

2024-2025 Budget Adoption

June 11, 2024

Board of Trustees Special Meeting



DIVISION OF
BUSINESS AND FINANCE

2024-2025 Budget Adoption Agenda

- Proposed Budgets for 2024-2025
 - General Fund
 - Debt Service Fund
 - Food Service Fund



2024-25 FWISD Strategic Priorities



**Student
Academic
Excellence**



**Student
and Family
Experience**



**Employee
Engagement and
Effectiveness**



**Organizational
Effectiveness and
Cohesion**



On track...to 2024-2025 Budget Adoption

May 28, 2024
Budget update
and Adopted
2024-2025
Compensation
Plan

May 31, 2024
Public Notice of
the Proposed
Budget Adoption
published in
newspaper

June 11, 2024
Adopt 2024-2025
General Fund,
Debt and Food
Service Budgets

June 30, 2024
District 2023-
2024 Fiscal Year
Ends



District & Community Outreach



- Board Finance Committee Meetings; Board Budget Workshops; Regular Board meetings
- Advisory Committees (Community/Business; Parent; Support Staff; Student; Teacher)
- District Advisory Committee Meetings (January, March and May)
- District Department and Campuses meetings
- District Employee Relations Committee Meetings (January, March and May)
- Principal's Meeting (June)



2024-2025 Budget Process

Zero Based Budgeting Approach

- ❖ Budget to “absolute” departmental operational need;
- ❖ Utilization of “Budget Planning Tool” (BPT):
 - Platform that provides line item budgeting with detailed justification required for each line budgeted;
 - Data fields to identify priorities and strategies for alignment of funds accordingly;
 - Provides leadership ability to approve, or reject for further work.
- ❖ Detail budgeting provides financial information necessary for evaluation of budgetary spend in pursuit of academic goals;
- ❖ Budget hearings for collaborative review of submitted budgets to evaluate each line item with department leadership.



Additional Budget Requests

Zero Based Budget is Described as “Absolute Needs” Budget:

- Requests required to be budgeted separately;
- Detailed plan on how spend will benefit students required;
- Metrics and Measure on academic gains required:
 - Complete Academic Return on Investment (AROI) process
- Categorized by priority, 1st priority included in departmental budget.



Proposed 2024-2025 General Fund, Debt Service and Food Service Funds

OBJECT	ESTIMATED REVENUE	GENERAL FUND 199	DEBT SERVICE FUND 599	FOOD SERVICE FUND 701
5700	Local	462,692,852	154,978,343	2,161,260
5800	State	347,462,185	13,475,846	176,817
5900	Federal	16,403,057	-	45,501,350
7900	Other Resources	-	-	-
	Total Estimated Revenue	826,558,094	168,454,189	47,839,427
Function	Estimated Appropriations			
11	Instruction	459,832,354	-	-
12	Instruction Resources and Media Serv.	10,596,117	-	-
13	Curriculum and Instructional Staff Develop.	9,230,997	-	-
21	Instructional Administration	15,680,681	-	-
23	School Administration	50,502,537	-	-
31	Guidance and Counseling Services	43,158,592	-	-
32	Social Work Services	3,059,973	-	-
33	Health Services	12,532,797	-	-
34	Student Transportation	23,488,331	-	-
35	Food Services	384,036	-	47,804,760
36	Cocurricular/Extracurricular Activities	20,757,789	-	-
41	General Administration	26,765,833	-	-
51	Plant Maintenance and Operations	105,379,558	-	34,667
52	Security and Monitoring Services	17,969,059	-	-
53	Data Processing Services	26,117,249	-	-
61	Community Services	4,617,764	-	-
71	Debt Service	2,100,000	168,454,189	-
81	Facilities Acquisition & Construction	1,130,000	-	-
91	Contracted Instructional Services Public Schools	8,154,673	-	-
95	Payments to Juvenile Justice Alt Ed Prog.	36,000	-	-
97	Tax Increment Financing	-	-	-
99	Other Intergovernmental Charges	2,714,103	-	-
	Total Estimated Appropriations	844,208,443	168,454,189	47,839,427
	Excess Revenue/Appropriations and Change in Fund Balance	(17,650,349)	-	-
	Fund Balance - Beginning	358,962,567	52,956,410	21,891,223
	Fund Balance - Ending (Unaudited)	341,312,218	52,956,410	21,891,223



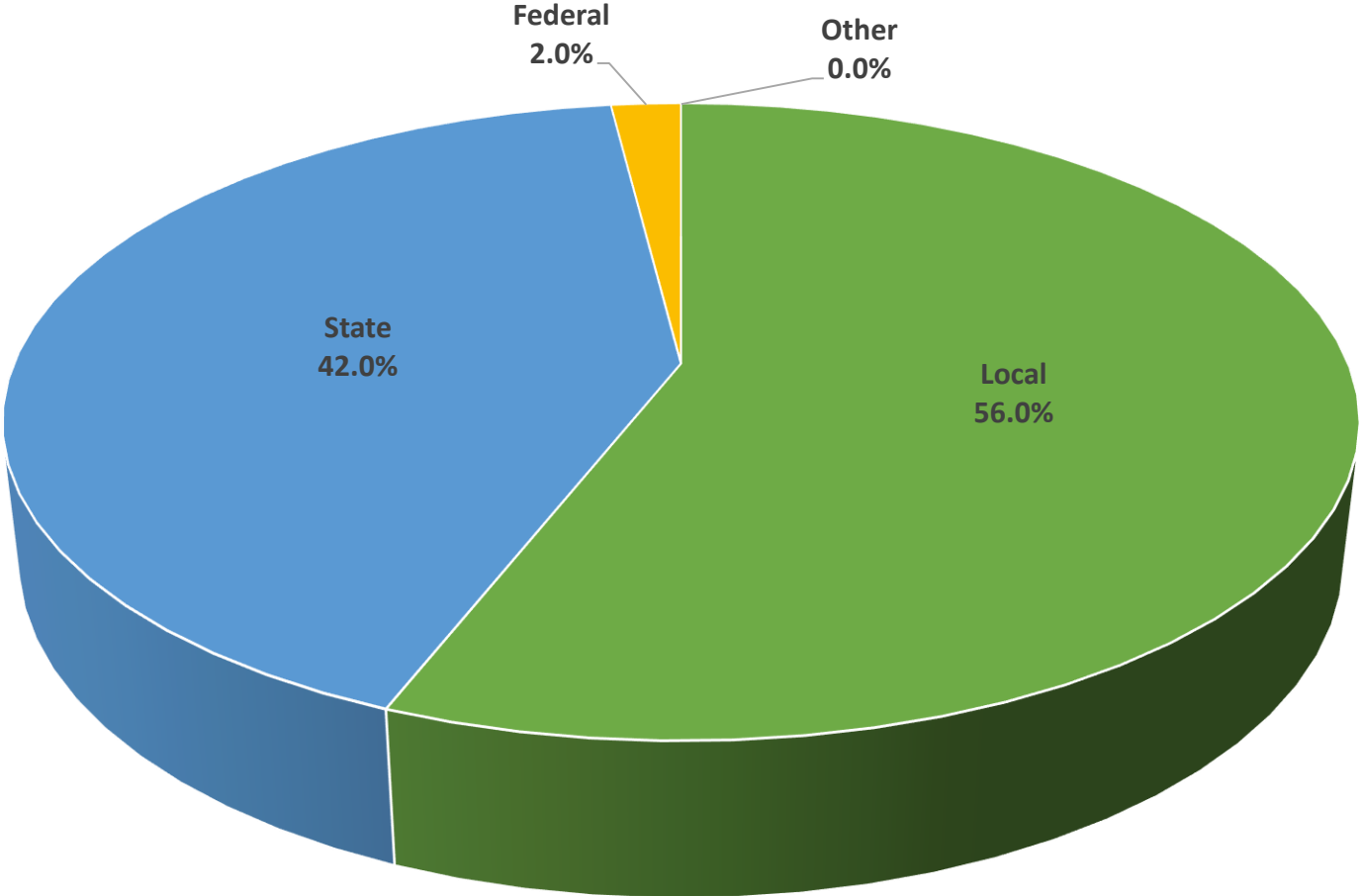


Detail General Fund Revenue Budget

OBJECT	2024 ADOPTED	2025 PROPOSED	DIFFERENCE	% CHANGE
5711 Taxes, Current Year Levy	\$ 495,077,121	\$ 433,880,623	\$ (61,196,498)	-14.10%
5712 Taxes, Prior Years	3,000,000	2,742,860	(257,140)	-9.37%
5719 Penalties/Interest/Other	4,455,694	4,500,000	44,306	0.98%
5739 Tuition & Fees	-	-	-	
5742 Investment Earnings	11,557,364	17,471,564	5,914,200	33.85%
5743 Rent	493,148	550,000	56,852	10.34%
5748 Oil Mineral Gas	1,462,251	450,000	(1,012,251)	-224.94%
5749 Misc Rev Local Source	2,610,048	2,610,048	-	0.00%
5752 Athletic Activity	412,000	450,000	38,000	8.44%
5700 Local and intermediate sources	519,067,626	462,655,095	(56,412,531)	-12.19%
5811 Per Capita Apportionment	25,647,366	25,373,479	(273,887)	-1.08%
5812 Foundation Entitlements	192,532,836	274,743,784	82,210,948	29.92%
5829 State Revenue Dist by TEA	267,375	300,000	32,625	10.88%
5831 TRS-Care/On-Behalf Paymts	47,082,679	47,082,679	-	0.00%
5839 Revenue Other Govt Agency	20,000	-	(20,000)	
5800 State program revenues	265,550,256	347,499,942	81,949,686	23.58%
5929 Federal Revenues By TEA	6,000,000	6,000,000	-	0.00%
5931 School Health/Related Svc	8,200,000	8,200,000	-	0.00%
5932 Medicaid Adm Claim (MAC)	800,000	800,000	-	0.00%
5939 Revenue Other Govt Agency	-	-	-	
5949 Direct Federal Revenue	1,385,807	1,385,807	-	0.00%
5959 SSA-Federal Revenue	-	17,250	17,250	
5900 Federal program revenues	16,385,807	16,403,057	17,250	0.11%
7912 Sale of Property	-	-	-	
7919 Extraordinary Items	-	-	-	
7949-Other Resources	500,000	-	(500,000)	
7900 Other Resources	500,000	-	(500,000)	
Total Revenues	\$801,503,689	\$826,558,094	\$ 25,054,405	3.03%



Proposed 2024-2025 General Fund Revenue



■ Local ■ State ■ Federal ■ Other

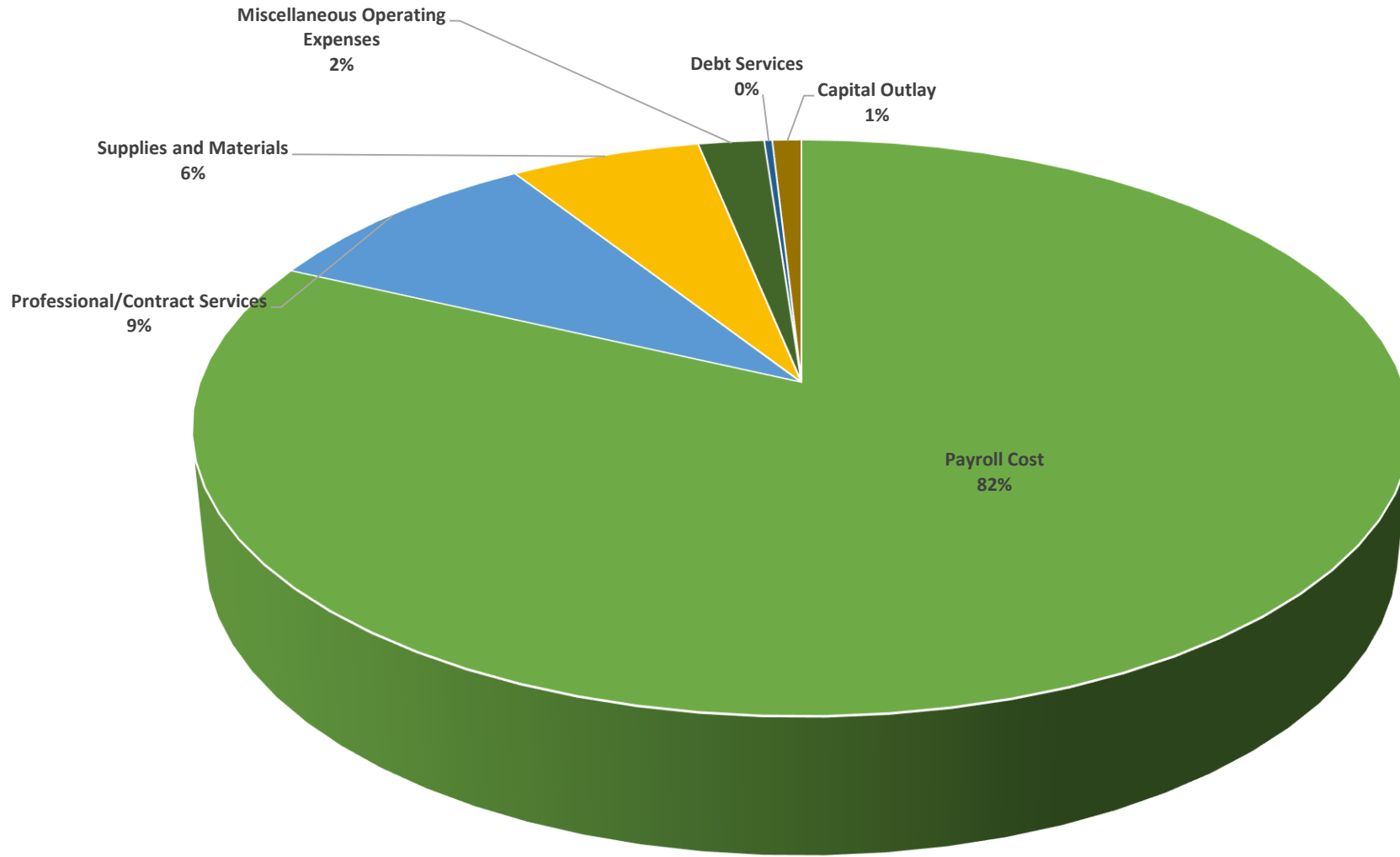


Proposed 2024-2025 General Fund

Proposed compensation model increase included in Proposed GF Budget - \$17,650,349

OBJECT	ESTIMATED REVENUE	GENERAL FUND	%
5700	Local	462,692,852	56.0%
5800	State	347,462,185	42.0%
5900	Federal	16,403,057	2.0%
7900	Other Resources	-	0.0%
	Total Estimated Revenue	826,558,094	100.0%
FUNCTION	ESTIMATED APPROPRIATIONS		
11	Instruction	459,832,354	54.5%
12	Instruction Resources and Media Services	10,596,117	1.3%
13	Curriculum and Instructional Staff Development	9,230,997	1.1%
21	Instructional Administration	15,680,681	1.9%
23	School Administration	50,502,537	6.0%
31	Guidance and Counseling Services	43,158,592	5.1%
32	Social Work Services	3,059,973	0.4%
33	Health Services	12,532,797	1.5%
34	Student Transportation	23,488,331	2.8%
35	Food Services	384,036	0.0%
36	Cocurricular/Extracurricular Activities	20,757,789	2.5%
41	General Administration	26,765,833	3.2%
51	Plant Maintenance and Operations	105,379,558	12.5%
52	Security and Monitoring Services	17,969,059	2.1%
53	Data Processing Services	26,117,249	3.1%
61	Community Services	4,617,764	0.5%
71	Debt Service	2,100,000	0.2%
81	Facilities Acquisition & Construction	1,130,000	0.1%
91	Contracted Instructional Services Public Schools	8,154,673	1.0%
95	Payments to Juvenile Justice Alt Ed Programs	36,000	0.0%
97	Tax Increment Financing	-	0.0%
99	Other Intergovernmental Charges	2,714,103	0.3%
	Total Estimated Appropriations	844,208,443	100.0%
	Excess Revenue/Appropriations and Change in	(17,650,349)	
	Fund Balance - Beginning	358,962,567	
	Fund Balance - Ending (Unaudited)	341,312,218	

Proposed 2024-2025 General Fund Expense by Major Object



PROPOSED OPERATING BUDGET \$844,208,443

■ Payroll Cost ■ Professional/Contract Services ■ Supplies and Materials ■ Miscellaneous Operating Expenses ■ Debt Services ■ Capital Outlay

Proposed 2024-2025 General Fund Budget

OBJECT	ESTIMATED REVENUE	2022-2023 ACTUALS GENERAL FUND	2023-2024 ORIGINAL GENERAL FUND	2023-2024 REVISED GENERAL FUND	2023-2024 PROJECTED GENERAL FUND	2024-2025 PROPOSED GENERAL FUND
5700	Local	542,062,024	519,067,626	434,079,536	434,079,536	462,692,852
5800	State	263,895,605	265,550,256	367,957,680	367,957,680	347,462,185
5900	Federal	29,189,984	16,385,807	14,901,605	14,901,605	16,403,057
7900	Other Resources	5,989,013	500,000	799,548	799,548	-
	Total Estimated Revenue	\$ 841,136,626	\$ 801,503,689	\$ 817,738,369	\$ 817,738,369	\$ 826,558,094
FUNCTION	ESTIMATED APPROPRIATIONS					
11	Instruction	435,693,264	452,855,627	476,157,598	472,160,980	459,832,354
12	Instruction Resources and Media Services	11,985,752	12,043,156	11,864,242	12,115,370	10,596,117
13	Curriculum and Instructional Staff Development	13,860,855	12,911,081	12,506,549	13,250,347	9,230,997
21	Instructional Administration	15,481,905	16,651,180	16,703,434	16,252,791	15,680,681
23	School Administration	50,668,491	52,725,631	52,525,287	52,578,025	50,502,537
31	Guidance and Counseling Services	44,147,446	46,782,032	47,213,799	46,885,234	43,158,592
32	Social Work Services	4,116,050	4,924,376	5,629,672	4,284,010	3,059,973
33	Health Services	10,358,700	13,018,700	12,550,236	11,449,118	12,532,797
34	Student Transportation	21,838,319	22,731,086	38,022,077	29,763,414	23,488,331
35	Food Services	520,621	426,614	521,497	325,065	384,036
36	Cocurricular/Extracurricular Activities	20,150,053	20,321,670	21,311,317	20,758,827	20,757,789
41	General Administration	22,856,214	26,130,271	25,800,060	21,776,873	26,765,833
51	Plant Maintenance and Operations	87,214,102	97,511,340	107,631,875	98,835,983	105,379,558
52	Security and Monitoring Services	13,274,224	15,788,569	15,923,272	14,049,942	17,969,059
53	Data Processing Services	24,821,616	30,928,534	36,160,529	22,983,922	26,117,249
61	Community Services	4,931,026	5,146,066	5,123,223	5,127,670	4,617,764
71	Debt Service	2,075,239	3,000,000	3,000,000	2,490,000	2,100,000
81	Facilities Acquisition & Construction	1,318,021	1,500,000	9,957,429	7,544,293	1,130,000
91	Contracted Instructional Services Public Schools	2,483,811	8,422,002	8,422,002	4,864,211	8,154,673
95	Payments to Juvenile Justice Alt Ed Programs	8,127	45,000	45,000	45,000	36,000
97	Tax Increment Financing	-	-	-	-	-
99	Other Intergovernmental Charges	2,889,867	2,963,095	2,963,095	2,910,002	2,714,103
	Total Estimated Appropriations	\$ 790,693,703	\$ 846,826,031	\$ 910,032,193	\$ 860,451,077	\$ 844,208,443
	<i>Excess Revenue/Appropriations and Change in Fund Balance</i>	50,442,923	(45,322,342)	(92,293,824)	(42,712,708)	(17,650,349)
	Fund Balance - Beginning	351,232,352 *	401,675,275 *	401,675,275	401,675,275	358,962,567
	Fund Balance - Ending (Unaudited)	\$ 401,675,275	\$ 356,352,933	\$ 309,381,451	\$ 358,962,567	\$ 341,312,218



Differences between Original 23-24 Budget and 24-25 Preliminary Proposed General Fund

OBJECT	ESTIMATED REVENUE	2023-2024 ORIGINAL GENERAL FUND	2024-2025 PRELIMINARY PROPOSED GENERAL FUND	DIFFERENCE
5700	Local	519,067,626	462,692,852	(56,374,774)
5800	State	265,550,256	347,462,185	81,911,929
5900	Federal	16,385,807	16,403,057	17,250
7900	Other Resources	500,000	-	(500,000)
	Total Estimated Revenue	\$ 801,503,689	\$ 826,558,094	\$ 25,054,405
FUNCTION	ESTIMATED APPROPRIATIONS			
11	Instruction	452,855,627	447,239,706	(5,615,921)
12	Instruction Resources and Media Services	12,043,156	10,359,796	(1,683,360)
13	Curriculum and Instructional Staff Development	12,911,081	8,972,680	(3,938,401)
21	Instructional Administration	16,651,180	15,290,770	(1,360,410)
23	School Administration	52,725,631	49,310,478	(3,415,153)
31	Guidance and Counseling Services	46,782,032	43,316,141	(3,465,891)
32	Social Work Services	4,924,376	2,992,924	(1,931,452)
33	Health Services	13,018,700	12,228,142	(790,558)
34	Student Transportation	22,731,086	23,133,233	402,147
35	Food Services	426,614	373,886	(52,728)
36	Cocurricular/Extracurricular Activities	20,321,670	20,550,459	228,789
41	General Administration	26,130,271	26,318,340	188,069
51	Plant Maintenance and Operations	97,511,340	104,242,117	6,730,777
52	Security and Monitoring Services	15,788,569	17,719,077	1,930,508
53	Data Processing Services	30,928,534	25,782,862	(5,145,672)
61	Community Services	5,146,066	4,592,707	(553,359)
71	Debt Service	3,000,000	2,100,000	(900,000)
81	Facilities Acquisition & Construction	1,500,000	1,130,000	(370,000)
91	Contracted Instructional Services Public Schools	8,422,002	8,154,673	(267,329)
95	Payments to Juvenile Justice Alt Ed Programs	45,000	36,000	(9,000)
97	Tax Increment Financing	-	-	-
99	Other Intergovernmental Charges	2,963,095	2,714,103	(248,992)
	Total Estimated Appropriations	\$ 846,826,031	\$ 826,558,094	\$ (20,267,937)
	Excess Revenue/Appropriations and Change in Fund Balance	(45,322,342)	-	45,322,342
	Fund Balance - Beginning	401,675,275	358,952,567	
	Fund Balance - Ending (Unaudited)	\$ 356,352,933	\$ 358,952,567	

*Audited fund balance as reflected in financial statements

Major Changes in Functions Year over Year

Function 11 Instruction (Net Decrease of \$5,615,921):

- Net increase of 27 positions but overall decrease in staffing costs (\$903K)
 - Reduction of 303 positions in Function 11: 50 Vacant, Provisional Teacher positions no longer needed; eliminated 12 bus attendant vacant positions incorrectly classified in Function 11; eliminated 38 TA positions due to staffing and eliminated 197 teaching positions due to staffing alignments
 - Increase 330 positions in Function 11: Created 85 new TA positions and 245 teaching positions due to staffing alignments and special education requests
 - Increase in Teacher Allotment Incentive
- Reduction of districtwide copier services previously in function 11, transferred to function 53 (\$1.6 million)
- Reduction of various contracts in multiple departments due to planned activities in 24-25 (\$900K)
- Reduction of \$850K for contracted services for the 1882 partnerships based on submitted plan for 24-25
- Increase in bilingual program costs due to implementation of new supplemental online program (\$543K)
- Increase in College and Career Readiness department costs due to increase in certifications cost (\$567K)
- Increase in campus furniture needs based on facilities assessments (\$274K)
- Net increase in testing related costs (\$377K)
- Increase for furniture costs for special education pre-K classrooms (\$191K)
- Reduction in visual and performing arts classroom supplies based on student allocations for 24-25 (\$334K)
- Net reduction of \$3.3 million in laptop costs offset by increases in AV classroom equipment and printer refreshers for campuses
- Net increase of \$733K for textbooks offset by districtwide costs budgeted in 24-25
- Net reduction of \$800K for campus supplies and materials based on submitted campus requests
- Net increase of \$300K for travel and other operating costs based on submissions from departments and campuses



Major Changes in Functions Year over Year

Function 12 Instruction Resources & Media Services (Net Decrease of \$1,683,360):

- Closure of net 30 positions due to alignment with staffing guidelines due to loss of enrollment and changes in staffing guidelines (\$1.8 million)
- Offset by a net increase of \$133K due to non-professional services for Communications for various districtwide events and IT Department's contracted services with Region 11

Function 13 Curriculum & Instructional Staff Development (Net Decrease of \$3,938,401):

- Decrease of 22 positions due to program and departmental changes (\$2.1 million)
- Offset by decreases in districtwide contracted services not planned for 24-25 (\$700K)
- Reductions in supplies and materials districtwide as well as reductions requested by Visual & Performing Arts and Ed Tech departments (\$953K)
- Reductions in travel across multiple departments due to planned activities for 24-25 as compared to 23-24



Major Changes in Functions Year over Year

Function 21 Instructional Administration (Net Decrease of \$1,360,410):

- Reduction of net 10 positions due to department recommendations in Special Education and Learning and Leading (L&L) departments (\$969K)
- Net increase in professional development opportunities for various L&L departments (\$406K)
- Decrease in districtwide professional development costs programmed in 23-24 (\$899K)
- Increase in capital replacement costs for HS STEM Trailer curriculum and CTE data collection and analysis program (\$88K)

Function 23 School Administration (Net Decrease of \$3,415,153):

- Net reduction of 25 positions due to alignment with staffing guidelines in school leadership areas (\$3.8 million)
- This reduction was offset by an increase in budgeted supplies and materials by campuses in this category for 24-25 (\$398K)



Major Changes in Functions Year over Year

Function 31 Guidance & Counseling (Net Decrease of \$3,465,891):

- Reduction of net 61 positions due to program changes offset by increases in special education-related positions (\$4 million)
- Increase in web-based solutions for T-TESS, professional learning scheduling and customized access to student-level assessment data (\$405K)

Function 32 Social Work Services (Net Decrease of \$1,931,452):

- Closure of 24 positions due to program changes offset by an increase of one position for FWAS (absorbed from ESSER) (\$1.9 million)

Function 33 Health Services (Net Decrease of \$790,558):

- Decrease of net 14 positions to align with staffing guidelines (\$825K)
- Increase for purchase of District wide Automated External Defibrillators (\$99K)



Major Changes in Functions Year over Year

Function 34 Transportation (Net Increase of \$402,147):

- Closing of 26 vacant budgeted positions in Transportation plus reduction in planned overtime as well reduction in corresponding benefits (\$1.1M)
- Increased demand for transportation supplies and materials based on usage in 23-24 (\$860K)
- Increased purchase of school buses in line with capital replacement plan (\$630K)

Function 35 Food Services (Net Decrease of \$52,728):

- No overall program changes

Function 36 Co-curricular/extracurricular Activities (Net Increase of \$228,789):

- No overall program changes

Function 41 General Administration (Net Increase of \$188,069):

- While function overall did not increase significantly, the following are key changes included in this function for 24-25:

- Absorption of the Teacher Residency Program from ESSER (\$1,053,000)
- Increase of \$333,000 for board election costs for 2025 election



Major Changes in Functions Year over Year

Function 51 Plant Maintenance & Operations (Net Increase of \$6,730,777):

- Reduction in custodial overtime plus addition of custodial positions (net reduction of \$534K)
- Funding additional budget request for gas line inspections \$606,220
- Funding additional budget request for uniforms for custodial and maintenance departments (\$246,000)
- Funding additional budget request for water heater preventative maintenance (\$110,000)
- Net decrease in supplies and materials (\$722K) due to planned need in custodial and maintenance offset for small equipment needs, library furniture and stage curtain replacements (\$615K)
- Increase of \$2.4 million due primarily to the transfer of IT contracted services plus additional of new shop for fire alarm and lock smith
- Funding EMS Controls replacement projects (\$920K)
- Funding playground replacements (\$750K)
- Funding HVAC RTU at elementary campuses (\$796K)
- Increase in vehicle replacements costs due to inflationary increases (\$30K)
- Net increase in capital equipment replacements including elevator modernization improvements, custodial equipment replacements, forklift equipment, washer/dryers, water heaters and sewer ejector pump replacements (\$900K)



Major Changes in Functions Year over Year

Function 52 Security and Monitoring (Net Increase of \$1,930,508):

- Primarily due to increase due to contracted services for SROs (School Resource Officers) with Fort Worth PD and Benbrook PD (\$1.773M increase)

Function 53 Data Processing Services (Net Decrease of \$5,145,672):

- Net increase of \$1.8 million in contracted services due to budgeting of annual copier districtwide services, centralized in the IT budget in 24-25
- Increase in conference and travel for TECA, RTM, OPAL, TETL, ISTE, Focus, TASBO, TASA due to required training of staff (net \$224K)
- Net decrease of \$7.6 million in Supplies and Materials due to:
 - Decrease of \$5.3 million due to TRE budgeted in Function 53 in 23-24 as opposed to 24-25, TRE budgeted in Function 11 and 52
 - Additional decrease of \$5.3 million due to the realignment or discontinuing of various agreements as well as reclassification to other function and contracted services
 - Increase of \$3M for Broadband AV Refresh and Staff Devices Refresh
 - Increase of \$100,000 for Technology Service Vehicle maintenance
 - Increase of \$1,076,000 for fiber upgrade and monthly services project (E-Rate)



Major Changes in Functions Year over Year

Function 61 Community Services (Net Decrease of \$553,359):

- Decrease in payroll costs due to five positions cut from Strategic Partnerships Division
- Increase in After-School Programs funding of \$450,000 due to transfer from ESSER funding
- Decrease in payroll costs due to recoding of Talent Management costs from Function 61 to Function 41 to align with department responsibilities



Major Changes in Functions Year over Year

Function 71 Debt Services (Net decrease of \$900,000):

- Decrease due to the calculated amortization in lease payables and subscription based information technology based arrangements as required by GASB

Function 81 Facilities Acquisition & Construction (Net decrease of \$370,000):

- In FY 24, budget was allocated for roof replacements for \$1.5 million; in FY 24, two projects are planned: \$900K for infrastructure for electric buses and \$230K for critical fire alarm replacements



Major Changes in Functions Year over Year

Function 91 Contracted Instructional Services Public Schools (Net decrease of \$267,329):

- Change is due to recalculated recapture amounts

Function 95 Payments to JJAEP (Net decrease of \$9,000):

- Reduction due to fees/costs for discretionary expulsions from the JJAEP program estimated for FY 25

Function 99 Other Governmental Charges (Net decrease of \$248,992):

- Based on estimated appraisal fees charged by the Tarrant County Appraisal District, reduced in 24-25 by the offset generated from the tax delinquent collection contract



Proposed 2024-2025 Debt Service Budget

OBJECT	ESTIMATED REVENUE	DEBT SERVICES FUND 599
5700	Local	154,978,343
5800	State	13,475,846
5900	Federal	-
	Total Estimated Revenue	168,454,189
FUNCTION	ESTIMATED APPROPRIATIONS	
71	Debt Service	168,454,189
	Total Estimated Appropriations	168,454,189
	Excess Revenue/Appropriations and Change in Fund Balance	-
	Fund Balance - Beginning	52,956,410
	Fund Balance - Ending (Unaudited)	52,956,410



Proposed 2024-2025 Food Service Budget

OBJECT	ESTIMATED REVENUE	FOOD SERVICE FUND 701
5700	Local	2,161,260
5800	State	176,817
7900	Federal	45,501,350
	Total Estimated Revenue	47,839,427
FUNCTION	ESTIMATED APPROPRIATIONS	
35	Food Services	47,804,760
51	Plant Maintenance and Operations	34,667
	Total Estimated Appropriations	47,839,427
	Excess Revenue/Appropriations and Change in Fund Balance	-
	Fund Balance - Beginning	21,891,223
	Fund Balance - Ending (Unaudited)	21,891,223



2024-2025 Budget Adoption

- *Recommendation is to adopt the budgets for general fund, debt service fund and the food services fund for the 2024-25 fiscal year*



**THANK
YOU!**



Fort Worth
INDEPENDENT SCHOOL DISTRICT
Division of Business and Finance



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