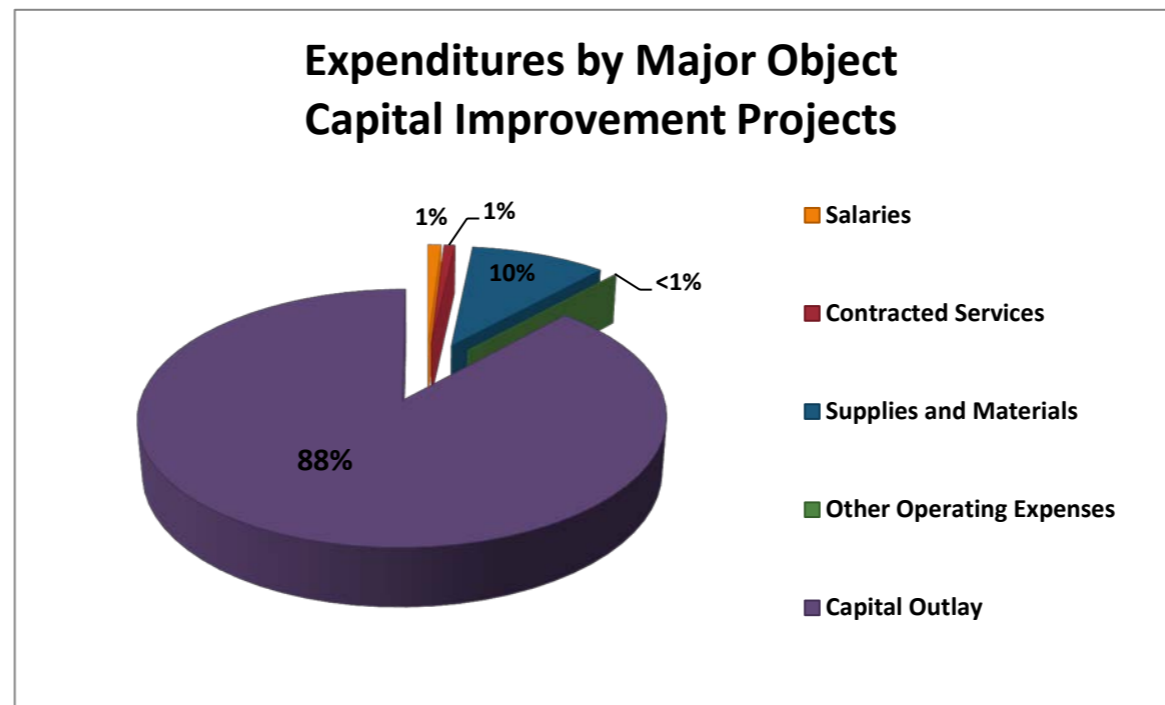
TEA		Approved Original Budget	Current Approved Budget	Commitments To Date	Available Budget (Cost to Complete)	Cost to Date	% Used
227	DOLORES HUERTA ELEM	\$ 255,172.00	\$179,203.37	\$172,308.70	\$6,894.67	\$148,642.68	96.2%
241	TEMPORARY LOCATION FOR WEST PARK ES	\$	\$19,334,186.09	\$18,867,448.17	\$466,737.92	\$18,576,993.73	97.6%
259	TEMPORARY LOCATION FOR VAN ZANDT-GUINN	\$	\$12,297,130.85	\$12,291,928.56	\$5,202.29	\$11,494,553.30	100.0%
350	ADULT EDUCATION CENTER	\$ 91,869.00	\$16,043.00	\$ -	\$16,043.00	\$ -	0.0%
750	GENERAL ADMIN	\$	\$201,173.60	\$198,563.14	\$2,610.46	\$178,563.14	
834	WILKERSON-GREINES	\$ 260,159.00	\$164,282.00	\$144,721.96	\$19,560.04	\$11,502.07	88.1%
835	FARRINGTON FIELD	\$ 266,277.00	\$155,855.00	\$100,318.00	\$55,537.00	\$27,784.64	64.4%
836	SCARBOROUGH-HANDLEY FIELD	\$ 1,305,315.00	\$1,443,826.00	\$1,184,678.00	\$259,148.00	\$74,868.08	82.1%
000	UNSPECIFIED	\$ -	\$ 4,453,537.00	\$ 4,453,536.12	\$0.88	\$ 4,453,536.12	100.0%
999	UNDISTRIBUTED	\$ 112,852,897.70	\$ 35,185,033.71	\$ 22,897,526.04	\$12,287,507.67	\$ 21,244,817.17	65.1%
Total		\$ 357,369,165.00	\$ 361,534,913.00	\$ 317,755,372.92	\$ 43,779,540.08	\$214,534,148.47	88%

Budget Summary by Major Object - Capital Improvement Program
For the Years Ended June 30, 2014 - June 30, 2018 (Actual, Estimated, Budgeted)

	2013-14	2014-15	2015/16	2016/17	2017/18
	Actual	Actual	Actual	Estimated	Original
	Rev/Exp	Rev/Exp	Rev/Exp	Rev/Exp	Budget
Revenues					
5710 Tax Collections	\$ -	\$ -	\$ -	\$ -	\$ -
5730 Tuition & Fees	-	-	-	-	-
5740 Miscellaneous Local Revenue	1,466,323	148,183	503,908	1,961,331	1,800,000
5750 Extra/Cocurricular Activity	-	-	-	-	-
5760 Misc Revenue Intermediate Source	-	-	-	-	-
Total Local Revenues	<u>1,466,323</u>	<u>148,183</u>	<u>503,908</u>	<u>1,961,331</u>	<u>1,800,000</u>
5810 Foundation School Program	-	-	-	-	-
5820 State Revenue Dist by TEA	-	-	-	-	-
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>
7911 Sale of Bonds	135,962,807	115,656,123	-	241,202,097	-
7912 Sale of Land	-	-	-	-	-
7915 Transfers In	-	-	-	-	-
7916 Premium on Issuance of Bonds	-	-	-	-	-
7950 Non-operating Revenue	-	-	-	-	-
Total Other Sources	<u>135,962,807.00</u>	<u>115,656,123</u>	<u>-</u>	<u>241,202,097</u>	<u>-</u>
Total Revenues & Oth Srcs	<u>137,429,130</u>	<u>115,804,306</u>	<u>503,908</u>	<u>243,163,428</u>	<u>1,800,000</u>
Expenditures By Object					
6100 Payroll Costs	929,811	1,452,712	1,545,342	1,679,062	1,958,822
6200 Professional & Contracted Svcs.	112,230	752,405	1,671,356	493,602	1,595,000
6300 Supplies & Materials	2,690,566	23,537,557	16,544,262	13,756,694	20,150,000
6400 Other Operating Expenses	10,687	17,772	8,256	15,429	20,586
6500 Debt Service	947,803	656,123	-	1,342,097	-
6600 Capital Outlay	17,669,987	25,585,824	97,774,083	97,623,634	178,479,250
Total Expenditures	<u>22,361,084</u>	<u>52,002,392</u>	<u>117,543,299</u>	<u>114,910,518</u>	<u>202,203,658</u>
8900 Other Uses/ Non-Operating Expenses	4,453,536	-	-	-	-
Total Operating Expenditures	<u>26,814,620</u>	<u>52,002,392</u>	<u>117,543,299</u>	<u>114,910,518</u>	<u>202,203,658</u>
Excess of Revenues Over (Under)	<u>110,614,510</u>	<u>63,801,914</u>	<u>(117,039,391)</u>	<u>128,252,910</u>	<u>(200,403,658)</u>
Expenditures					
Fund Balance-Beginning	14,773,715	125,388,225	189,190,139	72,150,748	200,403,658
Prior Period Adjustment	-	-	-	-	-
Fund Balance-Ending	<u>\$ 125,388,225</u>	<u>\$ 189,190,139</u>	<u>\$ 72,150,748</u>	<u>\$ 200,403,658</u>	<u>\$ (0)</u>

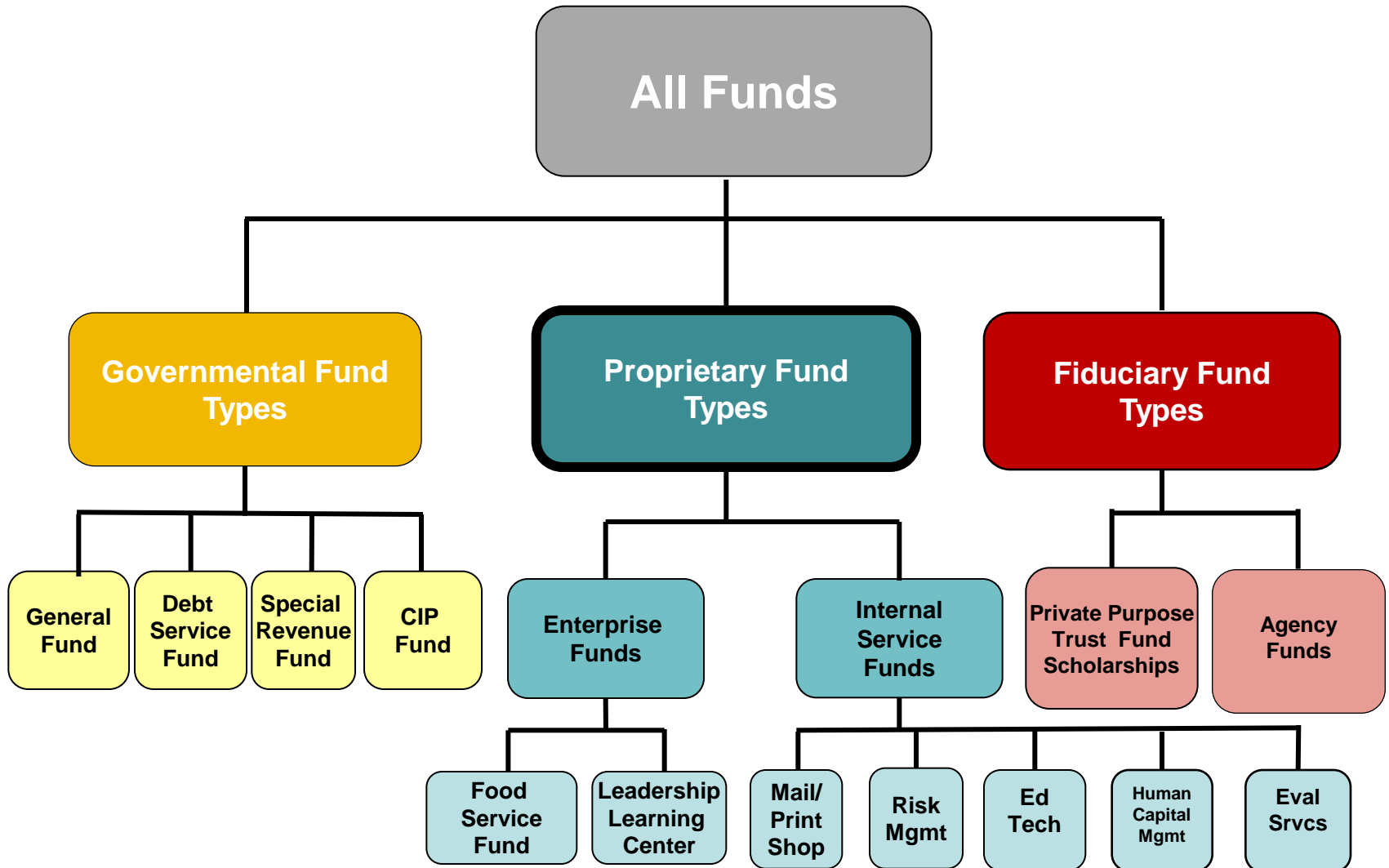
Projected Expenditures by Function and Major Object - Capital Improvement Projects
2017-2018 Budget

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	\$ -	\$ -	\$ 15,000,000	\$ -	\$ -	\$ 30,000,000	\$ -	\$ 45,000,000
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	-	-	-	-	-	8,358,663	-	8,358,663
35 Food Services	-	-	-	-	-	-	-	-
36 Cocurricular/Extracurricular	-	-	3,000,000	-	-	-	-	3,000,000
41 General Administration	-	745,000	-	-	-	-	-	745,000
51 Plant Maintenance & Operations	-	-	-	-	-	2,200,000	-	2,200,000
52 Security & Monitoring Services	-	-	-	-	-	13,100,000	-	13,100,000
53 Data Processing Services	-	850,000	2,150,000	-	-	500,000	-	3,500,000
61 Community Services	-	-	-	-	-	-	-	-
71 Debt Service	-	-	-	-	-	-	-	-
81 Facilities Acquisition & Constr.	1,958,822	-	-	20,586	-	124,320,587	-	126,299,995
93 Pymts to Fiscal Agent Shared Svc	-	-	-	-	-	-	-	-
95 Payments to JJAEP	-	-	-	-	-	-	-	-
97 Tax Increment Financing	-	-	-	-	-	-	-	-
99 Intergovernmental Charges	-	-	-	-	-	-	-	-
Total	1,958,822	1,595,000	20,150,000	20,586	0	178,479,250	0	202,203,658



Structure of All Funds

Fort Worth Independent School District



Combined Proposed Budget Summary: 2017-18
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	3,615,000	102,000	1,069,427	776,750	6,921,707	650,000	1,045,913	14,180,797
5760 Misc. Revenue Intermediate Sources	-	-	-	-	-	-	-	-
Total Local Revenues	<u>3,615,000</u>	<u>102,000</u>	<u>1,069,427</u>	<u>776,750</u>	<u>6,921,707</u>	<u>650,000</u>	<u>1,045,913</u>	<u>14,180,797</u>
5810 Foundation School Program	-	-	-	-	-	-	-	-
5820 Miscellaneous State Revenue	300,000	-	-	-	-	-	-	300,000
5830 Teacher Retirement On-behalf	-	-	-	-	-	-	-	-
Total State Revenues	<u>300,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>300,000</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>	<u>-</u>	<u>-</u>	<u>-</u>
7911 Sale of Bonds	-	-	-	-	-	-	-	-
7912 Sale of Land	-	-	-	-	-	-	-	-
7915 Transfers In	100,000	-	-	-	-	-	-	100,000
7916 Premium on Issuance of Bonds	-	-	-	-	-	-	-	-
7950 Non-operating Revenue	51,535,000	-	-	-	-	-	-	51,535,000
Total Other Sources	<u>51,635,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>51,635,000</u>
Total Revenues & Other Sources	55,550,000	102,000	1,069,427	776,750	6,921,707	650,000	1,045,913	66,115,797
Expenditures By Object								
6100 Payroll Costs	23,228,465	17,500	189,642	582,100	779,597	100,000	-	24,897,304
6200 Professional & Contracted Svcs.	792,330	42,500	681,785	49,300	6,000,360	550,000	-	8,116,275
6300 Supplies & Materials	33,221,000	39,000	197,000	23,000	52,300	-	1,045,913	34,578,213
6400 Other Operating Expenses	400,000	3,000	1,000	27,350	89,450	-	-	520,800
6500 Debt Service	-	-	-	-	-	-	-	-
6600 Capital Outlay	5,600,000	-	-	95,000	-	-	-	5,695,000
Total Expenditures	<u>63,241,795</u>	<u>102,000</u>	<u>1,069,427</u>	<u>776,750</u>	<u>6,921,707</u>	<u>650,000</u>	<u>1,045,913</u>	<u>73,807,592</u>
Other Operating	-	-	-	-	-	-	-	-
Total Operating Expenditures	<u>63,241,795</u>	<u>102,000</u>	<u>1,069,427</u>	<u>776,750</u>	<u>6,921,707</u>	<u>650,000</u>	<u>1,045,913</u>	<u>73,807,592</u>
Excess of Revenues Over (Under) Expenditures	<u>(7,691,795)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(7,691,795)</u>
Fund Balance-Beginning-Projected	10,231,710	61,242	-	87,443	16,939,656	1,530,164	1,045,913	29,896,128
Fund Balance-Ending-Projected	<u>\$ 2,539,915</u>	<u>\$ 61,242</u>	<u>\$ -</u>	<u>\$ 87,443</u>	<u>\$ 16,939,656</u>	<u>\$ 1,530,164</u>	<u>\$ 1,045,913</u>	<u>\$ 22,204,333</u>

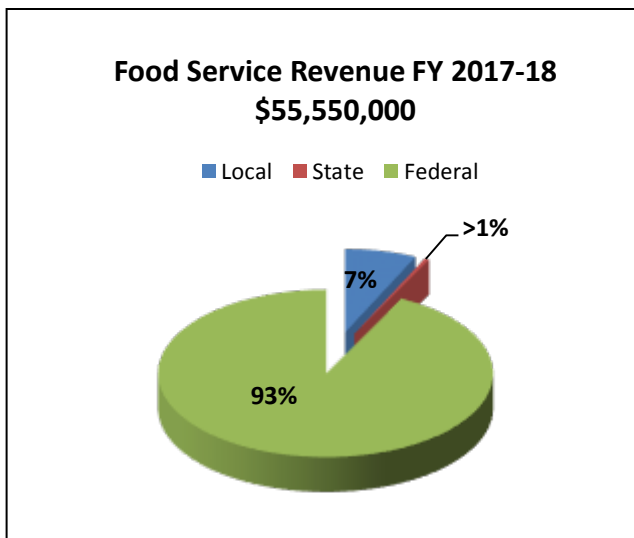
Budget Summary by Major Object - Proprietary Funds
For the Years Ended June 30, 2014 - June 30, 2018 (Actual, Estimated, Budgeted)

		2013-14	2014-15	2015/16	2016/17	2017/18
		Actual	Actual	Actual	Estimated	Original
		Rev/Exp	Rev/Exp	Rev/Exp	Rev/Exp	Budget
Revenues						
5710	Tax Collections	\$ -	\$ -	\$ -	\$ -	\$ -
5730	Tuition & Fees	-	-	-	-	-
5740	Miscellaneous Local Revenue	-	-	-	-	-
5750	Extra/Cocurricular Activity	7,646,087	9,619,909	11,999,701	13,709,710	14,180,797
5760	Misc Revenue Intermediate Source	-	-	-	-	-
	Total Local Revenues	<u>7,646,087</u>	<u>9,619,909</u>	<u>11,999,701</u>	<u>13,709,710</u>	<u>14,180,797</u>
5810	Foundation School Program	-	-	-	-	-
5820	State Revenue Dist by TEA	-	265,928	277,963	278,576	300,000
5830	Teacher Retirement On-Behalf	-	-	-	-	-
	Total State Revenues	<u>-</u>	<u>265,928</u>	<u>277,963</u>	<u>278,576</u>	<u>300,000</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>
7911	Sale of Bonds	-	-	-	-	-
7912	Sale of Land	-	-	-	-	-
7915	Transfers In	472,210	346,242	1,430,728	665,401	100,000
7916	Premium on Issuance of Bonds	-	-	-	-	-
7950	Non-operating Revenue	39,281,074	44,931,380	45,558,272	46,364,494	51,535,000
	Total Other Sources	<u>39,753,284</u>	<u>45,277,622</u>	<u>46,989,000</u>	<u>47,029,895</u>	<u>51,635,000</u>
	Total Revenues & Oth Srcs	<u>47,399,371</u>	<u>55,163,459</u>	<u>59,266,664</u>	<u>61,018,181</u>	<u>66,115,797</u>
Expenditures By Object						
6100	Payroll Costs	20,817,513	\$ 22,924,645	\$ 22,442,563	\$23,950,663	\$ 24,897,304
6200	Professional & Contracted Svcs.	9,995,693	5,779,919	5,356,987	6,322,532	8,116,275
6300	Supplies & Materials	22,067,268	25,405,925	27,123,101	29,391,927	34,578,213
6400	Other Operating Expenses	178,354	161,806	128,629	146,981	520,800
6500	Debt Service	149,029	276,876	746,268	1,027,850	-
6600	Capital Outlay	-	-	-	-	5,695,000
	Total Expenditures	<u>53,207,857</u>	<u>54,549,171</u>	<u>55,797,548</u>	<u>60,839,953</u>	<u>73,807,592</u>
8900	Other Operating	-	10,500,000	-	-	-
	Total Operating Expenditures	<u>53,207,857</u>	<u>65,049,171</u>	<u>55,797,548</u>	<u>60,839,953</u>	<u>73,807,592</u>
Excess of Revenues Over (Under)		<u>(5,808,486)</u>	<u>(9,885,712)</u>	<u>3,469,116</u>	<u>178,228</u>	<u>(7,691,795)</u>
Expenditures						
Fund Balance-Beginning		41,942,982	36,134,496	26,248,784	29,717,900	29,896,128
Prior Period Adjustment		-	-	-	-	-
Fund Balance-Ending		<u>\$ 36,134,496</u>	<u>\$ 26,248,784</u>	<u>\$ 29,717,900</u>	<u>\$ 29,896,128</u>	<u>\$ 22,204,333</u>

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 eligible 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% or \$51.7M 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 of \$3.6M is primarily generated from user fees. Total revenue of \$55.6M is expected to increase 12.4% over 2016-2017 actual total revenue of \$49.4M. The District is anticipating an increase of \$840K or 30.4% increase in user fees attributed to increasing participation.

Expenditure Summary

The Food Service expenditure budget for 2017-18 is \$63,2M which is a 19.5% increase over the 2016-2017 expenditures. This increase is attributed to the large investment the Child Nutrition Department is making to upgrade and replace its aging kitchen equipment. The District has received special permission by TEA and the Department of Agriculture to utilize fund balance for these purchases.

Food Service expenditures consist primarily of payroll (37%) and supplies and materials (53%). The Capital Outlay budget is (9%) of the 2017-18 budget due to the commitment to replace worn and outdated kitchen. The majority of the supplies and material budget consists of expenditures for food and related expenses.

Fund Balance Impact

Net Position is projected to decrease by \$3.5M in 2016-17 resulting in a projected ending Net Position of \$10,2M. 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 2017-18. The district requires special permission from Texas Department of Agriculture to upgrade kitchen equipment. The budget proposed results in a decrease of \$7.7M to the Net Position in 2017-18.

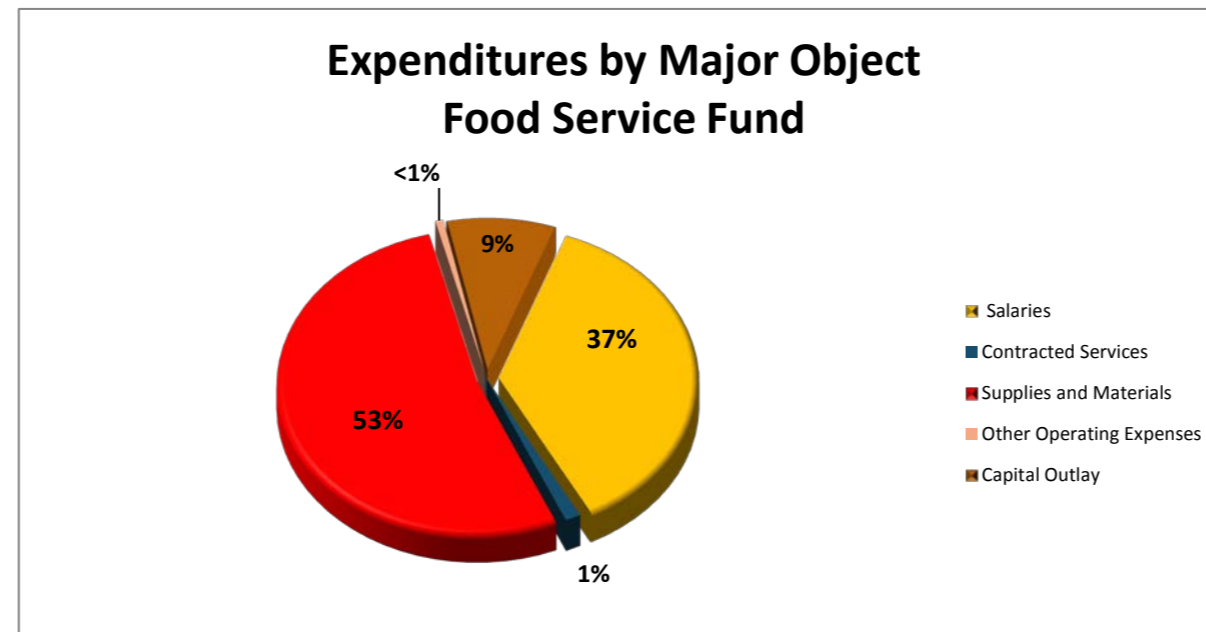
The District strives to maintain an optimum Net Position for Food Service that does not exceed three months of average food service operating expenditures. The projected Net Position for 2017-18 of \$2.5M results in approximately .5 month of budgeted expenditures. The District plans on returning to the optimum three-month net position in future years and will review revenue and expenditures closely throughout the year to determine a corrective action plan if necessary.

Budget Summary by Major Object - Food Service Fund
For the Years Ended June 30, 2014 - June 30, 2018 (Actual, Estimated, Budgeted)

	2013-14	2014-15	2015/16	2016/17	2017/18
	Actual	Actual	Actual	Estimated	Original
	Rev/Exp	Rev/Exp	Rev/Exp	Rev/Exp	Budget
Revenues					
5710 Tax Collections	\$ -	\$ -	\$ -	\$ -	\$ -
5730 Tuition & Fees	-	-	-	-	-
5740 Miscellaneous Local Revenue	-	-	-	-	-
5750 Extra/Cocurricular Activity	4,356,344	3,052,661	2,865,704	2,771,959	3,615,000
5760 Misc Revenue Intermediate Source	-	-	-	-	-
Total Local Revenues	<u>4,356,344</u>	<u>3,052,661</u>	<u>2,865,704</u>	<u>2,771,959</u>	<u>3,615,000</u>
5810 Foundation School Program	-	-	-	-	-
5820 State Revenue Dist by TEA	-	265,928	277,963	278,576	300,000
5830 Teacher Retirement On-Behalf	-	-	-	-	-
Total State Revenues	<u>-</u>	<u>265,928</u>	<u>277,963</u>	<u>278,576</u>	<u>300,000</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>
7911 Sale of Bonds	-	-	-	-	-
7912 Sale of Land	-	-	-	-	-
7915 Transfers In	-	-	-	-	100,000
7916 Premium on Issuance of Bonds	-	-	-	-	-
7950 Non-operating Revenue	39,281,074	44,931,380	45,558,272	46,364,494	51,535,000
Total Other Sources	<u>39,281,074.00</u>	<u>44,931,380</u>	<u>45,558,272</u>	<u>46,364,494.00</u>	<u>51,635,000</u>
Total Revenues & Oth Srcs	43,637,418	48,249,969	48,701,939	49,415,029	55,550,000
Expenditures By Object					
6100 Payroll Costs	19,819,590	21,046,824	20,498,083	22,436,637	23,228,465
6200 Professional & Contracted Svcs.	656,925	804,645	452,362	333,667	792,330
6300 Supplies & Materials	21,824,051	25,139,108	26,810,328	29,056,802	33,221,000
6400 Other Operating Expenses	98,678	56,768	46,121	57,874	400,000
6500 Debt Service	149,029	276,876	746,268	1,027,850	-
6600 Capital Outlay	-	-	-	-	5,600,000
Total Expenditures	<u>42,548,273</u>	<u>47,324,221</u>	<u>48,553,162</u>	<u>52,912,830</u>	<u>63,241,795</u>
8900 Other Uses/ Non-Operating Expenses	-	-	-	-	-
Total Operating Expenditures	<u>42,548,273</u>	<u>47,324,221</u>	<u>48,553,162</u>	<u>52,912,830</u>	<u>63,241,795</u>
Excess of Revenues Over (Under)	<u>1,089,145</u>	<u>925,748</u>	<u>148,777</u>	<u>(3,497,801)</u>	<u>(7,691,795)</u>
Expenditures					
Fund Balance-Beginning	11,565,841	12,654,986	13,580,734	13,729,511	10,231,710
Prior Period Adjustment	-	-	-	-	-
Fund Balance-Ending	<u>\$ 12,654,986</u>	<u>\$ 13,580,734</u>	<u>\$ 13,729,511</u>	<u>\$ 10,231,710</u>	<u>\$ 2,539,915</u>

Projected Expenditures by Function and Major Object - Food Service Fund
2017-18 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	23,224,465	738,200	33,181,000	400,000	-	5,600,000	63,143,665
36 Cocurricular/Extracurricular	-	-	-	-	-	-	-
41 General Administration	-	-	-	-	-	-	-
51 Plant Maintenance & Operations	-	54,130	40,000	-	-	-	94,130
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	\$ 23,228,465	\$ 792,330	\$ 33,221,000	\$ 400,000	\$ -	\$ 5,600,000	\$ 63,241,795



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.

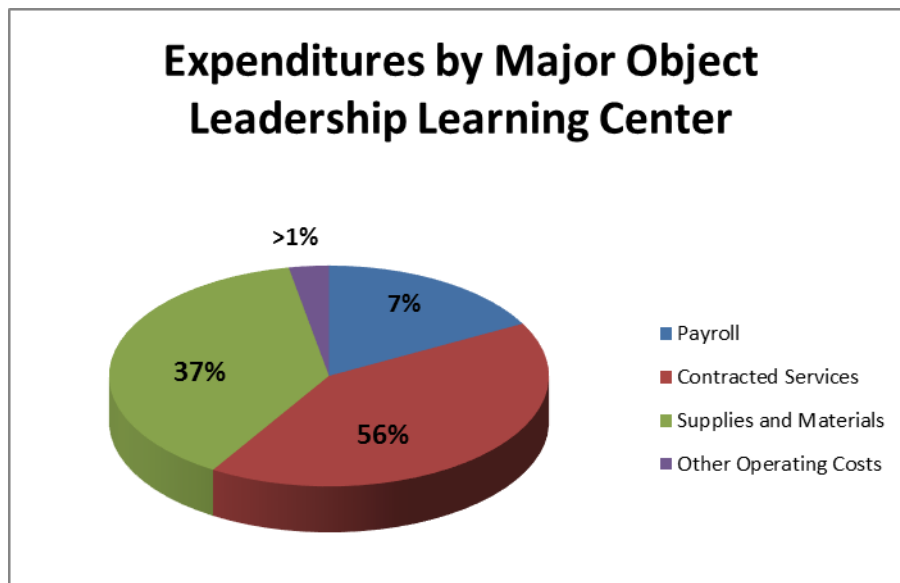
Revenue Trends and Assumptions

Revenue for the outdoor learning center is generated from user fees. Revenue for the 2017-2018 school year is expected to be \$102,000, a 141% increase or \$59,677, from the 2016-17 projected revenue. In 2016-17, the LLC had an increase in contracted services and supplies and materials which resulted in a net operating loss of \$11,701. The District expects an increase in the level of user fees in 2017-2018.

Expenditure Summary

The expenditure budget for 2017-18 is \$102,000. This budget is an increase of 89% or \$47,974 from the 2016-17 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 17% of the budgeted expenditures. The primary expenses are contracted services or 42%, and supplies and materials or 38% of the total budget..



Fund Balance Impact

The net operating loss resulted in a decrease of \$11,701 to the Fund Balance in 2016-2017. The Fund Balance is projected to remain at \$61,242 as the District anticipates earning revenues necessary to meet operating expenditures.

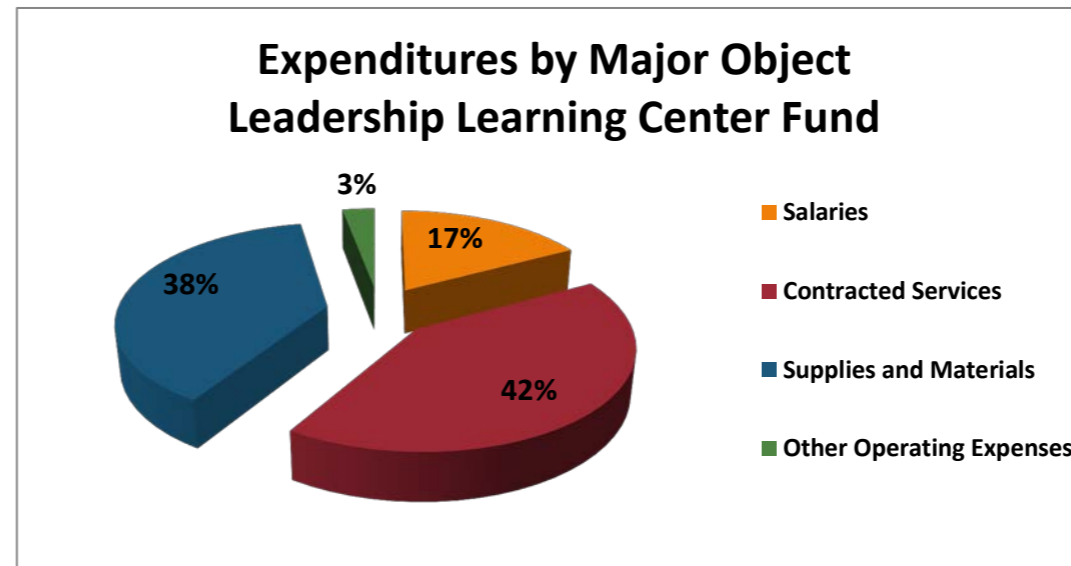
Leadership Learning Center Fund

For the Years Ended June 30, 2014 - June 30, 2018 (Actual, Estimated, Budgeted)

	2013-14	2014-15	2015/16	2016/17	2017/18
	Actual	Actual	Actual	Estimated	Original
	Rev/Exp	Rev/Exp	Rev/Exp	Rev/Exp	Budget
Revenues					
5710 Tax Collections	\$ -	\$ -	\$ -	\$ -	\$ -
5730 Tuition & Fees	-	-	-	-	-
5740 Miscellaneous Local Revenue	-	-	-	-	-
5750 Extra/Cocurricular Activity	119,909	133,690	79,140	42,323	102,000
5760 Misc Revenue Intermediate Source	-	-	-	-	-
Total Local Revenues	119,909	133,690	79,140	42,323	102,000
5810 Foundation School Program	-	-	-	-	-
5820 State Revenue Dist by TEA	-	-	-	-	-
5830 Teacher Retirement On-Behalf	-	-	-	-	-
Total State Revenues	-	-	-	-	-
5920 Miscellaneous Federal Revenue	-	-	-	-	-
5930 School Health Related	-	-	-	-	-
5940 Direct Federal Revenue	-	-	-	-	-
Total Federal Revenues	-	-	-	-	-
7911 Sale of Bonds	-	-	-	-	-
7912 Sale of Land	-	-	-	-	-
7915 Transfers In	-	-	-	-	-
7916 Premium on Issuance of Bonds	-	-	-	-	-
7950 Non-operating Revenue	-	-	-	-	-
Total Other Sources	-	-	-	-	-
Total Revenues & Oth Srcs	119,909	133,690	79,140	42,323	102,000
Expenditures By Object					
6100 Payroll Costs	-	19,761	15,306	14,005	17,500
6200 Professional & Contracted Svcs.	34,245	30,619	58,874	23,581	42,500
6300 Supplies & Materials	3,368	27,792	32,812	14,323	39,000
6400 Other Operating Expenses	20,448	16,541	30	2,115	3,000
6500 Debt Service	-	-	-	-	-
6600 Capital Outlay	-	-	-	-	-
Total Expenditures	58,061	94,713	107,022	54,024	102,000
8900 Other Uses/ Non-Operating Expenses	-	-	-	-	-
Total Operating Expenditures	58,061.00	94,713	107,022	54,024	102,000.00
Excess of Revenues Over (Under)	61,848	38,977	(27,882)	(11,701)	-
Expenditures					
Fund Balance-Beginning	-	61,848	100,825	72,943	61,242
Prior Period Adjustment	-	-	-	-	-
Fund Balance-Ending	\$ 61,848	\$ 100,825	\$ 72,943	\$ 61,242	\$ 61,242

Projected Expenditures by Function and Major Object - Leadership Learning Center
2017-18 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	15,000	-	-	-	-	-	-	15,000
34	Student Transportation	-	-	-	-	-	-	-	-
35	Food Services	-	-	-	-	-	-	-	-
36	Cocurricular/Extracurricular	-	-	-	-	-	-	-	-
41	General Administration	-	-	-	-	-	-	-	-
51	Plant Maintenance & Operations	2,500	19,500	12,000	-	-	-	-	34,000
52	Security & Monitoring Services	-	-	-	-	-	-	-	-
53	Data Processing Services	-	-	-	-	-	-	-	-
61	Community Services	-	23,000	27,000	3,000	-	-	-	53,000
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		\$ 17,500	\$ 42,500	\$ 39,000	\$ 3,000	\$ -	\$ -	\$ -	\$ 102,000

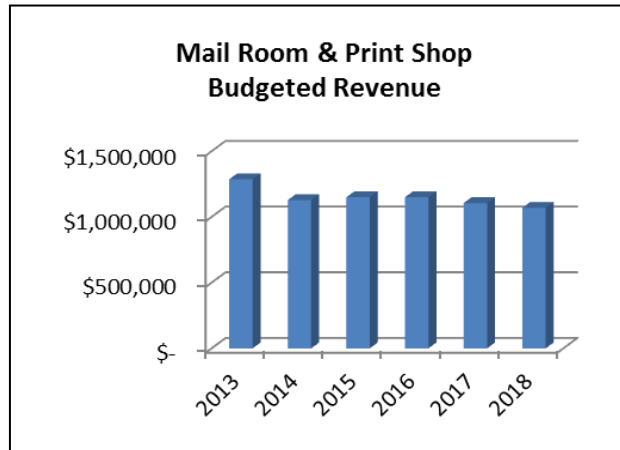


Proprietary Fund Types:
Internal Service Funds
Mail Room/Print Shop Overview

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..

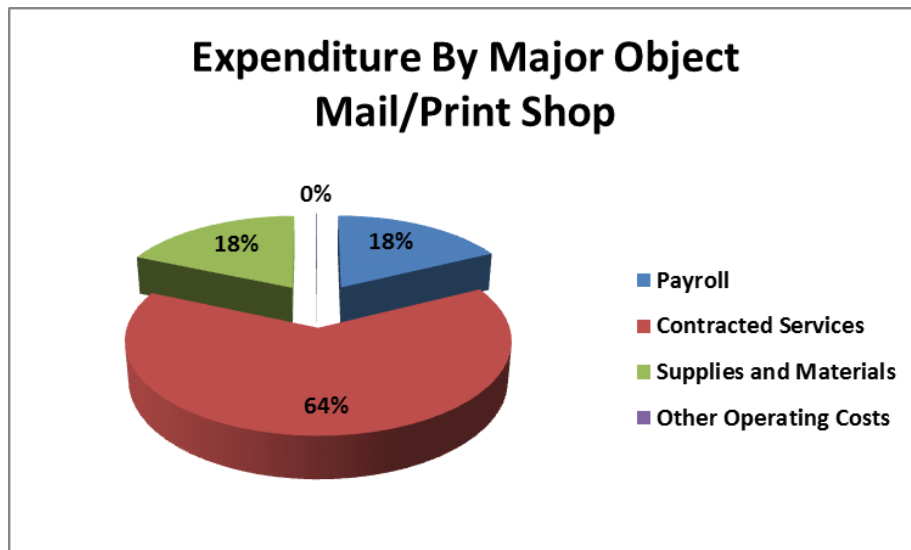
Revenue Trends and Assumptions

Revenue for the Mail Room and Print Shop are generated from user fees for reproduction services to campuses and departments. Revenue for the 2017-18 fiscal year is expected to be \$1,069,427 which is an increase of 6.5% over 2016-2017 revenues. 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. 64% of funds budgeted in 2017-18 are for contracted services, 18% are for supplies and materials, with only 18% budgeted for payroll and less than 1% for other operating. The total expenditure budget for 2017-18 is expected to be \$1,069,427, a 6.5% increase over 2016/17 estimated expenditures due to the increase in costs associated with additional printing for outside organizations and a 2 % raise across the board.



Fund Balance Impact

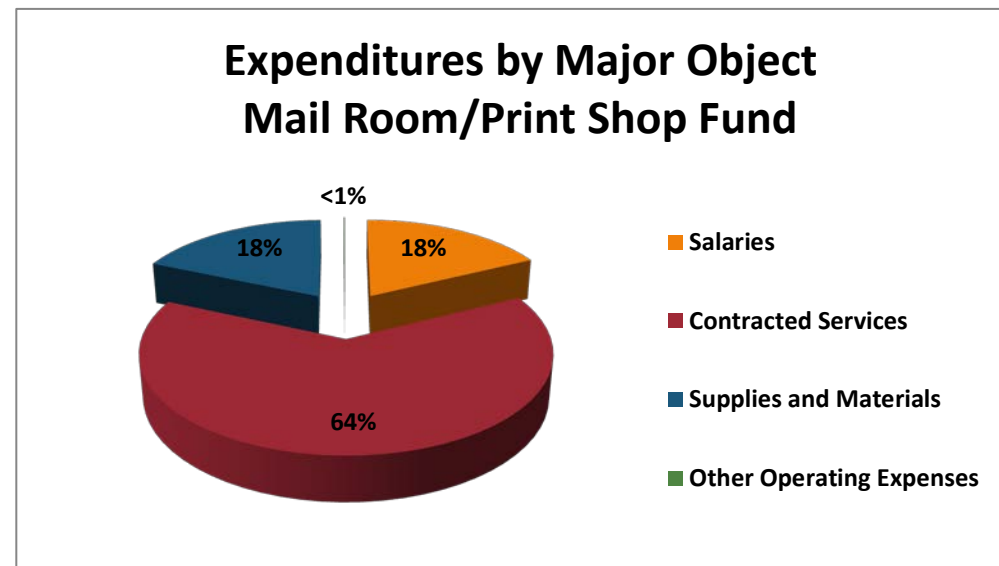
The Mail Room and Print Shop do not maintain a fund balance. In the event, the Mail Room/Print Shop sustains a loss and the revenues are not sufficient to fund the operations, the General Operating Fund is obligated to transfer out funds to account for the loss. In the 2016-17, the Mail Room/Print Shop sustained a loss of \$428,452.

Budget Summary by Major Object - Mail Room and Print Shop
 For the Years Ended June 30, 2014 - June 30, 2018 (*Actual, Estimated, Budgeted*)

	2013-14	2014-15	2015/16	2016/17	2017/18
	Actual	Actual	Actual	Estimated	Original
	Rev/Exp	Rev/Exp	Rev/Exp	Rev/Exp	Budget
Revenues					
5710 Tax Collections	-	-	-	-	-
5730 Tuition & Fees	-	-	-	-	-
5740 Miscellaneous Local Revenue	-	-	-	-	-
5750 Extra/Cocurricular Activity	798,158	629,333	697,323	575,326	1,069,427
5760 Misc Revenue Intermediate Source	-	-	-	-	-
Total Local Revenues	798,158	629,333	697,323	575,326	1,069,427
5810 Foundation School Program	-	-	-	-	-
5820 State Revenue Dist by TEA	-	-	-	-	-
5830 Teacher Retirement On-Behalf	-	-	-	-	-
Total State Revenues	-	-	-	-	-
5920 Miscellaneous Federal Revenue	-	-	-	-	-
5930 School Health Related	-	-	-	-	-
5940 Direct Federal Revenue	-	-	-	-	-
Total Federal Revenues	-	-	-	-	-
7911 Sale of Bonds	-	-	-	-	-
7912 Sale of Land	-	-	-	-	-
7915 Transfers In	164,850	346,242	278,168	428,452	-
7916 Premium on Issuance of Bonds	-	-	-	-	-
7950 Non-operating Revenue	-	-	-	-	-
Total Other Sources	164,850.00	346,242	278,168	428,452.00	-
Total Revenues & Oth Srcs	963,008	975,575	975,491	1,003,778	1,069,427
Expenditures By Object					
6100 Payroll Costs	162,987	170,194	178,705	184,109	189,642
6200 Professional & Contracted Svcs.	583,728	607,719	578,660	617,146	681,785
6300 Supplies & Materials	216,286	197,222	216,869	202,093	197,000
6400 Other Operating Expenses	7	440	1,257	430	1,000
6500 Debt Service	-	-	-	-	-
6600 Capital Outlay	-	-	-	-	-
Total Expenditures	963,008	975,575	975,491	1,003,778	1,069,427
8900 Other Uses/ Non-Operating Expenses	-	-	-	-	-
Total Operating Expenditures	963,008	975,575	975,491	1,003,778	1,069,427.00
Excess of Revenues Over (Under)	-	-	-	-	-
Expenditures	-	-	-	-	-
Fund Balance-Beginning	-	-	-	-	-
Prior Period Adjustment	-	-	-	-	-
Fund Balance-Ending	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures by Function and Major Object - Mail/Print Shop
2017-18 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	189,642	681,785	197,000	1,000	-	-	-	1,069,427
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	\$ 189,642	\$ 681,785	\$ 197,000	\$ 1,000	\$ -	\$ -	\$ -	\$ 1,069,427



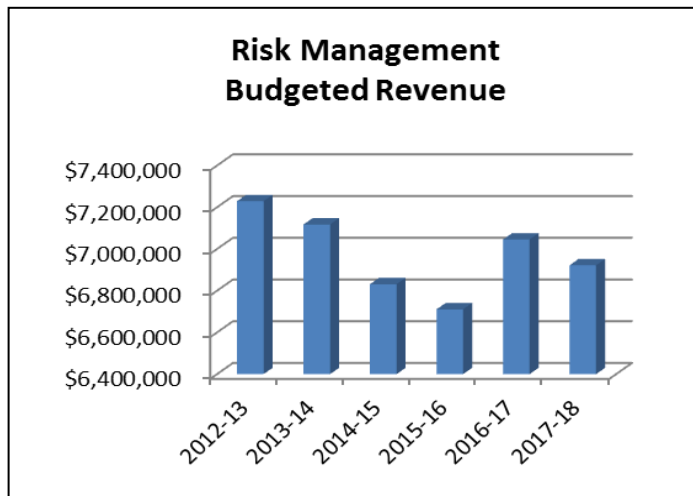
Proprietary Fund Types: Internal Service Funds Risk Management Overview

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.

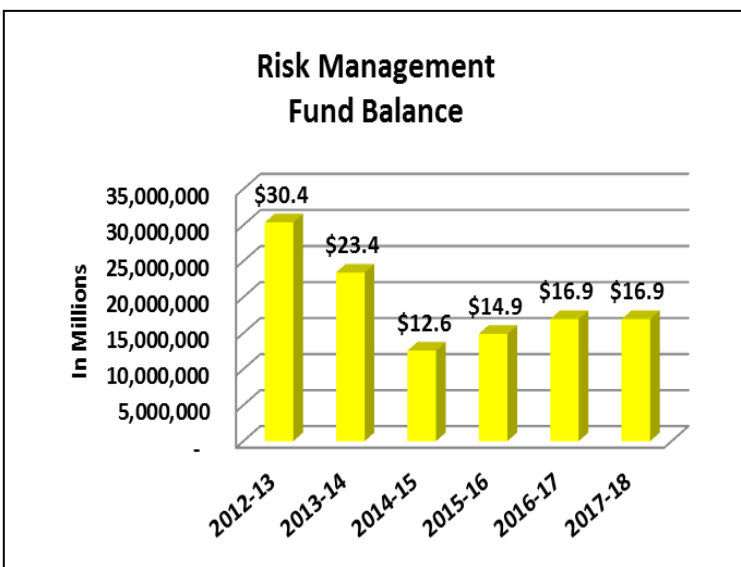
Revenue Trends and Assumptions

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. The District is anticipating a reduction of 14.6% or a \$1.1M decrease in total revenue.



Expenditure Summary

The primary costs for the Risk Management Fund are for contracted services. 87% of funds budgeted in 2017-2018 are for contracted services. The total expenditure budget for 2017-18 is projected to be \$6.9M or a 14% overall increase from the prior year estimated actuals.



Fund Balance Impact

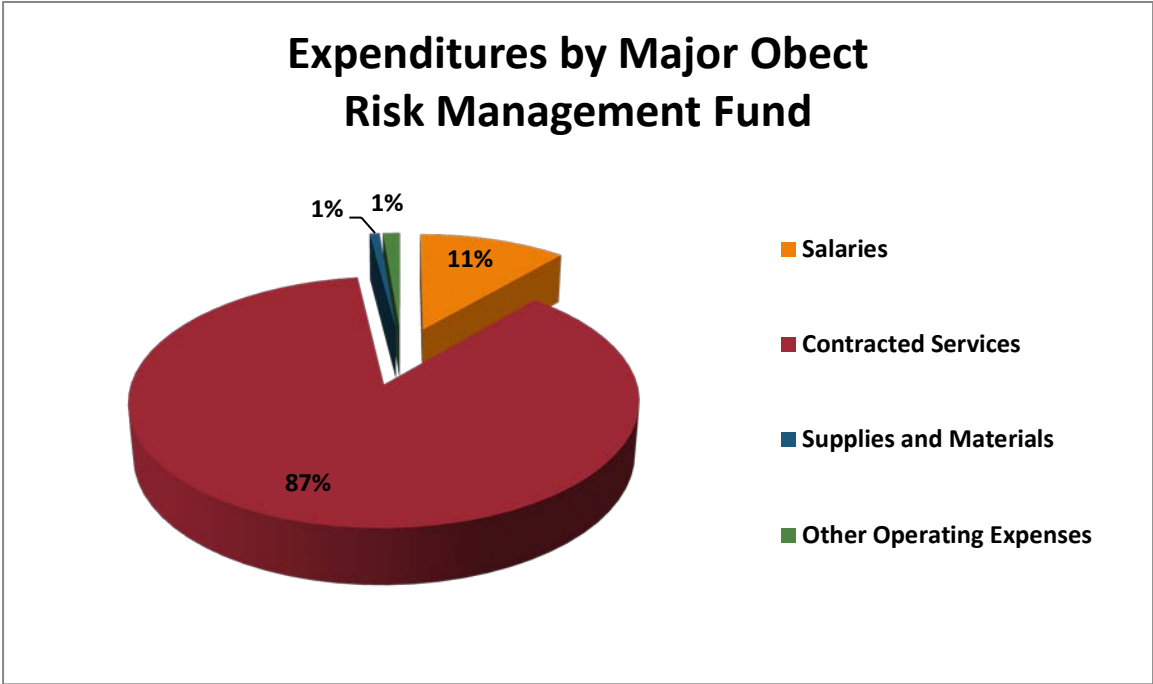
The 2016-17 net position of the Risk Management Fund is estimated to increase by \$2M. The anticipated net position at the end of the 2017-18 fiscal year is 16.9M. The District has built its net position to ensure sufficient funding for future liabilities.

Budget Summary by Major Object - Risk Management
 For the Years Ended June 30, 2014 - June 30, 2018 (*Actual, Estimated, Budgeted*)

	2013-14	2014-15	2015/16	2016/17	2017/18
	Actual	Actual	Actual	Estimated	Original
	Rev/Exp	Rev/Exp	Rev/Exp	Rev/Exp	Budget
Revenues					
5710 Tax Collections	\$ -	\$ -	\$ -	\$ -	\$ -
5730 Tuition & Fees	-	-	-	-	-
5740 Miscellaneous Local Revenue	-	-	-	-	-
5750 Extra/Cocurricular Activity	2,371,676	4,677,904	7,324,915	8,105,330	6,921,707
5760 Misc Revenue Intermediate Source	-	-	-	-	-
Total Local Revenues	2,371,676	4,677,904	7,324,915	8,105,330	6,921,707
5810 Foundation School Program	-	-	-	-	-
5820 State Revenue Dist by TEA	-	-	-	-	-
5830 Teacher Retirement On-Behalf	-	-	-	-	-
Total State Revenues	-	-	-	-	-
5920 Miscellaneous Federal Revenue	-	-	-	-	-
5930 School Health Related	-	-	-	-	-
5940 Direct Federal Revenue	-	-	-	-	-
Total Federal Revenues	-	-	-	-	-
7911 Sale of Bonds	-	-	-	-	-
7912 Sale of Land	-	-	-	-	-
7915 Transfers In	-	-	-	-	-
7916 Premium on Issuance of Bonds	-	-	-	-	-
7950 Non-operating Revenue	-	-	-	-	-
Total Other Sources	-	-	-	-	-
Total Revenues & Oth Srcs	2,371,676	4,677,904	7,324,915	8,105,330	6,921,707
Expenditures By Object					
6100 Payroll Costs	527,576	697,276	735,638	752,999	779,597
6200 Professional & Contracted Svcs.	8,720,795	4,267,149	4,168,343	5,242,997	6,000,360
6300 Supplies & Materials	23,563	15,354	20,257	19,565	52,300
6400 Other Operating Expenses	59,221	48,562	57,971	60,044	89,450
6500 Debt Service	-	-	-	-	-
6600 Capital Outlay	-	-	-	-	-
Total Expenditures	9,331,155	5,028,341	4,982,209	6,075,605	6,921,707
8900 Other Uses/ Non-Operating Expenses	-	10,500,000	-	-	-
Total Operating Expenditures	9,331,155	15,528,341	4,982,209	6,075,605	6,921,707
Excess of Revenues Over (Under)	(6,959,479)	(10,850,437)	2,342,706	2,029,725	-
Expenditures					
Fund Balance-Beginning	30,377,141	23,417,662	12,567,225	14,909,931	16,939,656
Prior Period Adjustment	-	-	-	-	-
Fund Balance-Ending	\$ 23,417,662	\$ 12,567,225	\$ 14,909,931	\$ 16,939,656	\$ 16,939,656

Projected Expenditures by Function and Major Object - Risk Management
2017-18 Budget

Expenditures	Salaries	Contracted	Supplies and	Other Operating	Debt	Capital	Other	Total
	(6100)	Services	Materials	Expenses	Service	Outlay	Uses	
	(6100)	(6200)	(6300)	(6400)	(6500)	(6600)	(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	779,597	6,000,360	52,300	89,450	-	-	-	6,921,707
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	\$ 779,597	\$ 6,000,360	\$ 52,300	\$ 89,450	\$ -	\$ -	\$ -	\$ 6,921,707



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* was created for use in 2016-2017 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. The District anticipates a slight decrease of revenue in 2017-2018 of 6.8%. Total revenue is expected to be \$1.04M.

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 2017-18 are for supplies and materials. The total expenditure budget of \$1.04M for 2017-18 represents the amount that is available for repairs or to replace the outdated, stolen or missing computers.

Fund Balance Impact

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

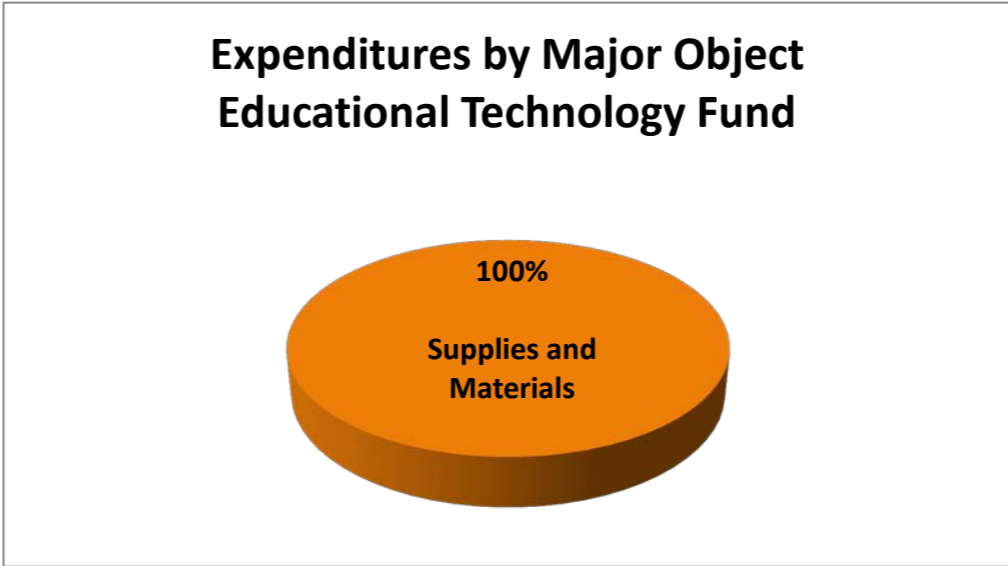
Educational Technology Fund

For the Years Ended June 30, 2014 - June 30, 2018 (Actual, Estimated, Budgeted)

		2013-14	2014-15	2015/16	2016/17	2017/18
		Actual	Actual	Actual	Estimated	Original
		Rev/Exp	Rev/Exp	Rev/Exp	Rev/Exp	Budget
Revenues						
5710	Tax Collections	\$ -	\$ -	\$ -	\$ -	\$ -
5730	Tuition & Fees	-	-	-	-	-
5740	Miscellaneous Local Revenue	-	-	-	-	-
5750	Extra/Cocurricular Activity	-	-	-	1,122,004	1,045,913
5760	Misc Revenue Intermediate Source	-	-	-	-	-
	Total Local Revenues	-	-	-	1,122,004	1,045,913
5810	Foundation School Program	-	-	-	-	-
5820	State Revenue Dist by TEA	-	-	-	-	-
5830	Teacher Retirement On-Behalf	-	-	-	-	-
	Total State Revenues	-	-	-	-	-
5920	Miscellaneous Federal Revenue	-	-	-	-	-
5930	School Health Related	-	-	-	-	-
5940	Direct Federal Revenue	-	-	-	-	-
	Total Federal Revenues	-	-	-	-	-
7911	Sale of Bonds	-	-	-	-	-
7912	Sale of Land	-	-	-	-	-
7915	Transfers In	-	-	-	-	-
7916	Premium on Issuance of Bonds	-	-	-	-	-
7950	Non-operating Revenue	-	-	-	-	-
	Total Other Sources	-	-	-	-	-
	Total Revenues & Oth Srcs	-	-	-	1,122,004	1,045,913
Expenditures By Object						
6100	Payroll Costs	-	-	-	-	-
6200	Professional & Contracted Svcs.	-	-	-	-	-
6300	Supplies & Materials	-	-	-	76,091	1,045,913
6400	Other Operating Expenses	-	-	-	-	-
6500	Debt Service	-	-	-	-	-
6600	Capital Outlay	-	-	-	-	-
	Total Expenditures	-	-	-	76,091	1,045,913
8900	Other Uses/ Non-Operating Expenses	-	-	-	-	-
	Total Operating Expenditures	-	-	-	76,091	1,045,913
	Excess of Revenues Over (Under)	-	-	-	1,045,913	-
	Expenditures	-	-	-	-	-
	Fund Balance-Beginning	-	-	-	-	1,045,913
	Prior Period Adjustment	-	-	-	-	-
	Fund Balance-Ending	\$ -	\$ -	\$ -	\$ 1,045,913	\$ 1,045,913

Projected Expenditures by Function and Major Object - Educational Technology Fund
2017-18 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	\$ -	\$ -	\$ 1,044,144	\$ -	\$ -	\$ -	\$ -	\$ 1,044,144
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	-	-	1,769	-	-	-	-	1,769
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		\$ -	\$ -	\$ 1,045,913	\$ -	\$ -	\$ -	\$ -	\$ 1,045,913

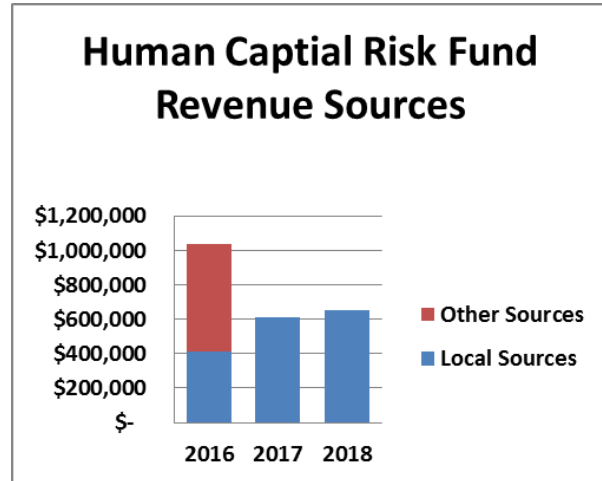


Proprietary Fund Types:
Internal Service Funds
Human Capital Risk Overview

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.

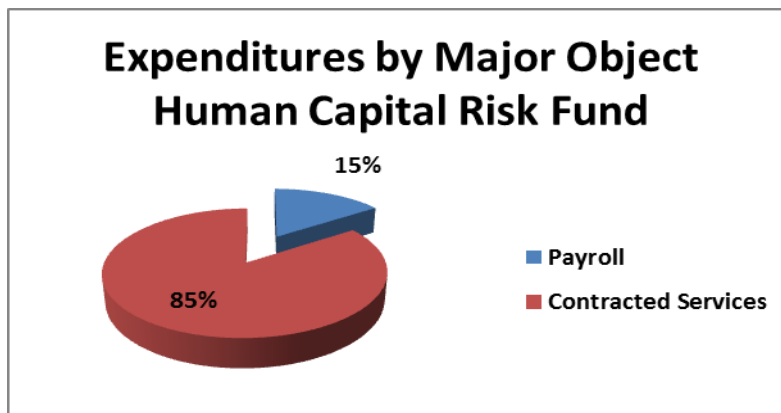
Revenue Summary

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. The District anticipates total revenue to be \$650K or 5.8% higher than 2016-2017.



Expenditure Summary

The primary costs for the Human Capital Risk Fund are expected to be for the payment of claims, fees, penalties and legal expenses associated with the Affordable Care Act laws, along with new TRS regulations going into effect September 1, 2017. 85% of funds budgeted in 2017-18 are for Contracted Services and 15% are for Payroll. The total expenditure budget for 2017-18 is projected to be \$650K. This budget represents the total amount available in 2017-2018. However, this fund operates similar to the Educational Technology Fund with the unspent balance added to the fund balance for future use.



Fund Balance Impact

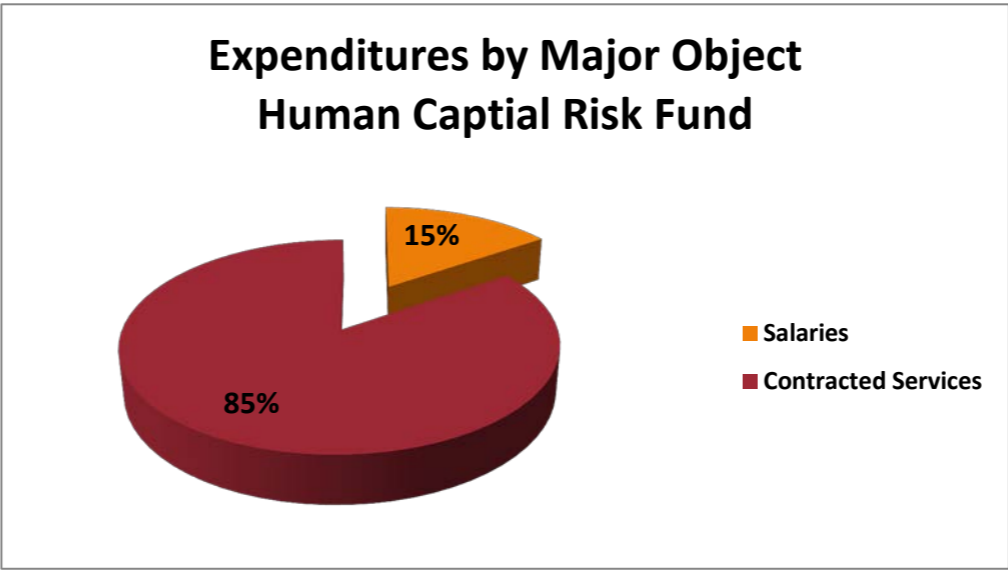
At the end of 16-17, the net position of the Human Capital Risk Fund is projected to be \$1.5M. The District has established a fund that will ensure resources are available to fund future liabilities.

Budget Summary by Major Object - Human Capital Risk Fund
For the Years Ended June 30, 2014 - June 30, 2018 (Actual, Estimated, Budgeted)

		2013-14	2014-15	2015/16	2016/17	2017/18
		Actual	Actual	Actual	Estimated	Original
		Rev/Exp	Rev/Exp	Rev/Exp	Rev/Exp	Budget
Revenues						
5710	Tax Collections	\$ -	\$ -	\$ -	\$ -	\$ -
5730	Tuition & Fees	-	-	-	-	-
5740	Miscellaneous Local Revenue	-	-	-	-	-
5750	Extra/Cocurricular Activity	-	-	411,200	614,216	650,000
5760	Misc Revenue Intermediate Source	-	-	-	-	-
	Total Local Revenues	<u>-</u>	<u>-</u>	<u>411,200</u>	<u>614,216</u>	<u>650,000</u>
5810	Foundation School Program	-	-	-	-	-
5820	State Revenue Dist by TEA	-	-	-	-	-
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>
7911	Sale of Bonds	-	-	-	-	-
7912	Sale of Land	-	-	-	-	-
7915	Transfers In	-	-	623,018	-	-
7916	Premium on Issuance of Bonds	-	-	-	-	-
7950	Non-operating Revenue	-	-	-	-	-
	Total Other Sources	<u>-</u>	<u>-</u>	<u>623,018</u>	<u>-</u>	<u>-</u>
	Total Revenues & Oth Srcs	<u>-</u>	<u>-</u>	<u>1,034,218</u>	<u>614,216</u>	<u>650,000</u>
Expenditures By Object						
6100	Payroll Costs	-	-	8,153	89,567	100,000
6200	Professional & Contracted Svcs.	-	-	20,550	-	550,000
6300	Supplies & Materials	-	-	-	-	-
6400	Other Operating Expenses	-	-	-	-	-
6500	Debt Service	-	-	-	-	-
6600	Capital Outlay	-	-	-	-	-
	Total Expenditures	<u>-</u>	<u>-</u>	<u>28,703</u>	<u>89,567</u>	<u>650,000</u>
8900	Other Uses/ Non-Operating Expenses	-	-	-	-	-
	Total Operating Expenditures	<u>-</u>	<u>-</u>	<u>28,703</u>	<u>89,567</u>	<u>650,000.00</u>
Excess of Revenues Over (Under)		<u>-</u>	<u>-</u>	<u>1,005,515</u>	<u>524,649</u>	<u>-</u>
Expenditures						
Fund Balance-Beginning		-	-	-	1,005,515	1,530,164
Prior Period Adjustment		-	-	-	-	-
Fund Balance-Ending		<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,005,515</u>	<u>\$ 1,530,164</u>	<u>\$ 1,530,164</u>

Projected Expenditures by Function and Major Object - Human Capital Risk Fund
2017-18 Budget

Expenditures	Salaries	Contracted	Supplies and	Other Operating	Debt	Capital	Other	Total
	(6100)	Services	Materials	Expenses	Service	Outlay	Uses	
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
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	100,000	550,000	-	-	-	-	-	650,000
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	\$ 100,000	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 650,000



Proprietary Fund Types: Internal Service Funds Evaluation Services Fund Overview

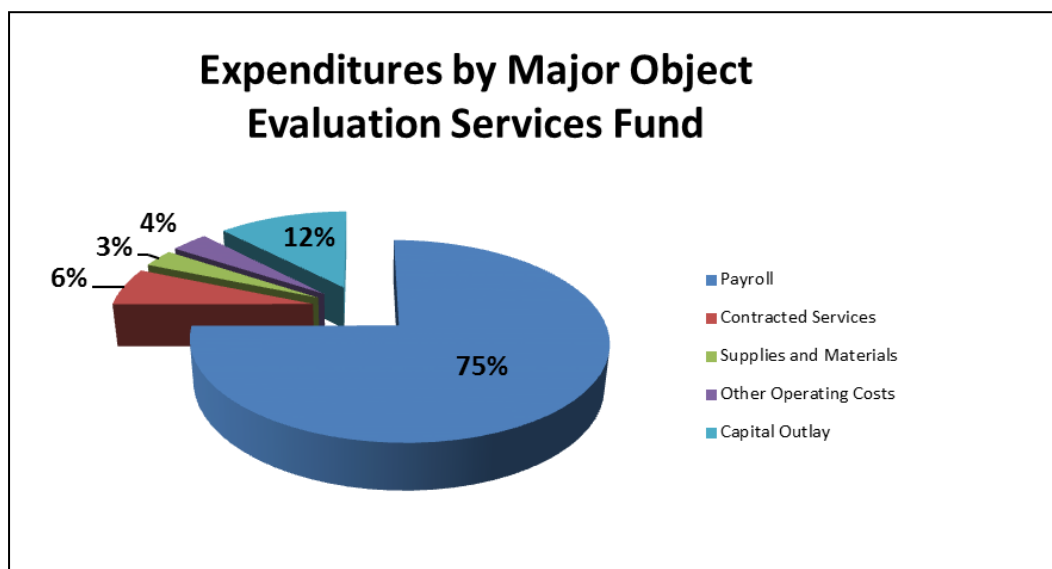
The Evaluation Services Fund accounts for the activities that provide research and evaluation services to various departments and programs of the district. The creation of this fund and the practice of charging user fees for services began in the 2013-14 school year. The District established the Research and Evaluation Services Fund as an Internal Service 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

Revenue for this fund is generated from user fees charged for research and evaluation services to internal customers. Revenue for 2017-18 is projected to be \$776,750, which is a \$148.7K or 23.7% increase from the 2016-2017 budgeted revenue. This fund is in its fourth 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 and expenditures have significantly decreased from prior years.

Expenditure Summary

The Evaluation Services Fund budgeted expenditures are primarily payroll costs of 75% of the total budget. Contracted services expenses are 6% and supplies and materials and other operating expenses combined are 7% of the budget. The Capital Outlay budget is \$95,000 or 12% of the budget for the purchase of Qualtrics, a standardized software for data collection and analysis, which will increase the speed and quality of research for all stakeholders. The 2017-18 budgeted expenditures are \$776,750, which is an increase of \$148.7K or 23.7% increase from the 2016-17 actual expenditures.



Fund Balance Impact

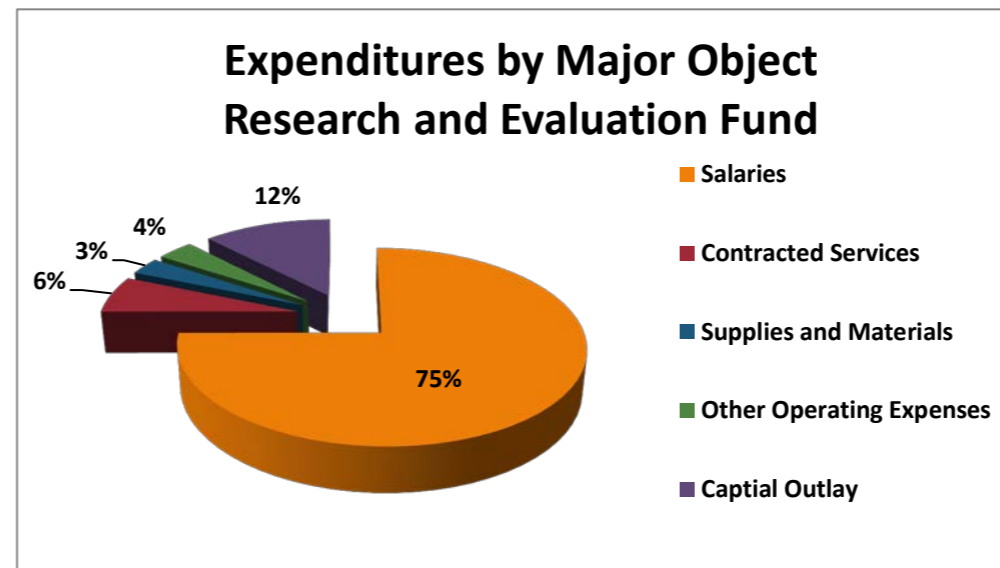
The Evaluation Services Fund does not maintain a fund balance. In the event its user fees do not reimburse the full cost of operations, the General Operating Fund will be responsible for transferring funds to meet the total expenses. In 2016-2017, this fund had an operating loss of \$149.5K.

Budget Summary by Major Object - Research and Evaluation
For the Years Ended June 30, 2014 - June 30, 2018 (Actual, Estimated, Budgeted)

		2013-14	2014-15	2015/16	2016/17	2017/18
		Actual	Actual	Actual	Estimated	Original
		Rev/Exp	Rev/Exp	Rev/Exp	Rev/Exp	Budget
Revenues						
5710	Tax Collections	\$ -	\$ -	\$ -	\$ -	\$ -
5730	Tuition & Fees	-	-	-	-	-
5740	Miscellaneous Local Revenue	-	-	-	-	-
5750	Extra/Cocurricular Activity	-	1,126,321	621,419	478,552	776,750
5760	Misc Revenue Intermediate Source	-	-	-	-	-
	Total Local Revenues	-	1,126,321	621,419	478,552	776,750
5810	Foundation School Program	-	-	-	-	-
5820	State Revenue Dist by TEA	-	-	-	-	-
5830	Teacher Retirement On-Behalf	-	-	-	-	-
	Total State Revenues	-	-	-	-	-
5920	Miscellaneous Federal Revenue	-	-	-	-	-
5930	School Health Related	-	-	-	-	-
5940	Direct Federal Revenue	-	-	-	-	-
	Total Federal Revenues	-	-	-	-	-
7911	Sale of Bonds	-	-	-	-	-
7912	Sale of Land	-	-	-	-	-
7915	Transfers In	307,360	-	529,542	236,949	-
7916	Premium on Issuance of Bonds	-	-	-	-	-
7950	Non-operating Revenue	-	-	-	-	-
	Total Other Sources	307,360	-	529,542	236,949	-
	Total Revenues & Oth Srcs	307,360	1,126,321	1,150,961	715,501	776,750
Expenditures By Object						
6100	Payroll Costs	307,360	990,590	1,006,678	473,346	582,100
6200	Professional & Contracted Svcs.	-	69,787	78,198	105,141	49,300
6300	Supplies & Materials	-	26,449	42,835	23,053	23,000
6400	Other Operating Expenses	-	39,495	23,250	26,518	27,350
6500	Debt Service	-	-	-	-	-
6600	Capital Outlay	-	-	-	-	95,000
	Total Expenditures	307,360	1,126,321	1,150,961	628,058	\$ 776,750
8900	Other Uses/ Non-Operating Expenses	-	-	-	-	-
	Total Operating Expenditures	307,360	1,126,321	1,150,961	628,058	776,750
Excess of Revenues Over (Under)		-	-	-	87,443	-
Expenditures		-	-	-	-	-
Fund Balance-Beginning		-	-	-	-	87,443
Prior Period Adjustment		-	-	-	-	-
Fund Balance-Ending		\$ -	\$ -	\$ -	\$ 87,443	\$ 87,443

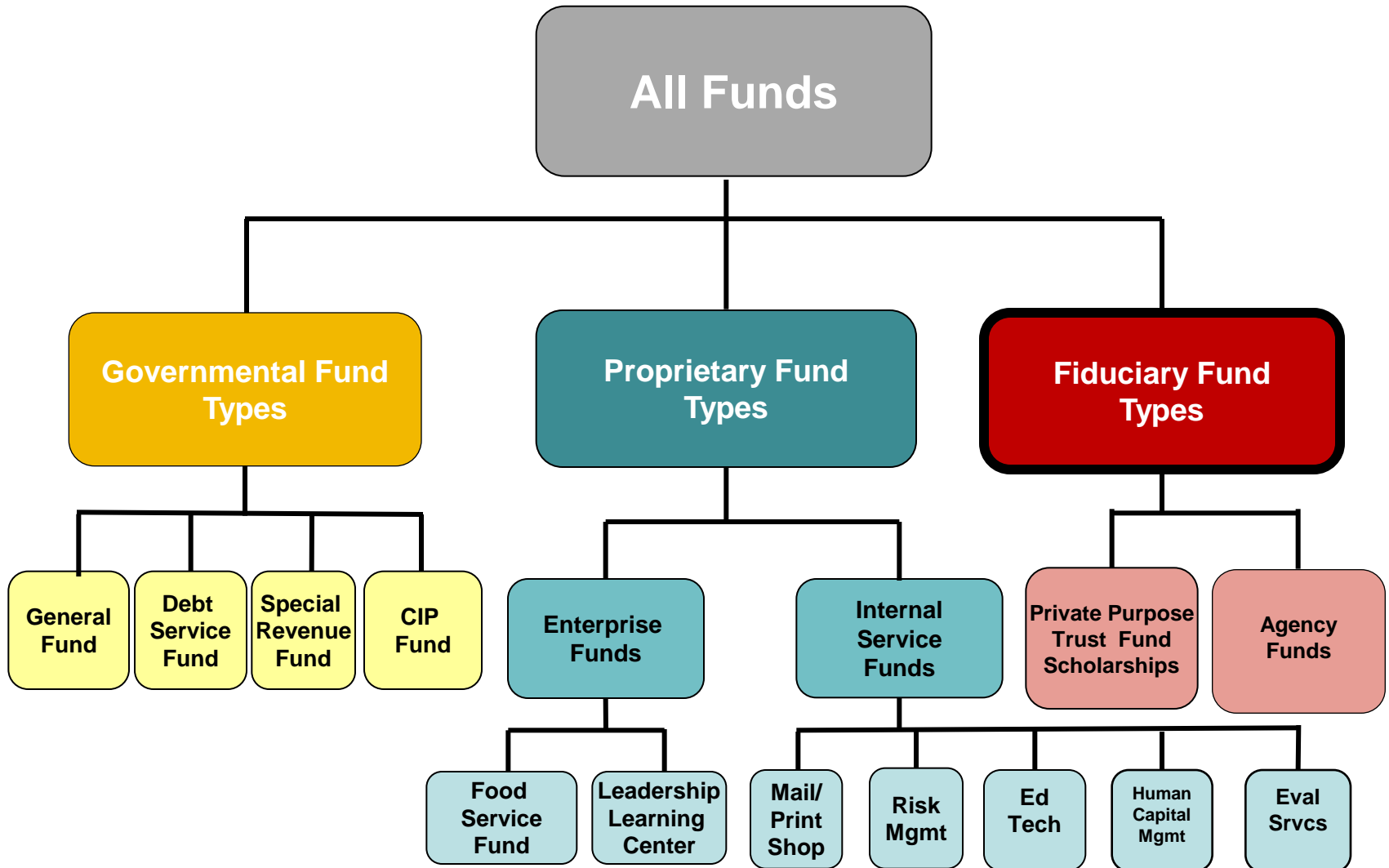
Projected Expenditures by Function and Major Object - Research and Evaluation
2017-18 Budget

Expenditures	Salaries	Contracted	Supplies and	Other Operating	Debt	Capital	Other	Total
	(6100)	Services	Materials	Expenses	Service	Outlay	Uses	
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
11 Instruction	-	-	-	-	-	-	-	-
12 Instruction Resources & Media	-	-	-	-	-	-	-	-
13 Curriculum & Staff Development	-	-	-	-	-	-	-	-
21 Instructional Administration	-	-	-	-	-	-	-	-
23 School Administration	-	-	-	-	-	-	-	-
31 Guidance & Counseling Services	432,397	49,300	23,000	27,350	-	95,000	-	627,047
32 Social Work Services	-	-	-	-	-	-	-	-
33 Health Services	-	-	-	-	-	-	-	-
34 Student Transportation	-	-	-	-	-	-	-	-
35 Food Services	-	-	-	-	-	-	-	-
36 Cocurricular/Extracurricular	-	-	-	-	-	-	-	-
41 General Administration	149,703	-	-	-	-	-	-	149,703
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	\$ 582,100	\$ 49,300	\$ 23,000	\$ 27,350	\$ -	\$ 95,000	\$ -	\$ 776,750



Structure of All Funds

Fort Worth Independent School District



Fiduciary Funds

Private Purpose Trust Fund –Scholarships Overview

The Private Purpose Trust Fund-Scholarships is used to account for the scholarship funds held in trust on behalf of 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 2017-2018 is anticipated to be approximately \$587,403.

Expenditure Summary

The budgeted expenditures for 2017-2018 are \$547,518 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 tuition expense.

Fund Balance Impact

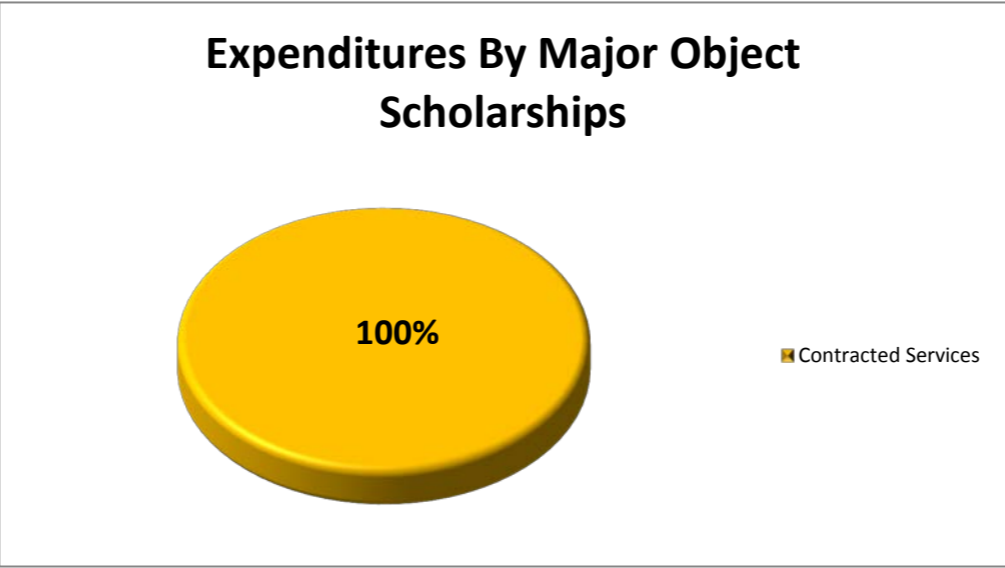
The 2015-2016 fiscal year was the first year for the Private Purpose Trust Scholarship funds to be accounted for in this budgeted fund. Previously the scholarships were accounted for in a fiduciary fund where budgets were not required. The actual expenses or scholarships awarded for 2016-2017 were \$206.8K under the amount of donations received. This resulted in an increase to the fund balance and amounts available for awards in the following budget years.

Budget Summary by Major Object - Scholarships Fund
For the Years Ended June 30, 2014 - June 30, 2018 (Actual, Estimated, Budgeted)

		2013-14	2014-15	2015/16	2016/17	2017/18
		Actual	Actual	Actual	Estimated	Original
		Rev/Exp	Rev/Exp	Rev/Exp	Rev/Exp	Budget
Revenues						
5710	Tax Collections	\$ -	\$ -	\$ -	\$ -	\$ -
5730	Tuition & Fees	-	-	-	-	-
5740	Miscellaneous Local Revenue	-	16,199	13,484	237,848	587,403
5750	Extra/Cocurricular Activity	-	-	-	-	-
5760	Misc Revenue Intermediate Source	-	-	-	-	-
	Total Local Revenues	<u>-</u>	<u>16,199</u>	<u>13,484</u>	<u>237,848</u>	<u>587,403</u>
5810	Foundation School Program	-	-	-	-	-
5820	State Revenue Dist by TEA	-	-	-	-	-
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>
7911	Sale of Bonds	-	-	-	-	-
7912	Sale of Land	-	-	-	-	-
7915	Transfers In	-	-	-	-	-
7916	Premium on Issuance of Bonds	-	-	-	-	-
7950	Non-operating Revenue	-	-	-	-	-
	Total Other Sources	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	Total Revenues & Oth Srcs	<u>-</u>	<u>16,199</u>	<u>13,484</u>	<u>237,848</u>	<u>587,403</u>
Expenditures By Object						
6100	Payroll Costs	-	-	-	-	-
6200	Professional & Contracted Svcs.	-	44,200	20,463	31,000	547,518
6300	Supplies & Materials	-	-	-	-	-
6400	Other Operating Expenses	-	-	-	-	-
6500	Debt Service	-	-	-	-	-
6600	Capital Outlay	-	-	-	-	-
	Total Expenditures	<u>-</u>	<u>44,200</u>	<u>20,463</u>	<u>31,000</u>	<u>547,518</u>
8900	Other Uses/ Non-Operating Expenses	-	-	-	-	-
	Total Operating Expenditures	<u>-</u>	<u>44,200</u>	<u>20,463</u>	<u>31,000</u>	<u>547,518</u>
	Excess of Revenues Over (Under)	<u>-</u>	<u>(28,001)</u>	<u>(6,979)</u>	<u>206,848</u>	<u>39,885</u>
	Expenditures					
	Fund Balance-Beginning	-	1,043,461	1,015,460	1,008,481	1,215,329
	Prior Period Adjustment	-	-	-	-	-
	Fund Balance-Ending	<u>\$ -</u>	<u>\$ 1,015,460</u>	<u>\$ 1,008,481</u>	<u>\$ 1,215,329</u>	<u>\$ 1,255,214</u>

Projected Expenditures by Function and Major Object - Private Purpose Trust-Scholarships
2017-18 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	\$ -	\$ 547,518	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 547,518
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		\$ -	\$ 547,518	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 547,518



Fiduciary Funds Agency Funds

The Agency Funds are held in a custodial capacity by the District and consist of funds that are the property of students, staff, or others. Agency funds do not involve measurement of results of operations, and they have no fund equity, because assets are equal to liabilities. There is no budgeted revenue or expenditures in Agency Funds. Funds are accounted for through Additions and Deductions.

Fund 865 accounts for the Student Activity Funds held in a custodial capacity by the District.

In 2016-2017, the Student Activity Funds began with a balance of \$475K and added a total of \$82.9K ending the fiscal year with a balance of \$558.1K.

Fund 890 accounts for various funds held in a custodial capacity by the District. Examples of these types of funds include Employee Hospitality Accounts or ? In 2016-2017, the combined Agency Funds began with a balance of \$469.4K and added a total of \$48.6K ending the fiscal year with a balance of \$518.1K.

Total Assets and Liabilities of the District's Agency Funds at the end of the 2016-2017 fiscal year is \$1.1M

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 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-range 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 (2016-17) and budgeted amounts for the next budget year (2017-2018) 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 2017-2018 Budget:

Unassigned Fund Balance	District Goal 12-22%	
New Taxable Property	Estimated 9.4% increase in taxable property	
Tax Collection Rate	97%	
Tax Rate	M&O 1.06, I&S .292	
Enrollment	Decrease of 1076 students	
ADA	Decrease of 583	
Compensation	2% General Increase	
Campus Non Staff Allocations	\$68-HS/\$64-MS/\$60-ES/\$212-Alternative Campuses	
Special Population Weights		
CTE-1.35	Bilingual-.10	State Comp Ed-.20
Gifted & Talented-.12	SPED Resource-3.00	SPED Mainstream-1.10
SPED Self Contained – 3.00	SPED Other – 2.36	

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 Actual	2016-17 Estimated	2017-18 Budgeted	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	\$ 31,815,557,572	\$ 34,835,849,586	\$ 37,622,717,553
\$ Increase from Prior Year	\$ 773,734,770	\$ 1,003,804,711	\$ 249,904,493	\$ 2,237,882,609	\$ 3,020,292,014	\$ 2,786,867,967
% Increase from Prior Year	2.81%	3.54%	0.85%	7.57%	9.49%	8.00%
Collections %	97%	97%	97%	97%	97%	97%
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%
Student Enrollment	84,588	85,975	87,080	87,429	86,353	86,261
# Change from Prior Year	1,085	1,387	1,105	349	(1,076)	(92)
% Change from Prior Year	1.30%	1.64%	1.29%	0.40%	-1.23%	-0.11%
Student Average Daily Attendance (ADA)	77,393	78,486	79,375	79,416	78,833	78,749
# Change from Prior Year	999	1,093	889	41	(583)	(84)
% Change from Prior Year	1.31%	1.41%	1.13%	0.05%	-0.73%	-0.11%
% 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 Actual	2016-17 Estimated	2017-18 Budgeted	2018-19 Projected	2019-20 Projected	2020-21 Projected
Total Tax Rate	\$ 1.322	\$ 1.322	\$ 1.352	\$ 1.352	\$ 1.352	\$ 1.352	\$ 1.352	\$ 1.352
Revenues								
5710 Tax Collections	\$ 363,560,667	\$ 374,776,663	\$ 388,153,882	\$ 415,894,766	\$ 444,159,064	\$ 480,423,840	\$ 503,332,296	\$ 519,304,358
5730 Tuition and Fees	210,315	191,947	174,914	194,130	175,000	175,000	175,000	175,000
5740 Miscellaneous Local Revenue	16,435,714	15,258,951	17,036,883	20,504,013	18,070,910	18,484,787	13,935,859	14,225,684
5750 Extra/Cocurricular Activity	588,373	510,577	596,488	389,824	2,475,868	675,868	675,868	675,868
5760 Misc Revenue Intermediate Source	13,301	37,155	27,730	33,150	-	-	-	-
Total Local Revenues	380,808,370	390,775,293	405,989,897	437,015,883	464,880,842	499,759,495	518,119,023	534,380,910
5810 Foundation School Program	294,432,868	329,170,151	354,150,832	356,485,759	345,693,309	354,826,220	367,154,838	380,844,797
5820 Miscellaneous State Revenue	17,567,703	6,382,625	20,354,536	10,765,138	24,624,378	7,357,232	7,661,346	7,978,658
5830 Teacher Retirement On-behalf	26,129,927	30,014,162	33,375,315	33,284,876	36,805,273	37,909,371	39,046,652	40,218,052
Total State Revenues	338,130,498	365,566,938	407,880,683	400,535,773	407,122,960	400,092,823	413,862,836	429,041,507
5900 Miscellaneous Federal Revenue	72,632,063	79,098,261	85,171,671	75,980,556	75,172,903	77,329,090	79,549,963	78,837,905
5930 School Health Related	6,636,147	8,269,529	10,112,020	10,866,485	9,000,000	9,000,000	9,000,000	9,000,000
Total Federal Revenues	79,268,210	87,367,790	95,283,691	86,847,041	84,172,903	86,329,090	88,549,963	87,837,905
7900 Other Sources	140,492,110	328,472,324	441,170	438,408,180	7,795,220	-	-	-
Total Other Sources	140,492,110	328,472,324	441,170	438,408,180	7,795,220	-	-	-
Total Revenues & Oth Srcs	938,699,188	1,172,182,345	909,595,441	1,362,806,877	963,971,925	986,181,409	1,020,531,821	1,051,260,322
Expenditures								
6100 Salaries and Benefits	589,905,404	634,015,404	665,674,354	693,503,428	740,730,275	753,103,875	775,544,930	803,463,149
6200 Contracted Services	59,622,315	59,407,950	61,304,389	59,469,400	70,331,388	69,540,917	71,102,627	71,102,627
6300 Supplies and Materials	51,389,865	68,332,612	74,415,530	59,791,872	91,034,456	57,484,783	57,185,799	57,185,799
6400 Other Operating Expenses	13,816,367	13,948,108	12,326,556	13,389,739	16,648,699	13,626,113	13,626,113	13,626,113
6500 Debt Service	76,926,105	293,438,494	88,057,299	295,227,327	97,703,413	94,624,113	91,450,938	88,244,513
6600 Capital Outlay	21,066,207	37,937,930	106,818,937	107,667,364	189,442,729	2,602,027	3,102,027	3,102,027
8900 Other Uses	4,925,745	346,242	2,060,600	665,401	-	-	-	-
Total Expenditures	817,652,007	1,107,426,739	1,010,657,665	1,229,714,531	1,205,890,960	990,981,828	1,012,012,435	1,036,724,228
Excess of Revenues Over (Under) Expenditures	121,047,181	64,755,606	(101,062,224)	133,092,346	(241,919,035)	(4,800,419)	8,519,387	14,536,094
Fund Balance-Beginning-Projected	219,735,711	340,782,892	405,538,498	313,331,209	446,423,555	204,504,520	199,704,101	208,223,488
Prior Year Adjustment			8,854,935					
Fund Balance-Ending-Projected	\$ 340,782,892	\$ 405,538,498	\$ 313,331,209	\$ 446,423,555	\$ 204,504,520	\$ 199,704,101	\$ 208,223,488	\$ 222,759,581

Financial Projection: Summary - General Fund

		2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Estimated	2017-18 Budgeted	2018-19 Projected	2019-20 Projected	2020-21 Projected
	Tax Rate	\$ 1.04	\$ 1.04	\$ 1.04	\$ 1.04	\$ 1.06	\$ 1.06	\$ 1.06	\$ 1.06
Revenues									
5710	Tax Collections	\$ 286,326,639	\$ 294,948,775	\$ 299,167,714	\$ 319,660,752	\$341,821,733	\$ 376,798,319	\$ 394,778,598	\$ 407,316,086
5730	Tuition and Fees	210,315	191,947	174,914	194,130	175,000	175,000	175,000	175,000
5740	Miscellaneous Local Revenue	4,155,163	4,539,227	4,342,371	6,740,214	4,275,000	4,275,000	4,275,000	4,275,000
5750	Extra/Cocurricular Activity	479,481	448,380	457,195	361,511	452,500	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>326,956,607</u>	<u>346,724,233</u>	<u>381,700,819</u>	<u>399,681,098</u>	<u>412,218,586</u>
5810	Foundation School Program	293,963,450	328,654,042	353,793,382	355,985,485	345,193,472	354,326,916	366,652,528	380,340,332
5820	Miscellaneous State Revenue	311,519	333,505	365,011	522,152	350,000	350,000	350,000	350,000
5830	Teacher Retirement On-behalf	25,701,420	29,273,350	30,291,677	31,323,997	34,833,158	35,878,153	36,954,497	38,063,132
	Total State Revenues	<u>319,976,389</u>	<u>358,260,897</u>	<u>384,450,070</u>	<u>387,831,634</u>	<u>380,376,630</u>	<u>390,555,068</u>	<u>403,957,025</u>	<u>418,753,464</u>
5920	Miscellaneous Federal Revenue	-	1,336,984	4,030,020	3,982,126	1,300,000	1,300,000	1,300,000	1,300,000
5930	School Health Related	6,636,147	8,269,529	10,112,020	10,866,485	9,000,000	9,000,000	9,000,000	9,000,000
5940	Direct Federal revenue	3,555,653	2,164,000	3,839,925	3,063,475	2,000,000	2,000,000	2,000,000	2,000,000
	Total Federal Revenues	<u>10,191,800</u>	<u>11,770,513</u>	<u>17,981,965</u>	<u>17,912,086</u>	<u>12,300,000</u>	<u>12,300,000</u>	<u>12,300,000</u>	<u>12,300,000</u>
7910	Sale of Bonds/Land	75,767	-	453,495	-	-	-	-	-
7915	Transfers In	4,453,536	10,500,000	-	-	7,795,220	-	-	-
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>7,795,220</u>	<u>-</u>	<u>-</u>	<u>-</u>
	Total Revenues & Oth Srcs	625,869,090	680,659,739	707,015,399	732,700,327	747,196,083	784,555,887	815,938,123	843,272,050
Expenditures									
6100	Salaries and Benefits	531,671,144	571,868,947	600,432,559	630,060,487	680,290,762	690,930,468	713,128,056	740,797,937
6200	Contracted Services	51,011,628	50,162,170	49,631,311	51,185,815	60,184,287	61,989,816	63,849,510	63,849,510
6300	Supplies and Materials	25,585,871	27,707,517	26,641,439	29,857,953	38,241,570	38,241,570	38,241,570	38,241,570
6400	Other Operating Expenses	10,662,232	10,808,646	9,100,723	8,253,381	10,747,494	10,747,494	10,747,494	10,747,494
6500	Debt Service	-	-	-	-	-	-	-	-
6600	Capital Outlay	3,193,950	12,001,097	7,241,864	6,447,379	6,080,876	-	-	-
00	Other Uses	472,210	346,242	2,060,600	665,401	-	-	-	-
	Total Expenditures	<u>622,597,035</u>	<u>672,894,619</u>	<u>695,108,496</u>	<u>726,470,416</u>	<u>795,544,989</u>	<u>801,909,348</u>	<u>825,966,630</u>	<u>853,636,511</u>
	Excess of Revenues Over (Under) Expenditures	3,272,055	7,765,120	11,906,903	6,229,911	(48,348,906)	(17,353,461)	(10,028,507)	(10,364,461)
	Fund Balance-Beginning-Projected	160,786,928	164,058,983	171,824,103	183,731,006	189,960,917	141,612,011	124,258,550	114,230,043
	Fund Balance-Ending-Projected	<u>\$ 164,058,983</u>	<u>\$ 171,824,103</u>	<u>\$ 183,731,006</u>	<u>\$ 189,960,917</u>	<u>\$141,612,011</u>	<u>\$ 124,258,550</u>	<u>\$ 114,230,043</u>	<u>\$ 103,865,582</u>

Financial Projection: Summary - Debt Service Fund

		2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Estimated	2017-18 Budgeted	2018-19 Projected	2019-20 Projected	2020-21 Projected
	Tax Rate	\$ 0.282	\$ 0.282	\$ 0.312	\$ 0.312	\$ 0.292	\$ 0.292	\$ 0.292	\$ 0.292
Revenues									
5710	Tax collections	\$ 77,234,028	\$ 79,827,888	\$ 88,986,168	\$ 96,234,014	\$ 102,337,331	\$103,625,521	\$ 108,553,698	\$ 111,988,272
5740	Investment Earnings	20,602	39,031	134,999	357,183	-	-	-	-
	Total Local Revenues	<u>77,254,630</u>	<u>79,866,919</u>	<u>89,121,167</u>	<u>96,591,197</u>	<u>102,337,331</u>	<u>103,625,521</u>	<u>108,553,698</u>	<u>111,988,272</u>
5820	Miscellaneous State Revenue	5,945,749	3,328,502	2,488,891	2,625,782	2,199,611	-	-	-
	Total State Revenues	<u>5,945,749</u>	<u>3,328,502</u>	<u>2,488,891</u>	<u>2,625,782</u>	<u>2,199,611</u>	<u>-</u>	<u>-</u>	<u>-</u>
7940	Other Sources	-	202,316,202	-	197,206,083	-	-	-	-
	Total Other Sources	<u>-</u>	<u>202,316,202</u>	<u>-</u>	<u>197,206,083</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	Total Revenues & Oth Srcs	83,200,379	285,511,623	91,610,058	296,423,062	104,536,942	103,625,521	108,553,698	111,988,272
Expenditures									
6511	Bond Principal	44,540,000	55,315,000	56,075,000	60,575,000	58,375,000	57,865,000	57,435,000	56,950,000
6521	Bond Interest	30,648,750	34,283,320	31,813,411	36,105,557	39,316,413	36,747,113	34,003,938	31,282,513
6599	Other Bond Fees/TIF	789,551	1,868,328	168,888	980,749	12,000	12,000	12,000	12,000
	Transfers Out	-	201,315,723	-	196,223,924	-	-	-	-
	Total Expenditures	<u>75,978,301</u>	<u>292,782,371</u>	<u>88,057,299</u>	<u>293,885,230</u>	<u>97,703,413</u>	<u>94,624,113</u>	<u>91,450,938</u>	<u>88,244,513</u>
	Excess of Revenues Over (Under) Expenditures	7,222,078	(7,270,748)	3,552,759	2,537,832	6,833,529	9,001,408	17,102,760	23,743,759
	Fund Balance-Beginning-Projected	39,734,052	46,956,130	39,685,382	43,238,141	45,775,973	52,609,502	61,610,910	78,713,670
	Fund Balance-Ending-Projected	<u>\$ 46,956,130</u>	<u>\$ 39,685,382</u>	<u>\$ 43,238,141</u>	<u>\$ 45,775,973</u>	<u>\$ 52,609,502</u>	<u>\$ 61,610,910</u>	<u>\$ 78,713,670</u>	<u>\$ 102,457,429</u>

Financial Projection: Summary - Special Revenue

		2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Estimated	2017-18 Budgeted	2018-19 Projected	2019-20 Projected	2020-21 Projected
Revenues									
5730	Tuition and Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5740	Misc Local Revenue	10,793,626	10,532,510	12,055,605	11,445,285	13,795,910	14,209,787	9,660,859	9,950,684
5750	Extra/Cocurricular Activity	108,892	62,197	139,293	28,313	223,368	223,368	223,368	223,368
5760	Misc Revenue Intermediate Source	13,301	37,155	27,730	33,150	-	-	-	-
	Total Local Revenues	<u>10,915,819</u>	<u>10,631,862</u>	<u>12,222,628</u>	<u>11,506,748</u>	<u>14,019,278</u>	<u>14,433,155</u>	<u>9,884,227</u>	<u>10,174,052</u>
5810	Foundation Entitlements	469,418	516,109	357,450	500,274	499,837	499,304	502,310	504,466
5820	Miscellaneous State Revenue	11,310,435	2,720,618	17,500,634	7,617,204	22,074,767	7,007,232	7,311,346	7,628,658
5830	Revenue Other Government Agency	428,507	740,812	3,083,638	1,960,879	1,972,115	2,031,218	2,092,155	2,154,920
	Total State Revenues	<u>12,208,360</u>	<u>3,977,539</u>	<u>20,941,722</u>	<u>10,078,357</u>	<u>24,546,719</u>	<u>9,537,755</u>	<u>9,905,811</u>	<u>10,288,043</u>
5900	Miscellaneous Federal Revenue	69,076,410	75,597,277	77,301,726	68,934,955	71,872,903	74,029,090	76,249,963	75,537,905
	Total Federal Revenues	<u>69,076,410</u>	<u>75,597,277</u>	<u>77,301,726</u>	<u>68,934,955</u>	<u>71,872,903</u>	<u>74,029,090</u>	<u>76,249,963</u>	<u>75,537,905</u>
	Total Revenues & Oth Srcs	92,200,589	90,206,677	110,466,076	90,520,060	110,438,900	98,000,000	96,040,000	96,000,000
Expenditures									
6100	Salaries and Benefits	57,304,448	60,693,746	63,696,453	61,763,879	58,480,686	62,173,407	62,416,875	62,665,212
6200	Contracted Services	8,498,457	8,493,375	10,001,722	7,789,983	8,552,101	7,551,101	7,253,117	6,813,945
6300	Supplies and Materials	23,113,428	17,087,538	31,229,830	16,177,225	32,642,886	19,243,213	18,944,229	19,742,213
6400	Other Operating Expenses	3,143,448	3,121,690	3,217,577	5,120,929	5,880,619	2,878,619	3,676,603	3,676,603
6500	Debt Service	-	-	-	-	-	-	-	-
6600	Capital Outlay	202,270	351,008	1,802,989	3,596,351	4,882,608	2,602,027	3,102,027	3,102,027
	Total Expenditures	<u>92,262,051</u>	<u>89,747,357</u>	<u>109,948,571</u>	<u>94,448,367</u>	<u>110,438,900</u>	<u>94,448,367</u>	<u>95,392,851</u>	<u>96,000,000</u>
	Excess of Revenues Over (Under) Expenditures	(61,462)	459,320	517,505	(3,928,307)	-	3,551,633	647,149	-
	Fund Balance-Beginning-Projected	4,441,016	4,379,554	4,838,874	14,211,314	10,283,007	10,283,007	13,834,640	14,481,789
	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>\$ 10,283,007</u>	<u>\$ 10,283,007</u>	<u>\$ 13,834,640</u>	<u>\$ 14,481,789</u>	<u>\$ 14,481,789</u>

Financial Projection: Summary - Capital Improvement Projects

	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Estimated	2017-18 Budgeted	2018-19 Projected	2019-20 Projected	2020-21 Projected
Revenues								
5710 Tax Collections								
5730 Tuition and Fees								
5740 Miscellaneous Local Revenue	1,466,323	148,183	503,908	1,961,331	1,800,000			
5750 Extra/Cocurricular Activity								
Total Local Revenues	<u>1,466,323</u>	<u>148,183</u>	<u>503,908</u>	<u>1,961,331</u>	<u>1,800,000</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>	<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>	<u>-</u>	<u>-</u>	<u>-</u>
7910 Sale of Bonds/Land	135,962,807	115,656,123		241,202,097				
7915 Transfers In								
7950 Non-operating revenue		-		-	-	-	-	-
Total Other Sources	<u>135,962,807</u>	<u>115,656,123</u>	<u>-</u>	<u>241,202,097</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenues & Oth Srcs	137,429,130	115,804,306	503,908	243,163,428	1,800,000	-	-	-
Expenditures								
6100 Salaries and Benefits	929,812	1,452,712	1,545,342	1,679,062	1,958,827			
6200 Contracted Services	112,230	752,405	1,671,356	493,602	1,595,000			
6300 Supplies and Materials	2,690,566	23,537,557	16,544,261	13,756,694	20,150,000			
6400 Other Operating Expenses	10,687	17,772	8,256	15,429	20,586			
6500 Debt Service	947,804	656,123		1,342,097	-			
6600 Capital Outlay	17,669,987	25,585,824	97,774,084	97,623,634	178,479,245			
00 Other Uses	4,453,535	-	-	-	-			
Total Expenditures	<u>26,814,620</u>	<u>52,002,392</u>	<u>117,543,299</u>	<u>114,910,518</u>	<u>202,203,658</u>			
Excess of Revenues Over (Under) Expenditures	110,614,510	63,801,914	(117,039,391)	128,252,910	(200,403,658)	-	-	-
Fund Balance-Beginning-Projected	14,773,715	125,388,225	189,190,139	72,150,748	200,403,658	-	-	-
Fund Balance-Ending-Projected	<u>\$ 125,388,225</u>	<u>\$ 189,190,139</u>	<u>\$ 72,150,748</u>	<u>\$ 200,403,658</u>	<u>\$ (0)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

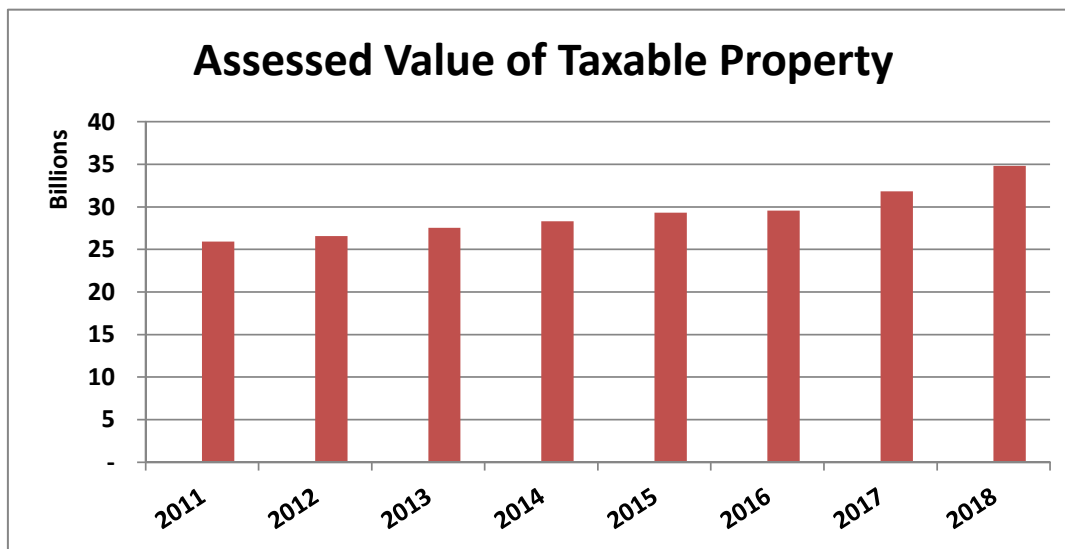
Informational Section



**Fort Worth Independent School District
2017-18 Official Budget**

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	29,577,674,963	249,904,493	0.85%
2017 (Certified)	42,638,630,152	31,815,557,572	2,237,882,609	7.57%
2018 (Projected)	47,152,340,301	34,835,849,586	3,020,292,014	9.49%
2019 (Projected)	50,924,527,525	37,622,717,553	2,786,867,967	8.00%
2020 (Projected)	53,470,753,901	39,503,853,431	1,881,135,878	5.00%
2021 (Projected)	55,074,876,518	40,688,969,033	1,185,115,602	3.00%
2022 (Projected)	56,727,122,814	41,909,638,104	1,220,669,071	3.00%
2023 (Projected)	57,861,665,270	42,747,830,866	838,192,762	2.00%
2024 (Projected)	59,018,898,576	43,602,787,483	854,956,617	2.00%



Taxable property values increased approximately \$3M in 2017-2018. Based on current trend analysis, the District had been experiencing an average annual increase of property values of approximately 3% until 2016 when the District experienced a sharp decline in property values attributed to the Appraisal District's inability to effectively capture appraisal and sales information resulting from their software conversion. In 2017-2018 property values are anticipated to increase 9.5%.

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	%	
2008	1.1900	278,185,294		278,185,294	269,121,423	96.74%	8,240,610	2.96%	277,362,033
2009	1.2540	299,048,034		299,048,034	308,764,341	103.25%	(10,618,550)	-3.55%	298,145,791
Year Ended June 30,									
2010	1.3220	323,412,537		323,412,537	334,995,661	103.58%	(12,515,816)	-3.87%	322,479,845
2011	1.3220	326,963,336		326,963,336	320,200,227	97.93%	5,824,005	1.78%	326,024,232
2012	1.3220	335,782,368		335,782,368	325,646,841	96.98%	8,907,334	2.65%	334,554,175
2013	1.3220	346,420,677		346,420,677	338,075,265	97.59%	7,011,462	2.02%	345,086,727
2014	1.3220	353,116,718	6,479,799	359,596,517	350,655,293	97.51%	5,991,051	1.67%	356,646,344
2015	1.3220	373,710,199	(873,042)	372,837,157	362,227,286	97.15%	7,571,306	2.03%	369,798,592
2016	1.3520	353,129,279	31,554,886	384,684,165	374,731,904	97.41%	6,287,951	1.63%	381,019,855
2017	1.3520	391,365,753	21,022,606	412,388,359	401,595,217	97.38%	-	-	401,595,217

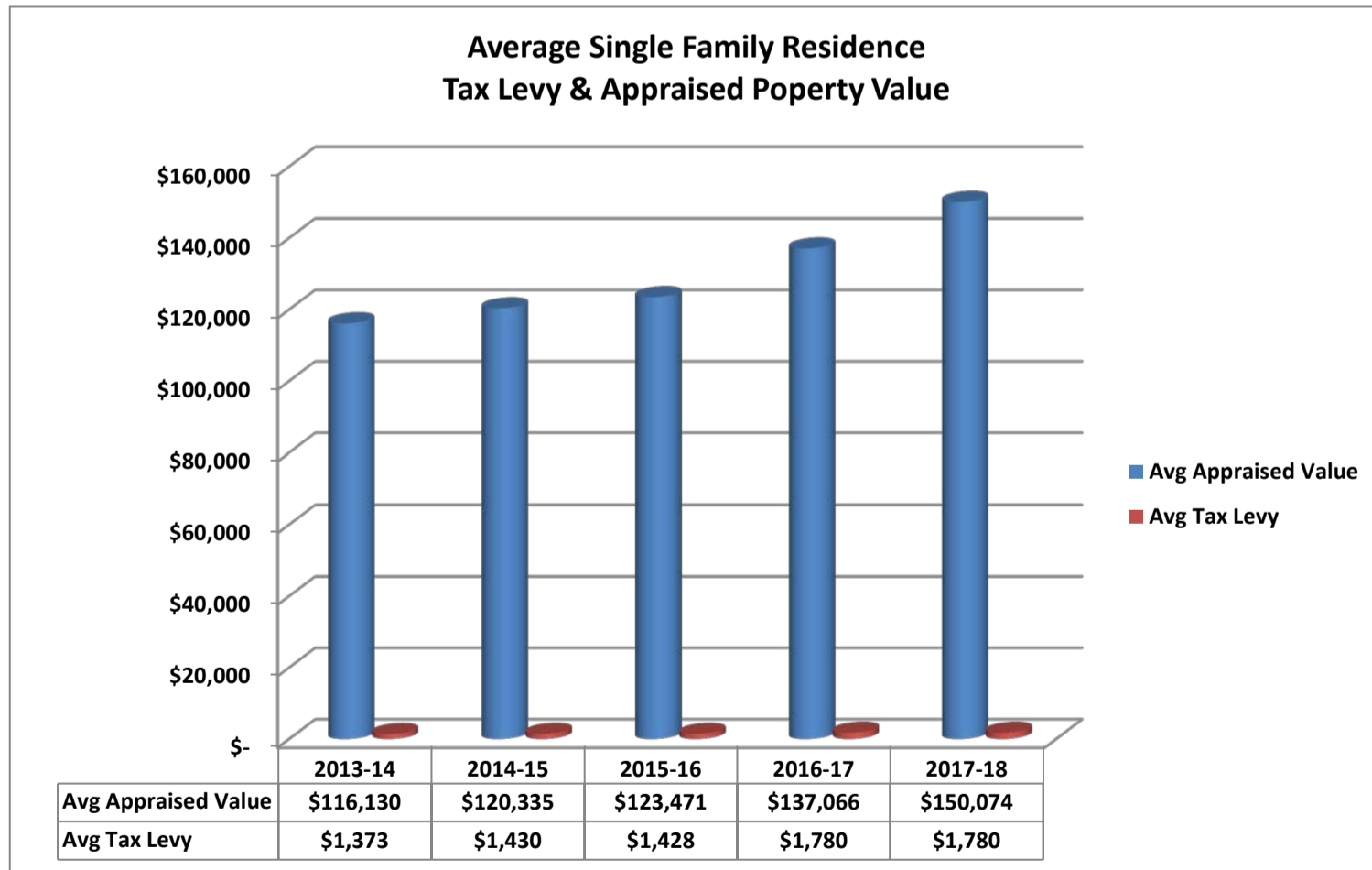
Note: The tax rates are per \$100 of assessed value.

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.

	2013-14	2014-15	2015-16	2016-17	2017-18
Single Family Residence:					
Average Appraised Value	\$ 116,130	\$ 120,335	\$ 123,471	\$ 137,066	\$ 150,074
Homestead Exemption	(15,000)	(15,000)	(25,000)	(25,000)	(25,000)
Average Taxable Value	103,883	108,162	105,639	118,663	131,639
Tax Rate per \$100 Value	1.3220	1.3220	1.3520	1.3520	1.3520
Tax Bill for FWISD	\$ 1,373	\$ 1,430	\$ 1,428	\$ 1,604	\$ 1,780
Tax Increase (Savings)	\$ 42	\$ 57	\$ (2)	\$ 176	\$ 175



Student Enrollment History by Campus

		2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Projected
High Schools								
Carter-Riverside High School	001	1,155	1,152	1,199	1,272	1,349	1,367	1,275
Arlington Heights High School	002	1,689	1,758	1,822	1,831	2,019	2,004	1,941
South Hills High School	003	1,523	1,537	1,689	1,846	2,055	2,212	2,192
Diamond Hill-Jarvis High School	004	852	879	945	715	770	837	943
Paul Laurence Dunbar High School	005	761	787	810	858	863	883	936
Eastern Hills High School	006	1,284	1,244	1,273	1,215	1,171	1,195	1,152
North Side High School	008	1,494	1,497	1,609	1,673	1,680	1,699	1,658
Polytechnic High School	009	1,110	1,080	1,160	1,188	1,242	1,253	1,224
R. L. Paschal High School	010	2,584	2,725	2,666	2,610	2,525	2,460	2,534
Trimble Technical High School	011	1,792	1,840	1,833	1,799	1,784	1,753	1,700
Southwest High School	014	1,430	1,316	1,340	1,266	1,288	1,295	1,321
Western Hills High School	015	1,430	1,335	1,357	1,236	1,172	1,083	921
O. D. Wyatt High School	016	1,162	1,228	1,264	1,348	1,365	1,341	1,451
New Lives School	017	130	92	80	-	-	-	-
Middle Level Learning Center	018	105	90	53	48	33	27	35
Metro Opportunity	019	124	99	55	31	35	33	18
Success High School	021	239	240	210	243	294	268	273
Detention Center	024	53	44	37	50	45	64	82
Jo Kelly School	026	49	57	51	51	48	45	43
Transition Center	035	72	84	91	87	86	80	69
JAEP	040	25	28	17	12	18	19	28
Total High Schools		19,063	19,112	19,561	19,379	19,842	19,918	19,796
Middle Schools								
Horizons Alternative	041	-	-	-	-	-	-	-
E. M. Daggett Middle School	042	381	378	414	443	490	395	393
Wedgwood 6th Grade	043	439	452	474	447	453	476	458
J. P. Elder Middle School	044	1,163	1,169	1,186	1,193	1,245	1,272	1,288
Forest Oak Middle School	045	799	781	797	848	866	847	825
Dunbar-6th Grade Middle School	046	301	-	-	-	-	-	-
Handley Middle School	047	481	433	479	521	524	519	443
William James Middle School	048	1,126	1,102	1,077	1,022	999	976	959
Kirkpatrick Middle School	049	511	540	543	520	503	517	512
W. P. McLean Middle School	050	886	979	1,049	1,015	1,044	997	1,014
W. A. Meacham Middle School	051	687	744	698	724	679	783	808
Meadowbrook Middle School	052	659	571	545	584	648	733	769
William Monnig Middle School	053	590	556	498	490	537	627	673

Student Enrollment History by Campus

		2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Projected
Middle Schools, continued								
Morningside Middle School	054	743	720	716	741	736	644	699
Applied Learning Academy	055	380	344	329	299	310	324	316
Riverside Middle School	056	1,011	1,046	1,053	1,028	978	963	947
Rosemont Middle School	057	932	918	927	950	914	976	1,016
W. C. Stripling Middle School	058	524	666	675	690	639	645	691
Dunbar Middle School/Jacquet MS 15/16	059	529	767	726	736	758	741	728
Wedgwood Middle School	060	862	859	901	931	884	866	886
Leonard Middle School	061	777	758	750	741	709	735	775
International Newcomer Academy	062	346	314	379	449	428	597	471
Como Montessori	063	354	347	340	352	320	321	320
Glencrest-6th Grade	064	424	389	421	399	414	412	454
Willoughby House	066	2	2	4	6	5	10	8
Rosemont 6th Grade	067	458	502	492	465	506	473	477
Leonard 6th Grade	068	-	-	-	-	-	-	-
McLean 6th Grade	069	503	514	501	471	477	516	561
Jean McClung Middle School	070	528	807	843	832	845	797	742
Benbrook Middle School	071	556	687	734	911	1,098	1,305	1,598
Sped Private Homeschool	080	31	25	45	-	-	-	-
Young Women's Leadership Academy	081	205	259	286	312	373	399	392
Biomedical Sciences	082	99	190	279	360	375	385	386
Young Men's Leadership Academy	083	-	148	215	265	317	353	378
World Language Academy	084	-	-	-	148	224	298	322
Marine Creek Collegiate	085	-	-	-	262	296	313	354
Tarrant County College South	086	-	-	-	-	93	196	256
Total Middle Schools		17,287	17,967	18,376	19,155	19,687	20,411	20,919
Elementary Schools								
Alice Carlson Learning Academy	101	394	388	392	395	392	393	393
Benbrook	103	539	550	568	584	594	628	651
Boulevard Heights	104	47	47	49	46	51	51	51
West Handley	105	490	490	532	609	614	561	542
Burton Hill	107	530	527	536	554	554	561	542
Carroll Peak	110	526	526	535	610	601	636	622
Carter Park	111	656	683	652	602	609	638	645
Manuel Jara	114	715	651	679	687	619	612	588
George C. Clarke	115	437	424	434	471	466	503	472
Lily B. Clayton	116	518	536	538	550	552	553	558
Como	117	428	452	482	485	475	441	460
Hazel Harvey Peace	118	567	556	545	586	580	603	568
E.M. Daggett	119	775	798	798	792	796	731	734

Student Enrollment History by Campus

		2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Projected
Elementary Schools, continued								
Rufino Mendoza	120	461	467	488	504	500	466	440
De Zavala	121	392	405	407	359	336	333	301
Diamond Hill	122	637	566	560	599	636	656	674
S.S. Dillow	123	558	640	664	625	624	544	566
Maude I. Logan	124	530	498	449	457	502	497	446
Eastern Hills	125	608	581	588	644	725	645	562
East Handley	126	445	440	443	501	502	483	430
Christene C. Moss	127	435	405	406	436	412	439	414
John T. White	129	727	741	741	761	746	724	586
Harlean Beal	130	557	537	543	531	498	456	445
Rosemont Park	131	566	593	612	621	646	612	598
Glen Park	132	766	768	787	789	764	719	642
W.M. Green	133	741	706	741	773	786	792	793
Greenbriar	134	632	608	621	590	643	656	649
Van Zandt-Guinn	135	285	320	331	345	385	371	598
Hubbard	137	651	669	676	694	682	639	611
H.V. Helbing	138	618	578	564	555	547	477	473
Milton L. Kirkpatrick	139	432	427	455	438	408	418	393
Meadowbrook	141	730	734	730	724	702	638	642
D. McRae	143	834	723	675	673	648	646	619
Mitchell Boulevard	144	471	519	479	461	430	408	392
M.H. Moore	146	521	515	545	549	587	592	567
Morningside	147	671	733	729	699	681	679	635
Charles E. Nash	148	270	269	273	276	294	280	277
North Hi Mount	149	282	290	320	364	381	391	407
Oakhurst	150	703	701	674	669	635	617	601
Natha Howell	151	495	487	514	480	489	483	444
Oaklawn	152	545	576	567	566	582	592	590
A.M. Pate	153	551	521	504	496	507	518	524
Mary Louise Phillips	154	481	510	541	554	546	525	484
Ridglea Hills	156	707	667	638	666	660	669	783
Luella Merrett	157	638	629	643	631	667	654	632
Versia L. Williams	159	491	466	476	500	520	488	448
Maudrie M. Walton	160	482	502	446	479	467	448	428
Sam Rosen	161	526	538	549	563	607	585	550
Sagamore Hill	162	675	720	761	757	785	728	701
Bruce Shulkey	163	412	482	479	530	534	564	513
Richard Wilson	165	580	580	570	584	577	611	583
South Hi Mount	166	591	556	560	543	528	542	538
South Hills	167	877	889	845	835	890	847	852
Springdale	168	564	534	535	536	548	569	558
Sunrise	169	422	444	414	442	436	467	398

Student Enrollment History by Campus

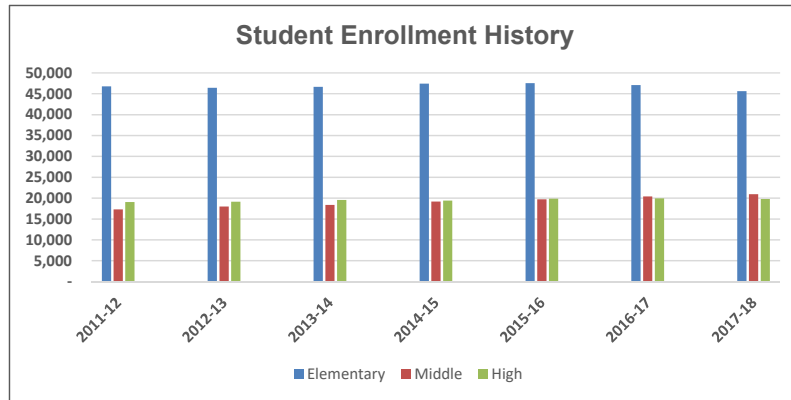
		2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Projected
Elementary Schools, continued								
Tanglewood	171	722	771	736	751	802	857	868
W.J. Turner	172	555	560	576	576	537	518	501
Washington Heights	175	362	356	353	344	343	344	343
Waverly Park	176	816	795	794	810	811	786	716
Westcliff	177	506	510	545	557	559	578	554
Westcreek	178	828	787	745	722	704	686	642
Western Hills	180	813	770	802	821	831	829	833
Worth Heights	184	828	748	734	721	699	663	650
David K. Sellars	186	720	747	718	660	663	620	641
J.T. Stevens	187	347	330	328	453	438	466	484
Atwood McDonald	188	596	607	664	635	572	502	476
Riverside Applied	190	298	300	318	322	311	284	236
Daggett Montessori	194	556	555	523	507	498	499	506
Bill J. Elliott	206	701	585	600	650	592	547	456
Westpark	207	410	437	482	484	537	624	724
T.A. Sims	208	773	706	736	752	783	812	779
Edward J. Briscoe	209	411	395	405	474	479	471	459
Children's Medical Center	210	36	38	34	43	42	33	41
Women's Haven	211	14	21	7	10	8	8	-
Bridge Assoc	212	7	9	7	11	9	9	11
Woodway	216	655	590	595	586	675	709	692
I.M. Terrell	217	291	292	280	265	259	244	-
Lowery Road	219	636	685	650	692	667	727	674
Alice D. Contreras	220	741	716	733	737	736	686	672
Western Hills Primary	221	618	600	550	585	579	621	601
Clifford Davis	222	692	708	711	776	770	840	795
Cesar Chavez	223	554	546	579	569	585	558	544
M.G. Ellis	224	471	455	462	457	447	417	391
Bonnie Brae	225	481	479	462	457	472	464	466

Student Enrollment History by Campus

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Projected
Elementary Schools, continued							
Seminary Hills	226	420	421	398	419	414	417
Dolores Huerta	227	603	645	615	608	585	579
PK Satellite Centers	228	75	70	203	193	170	295
Tarrant Youth Recovery	242	7	15	13	11	15	14
Assessment Center	251	15	1	7	1	3	11
Insights Learning Center	252	19	12	3	12	10	2
Total Elementary Schools	<u>46,759</u>	<u>46,424</u>	<u>46,651</u>	<u>47,441</u>	<u>47,551</u>	<u>47,099</u>	<u>45,638</u>
Total All Schools	<u>83,109</u>	<u>83,503</u>	<u>84,588</u>	<u>85,975</u>	<u>87,080</u>	<u>87,428</u>	<u>86,353</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.

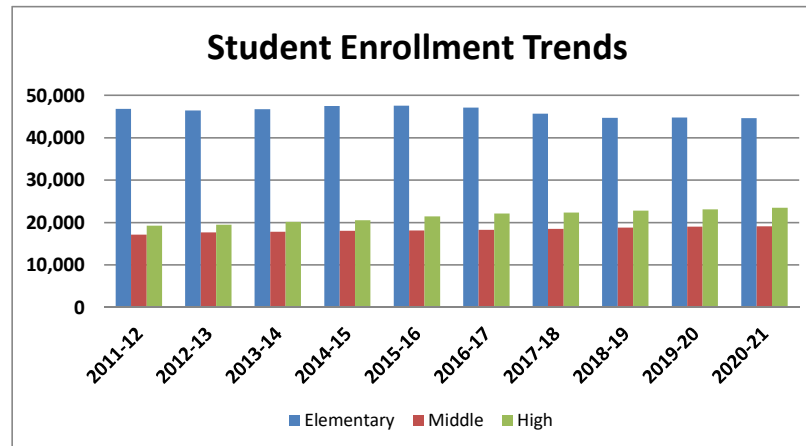
In addition to these statistical algorithms, the District also contracts with Templeton Demographics who works with our staff to monitor the growth of every subdivision and apartment complex within the District. Information regarding the age and number of units, along with the number of students, allows 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

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Projected	2018-19 Projected	2019-20 Projected	2020-21 Projected
Elementary										
Early Education	343	345	325	221	280	277	181	182	181	181
Pre-kindergarten	4,361	4,322	4,434	4,969	5,019	5,373	5,284	5,250	5,396	5,461
Kindergarten	7,314	7,048	6,991	7,025	6,723	6,413	6,278	6,298	6,452	6,510
Grade 1	7,657	7,681	7,550	7,411	7,312	7,057	6,462	6,508	6,605	6,754
Grade 2	7,084	7,217	7,390	7,417	7,283	7,133	6,808	6,332	6,448	6,543
Grade 3	6,870	6,837	6,983	7,104	7,245	7,033	7,005	6,655	6,308	6,395
Grade 4	6,694	6,549	6,582	6,859	6,973	7,023	6,772	6,832	6,550	6,228
Grade 5	6,438	6,397	6,420	6,449	6,709	6,775	6,816	6,620	6,782	6,501
Total Elementary Schools	46,761	46,396	46,675	47,455	47,544	47,084	45,606	44,677	44,722	44,573
Middle School										
Grade 6	5,829	6,096	6,033	6,066	6,126	6,291	6,313	6,450	6,291	6,436
Grade 7	5,808	5,780	6,027	6,007	6,033	6,076	6,209	6,278	6,463	6,277
Grade 8	5,459	5,765	5,739	5,921	5,938	5,907	5,938	6,082	6,210	6,383
Total Middle Schools	17,096	17,641	17,799	17,994	18,097	18,274	18,460	18,810	18,964	19,096
High School										
Grade 9	6,208	6,508	6,812	6,745	6,850	7,022	6,802	7,082	7,194	7,343
Grade 10	4,888	4,771	4,986	5,276	5,574	5,632	5,828	5,658	5,855	5,993
Grade 11	4,452	4,489	4,532	4,550	4,945	5,069	5,243	5,419	5,272	5,480
Grade 12	3,704	3,698	3,784	3,955	4,070	4,347	4,414	4,615	4,773	4,667
Total High Schools	19,252	19,466	20,114	20,526	21,439	22,070	22,287	22,774	23,094	23,483
Total All Campus	83,109	83,503	84,588	85,975	87,080	87,428	86,353	86,261	86,780	87,152

Source: 2016-2017 PEIMS Student Enrollment Report, Templeton Demographics



Student Dropout Rates - Grades 7 through 12

School Year	Number of Students	Number of Dropouts	Dropout %
2011-12	33,396	1,060	3.2%
2012-13	33,259	866	2.6%
2013-14	34,081	635	1.9%
2014-15	34,865	826	2.4%
2015-16	35,850	892	2.5%

Source: 2011-15 TEA Annual Dropout Rates by Grade Span Table 1

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 2015-16

District	Total Students	Dropout Rate
Houston ISD	86,917	3.3%
Dallas ISD	64,736	1.9%
Cypress-Fairbanks ISD	54,193	0.9%
Northside ISD	48,607	0.6%
Fort Worth ISD	35,850	2.5%

Percentage of Free or Reduced-Price Meals

School Year	Number of Students	Number of Eligible Students	% Free or Reduced Price Meals
2013-2014	84,588	64,730	77%
2014-2015	85,975	63,130	73%
2015-2016	87,080	65,356	75%
2016-2017	87,428	66,505	76%

Source: Texas Education Agency, Economically Disadvantaged Students PEIMS Standard Reports

2016 TARRANT COUNTY ISD/SAT STATISTICS

School District	Enrollment	Average SAT*	District Rating
Arlington	62,085	1380	Met Standard
Azle	6,330	1407	Met Standard
Birdville	23,767	1444	Met Standard
Carroll	8,190	1746	Met Standard
Castleberry	4,002	1257	Met Standard
Crowley	15,185	1319	Met Standard
Eagle Mountain /Saginaw	19,591	1402	Met Standard
Everman	5,874	1242	Met Standard
Fort Worth	87,428	1206	Met Standard
Grapevine-Colleyville	13,748	1100	Met Standard
Hurst-Euless-Bedford	23,065	1458	Met Standard
Keller	34,570	1532	Met Standard
Kennedale	3,126	1434	Met Standard
Lake Worth	3,503	1280	Met Standard
Mansfield	34,262	1424	Met Standard
Northwest	21,964	1513	Met Standard
White Settlement	6,794	1364	Met Standard

Source: Texas Education Agency, 2016-2017 Texas Academic Performance Report (TAPR)

***Note:** The TAPR calculates the Average SAT for graduating seniors only using the most recent examination taken.



Preliminary Spring 2017 STAAR End of Course (EOC) Results

Spring 2017 STAAR EOC			
	Comparison of students at their individual student standard		
	% Passed		
	All Testers	1st Time Testers	Retesters
Algebra I	77%	83%	39%
Biology	82%	86%	37%
English I	49%	59%	18%
English II	53%	62%	19%
U.S. History	90%	92%	44%

Includes STAAR and STAAR Alt2 for all applicable grades and subjects: PEIMS Subset Applied

- Passing rates for Algebra I, Biology, and U.S. History continue to exceed the state accountability standard: 60%.
- Algebra I, Biology, and U.S. History also have increased numbers of students passing at the higher *Meets Grade Level* and *Masters Grade Level* student standards.
- English I & II continue to be the biggest challenge for FWISD students:
 - The overall percent of students passing the English I & English II EOC tests decreased from 2016 to 2017.
 - There is little to no increase at the higher *Meets Grade Level* and *Masters Grade Level* passing standards from 2016 to 2017.

Comparison: Spring 2016 to Spring 2017 STAAR EOC - All Testers											
	Approaches Grade Level and Above					Meets Grade Level and Above			Masters Grade Level		
	Number Tested		% Passed		Diff	% Passed		Diff	% Passed		Diff
	2016	2017	2016	2017		2016	2017		2016	2017	
	Algebra I	6672	6730	71%	77%	● 6%	36%	40%	● 4%	17%	18%
Biology	5891	6067	83%	82%	▲ -1%	48%	49%	▲ 1%	12%	14%	● 2%
English I	7279	7805	50%	49%	▲ -1%	31%	31%	▲ 0%	3%	3%	▲ 0%
English II	6501	6527	56%	53%	◆ -3%	34%	36%	▲ 2%	3%	3%	▲ 0%
U.S. History	4869	4820	90%	90%	▲ 0%	54%	61%	● 7%	20%	27%	● 7%

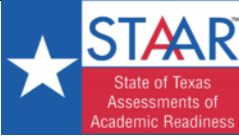
2016 and 2017 are set at the Student Standard: Includes STAAR and STAAR Alt2: PEIMS Subset Applied

Any student who did not pass an End-of-Course assessment will have an opportunity to test again during the week of June 19th. Seniors who have yet to pass one or two EOC assessments may be eligible to graduate under the Individual Graduation Committee (IGC) if they meet those requirements. Additional reports are due from TEA the week of June 2nd.



Spring 2017 STAAR Results - Grades 3 through 8

Results for the *Spring 2017 STAAR Grades 3 through 8* are provided in the table below:

			Approaches Grade Level (% passing)		
	Number Tested		% Passing		Difference
	2016	2017	2016	2017	
Grade 3 Reading	6869	6629	59%	60%	▲ 1%
Grade 3 Math	6879	6635	63%	64%	▲ 1%
Grade 4 Reading	6629	6637	63%	59%	◆ -4%
Grade 4 Writing	6659	6655	62%	56%	◆ -6%
Grade 4 Math	6636	6640	61%	64%	● 3%
Grade 5 Reading	6501	6548	71%	73%	▲ 2%
Grade 5 Science	6418	6478	63%	61%	▲ -2%
Grade 5 Math	6493	6549	78%	78%	▲ 0%
Grade 6 Reading	5826	5973	57%	58%	▲ 1%
Grade 6 Math	5450	5641	54%	61%	● 7%
Grade 7 Reading	5737	5732	58%	62%	● 4%
Grade 7 Writing	5736	5755	55%	56%	▲ 1%
Grade 7 Math	4159	4083	38%	42%	● 4%
Grade 8 Reading	4740	4688	76%	74%	▲ -2%
Grade 8 Science	5646	5600	65%	66%	▲ 1%
Grade 8 Social Studies	5616	5575	50%	53%	● 3%
Grade 8 Math	6447	6361	72%	77%	● 5%

Elementary

- Six of eight areas met the 60% *Accountability Standard* for *Index 1*. The two areas not meeting were:
 - Grade 4 Reading
 - Grade 4 Writing
- Grade 4 saw significant decreases in reading (-4% pts.) and writing (-6% pts.). Grade 5 science saw a slight decrease (-2% pts.), but remains above 60% passing.
- The percent of students passing at the higher *Meets Grade Level* and *Masters Grade Level* increased for all elementary subjects except grade 4 writing.
- Math had the strongest results in elementary including a significant gain of +3% pts. for grade 4.

Middle School

- Five of nine areas met the 60% *Accountability Standard* for *Index 1*. The four areas that did not meet were:
 - Grade 6 Reading
 - Grade 7 Writing
 - Grade 7 Math
 - Grade 8 Social Studies
- All subjects at the middle school level increased from 2016 to 2017, except grade 8 reading (-2% pts.).
- The percent of students passing at the higher *Meets Grade Level* and *Masters Grade Level* increased for all middle school subjects except grade 6 reading and grade 7 writing.
- Math had significant gains at all three grade levels with the greatest coming at grade 6 math +7% pts.

2015-16 School District Summary

FORT WORTH ISD (220905), FORT WORTH, TX

Education Service Center: 11 (REGION XI FORT WORTH)

County: TARRANT COUNTY

100 N UNIVERSITY DR, FORT WORTH, TX 76107-3010

2015-16 District Accountability Rating

Met Standard

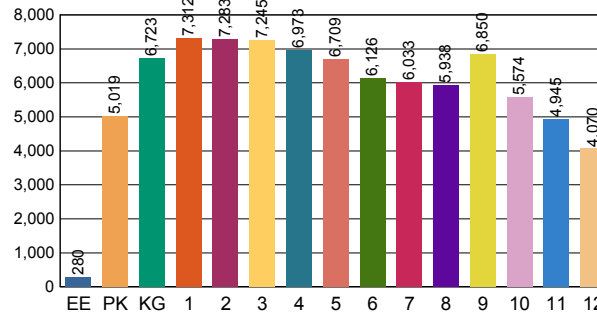
2015-16 Schools by Accountability Rating

	Number Schools	Percent Schools
Met Standard	106	74.1%
Met Alternative Standard	2	1.4%
Improvement Required	22	15.4%
Not Rated	13	9.1%

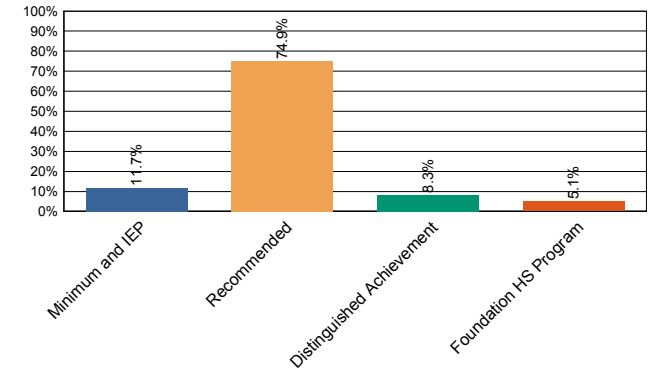
2015-16 System Safeguards

Total Percent of Indicators Met: 75%

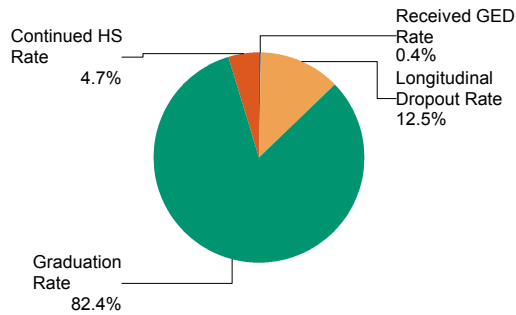
2015-16 Enrollment By Grade



2014-15 Graduates by Graduation Program



Class of 2015 Grades 9-12 Longitudinal Rates



2014-15 Annual Dropout Rate

	Enrolled Students	Number Dropouts	Annual Dropout Rate
Grades 7-8	12,817	125	1.0%
Grades 9-12	22,048	701	3.2%
Grades 7-12	34,865	826	2.4%

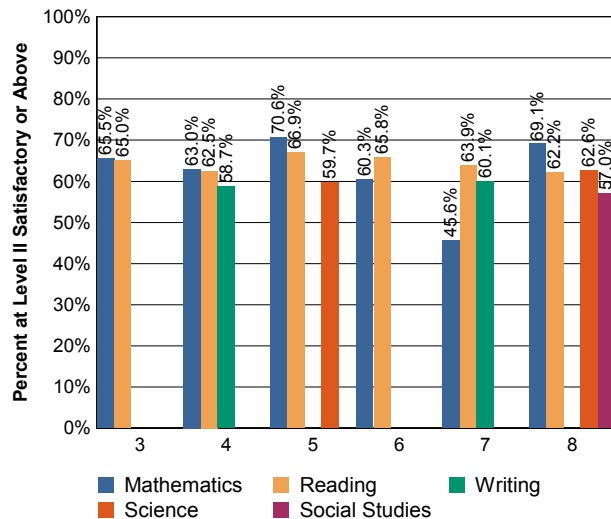
2015-16 Enrollment Profile

		Number	Percent
Total	Enrollment	87,080	100.0%
Gender	Female	42,670	49.0%
	Male	44,410	51.0%
Race/Ethnicity	American Indian or Alaska Nat	130	0.2%
	Asian	1,624	1.9%
	Black or African American	19,892	22.8%
	Hispanic/Latino	54,400	62.5%
	Native Hawaiian/Other Pacific	64	0.1%
	Two or More Races	1,239	1.4%
	White	9,731	11.2%
Program Participation	Bilingual Education	16,683	19.2%
	Career & Technical Ed	18,840	21.6%
	English as a Second Language	9,461	10.9%
	Gifted & Talented	8,044	9.2%
	Special Education	6,820	7.8%
Student Population	At Risk	64,314	73.9%
	Economically Disadvantaged	65,875	75.7%
	English Language Learner	26,940	30.9%
	Immigrant	2,301	2.6%
	Migrant	34	0.0%

2015-16 Teachers (FTE) by Ethnicity

	FTE	Percent
Asian	88.4	1.6%
Black or African American	1,257.7	22.4%
Hispanic/Latino	1,173.7	20.9%
American Indian or Alaska Nat	17.0	0.3%
Native Hawaiian/Other Pacific	1.0	0.0%
Two or More Races	11.0	0.2%
White	3,054.0	54.5%
Total	5,602.9	100.0%

2014-15 STAAR Grades 3-8 Results - English Version



Notes

Throughout this report, small data numbers are masked, shown as asterisks (*), to protect student confidentiality. Masked data are not shown on charts. A blank cell in a data table indicates there are no data.

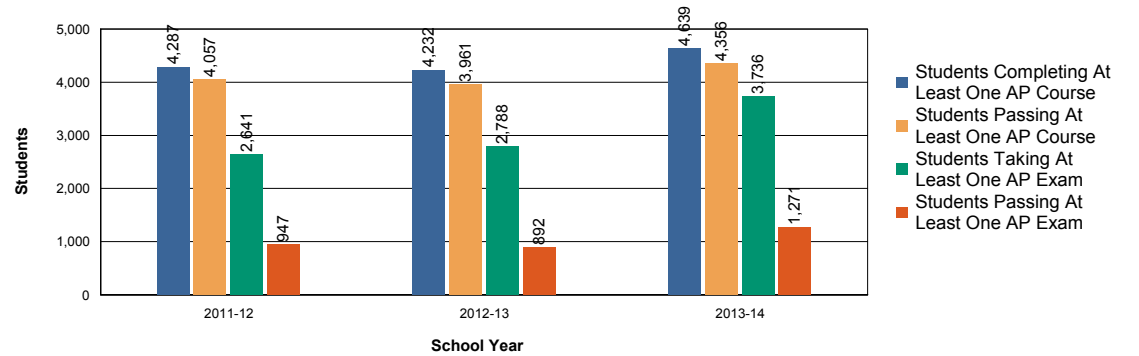
2014-15 Actual Financial

	All Funds	Per Student
Local Tax	\$374,776,664	\$4,373
Other Local & Intermediate	\$19,051,293	\$222
State Revenue	\$365,832,864	\$4,269
Federal Revenue	\$87,367,791	\$1,020
Total Revenue	\$847,028,612	\$9,884
Equity Transfers	\$0	\$0
Total Expenditures	\$946,774,424	\$11,048
Oper Expend-Program	\$636,809,647	\$7,431

Enrollment Profile by School Year

		2013-14	2014-15	2015-16
Total	Enrollment	84,588	85,975	87,080
Gender	Female	48.9%	49.0%	49.0%
	Male	51.1%	51.0%	51.0%
Race/ Ethnicity	American Indian or Alaska Nat	0.2%	0.2%	0.2%
	Asian	2.0%	1.9%	1.9%
	Black or African American	22.7%	22.9%	22.8%
	Hispanic/Latino	62.8%	62.7%	62.5%
	Native Hawaiian/Other Pacific	0.1%	0.1%	0.1%
	Two or More Races	1.3%	1.3%	1.4%
	White	11.1%	11.0%	11.2%
Program Participation	Bilingual Education	19.1%	19.1%	19.2%
	Career & Technical Ed	19.2%	19.1%	21.6%
	English as a Second Language	10.0%	10.8%	10.9%
	Gifted & Talented	8.4%	8.7%	9.2%
	Special Education	7.6%	7.6%	7.8%
Student Population	At Risk	61.4%	71.2%	73.9%
	Economically Disadvantaged	77.1%	74.0%	75.7%
	English Language Learner	30.5%	31.3%	30.9%
	Immigrant	1.8%	2.1%	2.6%
	Migrant	0.1%	0.0%	0.0%

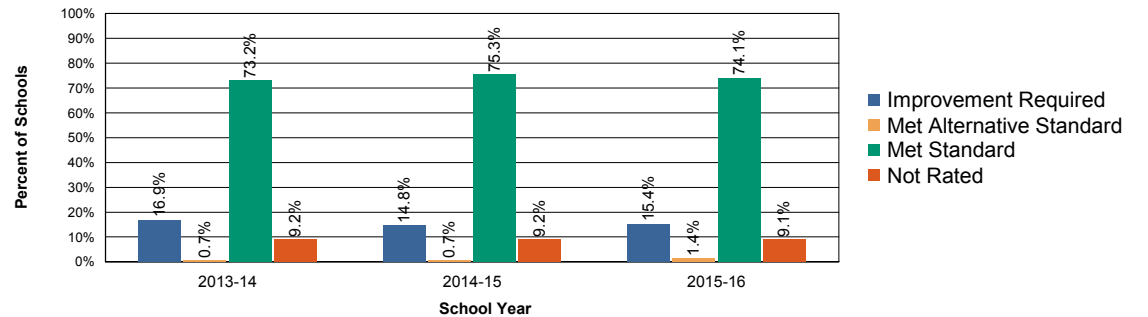
Advanced Placement (AP) Participants for Grades 9 - 12



Annual Dropout Rates by Grades and School Year

	2012-13		2013-14		2014-15	
	Enrolled Students	Annual Dropout Rate	Enrolled Students	Annual Dropout Rate	Enrolled Students	Annual Dropout Rate
Grades 7-8	12,386	0.5%	12,576	0.5%	12,817	1.0%
Grades 9-12	20,873	3.9%	21,505	2.6%	22,048	3.2%
Grades 7-12	33,259	2.6%	34,081	1.9%	34,865	2.4%

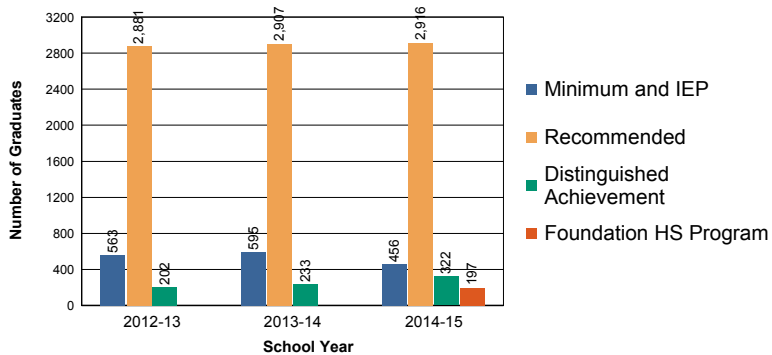
Schools by Accountability Rating



High School Graduates By School Year

	2012-13	2013-14	2014-15
Total HS Graduates	3,646	3,740	3,891

High School Graduates By Graduation Program



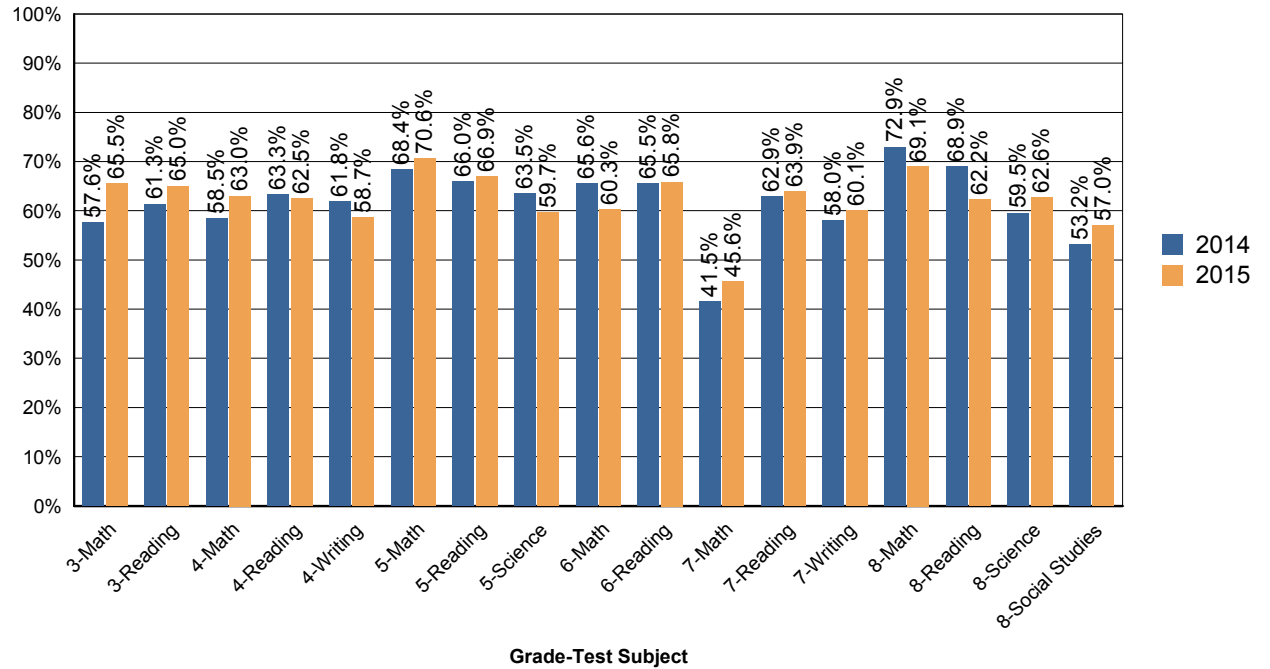
System Safeguards Percent of Indicators Met

	2013-14	2014-15	2015-16
Graduation Rates	44.0%	89.0%	56.0%
Participation Rates	100.0%	100.0%	100.0%
Performance Rates	82.0%	72.0%	67.0%
Total Indicators Met	83.0%	82.0%	75.0%
Met Federal Limits on Alternative Assessments	100.0%		

STAAR Grades 3-8 Results - All Students - English Version

		2013-14		2014-15	
		Level II or Above	Level III	Level II or Above	Level III
Grade 3	Mathematics	57.7%	9.7%	65.6%	8.7%
	Reading	61.3%	10.6%	65.0%	14.6%
Grade 4	Mathematics	58.5%	13.5%	63.0%	9.9%
	Reading	63.3%	12.5%	62.5%	14.3%
	Writing	61.8%	4.1%	58.7%	3.9%
Grade 5	Mathematics	68.4%	14.6%	70.6%	11.9%
	Reading	66.0%	13.4%	66.9%	15.3%
	Science	63.5%	7.3%	59.7%	6.5%
Grade 6	Mathematics	65.6%	7.8%	60.3%	5.7%
	Reading	65.5%	9.7%	65.8%	12.0%
Grade 7	Mathematics	41.5%	1.2%	45.6%	0.8%
	Reading	62.9%	11.5%	63.9%	11.4%
	Writing	58.0%	3.0%	60.1%	5.4%
Grade 8	Mathematics	72.9%	7.1%	69.1%	4.3%
	Reading	68.9%	6.9%	62.2%	7.4%
	Science	59.5%	11.4%	62.6%	12.0%
	Social Studies	53.2%	10.4%	57.0%	6.7%

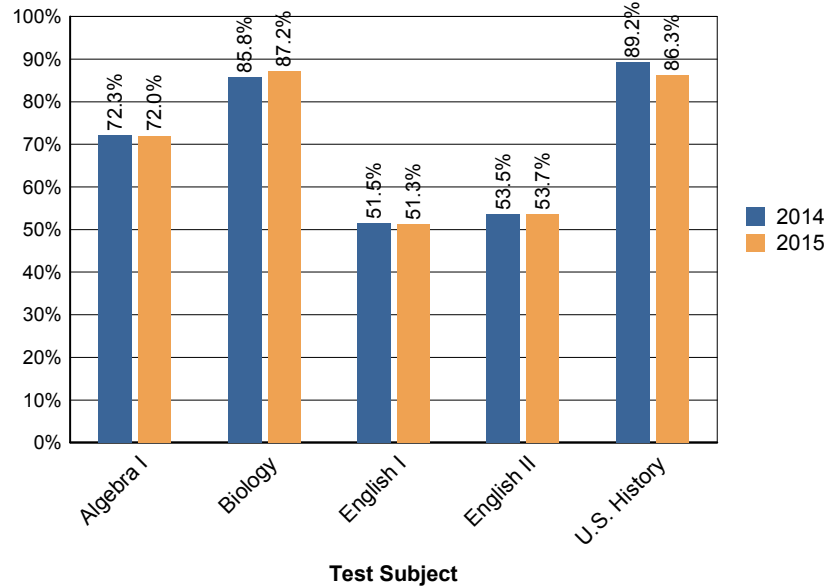
STAAR Grades 3-8 Results - All Students - English Version - Percent at Level II Satisfactory or Above



STAAR Results - All Students - Spanish Version

		2013-14		2014-15	
		Level II or Above	Level III	Level II or Above	Level III
Grade 3	Mathematics	*	0.0%	0.0%	0.0%
	Reading	65.8%	16.1%	62.7%	13.3%
Grade 4	Mathematics	0.0%	0.0%	*	0.0%
	Reading	60.7%	11.6%	59.5%	9.1%
	Writing	60.7%	4.4%	65.5%	6.4%
Grade 5	Mathematics	*	0.0%	*	0.0%
	Reading	54.1%	9.9%	69.2%	8.1%
	Science	54.5%	2.9%	44.4%	1.4%

STAAR End-of-Course Results - Percent at Level II Satisfactory or Above



Notes

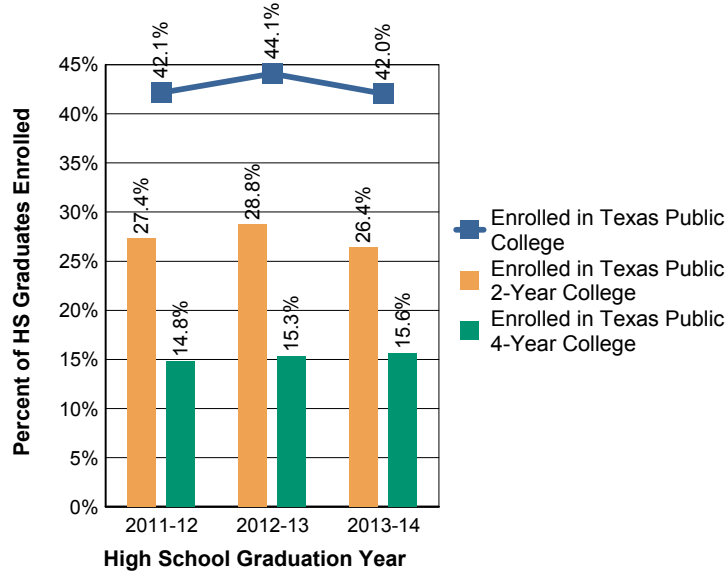
1. STAAR tests are administered in English. They are also administered in Spanish, for the same subjects, at grades 3-5.
2. STAAR and End-of-Course (EOC) results for this report are based on the primary spring administration results for the general STAAR version of the test only. All other alternate/accommodated versions of the test are excluded from the results included in this report.
3. In this report, the *Level II or Above* category reflects students who scored at or above the *STAAR Level II: Satisfactory Academic Performance* level. The *Level III* category reflects students who scored at the *STAAR Level III: Advanced Academic Performance* level.
4. See linked Glossary for definitions of *STAAR Level II: Satisfactory* and *STAAR Level III: Advanced* categories.

STAAR End-of-Course Results - All Students

		2013-14		2014-15	
		Level II or Above	Level III	Level II or Above	Level III
Algebra I		72.3%	11.0%	72.0%	15.6%
Biology		85.8%	6.5%	87.2%	13.2%
English I		51.5%	2.0%	51.3%	3.3%
English II		53.6%	1.8%	53.7%	1.6%
U.S. History		89.2%	10.6%	86.3%	17.3%

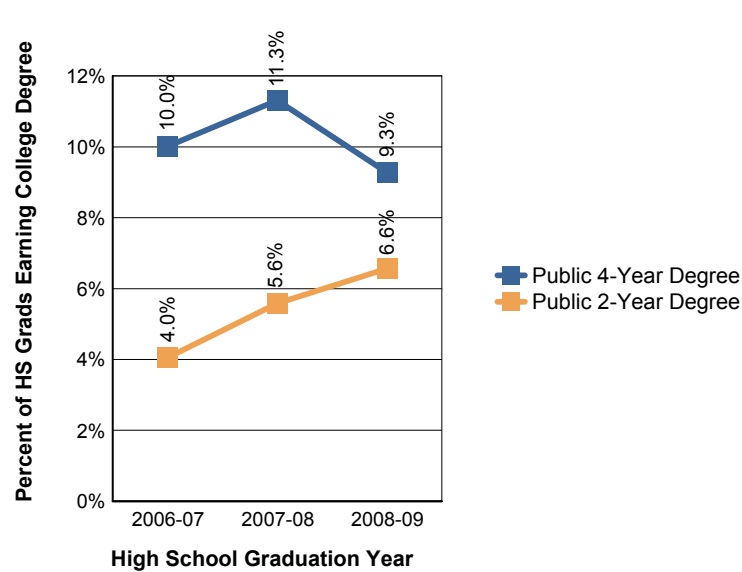
Texas Public Two-Year or Four-Year College Enrollment

College Enrollment the Academic Year Following High School Graduation



Texas Public Two-Year or Four-Year College Graduation

College Degree Earned within Six Years of High School Graduation

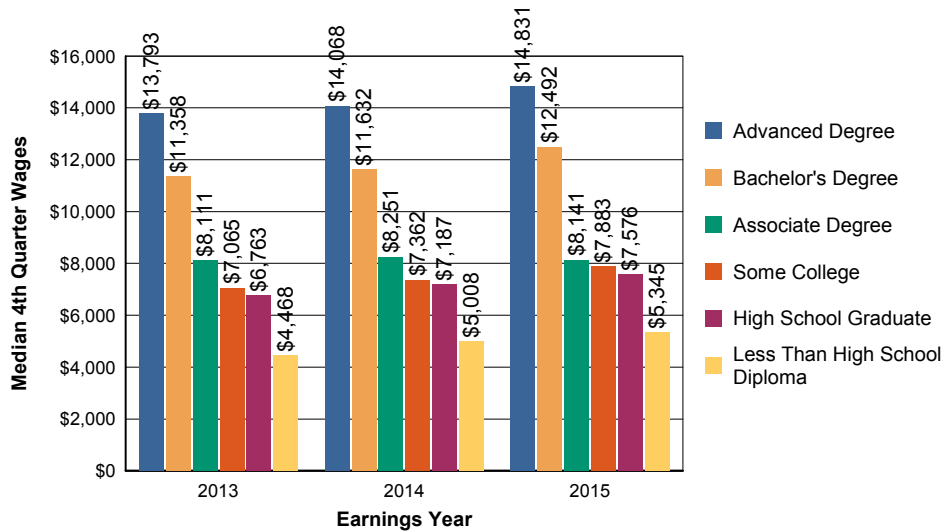


Notes

1. Data represent only Texas public two-year or four-year colleges and do not include out-of-state or Texas private (independent) higher education institutions.
2. The college academic year includes the fall, spring, and summer college semesters.
3. College enrollment percentages are based on the number of high school graduates who enroll in Texas public colleges the academic year following high school graduation.
4. College graduation percentages are based on the number of high school graduates who graduate from Texas public colleges within six years following high school graduation.

Wage Comparison by Educational Attainment for HS Graduates & Dropouts Ages 25 – 30

Top Employment Sectors for HS Graduates & Dropouts Ages 25 – 30



		Earnings Year 2015	
		Number Employed	Median 4th Quarter Wages
1	Health Care & Social Assistance	2,605	\$7,624
2	Administrative & Support, Waste Mgmt & Remediation Svcs	2,537	\$5,230
3	Retail Trade	2,381	\$5,932
4	Accommodations & Food Services	1,506	\$4,409
5	Manufacturing	1,349	\$10,012
6	Finance & Insurance	1,293	\$9,873
7	Educational Services	1,152	\$11,197
8	Wholesale Trade	1,061	\$9,376
9	Transportation & Warehousing	772	\$8,819
10	Professional, Scientific & Technical Services	764	\$10,144

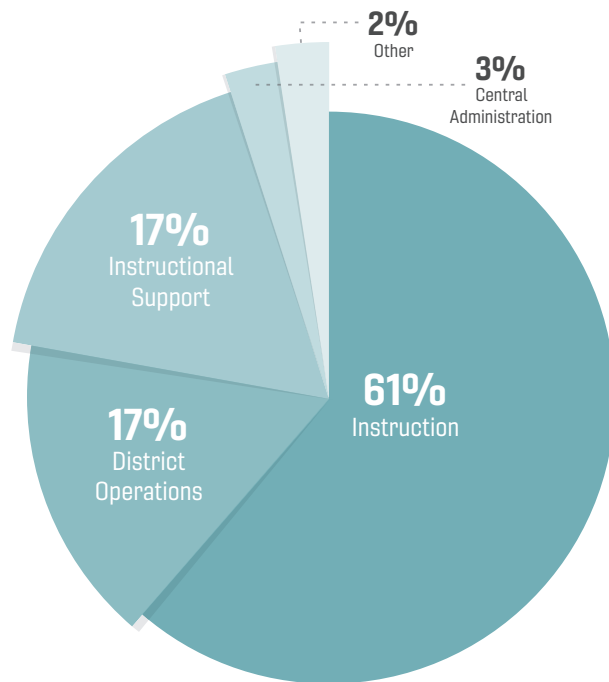
Notes:

1. 4th quarter median wages are as reported by the Texas Workforce Commission for individuals who were between the ages of 25 and 30 during the earnings year and graduated high school or dropped out of school (during grades 7 - 12) as reported by the public school district.
2. Number employed is the count of individuals reported with wages by the Texas Workforce Commission who were between the ages of 25 and 30 during the earnings year and graduated high school or dropped out of school (during grades 7 - 12) as reported by the public school district.
3. Earnings year is the calendar year beginning January 1 and ending December 31.
4. North American Industry Classification System (NAICS) codes are used for employment sector categories in this report.

Our District

Accreditation

District	Texas Education Agency
High Schools	Southern Assoc. of Colleges & Schools
TEA District Ratings	Met Standard



Transportation

Number of Buses Running Daily	322
Number of Bus Routes	1,817
Number of Students Transported Daily	20, 635
Number of Miles Driven in 2016-17	4,309,068

Our Schools 2016-2017

Total Number of Schools

143

Elementary Schools	83
Middle Schools	24
High Schools	19
Other Schools	17

Operating Budget

2016-17 Budget

\$752,420,985*

● Instruction	61%	\$460,648,792
● District Operations	17%	\$124,312,090
● Instructional Support	17%	\$130,649,643
● Central Administration	3%	\$19,189,968
● Other	2%	\$17,620,492

*Unaudited

Nutrition Services

Breakfasts served in 2016-17	5.6 million
Lunches served in 2016-17	10.6 million
Students Eligible for Free/Reduced Meals	67,840

Our Students

Total Enrollment		86,869
Career & Technical Education	18,833	21.7%
Economically Disadvantaged	65,789	75.7%
English Language Learner	26,935	31%
Gifted & Talented	8,042	9.3%
Special Education	6,651	7.7%

Additional Academic Facts

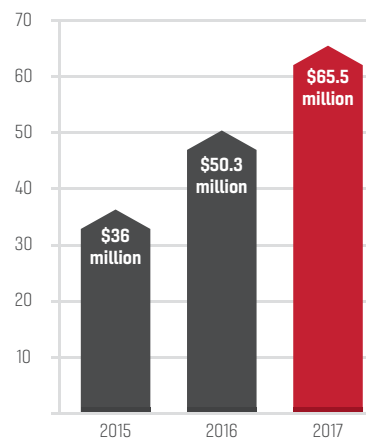
2017 Number of Graduates	4,348
2017 AVG. SAT Score	935
2017 Students taking SAT	6,092
2016-17 AVG. ACT Score	20
2016-17 Students Taking AP Exams	6,117
Number of AP Exams Taken	11,750

Ethnic Distribution

Hispanic	62.5%
African American	22.9%
White/Anglo	11.2%
Asian	1.9%
Other	1.6%

Our Employees

Total Number of Employees		10,955
Full-Time Teachers	5,816	
Auxiliary Staff	2,369	
Professional Support	1,451	
Educational Aides	946	
Campus Administrators	319	
Central Administrators	54	



\$65,528,619.25*

Scholarships Awarded in 2017

*INCLUDES \$2 MILLION IN FEDERAL AND STATE STUDENT GRANTS

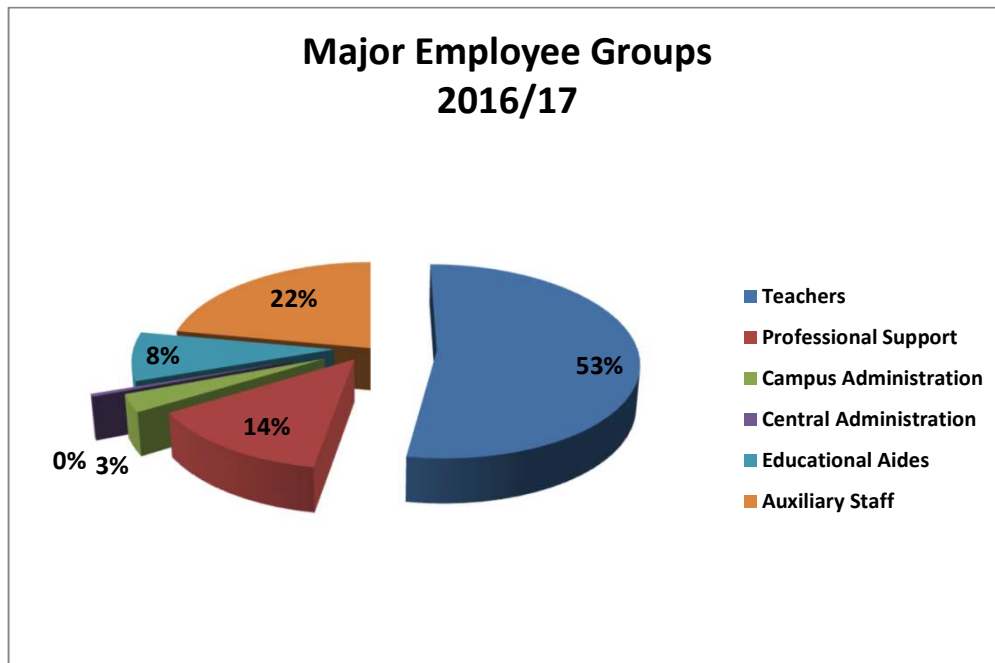
Beginning Teacher Salary	\$52,000
Avg. Experience of Teachers	10.28 years
Avg. Experience with Fort Worth ISD	7-8 years
Avg. Student/Teacher Ratio	15.5:1

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):

	% Change							
Major Employee Groups	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2010-2017
Teachers	5,132	5,126	4,958	5,217	5,457	5,603	5,689	11%
Professional Support	1,195	1,899	1,174	1,268	1,387	1,440	1,469	23%
Campus Administration	420	414	289	303	319	313	322	-23%
Central Administration	78	105	44	42	46	54	51	-35%
Educational Aides	835	787	758	787	871	876	877	5%
Auxiliary Staff	2,472	1,568	2,334	2,160	2,347	2,357	2,383	-4%
Total Staff	10,132	9,899	9,557	9,777	10,427	10,643	10,791	7%
Number of Students (ADA)	75,439	76,041	76,394	77,394	78,487	79,375	79,421	5%
Student Teacher Ratio	14.7	14.8	15.4	14.8	14.4	14.2	14.0	-5%

Note: Increase in the total staff from 2014/15 to 2015/16 is due to program growth and student growth. From 2010/11 to 2016/17 Central Administration staff decreased 35%, Campus Administration staff decreased 23% and Auxiliary Staff decreased 4%. 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.

2017 - 2018 Teacher Salary Schedule



<u>Year</u>	<u>Bachelor's</u>	<u>Master's</u>	<u>Doctorate</u>
0	\$52,000	\$53,000	\$54,000
1	\$52,200	\$53,250	\$54,350
2	\$52,428	\$53,448	\$55,141
3	\$52,836	\$53,856	\$55,938
4	\$53,244	\$54,264	\$56,260
5	\$53,652	\$54,672	\$56,766
6	\$54,060	\$55,080	\$57,037
7	\$54,468	\$55,578	\$57,971
8	\$54,915	\$56,085	\$59,509
9	\$55,182	\$56,315	\$59,793
10	\$55,746	\$56,913	\$60,044
11	\$56,116	\$57,382	\$60,370
12	\$56,711	\$57,984	\$60,683
13	\$57,308	\$58,621	\$62,092
14	\$57,681	\$58,979	\$62,409
15	\$58,044	\$59,338	\$62,644
16	\$58,407	\$59,702	\$62,747
17	\$58,768	\$60,563	\$62,840
18	\$59,139	\$60,707	\$63,617
19	\$59,639	\$60,960	\$63,932
20	\$60,019	\$61,384	\$64,082
21	\$60,623	\$62,174	\$64,274
22	\$61,324	\$62,793	\$64,489
23	\$62,761	\$63,938	\$67,828
24	\$63,627	\$65,099	\$68,763
25	\$64,259	\$65,646	\$68,954
26	\$65,145	\$66,538	\$69,166
27	\$66,142	\$68,149	\$69,428
28	\$68,284	\$69,480	\$73,378
29	\$68,400	\$70,262	\$73,496
30	\$68,898	\$70,438	\$73,611
31	\$69,948	\$71,320	\$74,278
32+	\$80,429	\$82,338	\$86,344

New hires are required to submit original service records for verification of prior experience no later than June 30, 2018 for consideration in the 2017-2018 school year.

This salary schedule is based on 187 days for the 2017 – 2018 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
2018	58,375,000	39,316,412	97,691,412
2019	57,865,000	36,747,113	94,612,113
2020	57,435,000	34,003,938	91,438,938
2021	56,950,000	31,282,513	88,232,513
2022	54,250,000	28,644,188	82,894,188
2023	53,570,000	26,143,263	79,713,263
2024	52,850,000	23,679,038	76,529,038
2025	52,125,000	21,253,563	73,378,563
2026	51,375,000	18,798,638	70,173,638
2027	52,610,000	16,427,663	69,037,663
2028	49,960,000	13,951,700	63,911,700
2029	37,860,000	11,453,700	49,313,700
2030	26,775,000	10,016,800	36,791,800
2031	16,540,000	8,746,850	25,286,850
2032	16,925,000	7,991,450	24,916,450
2033	17,695,000	7,215,800	24,910,800
2034	18,505,000	6,442,400	24,947,400
2035	19,345,000	5,593,600	24,938,600
2036	20,190,000	4,778,100	24,968,100
2037	21,095,000	3,895,050	24,990,050
2038	22,040,000	2,971,900	25,011,900
2039	23,025,000	2,006,900	25,031,900
2040	14,835,000	998,200	15,833,200
2041	10,120,000	404,800	10,524,800
	862,315,000	362,763,575	1,225,078,575

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

Description	Original Issue	Debt Outstanding
Unlimited Tax School Bldg Bonds, Series 2008 2007-Capital Improvement Program, Straight to the Classroom****	224,525,000	10,580,000
Unlimited Tax Refunding Bonds, Series 2008 Tax Refunding Bonds, (Maintenance Tax Notes, Series 2004A**, Unlimited Tax Refunding Bonds, Series 2006 were refunded)	6,700,000	460,000
Unlimited Tax Qualified School Construction Bonds, Series 2009 (Tax Credit Bond) 2007-Capital Improvement Program, Straight to the Classroom****	31,600,000	19,750,000
Unlimited Tax Refunding & School Building Bonds, Tax Series 2009 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	176,755,000	15,940,000
Unlimited Tax Qualified School Construction Bonds, Series 2010 2007-Capital Improvement Program, Straight to the Classroom****	15,000,000	11,590,000
Unlimited Tax School Bldg Bonds, Series 2010 2007-Capital Improvement Program, Straight to the Classroom****	103,715,000	89,085,000
Unlimited Tax School Building Bonds, Series 2014 2013-Capital Improvement Program, Commitment to Classrooms*****	122,825,000	110,335,000
Unlimited Tax Refunding & School Building Bonds, Series 2015 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	270,540,000	252,440,000
Unlimited Tax Refunding and School Building Bonds Series 2016 Tax Refunding Bonds, (Unlimited Tax Refunding Bonds, Series 2006 were refunded -\$82,965,000) Tax Refunding Bonds, (Unlimited Tax & Sch Bldg Bonds, Series 2009 were refunded -\$102,585,000) 2013-Capital Improvement Program, Commitment to Classrooms***** - \$239,860,000	\$ 382,025,000	\$ 352,135,000
	\$ 1,333,685,000	\$ 862,315,000
1999 Bond Capital Improvement Program * <i>Additional classrooms for overcrowding, construction of new facilities, renovations and acquisition of land for future campuses.</i>		
Maintenance Tax Notes, Series 2004A ** <i>Replacement of eleven tracks and one athletic field at eleven High Schools</i>		
Unlimited Tax Refunding Bonds, Series 2005***		
2007-Capital Improvement Program, Straight to the Classroom**** <i>New schools, additional classrooms, bus replacement, student instruments and uniforms, technology refresh and athletic facilities upgrade</i>		
2013-Capital Improvement Program, Commitment to Classrooms***** <i>New schools, additional Pre-K classrooms, security and technology upgrades, bus replacements, compliance renovations and Wi-Fi study areas</i>		



Financial Integrity Rating System of Texas

2016-2017 RATINGS BASED ON SCHOOL YEAR 2015-2016 DATA - DISTRICT STATUS DETAIL

Name: FORT WORTH ISD(220905)	Publication Level 1: 8/8/2017 2:29:29 PM
Status: Passed	Publication Level 2: 8/8/2017 2:29:29 PM
Rating: A = Superior	Last Updated: 8/8/2017 2:29:29 PM
District Score: 92	Passing Score: 60

#	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>	3/28/2017 12:24:57 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>	3/28/2017 12:24:57 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>	3/28/2017 12:24:58 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>	3/28/2017 12:24:58 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>	3/28/2017 12:24:58 PM	Yes
5	<u>Was the total unrestricted net position balance (Net of the accretion of interest for capital appreciation bonds) in the governmental activities column in the Statement of Net Position 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>	3/28/2017 12:24:58 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>	3/28/2017 12:24:59 PM	8
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>	3/28/2017 12:24:59 PM	4
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>	3/28/2017 12:24:59 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>	3/28/2017 12:25:00 PM	10
10	<u>Was the debt service coverage ratio sufficient to meet the required debt service? (See ranges below.)</u>	5/18/2017 12:37:21 PM	10
11	<u>Was the school district's administrative cost ratio equal to or less than the threshold ratio? (See ranges below.)</u>	3/28/2017 12:25:00 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>	6/21/2017 8:31:25 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>	3/28/2017 12:25:01 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>	3/28/2017 12:25:02 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>	3/28/2017 12:25:02 PM	10
			92 Weighted Sum
			1 Multiplier Sum
			92 Score

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 Standard Achievement regardless of points earned.
B.	Determine the rating by the applicable number of points. (Indicators 6-15)
A = Superior	90-100
B = Above Standard	80-89

C = Meets Standard	60-79
F = Substandard Achievement	<60

No Rating = A school district receiving territory that annexes with a school district ordered by the commissioner under TEC 13.054, or consolidation under Subchapter H, Chapter 41. No rating will be issued for the school district receiving territory until the third year after the annexation/consolidation.

Home Page: [Financial Accountability](#) | Send comments or suggestions to FinancialAccountability@tea.texas.gov

THE **TEXAS EDUCATION AGENCY**
 1701 NORTH CONGRESS AVENUE • AUSTIN, TEXAS, 78701 • (512) 463-9734

FIRST 4.5.9.0



POPULATION			
Area	1990	2000	2017
Dallas-Fort Worth-Arlington MSA	4,111,750	5,309,277	7,102,796
Tarrant County	1,170,103	1,446,219	1,945,541
Fort Worth	447,619	534,694	812,238

Source: U.S. Census Bureau

CIVILIAN LABOR FORCE (in thousands)			
Fort Worth - Arlington MD	Aug-17	Aug-16	% Change
Total Labor Force	1,226.6	1,205.8	1.7%
Employed	1,178.2	1,155.6	2.0%
Unemployed	48.4	51.2	-5.5%
Unemployment Rate	3.9%	4.2%	-7.1%

Source: Texas Workforce Commission

NON-FARM WAGE & SALARY EMPLOYMENT			
Fort Worth - Arlington MD	Aug-17	Aug-16	% Change
Total Nonagriculture	1,035,100	1,009,300	2.6%
Mining & Construction	71,400	71,100	0.4%
Retail Trade	115,400	116,700	-1.1%
Manufacturing	96,300	92,700	3.9%
Trans., Warehousing & Utilities	81,700	80,600	1.4%
Information	11,300	11,600	-2.6%
Financial Activities	61,100	57,800	5.7%
Professional & Business Svcs.	115,200	112,400	2.5%
Education & Health Services	135,200	131,500	2.8%
Leisure & Hospitality	123,900	117,500	5.4%
Other Services	41,700	39,800	4.8%
Government	129,800	127,500	1.8%

Source: Texas Workforce Commission

RESIDENTIAL REAL ESTATE			
MLS Activity	Aug-17	Aug-16	% Change
Collin County Sales	1,735	1,689	2.7%
Collin County Median Sale Price	\$325,050	\$306,000	6.2%
Dallas Sales	1,140	1,087	4.9%
Dallas Median Sale Price	\$298,655	\$285,000	4.8%
Denton County Sales	1,568	1,525	2.8%
Denton County Median Sale Price	\$295,000	\$269,285	9.5%
Fort Worth Sales	1,229	1,203	2.2%
Fort Worth Median Sale Price	\$212,000	\$190,000	11.6%
Tarrant County Sales	2,747	2,775	-1.0%
Tarrant County Median Sale Price	\$223,000	\$201,000	10.9%

Source: Texas A&M Real Estate Center

PERMIT ACTIVITY			
Fort Worth	Sep-17	Sep-16	% Change
Single Family	738	586	25.9%
Multi-Family	33	212	-84.4%
Commercial	251	205	22.4%

Source: City of Fort Worth

HOUSING STARTS			
Fort Worth	Sep-17	Sep-16	% Change
Residential Units	1369	1007	35.9%
Single Family	419	262	59.9%
Multi-Family Units	950	745	27.5%
2017 Residential Units YTD			4,912
2016 Residential Units			5,725

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.

Information gathered and compiled by the Fort Worth Chamber of Commerce.

PASSENGERS			
Airport	Jul-17	Jul-16	% Change
DFW International Airport	6,262,259	6,122,997	2.3%
2017 YTD Passengers			38,815,740
2016 Total Passengers			38,395,841

Source: DFW Airport

NEW AUTO SALES			
DFW Area	Aug-17	Aug-16	% Change
Passenger Cars	7,968	8,552	-6.8%
Trucks	2,196	2,317	-5.2%
Total	10,164	10,869	-6.5%

Source: "The Freeman Metroplex Recap"

CONSUMER PRICE INDEX - URBAN (CPI-U)			
Base 1982-84=100	CPI-U	CPI-U	Inflation
	Aug-17	Aug-16	Rate
DFW CMSA	225.613	221.507	1.9%
U.S. City Average	245.519	240.849	1.9%

Source: Bureau of Labor Statistics

ACCRA COST OF LIVING		
Fort Worth	2017 1st Quarter	U.S.Average=100
Composite (All Items)		88.0
Grocery Items		98.5
Housing		71.4
Utilities		98.7
Transportation		96.8
Health Care		96.3
Misc. Goods & Services		90.6

Source: ACCRA

COMMERCIAL REAL ESTATE				
Dallas / Fort Worth		3rdQ -17	3rdQ-16	% Change
Office	Occupancy Rate	80.50%	82.10%	-1.9%
	Rate/SF Class A	\$28.81	\$19.56	47.3%
Industrial	Occupancy Rate	93.3%	93.6%	-0.3%
	Rate/SF	\$3.95	\$4.35	-9.2%
Retail	Occupancy Rate	94.60%	94.1%	0.5%
	Rate/SF	\$15.25	\$14.35	6.3%
Fort Worth CBD	Occupancy Rate	87.00%	88.60%	-1.8%
	Rate/SF	\$25.81	\$24.26	6.4%
	Net Rentable/SF	8,273,594	9,365,503	-11.7%
Dallas CBD	Occupancy Rate	71.50%	74.90%	-4.5%
	Rate/SF	\$26.01	\$23.80	9.3%
	Net Rentable/SF	25,669,217	25,522,188	0.6%

Source: CBRE (2Q2017)

DRILLING ACTIVITY			
Well Starts	Aug-17	Aug-16	% Change
Tarrant County	2	0	N/A
* Barnett Shale	13	4	225.0%
* 2017 Well Starts YTD			67
* 2016 Well Starts			43
Rig Counts	Aug-17	Aug-16	% Change
Tarrant County	1	0	N/A
* Barnett Shale	5	4	25%

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.

U.S. Bureau of Labor Statistics

Occupational Employment and Wages Fort Worth Metropolitan Statistical Area

Occupational Group	Average Hourly Wage (\$)
Arts, Design, Entertainment, Sports and Media	26.56
Architecture and Engineering	43.20
Building, Grounds Cleaning and Maintenance	12.27
Business and Financial Operations	37.99
Community and Social Service	25.16
Computer and Mathematical	43.32
Construction and Extraction	19.69
Education, Training and Library	24.75
Food Preparation and Serving	11.39
Healthcare Practitioners	37.81
Healthcare Support	15.08
Installation and Repair	21.93
Legal	55.13
Management	62.21
Office and Administrative Support	18.43
Personal Care	11.62
Production	17.01
Protective Service	20.80
Sales	22.29
Transportation	18.89

Source: U.S. Bureau of Labor Statistics, Economic Summary, November 1, 2017

U.S. Census Bureau

Fort Worth, TX DEMOGRAPHIC PROFILE

Category	Fort Worth	D/FW Metroplex
Population Est.	855,897	7,232,599
White	63.7%	69.20%
Black	19.0%	15.40%
American Indian	0.4%	0.4%
Asian	4.6%	6.50%
Native Hawaiian and Other Pacific Islander	0.1%	0.1%
Other Race	8.6%	5.2%
Two or More Races	3.6%	3.1%
Hispanic Ethnicity	34.8%	28.60%
Under Age 19	266,184	2,104,686
Age 20-29	124,961	1,005,331
Age 30-39	140,367	1,048,727
Age 40-49	110,411	998,099
Age 50-59	92,437	925,773
Age 60+	121,537	1,149,983
Median Age	32.4	34.8
Total Households	287,401	2,538,547

Source: U.S. Census Bureau 2016 American Community Survey 1-Year Estimates



Fort Worth

General Information



Get to know Fort Worth, Texas

Fort Worth has laid out the welcome mat for businesses throughout the nation and across the globe. We invite you to take a few minutes to learn more about Fort Worth and what the city can offer your business.

A premier business destination

Texas and the North Texas region are consistently ranked as one of the top places to conduct business.

- For seven consecutive years, *CEO Magazine* has named Texas the top state for doing business.
- Texas ranked first among states on *Site Selection's* annual list of "Top U.S. Business Climates" in 2011.
- Texas was ranked by CNBC as the second best state in the nation for business in 2011.

The North Texas business environment attracts the world's most recognized companies.

- Dallas/Fort Worth has the 4th highest concentration of FORTUNE 500 headquarters in the United States. Of the 20 FORTUNE 500 headquarters based in North Texas, three are in Fort Worth.
- Texas ranks third among states with the most FORTUNE 500 company headquarters with a total of 51. New York has 57 and California has 53.



Notable Headquarters in Fort Worth

- Acme Brick
- Alcon Laboratories (U.S. Headquarters)
- Allied Electronics
- American Airlines
- Bell Helicopter Textron
- Ben E. Keith
- BNSF Railway Company
- D.R. Horton
- Healthpoint
- Justin Brands
- RadioShack
- Pier 1 Imports
- TTI, Inc.
- Williamson-Dickie Manufacturing
- XTO Energy, a subsidiary of ExxonMobil



Driving the national and global economy

- Texas surpassed \$1.2 trillion in annual economic output, replacing New York as the nation's second-largest economy. The state only trails California, which has an economic output of \$1.9 trillion.
- The Texas economy is the 15th largest in the world, which is most comparable with the GDP of Russia.
- The State of Texas is the largest exporter of goods in the United States, grossing more than \$1 billion annually in trade with other nations.

Fastest-growing region in the nation

As companies realize the benefits of conducting business in Texas, the population continues to dramatically increase. Over 1.2 million residents were added to the Dallas/Fort Worth area from 2000 – 2009, and it is estimated that 9.2 million will live in the region by 2030.

- If the Dallas/Fort Worth region were a state, it would rank as the 17th largest in the United States with a population of 6,371,773, putting it between Arizona and Tennessee.
- The U.S. Census Bureau named Fort Worth the fastest-growing major metropolitan area in the U.S. in 2011.
- The Fort Worth region is home to two of the top three fastest-growing communities in the United States – the City of Haslet and the City of Keller.

Population

Area	2000	2010
Dallas-Fort Worth-Arlington MSA	5,221,801	6,371,773
Tarrant County	1,446,219	1,809,034
Fort Worth	534,694	741,206

North Texas' FORTUNE 500 headquarters

- AMR
- Atmos Energy
- AT&T
- Celanese
- Commercial Metals
- Dean Foods
- D.R. Horton
- Dr Pepper Snapple Group
- Energy Future Holdings
- Energy Transfer Equity
- ExxonMobil
- Flour
- GameStop
- Holly
- JCPenney
- Kimberly-Clark
- RadioShack
- Southwest Airlines
- Tenet Healthcare
- Texas Instruments

Workforce

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.
- More than half of Dallas/Fort Worth's workers aged 25 and over have at least some college education.

Higher Education

College/University	Enrollment
Tarrant County College	49,108
Texas Christian University	9,142
Texas Wesleyan University	3,378
University of North Texas Health Science Center	1,395

Civilian Labor Force

Area	Civilian Labor Force	Employed	Unemployment Rate
Dallas-Fort Worth-Arlington MSA	3,264,500	3,031,300	7.1%
Tarrant County	922,557	857,593	7.0%
Fort Worth	342,699	317,744	7.3%



Gateway to the World

All roads lead to Fort Worth. The city's central location combined with convenient access to rail, air and land transportation options make Fort Worth an attractive business destination.

- Dallas/Fort Worth International airport is the 4th busiest airport in the world. It offers 145 daily, nonstop domestic flights and 48 daily international flights for 57 million passengers annually.
- Fort Worth Alliance Airport, the world's first industrial airport, consecutively ranks as #1 among the U.S. general purpose Foreign Trade Zones in foreign merchandise admitted to the zone.
- BNSF Railway, one of the nation's largest freight railroad companies, is headquartered in Fort Worth.
- Fort Worth offers easy access to a number of major interstate highways, including I-20, I-30, I-45 and I-35.



POINTS OF INTEREST

- Billy Bob's Texas
- Cultural District
 - Amon Carter Museum
 - Cattle Raisers Museum
 - Fort Worth Museum of Science and History
 - Kimbell Art Museum
 - Modern Art Museum of Fort Worth
 - National Cowgirl Museum
 - Will Rogers Memorial Center
- Fort Worth Botanic Gardens
- Fort Worth Convention Center/Water Gardens
- Fort Worth Nature Center and Refuge
- Fort Worth Stockyards
- Fort Worth Zoo
- Medical District
- Naval Air Station/Joint Reserve Base Fort Worth
- Southwest Parkway/Chisholm Trail Sundance Square/Bass Performance Hall
- Tarrant County College
- Texas Wesleyan University
- Texas Motor Speedway
- Texas Christian University (TCU)
- Trinity River Vision
- UNT Health Science Center
- Walsh Ranch
- West 7th Street

COMPANIES

- Alcon Laboratories
- American Airlines
- Bell Helicopter
- BNSF Railway Company
- Chesapeake Energy
- D.R. Horton
- Lockheed Martin
- Pier 1
- Radio Shack
- Williamson Dickie
- XTO Energy

AIRPORTS

- Alliance Airport
- DFW International Airport
- Love Field (Dallas)
- Meacham International Airport
- Spinks Airport

INDUSTRIAL PARKS

- Alliance Texas
- Centre Port
- Fossil Creek
- Carter
- Mark IV
- Mercantile
- Railhead
- Riverbend

REGIONAL POINTS OF INTEREST

- American Airlines Center
- Atmos Energy (Dallas)
- The Ballpark at Arlington
- Commercial Metals (Irving)
- Cowboy's Stadium
- Dallas Arts District
- Dean Foods (Dallas)
- Dr Pepper Snapple Group (Plano)
- Energy Future Holdings (Dallas)
- Energy Transfer Equity (Dallas)
- Fair Park
- Flour (Irving)
- Galleria
- Gaylord Texan
- GameStop (Grapevine)
- General Motors in Arlington
- Grapevine Mills
- Holly (Dallas)
- Hurricane Harbor
- J.C. Penny (Plano)
- Kimberly-Clark (Irving)
- Las Colinas
- Lone Star Park/Verizon Theater
- Six Flags Over Texas
- Southern Methodist University (University Park)
- Southwest Airlines (Dallas)
- Tenant Healthcare (Dallas)
- Texas Instruments (Dallas)
- Texas Woman's University
- University of North Texas
- University of Texas at Arlington
- University of Texas at Dallas



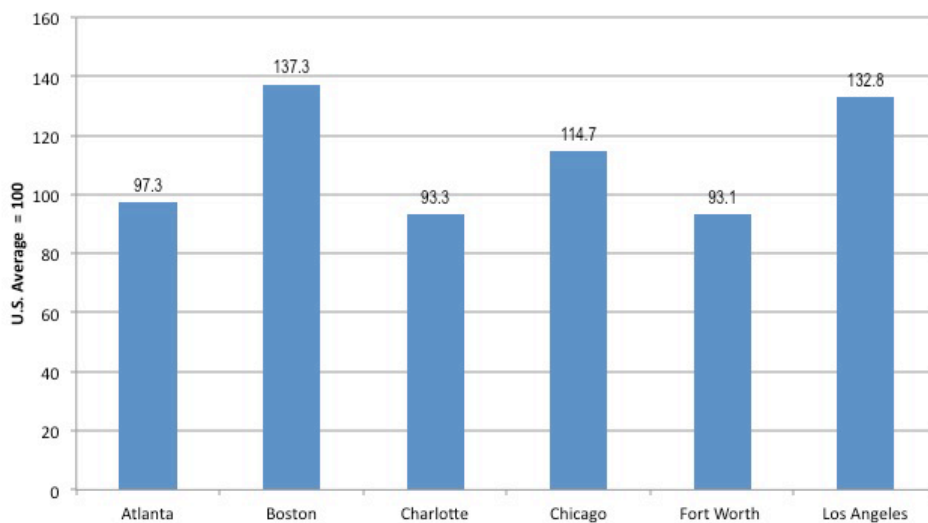


Low cost of living

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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 E: EcoDev@fortworthchamber.com

To find out more about why Fort Worth is a great place to live and work, visit www.fortworthchamber.com/eco/.



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



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.

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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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To find out more about why Fort Worth is a great place to live and work, visit www.fortworthchamber.com/eco/.



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



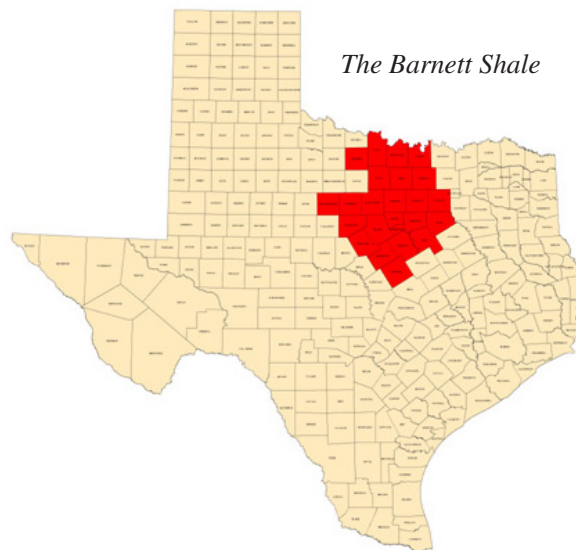
Fort Worth: 'The Shale Energy Capital'

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

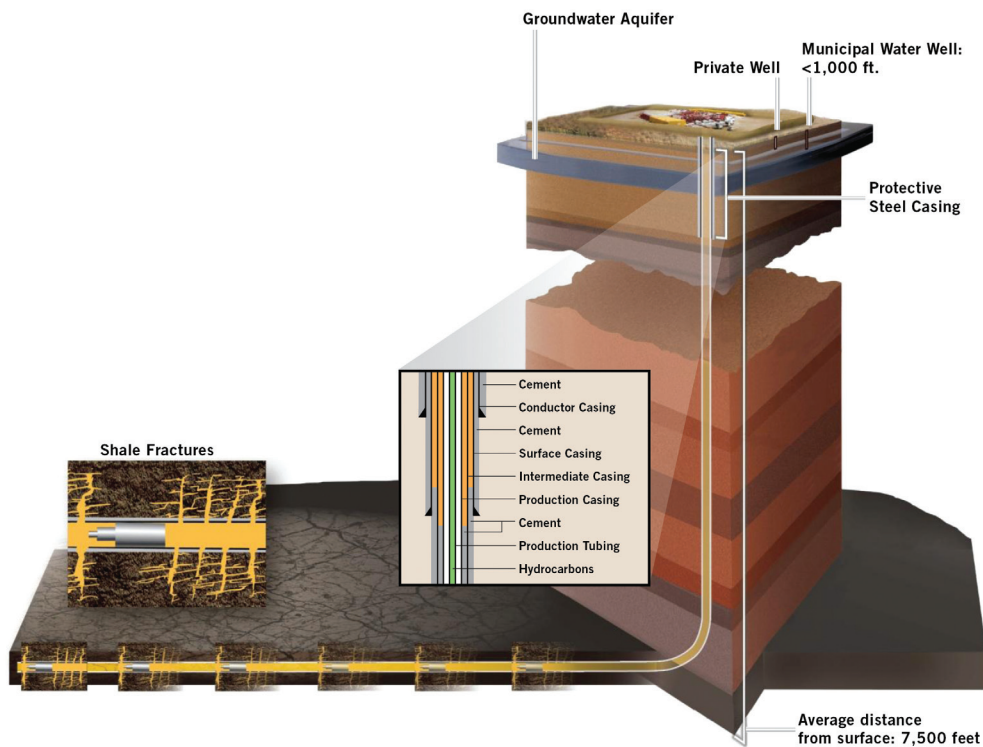
- Burnett Oil Company
- Carrizzo Oil & Gas Inc.
- Chesapeake Energy
- Dale Resources
- Devon Energy
- EOG Resources
- FTS International
- Halliburton
- Jetta Operating Company, Inc.
- Newark Energy
- Pioneer Natural Resources
- Quicksilver Resources
- Range Resources
- Schlumberger
- Titan Operating, 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.



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

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.

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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
- Stockyards National Historic District
- Sundance Square
- Trinity Trails



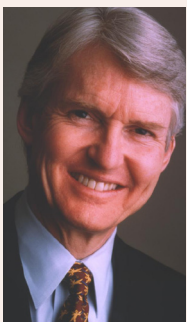
Sports fans have year-round opportunities to watch their favorite professional and college teams make winning plays. *The Sporting News* named Dallas-Fort Worth the “2011 Best Sports City” based on the **Dallas Mavericks’** NBA Championship, the **Texas Rangers’** American League pennant, **Texas Christian 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 2017-18 EMPLOYEE CALENDAR

AUGUST 2017

SU	M	TU	W	TH	F	SA
		1	2	3	4 KS	5
6	7 M	8	9	10	11	12
13	14	15	16	17	18	19
20	21 FIRST DAY OF SCHOOL	22	23	24	25	26
27	28	29	30 KS M	31		

SEPTEMBER 2017

SU	M	TU	W	TH	F	SA
					1	2
3	4 LABOR DAY	5	6	7	8	9
10	11	12	13	14	15 SEMI-MONTHLY PAY DAY	16
17	18	19	20	21	22	23
24	25	26	27	28 MONTHLY PAY DAY	29 SEMI-MONTHLY PAY DAY	30

OCTOBER 2017

SU	M	TU	W	TH	F	SA
1	2	3	4 KS M	5	6	7
8	9 WAIVER DAY	10	11 REPORT CARDS ISSUED	12	13 SEMI-MONTHLY PAY DAY	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28 MONTHLY PAY DAY
29	30	31 KS M	HISPANIC HERITAGE MONTH September 15 - October 15			

NOVEMBER 2017

SU	M	TU	W	TH	F	SA
NATIVE AMERICAN HERITAGE MONTH		1	2	3	4	
5	6	7	8	9	10	11
12	13	14	15 REPORT CARDS ISSUED SEMI-MONTHLY PAY DAY	16	17	18 MONTHLY PAY DAY
19	20	21	22	23	24	25
26	27	28	29 KS M	30 SEMI-MONTHLY PAY DAY		

DECEMBER 2017

SU	M	TU	W	TH	F	SA
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15 SEMI-MONTHLY PAY DAY	16
17	18	19 KS M	20 MONTHLY PAY DAY	21 FALL SEMESTER ENDS	22	23
24	25	26	27	28	29	30
31	WINTER BREAK					

JANUARY 2018

SU	M	TU	W	TH	F	SA
	1	2	3	4	5	6
7	8 TEACHER PREP/IN-SERVICE	9 SPRING SEMESTER STARTS	10	11	12	13 SEMI-MONTHLY PAY DAY
14	15 MARTIN LUTHER KING, JR. DAY	16	17 REPORT CARDS ISSUED	18	19	20
21	22	23	24	25	26	27
28	29	30	31 KS M			

FEBRUARY 2018

SU	M	TU	W	TH	F	SA
AFRICAN AMERICAN HISTORY MONTH		1	2 WAIVER DAY	3		
4	5	6	7	8	9	10
11	12	13	14	15	16	17 SEMI-MONTHLY PAY DAY
18	19	20	21	22	23	24
25	26	27	28 KS M			

MARCH 2018

SU	M	TU	W	TH	F	SA
WOMEN'S HISTORY MONTH		1	2	3		
4	5	6	7 REPORT CARDS ISSUED	8	9	10 SEMI-MONTHLY PAY DAY
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30 TRADE-OFF DAY SEMI-MONTHLY PAY DAY	31

APRIL 2018

SU	M	TU	W	TH	F	SA
1	2	3	4 KS M	5	6	7
8	9	10	11	12	13	14 SEMI-MONTHLY PAY DAY
15	16	17	18	19	20	21
22	23	24	25 REPORT CARDS ISSUED	26	27	28 MONTHLY PAY DAY
29	30					

MAY 2018

SU	M	TU	W	TH	F	SA
		1	2 KS M	3	4	5
6	7	8	9	10	11	12
13	14	15 SEMI-MONTHLY PAY DAY	16	17	18	19
20	21	22	23	24	25	26 MONTHLY PAY DAY
27	28 MEMORIAL DAY	29	30 KS M	31 SEMI-MONTHLY PAY DAY	ASIAN/PACIFIC AMERICAN HERITAGE MONTH	

JUNE 2018

SU	M	TU	W	TH	F	SA
					1 LAST DAY OF SCHOOL	2 TEACHER PREP/IN-SERVICE
3	4	5	SNOW DAYS NO SCHOOL UNLESS DAYS USED			
10	11	12	13 REPORT CARDS ISSUED	14	15	16 SEMI-MONTHLY PAY DAY
17	18	19	20	21	22	23
24	25	26	27	28	29	30 MONTHLY PAY DAY

JULY 2018

SU	M	TU	W	TH	F	SA
1	2	3 KS M	4 INDEPENDENCE DAY	5	6	7
8	9	10	11	12	13	14 SEMI-MONTHLY PAY DAY
15	16	17	18	19	20	21
22	23	24	25	26	27	28 MONTHLY PAY DAY
29	30	31				

KEY

- Holidays – No Students
- Staff Days – No Students
- Semester Milestones
- All Contract Employees Work if Snow Day Not Used
- ◆ 245 Day Employees Work
- ◆ 240 Day Employees Work
- M MUNIS Time Due KS KRONOS Due

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DATES SUBJECT TO CHANGE

Fort Worth ISD Board Approved - Updated 4/2017
223



Fort Worth
INDEPENDENT SCHOOL DISTRICT
Fort Worth ISD 2017-18 Official Budget Book

FORT WORTH INDEPENDENT SCHOOL DISTRICT 2017-18 EMPLOYEE CALENDAR

FALL 2017 (82 DAYS)

AUGUST 2017

- KS Friday, August 4
- M Monday, August 7
- Monday, August 14 - Friday, August 18 – Teacher Prep/In-Service
- **MONDAY, AUGUST 21 – FIRST DAY OF SCHOOL**
- M Wednesday, August 30
- KS Wednesday, August 30

SEPTEMBER 2017

- Monday, September 4 – Labor Day
- Friday, September 29 – First Six Weeks Ends

OCTOBER 2017

- Monday, October 2 – Second Six Weeks Begins
- M Wednesday, October 4
- KS Wednesday, October 4
- Monday, October 9 – Waiver Day
- M Tuesday, October 31
- KS Tuesday, October 31

NOVEMBER 2017

- Friday, November 3 – Second Six Weeks Ends
- Monday, November 6 – Third Six Weeks Begins
- Monday, November 20 - Friday, November 24 – Thanksgiving Break
- ❖ Monday, November 20 - Wednesday, November 22 – 240 Day Employees Work
- ◆ Monday, November 20 - Wednesday, November 22 – 245 Day Employees
- M Wednesday, November 29
- KS Wednesday, November 29

DECEMBER 2017

- KS Tuesday, December 19
- M Tuesday, December 19
- Thursday, December 21 – Third Six Weeks and Fall Semester Ends
- Friday, December 22 - January 5 – Winter Break

KEY

- Holidays – No Students
- Staff Days – No Students
- Semester Milestones
- All Contract Employees Work if Snow Day Not Used
- ◆ 245 Day Employees Work
- ❖ 240 Day Employees Work
- M MUNIS Time Due KS KRONOS Due

SPRING 2018 (95 DAYS)

JANUARY 2018

- Friday, December 22 - January 5 – Winter Break
- Monday, January 8 – Teacher Prep/In-Service
- Tuesday, January 9 – Fourth Six Weeks and Spring Semester Begins
- Monday, January 15 – Martin Luther King, Jr. Day
- M Wednesday, January 31
- KS Wednesday, January 31

FEBRUARY 2018

- Friday, February 2 – Waiver Day
- Friday, February 23 – Fourth Six Weeks Ends
- Monday, February 26 – Fifth Six Weeks Begins
- M Wednesday, February 28
- KS Wednesday, February 28

MARCH 2018

- Monday, March 12 – Friday, March 16 – Spring Break
- ◆ Monday, March 12 - Friday, March 16 – 245 Day Employees Work
- Friday, March 30 – Trade-Off Day

APRIL 2018

- M Wednesday, April 4
- KS Wednesday, April 4
- Friday, April 13 – Fifth Six Weeks Ends
- Monday, April 16 – Sixth Six Weeks Begins

MAY 2018

- M Wednesday, May 2
- KS Wednesday, May 2
- Monday, May 28 – Memorial Day
- ❖ Monday, May 28 – 240 Day Employees Work
- ◆ Monday, May 28 – 245 Day Employees Work
- M Wednesday, May 30
- KS Wednesday, May 30

JUNE 2018

- **FRIDAY, JUNE 1 – LAST DAY OF SCHOOL**
- Saturday, June 2 – Teacher Prep/In-Service
- Monday, June 4 - Tuesday, June 5 – Snow Day (No school unless days used)
- Monday, June 4 – Tuesday, June 5
- ◆ Monday, June 4 – Tuesday, June 5 – 245 Day Employees Work

JULY 2018

- M Tuesday, July 3
- KS Tuesday, July 3
- Wednesday, July 4 – Independence Day



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.