



Northwest ISD Fine Arts





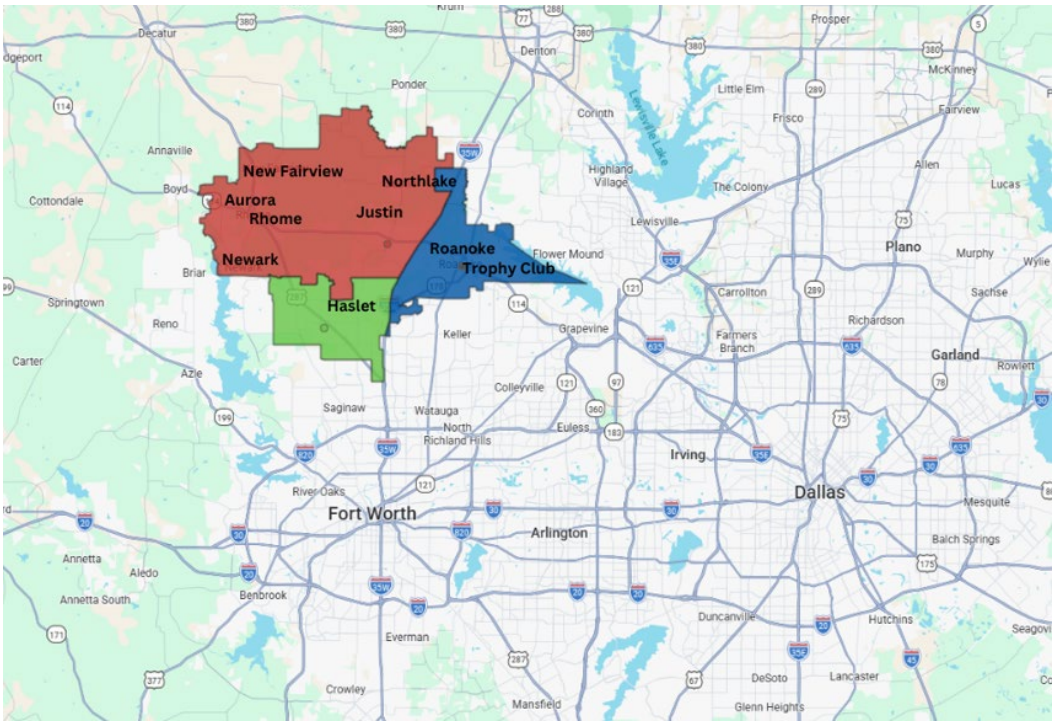
ORGANIZATIONAL SUMMARY

The Northwest Independent School District

Celebrating over 75 years of excellence, the Northwest Independent School District is uniquely situated in the northwest corridor of the Fort Worth/Dallas Metroplex. Our story begins in the late 1800s when schools began appearing in the area amid railroads, general stores, and livery stables. In 1949 the one-school districts of Haslet, Justin, Rhome, and Roanoke joined hands to form the Northwest ISD. Newark was annexed in 1973. The Northwest ISD embraces the communities of Aurora, New Fairview, Haslet, Justin, Newark, Northlake, Rhome, Roanoke, and Trophy Club, along with portions of Flower Mound, Fort Worth, Keller, Southlake, and Westlake. Northwest encompasses 234 square miles and reaches into Denton, Tarrant, and Wise counties. The Board of Trustees for the District has final control over all school matters except as limited by state law, the courts, and the will of the citizens as expressed in elections. The Board's responsibilities are generally; to set policy for the District, ensure efficient operations, to select and evaluate the Superintendent of Schools, to adopt the annual budget and it's supporting tax rate, and to foster good community relations and communications.

The Northwest Independent School District lies within one of the fastest growing areas in Texas. The District serves 33,249 students in grades pre-kindergarten through twelfth, a projected increase of 54 students. The district operates three comprehensive high schools, an early college high school, eight middle schools, twenty-four elementary schools, one early childhood center and a special programs center.

As a fast-growth school district, the ongoing construction of facilities and infrastructure to provide for student growth is a major priority. On May 5, 2023, District voters passed a $1.995 billion bond election to accommodate the expected growth. The majority of the bond package was designed to address this growth by providing nearly 8,400 additional seats for new students.



NORTHWEST INDEPENDENT SCHOOL DISTRICT
2026-2027 BOARD OF TRUSTEES



Jennifer Murphy
President, Place 7
Non-Profit Executive
Elected 2020
Term Ends 2029



Lillian Rauch, Ph.D.
Vice President, Place 6
Retired Educator
Elected 2014
Term Ends 2029



Judy Copp
Secretary, Place 4
Retired Educator
Elected 2012
Term Ends 2028



Jeff Dearing
Member, Place 3
Financial Advisor
Elected 2025
Term Ends 2028



DeAnne Hatfield
Member, Place 1
Retired School Administrator
Elected 2019
Term Ends 2027



Mark Schluter
Member, Place 2
Senior Project Engineer
Elected 2006
Term Ends 2027



R, Stephen Sprowls
Member, Place 5
Airline Pilot
Elected 2017
Term Ends 2029



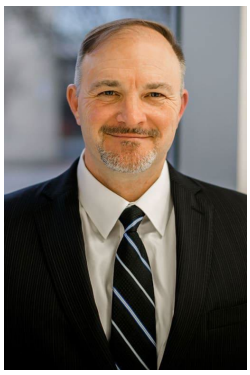
Mark Foust, Ed.D.
Superintendent
Appointed by
Board of Trustees 2023

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

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

www.nisdtx.org

NORTHWEST INDEPENDENT SCHOOL DISTRICT
2026 – 2027 EXECUTIVE CABINET



Mark Foust, Ed.D.
Superintendent
Appointed by
Board of Trustees 2023



Michael Griffin, Ed.D.
Asst. Superintendent
for Curriculum and
Instruction



Kim Barker
Asst. Superintendent
for Human Resources



Sarah Stewart
Chief
of Facilities



Jonathan Pastusek
Chief Financial Officer



Anthony Tosie
Executive Director of
Communications



Cara Carter
Chief Technology
Officer



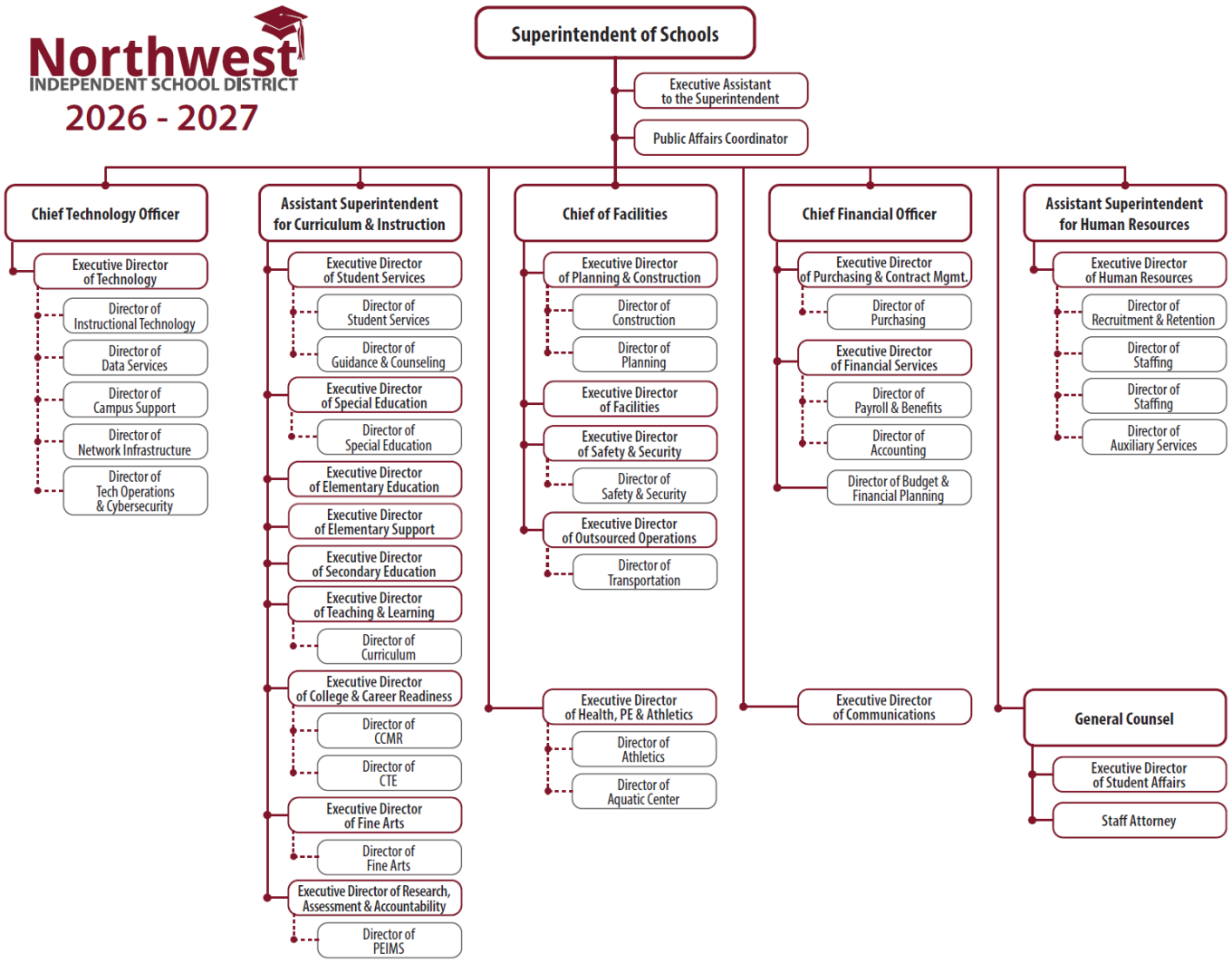
Christie Hobbs
General Counsel



Angela Scott
Public Affairs
Coordinator



Jennifer Cabanski
Executive Asst. to the
Superintendent


Northwest
INDEPENDENT SCHOOL DISTRICT
2026 - 2027
Superintendent of Schools
Executive Assistant to the Superintendent
Public Affairs Coordinator
Chief Technology Officer
Executive Director of Technology
Director of Instructional Technology
Director of Data Services
Director of Campus Support
Director of Network Infrastructure
Director of Tech Operations & Cybersecurity
Assistant Superintendent for Curriculum & Instruction
Executive Director of Student Services
Director of Student Services
Director of Guidance & Counseling
Executive Director of Special Education
Director of Special Education
Executive Director of Elementary Education
Executive Director of Elementary Support
Executive Director of Secondary Education
Executive Director of Teaching & Learning
Director of Curriculum
Executive Director of College & Career Readiness
Director of CCMR
Director of CTE
Executive Director of Fine Arts
Director of Fine Arts
Executive Director of Research, Assessment & Accountability
Director of PEIMS
Chief of Facilities
Executive Director of Planning & Construction
Director of Construction
Director of Planning
Executive Director of Facilities
Executive Director of Safety & Security
Director of Safety & Security
Executive Director of Outsourced Operations
Director of Transportation
Executive Director of Health, PE & Athletics
Director of Athletics
Director of Aquatic Center
Chief Financial Officer
Executive Director of Purchasing & Contract Mgmt.
Director of Purchasing
Executive Director of Financial Services
Director of Payroll & Benefits
Director of Accounting
Director of Budget & Financial Planning
Executive Director of Communications
Assistant Superintendent for Human Resources
Executive Director of Human Resources
Director of Recruitment & Retention
Director of Staffing
Director of Staffing
Director of Auxiliary Services
General Counsel
Executive Director of Student Affairs
Staff Attorney

Mission Statement

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

Vision

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

Core Beliefs

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

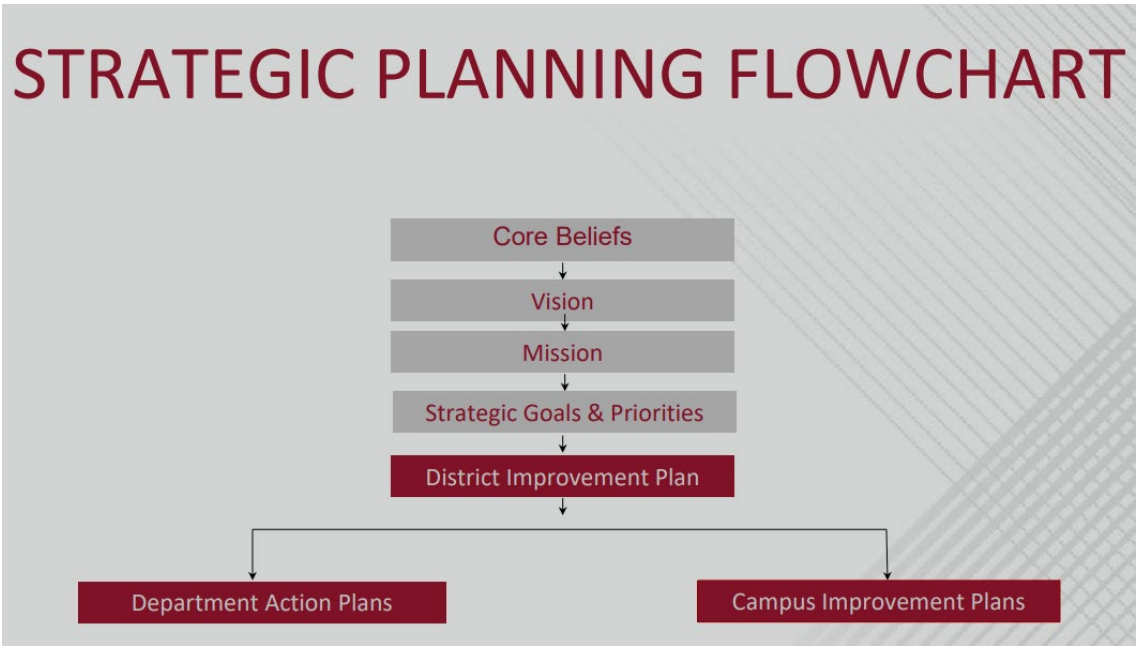
Strategic Goals

Goal I Northwest ISD will provide personalized learning experiences and cultivate the growth and achievement of every student.

Goal II Northwest ISD will recruit, value, and retain highly effective staff prepared to meet the individual needs of our students and learning community.

Goal III Northwest ISD will foster a safe environment and a culture of engagement that values the voices of all students, staff, families, and community members

Strategic Planning Flowchart





Northwest
INDEPENDENT SCHOOL DISTRICT

STRATEGIC GOALS
2023-2028



Our Core Beliefs

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

Our Vision

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

Our Mission

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

Strategic Goals

Strategic Goal 1

Northwest ISD will provide personalized learning experiences and cultivate the growth and achievement of every student.

NISD PRIORITIES:

Literacy

1.1 Our students will annually increase literacy proficiency to reach or exceed grade-level standards.

Academic Progress

1.2 Our students will achieve individualized academic goals to reach a year's growth or more in all content areas.

College, Career, Military & Life Readiness

1.3 Our students will graduate life ready and prepared for success in career, college, or military service.

Strategic Goal 2

Northwest ISD will recruit, value, and retain highly effective staff prepared to meet the individual needs of our students and learning community.

NISD PRIORITIES:

Recruit

2.1 Northwest ISD will have an unwavering commitment to attract and welcome high-quality staff.

Value

2.2 Northwest ISD will invest in all staff through a culture of support, development, and empowerment to make a positive impact on the learning community.

Retain

2.3 Northwest ISD will retain highly effective staff through meaningful relationships, ongoing support, and professional growth opportunities.

Strategic Goal 3

Northwest ISD will foster a safe environment and a culture of engagement that values the voices of all students, staff, families, and community members.

NISD PRIORITIES:

Engagement

3.1 Northwest ISD will foster an environment of engagement with every member of our community through collaborative dialogue and partnership opportunities.

Culture

3.2 Northwest ISD will model and instill a culture of belonging where all students, staff, families, and community voices are heard and valued.

Safety

3.3 Northwest ISD will continuously improve, maintain and communicate systems of support to strengthen the physical and emotional well-being of our students, staff, and community.

2026-2027 School Year
Strategic Planning Schedule

2026-2027 Date	Description	Responsibility
May 12	DEIC - End of Year DIP Review and Needs Assessment	DEIC
June 8	2025-2026 DIP Summative Review	Executive Cabinet
June 22	**2025-2026 DIP Summary Report to the Board**	**Dr. Griffin**
July 13	2026-2027 DIP Brainstorm	Executive Cabinet
July 15-16	Leadership Academy	Dr. Foust/Dr. Griffin
July 20	Nuts and Bolts	Dr. Foust
July 27	Needs Assessment and Strategy Development	Executive Cabinet
August 3	**Team of 8 Training**	**Dr. Foust**
August 31	Finalize 2026-2027 DIP and Board Agenda Submission	Executive Cabinet
September 7	Draft of DIP to Campuses	Dr. Griffin
September 8	DEIC Meeting – DIP Overview and Formal Vote	DEIC
September 14	**2026-2027 DIP Board Review**	**School Board**
September 16	Deadline to Submit CIPs and Department Action Plans	Staff
September 28	**2026-2027 DIP Board Adoption**	**School Board**
September 28	**2026-2027 CIPs Board Review**	**School Board**
October 12	**2026-2027 CIPs Board Adoption**	**School Board**
November 16	DIP Formative Review	Executive Cabinet
January 19/Special Meeting/February 1	DIP Formative Review	Executive Cabinet
February 8	**2026-2027 DIP Mid-Year Summary Report to the Board**	**Dr. Griffin**
March 8	DIP Formative Review	Executive Cabinet
May 11	DEIC - End of Year DIP Review and Needs Assessment	DEIC
June 14	2026-2027 DIP Summative Review	Executive Cabinet
June 28	**2026-2027 DIP Summary Report to the Board**	**Dr. Griffin**
June 28	**Strategic Framework (Beliefs, Vision, Mission, Goals, Priorities) - Board Discussion / Action**	**School Board**

District Processes & Programs Summary

All additions to the budget were prioritized as items needed to support the districts Strategic Goals. It represents the vision of Northwest ISD empowering learners and leaders to positively impact the world.

Human Resources

Northwest ISD Human Resources department aligns with **Strategic Goal 2 "Northwest ISD will recruit, value and retain highly exceptional staff prepared to meet the individual needs of our students and learning community."** As promised to our stakeholders, Northwest ISD provided the highest compensation increases possible while maintaining a balanced budget. The District approved a 5% pay increase for all paraprofessionals, a minimum 2% increase for bus drivers, market adjustments for positions identified as below market value, and a 2% increase for all remaining staff. These compensation enhancements represent an investment of $6,587,032. In addition, all Special Education teachers received a stipend, costing the District $350,000. Northwest ISD also increased its monthly healthcare contribution from $355 to $375, resulting in an additional $600,000 budget impact. To further support employees, the District added four new benefit programs available to all staff, representing an investment of $826,560.

Finance

The Financial Services department for Northwest ISD is responsible for many areas related to the business operations within the school district. Our programs include Payroll, Purchasing, Accounts Payable, Accounts Receivable, Accounting, Budgeting, and many other supporting roles. The primary goal is to provide financial resources to support the District's vision/mission while maximizing salaries and maintain pristine educational programs, and maintaining a healthy fund balance.

Facing a significant budget shortfall because of a lack of legislative action to increase public education funding, Northwest ISD adopted a deficit budget of $15.8 million for the 2024-2025 school year. The district was able to erase this deficit and adopt a balanced budget for 2025-2026 school year by making drastic changes to staffing models and programs. The state has not provided a substantial funding increase over the last six years. The state allows school districts to increase the ("M&O") tax rate within a certain range, increasing revenue, through the community's passing of a Voter Approval Tax Rate Election ("VATRE"). This is the only tool school districts have to increase revenue from the ("M&O") tax rate. The Northwest ISD Board called a ("VATRE") to potentially increase the ("M&O") tax rate by three cents. All three cents are classified as "golden pennies," meaning all revenue generated from the potential tax rate increase would remain in Northwest ISD for local use and not be subject to recapture for state use. The Voter Approval Tax Rate Election ("VATRE") was approved by the stakeholders generating and additional $17,074,842 in tax revenue for the District.

Instructional Programs

Northwest ISD has extensive curricular programs for all students which tie directly to **Strategic Goal 1 "Northwest ISD will provide personalized learning experience and cultivate the growth and achievement of every student."** Beginning in kindergarten, students annually are assessed in reading and math using universal screening methods that allow teachers and campuses to best meet the needs of all students. In addition, the Northwest ISD counseling department and the college and career readiness department provide a variety of resources to allow students to individualize their learning experiences. While most students participate in the general curriculum, Northwest ISD has support systems in place for students behind their peers such as, but not limited to:

- Full-day Pre-Kindergarten
- Dyslexia support
- ELL support
- MTSS student plans
- Credit recovery programs
- Accelerated Instruction

In addition, Northwest ISD offers systems for students that are performing ahead of their peers such as, but not limited to:

- Math acceleration (by grade level)
- CBE opportunities
- Internships
- Open enrollment in Pre-Advanced Placement and Advanced Placement courses and Dual Credit
- Gifted and Talented support

Northwest ISD provides students with a wide range of opportunities to graduate College, Career and Military Ready (CCMR), including Advanced Placement, dual credit, On Ramps, Early College, Career and Technical Education (CTE), and industry-based certifications. Students receive support in exploring and planning for their futures, including helping students have a better understanding of military career pathways. These opportunities allow students to earn college credit, industry-recognized credentials, and real-world experiences while still in high school. Partnerships with local businesses and industry leaders further extend these opportunities by providing students with real-world experiences, workplace exposure, internships, and career-readiness skills.

In Northwest ISD and across the state, schools have experienced significant increases in student behavior challenges. This behavior not only disrupts the learning environment but also places additional strain on our teachers, administrators, and support staff, worsening existing concerns about staff morale.

In response to the marked increase in student behavior, Northwest ISD has implemented a Behavior Support Framework, in partnership with Emergent Tree, as part of a comprehensive strategy to improve classroom management and reduce learning disruptions. Now in its fourth year, this research-based, systemic approach provides our teachers with aligned tools, skills, and vocabulary to address classroom behaviors effectively. By integrating the Emergent Tree strategies with existing tools, we hope to build upon the positive efforts campuses already have in place to create a culture of consistency that supports both staff and students. Currently, Tier 1 behavior supports are evident at all schools through the Behavior Support Framework, Tier 2 supports for students needing additional behavior support are evident across our elementary schools and are a focus at the secondary level this year. Tier 3 supports through the Special Education Department are evident at all our schools with SEAC classrooms to provide effective support for Special Education students with behavioral challenges. This year, Tier 3 supports in General Education are being piloted at five elementary schools. In addition, training for support personnel such as paraprofessionals and special education bus drivers will be provided so they are better equipped to support the students they serve.

While Northwest ISD recognizes teachers create magic in their classrooms through the art of teaching, NISD also takes great pride in providing a unified, well-developed curriculum. The quality of the prepared curriculum provides all teachers with a solid foundation and helps ensure continuity across the district.

Professional Development that meets the needs of our teachers is crucial to student success. From Engage to Welcome Home, Northwest ISD offers multiple opportunities for teachers and staff to receive additional training and hone their personal skills and talents, while continuously exploring research-based instructional strategies that support our aligned and rigorous curriculum. NISD continues to offer training that meets the needs of the individual teacher by providing a diverse range of PD opportunities and often allowing personal choice. In an effort to further improve the professional development experience, teachers routinely provide feedback on professional learning experiences and future learning needs. This feedback is used to improve the structure and design of district training.

Based on feedback from principals and staff, Northwest ISD has made great efforts to put intentional support systems in place to aid teachers in the classroom. Highlights of these systems of support include welcoming our new teachers with our mentor programs, strengthening the level of teaching through instructional coaches, and improving classroom behavior and disruption through our behavioral interventionists.

Northwest ISD meets **Strategic Goal #1** through our growth budget of $8,772,000 and second staffing which had a budget impact of $2,509,002 for a total of $11,281,002.

Strategic Goal 3, "Northwest ISD will foster a safe environment and a culture of engagement that values the voices of all students, staff, families, and community members." Implementation of the Northwest ISD Student Wellness Center providing evening counseling services to support the emotional and physical well-being of students. Impact on the District's budget is approximately $20,000 with the remaining costs being funded with grant money.



Communications

Northwest ISD maintains a robust set of communication methods to keep families, staff, and community members informed about district news and events. ParentSquare continues to serve as the district's primary direct communication tool at all levels, including teacher, school and district-level communication with families. District-level communications methods include community and staff newsletters, social media channels, website postings, photo and video updates, and media engagement. Campuses also send regular newsletters and manage social media channels. The streamlined communications tool assists in managing a multitude of messages and keeping various messages organized and easy to locate**.** ParentSquare along with campus newsletters help support **Strategic Goal #3 "Northwest ISD will foster a safe environment and a culture of engagement that values the voices of all students, staff, families, and community members."**

Parental Involvement and Engagement
Parental engagement and involvement remain a cornerstone of student success in Northwest ISD. Research consistently shows that strong family-school partnerships positively influence student behavior, academic performance, and social-emotional development. The district maintains many efforts to engage parents, seeks input and participation through various committees, and district leadership meets directly with PTA members from across the district through Superintendent Roundtable meetings.

The district's growth, wide geographic spread, and varied communities create additional challenges in building and maintaining strong parent engagement, as well as keeping families informed. Families often enter our schools with diverse experiences and varying expectations of school interactions. Ensuring our families feel connected, informed, and supported is essential to fostering a sense of belonging and shared responsibility for student success. Providing tools and resources for our families to in order to strengthen our home-school connection will be a focus this year which supports **Strategic Goal #3 "Northwest ISD will foster a safe environment and a culture of engagement that values the voices of all students, staff, families, and community members."**

Safety and Security

Strategic Goal 3, "Northwest ISD will foster a safe environment and a culture of engagement that values the voices of all students, staff, families, and community members ." Northwest ISD is dedicated to providing a safe environment for students, faculty, staff, and visitors. Safety and Security has implemented a purpose-built application designed to serve as a single source of data collection and management for the Safety and Security Department's actions, activities, and responses. The application centralizes critical operational functions, including dispatch management, incident and report management, personnel management, accountability, response coordination, and mapping.

The application also captures, manages, and tabulates statistical data, providing leadership with a centralized and accurate view of departmental activity, response, and performance. As implementation continues, the system will expand to become the single source of truth for Safety and Security operations and emergency response, reducing reliance on disconnected systems, manual documentation, and decentralized information.

The application is designed to be scalable and adaptable, allowing Safety and Security to expand its capabilities as the district continues to grow. This provides a sustainable technology platform that can support the increasing volume, complexity, and operational demands associated with new campuses, facilities, personnel, and district-wide safety and security functions.

With the ("TEA") mandate, Northwest ISD has spent an additional $1,100,000 to ensure each campus has a security officer on site each day.

Budget and Financial Policies

Legal Requirements for Budgets

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

Statement of Texas Law

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

- The superintendent is the budget officer for the district and prepares or causes the budget to be prepared.

- The district budget must be prepared by a date set by the state board of education - currently June 19.

- The president of the board of trustees must call a public meeting of the board of trustees, giving ten days public notice in a newspaper, for the adoption of the district budget. Any taxpayer in the district may be present and participate in the meeting. Concurrently with the publication of notice of the budget above, a school district must post a summary of the proposed budget on the school district's website or in the district's central administrative office if the school district has no website. The budget summary must include a comparison to the previous year's actual spending and information relating to per-student and aggregate spending on instruction, instructional support, central administration, district operations, debt service, and any other category designated by the commissioner. (Section 44.0041, TEC).
  The summary of the budget should be presented in the following function areas:

  (A) Instruction – functions 11, 12, 13, 95
  (B) Instructional Support – functions 21, 23, 31, 32, 33, 36
  (C) Central Administration – function 41
  (D) District Operations – functions 51, 52, 53, 34, 35
  (E) Debt Service – function 71
  (F) Other – functions 61, 81, 91, 92, 93, 97, 99
  The "per student" will be based on student enrollment.

- No funds may be expended in any manner other than as provided for in the adopted budget. The board does have the authority to amend the budget or adopt a supplementary emergency budget to cover unforeseen expenditures.

- The budget must be prepared in accordance with Generally Accepted Accounting Principles ("GAAP") and state guidelines.

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

Texas Education Agency Legal Requirements

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

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

- Minutes from district board meetings will be used by TEA to record adoption of and amendments to the budget.

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

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

- The officially adopted district budget, as amended, must be filed with TEA through PEIMS by the date prescribed in the annual system guidelines. Revenues, other sources, other uses, and fund balances must be reported by fund, object (at the fourth level), fiscal year, and amount. Expenditures must be reported by fund, function, object (at the second level), organization, fiscal year, program intent and amount.

- A school district must amend the official budget *before* exceeding a *functional expenditure category,* i.e., instruction, administration, etc., in the total district budget. The annual financial and compliance report should reflect the amended budget amounts on the schedule comparing budgeted and actual amounts. The requirement for filing the amended budget with TEA is satisfied when the school district files its Annual Financial and Compliance Report.

Local District Requirements

ANNUAL OPERATING BUDGET CE (LEGAL) DATE ISSUED: 10/19/21

Authorized Expenditures

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

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

The public school funds may not be spent except as provided by Education code 45.105. The state and county available funds may be used only for the payment of teachers' and superintendents' salaries and interest on money borrowed on short time to pay those salaries that become due before school funds for the current year become available. Loans for the purpose of payment of teachers may not be paid out of funds other than those for the current year.

Local funds from district taxes, tuition fees, other local sources, and state funds not designated for a specific purpose may be used for salaries of any personnel and for purchasing appliances and supplies; for the payment of insurance premiums; for buying school sites; for buying, building, repairing, and renting school buildings, including acquisition of

school buildings and sites by leasing through annual payments with an ultimate option to purchase [see CHG]; and for other purposes necessary in the conduct of the public schools to be determined by a board. *Education Code 45.105(c)*

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

Use of District Resources Improvements to Real Property

Except as provided below or by Education Code 45.109(a-1), (a-2), or (a-3) [see CX], a board shall not enter into an agreement authorizing the use of school district employees, property, or resources for the provision of materials or labor for the design, construction, or renovation of improvements to real property not owned or leased by the district. This section does not prohibit the board from entering into an agreement for the design, construction, or renovation of improvements to real property not owned or leased by the district if the improvements benefit real property owned or leased by the district. Benefits to real property owned or leased by the district include the design, construction, or renovation of highways, roads, streets, sidewalks, crosswalks, utilities, and drainage improvements that serve or benefit the real property owned or leased by the district. *Education Code 11.168*

Hotels

The board may not impose taxes, issue bonds, use or authorize the use of district employees, use, or authorize the use of district property, money, or other resources, or acquire property for the design, construction, renovation, or operation of a hotel. The board may not enter into a lease, contract, or other agreement that obligates the board to engage in an activity prohibited by this section or obligates the use of district employees or resources in a manner prohibited by this section. "Hotel" means a building in which members of the public obtain sleeping accommodations for consideration. The term includes a motel. *Education Code 11.178*

Electioneering

A board may not use state or local funds or other resources of the district to electioneer for or against any candidate, measure, or political party. *Education Code 11.1*

Commitment of Current Revenue

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

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

Local Gov't Code 271.903

Fiscal Year

The fiscal year of a district begins on July 1 or September 1 of each year, as determined by the board. *Education Code 44.0011*

Budget Preparation

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

Funds for Accelerated Instruction

A district that is required to provide accelerated instruction under Education Code 29.081(b-1) [see EHBC] shall separately budget sufficient funds, including funds under Education Code 42.152, for that purpose. A district may not budget funds received under Education Code 42.152 for any other purpose until the district adopts a budget to support additional accelerated instruction. *Education Code 29.081(b-2)*

Deadlines

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

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

Public Meeting on Budget and Proposed Tax Rate

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

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

Published Notice

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

Form of Notice

The published notice of the public meeting to discuss and adopt the budget and the proposed tax rate must meet the size, format, and content requirements dictated by law. The notice is not valid if it does not substantially conform to the language and format prescribed by the comptroller.

Taxpayer Injunction

If a district has not complied with the published notice requirements in the FORM OF NOTICE described above, and the requirements for DISTRICTS WITH JULY 1 FISCAL YEAR below, if applicable, and the failure to comply was not in good faith, a person who owns taxable property in the district is entitled to an injunction restraining the collection of taxes by the district. An action to enjoin the collection of taxes must be filed before the date a district delivers substantially all of its tax bills. Education Code 44.004(b)–(e)

Publication of Proposed Budget Summary

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

The budget summary must include a comparison to the previous year's actual spending and information relating to per student and aggregate spending on:

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

Education Code 44.0041

Decrease in Debt Service Rate

If the debt service rate calculated under Education Code 44.004(c)(5)(A)(ii)(b) decreases after the publication of the notice required by this section, the board president is not required to publish another notice or call another meeting to discuss and adopt the budget and the proposed lower tax rate. *Education Code 44.004(g-1)*

Budget Adoption

A board shall adopt a budget to cover all expenditures for the succeeding fiscal year at the meeting called for that purpose and before the adoption of the tax rate for the tax year in which the fiscal year covered by the budget begins. *Education Code 44.004(f)–(g)*

Certified Estimate

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

Districts with July 1 Fiscal Year

A district with a fiscal year beginning July 1 may use the certified estimate of the taxable value of district property in preparing the published notice if the district does not receive the certified appraisal roll on or before June 7. A district that uses a certified estimate may adopt a budget at the public meeting designated in the published notice prepared using the estimate, but a district may not adopt a tax rate before the district receives the certified appraisal roll for the district. *Education Code 44.004(h)–(i)*

Budget Adoption after Tax Rate Adoption

Notwithstanding Education Code 44.004(g), (h), and (i), above, a district may adopt a budget after the district adopts a tax rate for the tax year in which the fiscal year covered by the budget begins if the district elects to adopt a tax rate

before receiving the certified appraisal roll for the district as provided by Tax Code 26.05(g). Following adoption of the tax rate [see CCG], the district must publish notice and hold a public meeting before the district may adopt a budget. The comptroller shall prescribe the language and format to be used in the notice. The district may use the certified estimate of taxable value in preparing the notice. *Education Code 44.004(j)*

Publication of Adopted Budget

On final approval of the budget by the board, a district shall post on the district's website a copy of the budget adopted by the board. The district's website must prominently display the electronic link to the adopted budget. A district shall maintain the adopted budget on the district's website until the third anniversary of the date the budget was adopted. *Education Code 44.0051*

Amendment of Approved Budget

A board shall have the authority to amend the approved budget or to adopt a supplementary emergency budget to cover necessary unforeseen expenses. Copies of any amendment or supplementary budget must be prepared and filed in accordance with State Board rules.
Education Code 44.006

Failure to Comply with Budget Amendments

A board member who votes to approve any expenditure of school funds in excess of the item or items appropriated in the adopted budget or a supplementary or amended budget commits a misdemeanor offense. *Education Code 44.052(c)*

Certain Donations

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

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

Fiscal Year
Northwest ISD shall operate on a fiscal year beginning July 1 and ending June 30.

Budget Planning
Budget planning shall be an integral part of overall program planning so that the budget effectively reflects the District's programs and activities and provides the resources to implement them. In the budget planning process, general educational goals, specific program goals, and alternatives for achieving program goals shall be considered, as well as input from the District- and campus-level planning and decision-making committees. Budget planning and evaluation are continuous processes and shall be a part of each month's activities.

Budget Meeting
The annual public meeting to discuss the proposed budget and tax rate shall be conducted as follows:
1. The Board President may request at the beginning of the meeting that all persons who desire to speak on the proposed budget and/or tax rate sign up on the sheet provided.
2. Prior to the beginning of the meeting, the Board may establish time limits for speakers.
3. Speakers shall confine their remarks to the appropriation of funds as contained in the proposed budget and/or the tax rate.
4. No officer or employee of the District shall be required to respond to questions from speakers at the meeting.

Authorized Expenditures
The adopted budget provides authority to expend funds for the purposes indicated and in accordance with state law, Board policy, and the District's approved purchasing procedures. The expenditure of funds shall be under the direction of the Superintendent or designee who shall ensure that funds are expended in accordance with the adopted budget.

Budget Amendments
The Board shall amend the budget when a change is made increasing any one of the functional spending categories or increasing revenue object accounts and other resources.

BOARD POLICY: BUSINESS AND SUPPORT SERVICES

Section C: BUSINESS AND SUPPORT SERVICES

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

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

Balanced Budget

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

Budget Process

Objectives of Budgeting

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

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

- Financial reporting should provide information to determine whether current-year revenues were sufficient to pay for current-year services.

- Financial reporting should demonstrate whether resources were obtained and used in accordance with the entity's legally adopted budget. It should also demonstrate compliance with other finance-related legal or contractual requirements.

- Financial reporting should provide information to assist users in assessing the service efforts, costs, and accomplishments of the governmental entity.

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

- Be balanced so that current revenues are sufficient to pay for current services.

- Be prepared in accordance with all applicable federal, state, and local legal mandates and requirements.

- Provide a basis for the evaluation of a government's service efforts, costs, and accomplishments.

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

Budget Process Overview

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

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

Budget Process

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

• Budget Planning	January - February	2026
• Budget Preparation	February	2026
• Board of Trustees Budget Review	March - May	2026
• Budget Adoption	June	2026
• Tax Rate Adoption	July - August	2026
• Budget Amendments	July - June	2026- 2027
• ACFR	November	2026

2023-2028 Northwest ISD Strategic Framework

The Northwest ISD Board of Trustees approved the district's 2023-2028 Strategic Framework at the meeting on June 12, 2023. The framework includes the district's Core Beliefs, Vision, Mission, and Strategic Goals. Based on the recommendations of the Strategic Summit participants, this plan establishes the direction of the district for the next five years. A team of approximately 110 participants made up of students, parents, community members, school and district leaders, and teachers served to develop this plan that will set the tone for Northwest ISD's future.

2026-2027 Northwest ISD District Improvement Plan

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

The 2026-2027 District Improvement Plan is an extension of the district's Strategic Framework. As part of our strategic initiative, the emphasis in developing the District Improvement Plan was again placed on focusing on identified imperatives for the coming school year. It was approved by the Northwest ISD Board of Trustees on September 28, 2026.

Budget Planning

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

Capital Budget Development Process

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

In September 2022, the Long-Range Planning Committee began meeting to discuss the upcoming facility, technology, curriculum, and extra-curricular needs of Northwest ISD. The committee membership consisted of a well-rounded cross section of the District to ensure all the areas of Northwest ISD were represented. During the meetings, the Long-Range Planning Committee received and evaluated information regarding the previous and projected growth of Northwest ISD, technology needs, new facility construction, major building component replacement needs, and program enhancement needs. After extensive analysis of all the presented needs of Northwest ISD, the Long-Range Planning

Committee recommended that the School Board authorize a Capital Bond Election for $1,995,500,000. On February 13, 2023 the Board of Trustees approved an Order Calling a $1,995,500,000 Bond Election which passed on May 6, 2023.

Budget Preparation

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

Board of Trustee Budget Review

The Preliminary Budget including the Personnel & Compensation Plan was reviewed in detail throughout May. The 2026-2027 Personnel & Compensation Plan was then adopted April 13, 2026.

Budget Adoption

The Central Appraisal Districts ("CAD") 2026 Certified Estimate Appraisal Roll Totals occurred in early June and the rollback tax rate was calculated shortly thereafter. The required legal notice was published on June 7 and June 13, 2026. The Board of Trustees held the required public meeting and adopted the budget on June 22, 2026.

Tax Rate Adoption

The Central Appraisal Districts ("CAD") Certification of the 2026 Appraisal Records occurred in late July, and the Denton County Tax Assessor-Collector calculated the effective and rollback tax rates shortly thereafter. The required legal notice was published on June 7 and June 13, 2026. The Board of Trustees held the required public meeting and adopted the tax rate on August 24, 2026.

Budget Amendments

The initial Campus Budget Worksheet allocation represents 80% of the campus funding allocation based on projected enrollment. The remaining amount is distributed in November based on actual enrollment and staff on hand at the end of the first six weeks. The Final Amended Budget for the Year Ending June 30, 2027, will be submitted at the June 28, 2027, Board meeting. It will reflect all amendments previously approved by the Board of Trustees plus any final amendments. The Final Amended Budget for the Year Ending June 30, 2027, will be used in the preparation of the Annual Comprehensive Financial Report ("ACFR").

Annual Comprehensive Financial Report ("ACFR")

The final stage of the budget cycle is approval by the Board of Trustees of the audited Annual Comprehensive Financial Report which includes budget to actual comparisons scheduled for November 2026.

District Approach

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

Northwest
INDEPENDENT SCHOOL DISTRICT

2026-2027 Budget Timeline

Activity	Responsibility	Date
Projected Enrollments	Templeton/HR/Finance	December 8, 2025
DEIC Timeline Presentation	Financial Services	January 13, 2026
DLT Timeline Presentation	Financial Services	January 15, 2026
Campus/Dept Staffing	Cabinet/Exec Dir/Principals	January 2026
DLT Meeting Distribute Packets	Financial Services	February 5, 2026
Budget Parameter/Growth D/A	Board Meeting	February 9, 2026
Schedule Exec. Dir. Meetings	Financial Services	February 2026
Campus/Dept Staffing	Cabinet/Exec Dir/Principals	February 2026
Raise Discussion	Board Meeting	February 9, 2026
Budget Workshop	Board Meeting	February 23, 2026
Exec Dir. Meetings	Cabinet/Executive Directors	March 2026
Campus/Dept Staffing	Cabinet/Exec Dir/Principals	March 2026
Board Update	Board Meeting	March 10, 2026
Compensation Plan Approval	Board Meeting	March 10, 2026
Campus/Dept Budget Entries Due	Campuses/Departments	March 13, 2026
Budget Decision Forms Due	Campuses/Departments	March 23, 2026
Campus/Dept Staffing	Cabinet/Exec Dir/Principals	April 2026
Preliminary Values	TCAD/DCAD/WCAD	April 2026
Board Workshop	Board Meeting	April 27, 2026
Campus/Dept Staffing	Cabinet/Exec Dir/Principals	May 2026
Budget Workshop	Board Meeting	May 18, 2026
Publish Notice of Pub. Mtg	Financial Services	June 10, 2026
Budget Workshop	Board Meeting	June 8, 2026
Budget Adoption	Board Meeting	June 22, 2026
Final Amendment Adoption	Board Meeting	June 22, 2026
Certified Values	TCAD/DCAD/WCAD	July 25, 2026
Publish Tax Rate Notice	Financial Services	August 12, 2026
Tax Rate Adoption	Board Meeting	2nd August Meeting

NORTHWEST INDEPENDENT SCHOOL DISTRICT
CAMPUS FUNDING ALLOCATIONS
BUDGET FOR THE YEAR ENDING JUNE 30, 2027

Account Code	Description	Elementary School	Middle School	Senior High School
Pupil Allocations:				
Function 11 - Instruction				
6399	General Supplies	$ 56.70	$ 53.55	$ 59.50
Function 12 - Instructional Related and Media Services				
6329	Reading Materials	12.60	13.00	17.00
6399	General Supplies	3.60	3.40	3.40
Function 23 - School Leadership				
6399	General Supplies	4.50	5.10	8.50
Function 31 - Guidance, Counseling and Evaluation Services				
6399	General Supplies	1.80	1.70	1.70
Function 33 - Health Services				
6399	General Supplies	1.80	1.70	1.70
	Total Pupil Allocations	**$ 81.00**	**$ 78.45**	**$ 91.80**
Staff Allocations:				
Function 13 - Curriculum Development and Instructional Staff Development				
6499	Miscellaneous Operating Expense	**$ 50**	**$ 50**	**$ 50**
Function 36 - Cocurricular/Extracurricular Activities				
6499	Miscellaneous ((UIL events)	**$ 500**	**$ 2,000**	**$ 37,500**
Function 51 - Plant Maintenance and Operations				
6319	Maintenance and/or Operations	**$ 500**	**$ 500**	**$ 1,000**
Function 11 - Instruction				
6499	Graduation Expenses			**$ 6,000**
Function 36 Fund 184 Middle Schools only			**$ 850.00**	
6399	General Supplies			

Initial allocation should be revised by the principal, working with the site-based decision-making team, to reflect the Campus Improvement Plan subject to Executive Cabinet review.

Budget Control and Management Process

Management Process

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

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

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

Approval Control

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

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

Purchase requisitions for special revenue funds are then approved by the appropriate grant program manager.

The Director of Purchasing reviews the purchase requisition to verify that appropriate purchasing laws are being complied with and that the goods and services are requested from a legally qualified vendor.

The Director of Budget and Financial Planning reviews and approves all purchase requisitions. The purchase requisition is then converted into a purchase order and forwarded to the vendor.

Upon receipt of the invoice accounts payable verifies the receipt of the goods or services, cuts a check, and closes the purchase order.

Encumbrance Control

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

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

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

Budget Amendments

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

Final Amended Budget

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

Adopted Budget
The officially adopted district budget, as amended, must be filed with TEA through PEIMS by the date prescribed in the annual system guidelines.

Monthly Reporting
The district's financial statements and investments are reviewed monthly with the Board of Trustees.

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

Financial Structure

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

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

Basis of Accounting
Governmental fund financial statements are reported using the current *financial resources measurement focus* and the *modified accrual basis of accounting*. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be *available* when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the government considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due.

Revenues from local sources consist primarily of property taxes. Property tax revenues and revenues received from the State of Texas are recognized under the susceptible-to-accrual concept. The District looks into other opportunities to generate local revenue when it aligns with the Districts mission statement and does not create a disproportionate administrative burden. Major local revenue sources other than property taxes include tuition-based prekindergarten, facility rentals and interest earnings.

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

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

Governmental Fund Types

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

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

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

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

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

The District reports the following proprietary funds:

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

Additionally, the District reports the following fiduciary funds:

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

Basis of Budgeting

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

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

Fund Balance

Northwest Independent School District
Financial Statements Notes
FYE June 30, 2026

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

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

- **Nonspendable**: This classification includes amounts that cannot be spent because they are either (a) not in spendable form or (b) are legally or contractually required to be maintained intact. The District has classified prepaid items as being nonspendable as these items are not expected to be converted to cash.

- **Restricted:** This classification includes amounts for which constraints have been placed on the use of the resources either (a) externally imposed by creditors, grantors, contributors, or laws or regulations of other governments, or (b) imposed by law through constitutional provisions or enabling legislation. Debt service resources are to be used for future servicing of the District's bonded debt and are restricted through debt covenants. Capital projects fund resources are to be used for future construction and renovation projects and are restricted through bond orders and constitutional law.

- **Committed:** This classification includes amounts that can be used only for specific purposes pursuant to constraints imposed by formal action of the District's Board of Trustees. The Board of Trustees establishes (and modifies or rescinds) fund balance commitments by passage of a resolution. This can also be done through adoption and amendment of the budget. These amounts cannot be used for any other purpose unless the Board removes or changes the specified use by taking the same type of action that was employed when the funds were initially committed. This classification also includes contractual obligations to the extent that existing resources have been specifically committed for use in satisfying those contractual requirements. The Board of Trustees have committed resources as of June 30, 2026, for campus activities.

- **Assigned:** This classification includes amounts that are constrained by the District's intent to be used for a specific purpose but are neither restricted nor committed. This intent can be expressed by the Board of Trustees or through the Board of Trustees delegating this responsibility to other individuals in the District. Under the District's adopted policy, the Board of Trustees may assign amounts for specific purposes, but it has also delegated authority to assign fund balance to the Superintendent. This classification also includes the remaining positive fund balance for all governmental funds except for the General Fund. The District has assigned fund balance of the General Fund as of June 30, 2026 as detailed below.

- **Unassigned:** This classification includes all amounts not included in other spendable classifications, including the residual fund balance for the General Fund. A negative unassigned fund balance may be reported in other governmental funds if expenditures incurred for specific purposes exceed the amounts restricted, committed, or assigned to those purposes.

When an expenditure is incurred for purposes for which both restricted and unrestricted fund balance is available, the District considers restricted funds to have been spent first. When an expenditure is incurred for which committed, assigned, or unassigned fund balances are available, the District considers amounts to have been spent first out of committed funds, then assigned funds, and finally unassigned funds, as needed, unless the Board of Trustees has provided otherwise in its commitment or assignment actions. During the current fiscal period, the Board of Trustees adopted a fund balance policy that expresses an intent to maintain a level of assigned and unassigned fund balance in the general fund equal to 25% of the fund's operating expenditures.

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

General Fund
Fund balance is a measure of the District's financial position at a given point in time. It is used to pay bills when the District isn't bringing in revenue. The school year starts in August, but we receive most of our revenue between December and February when property taxes are collected. Therefore, it is important the District maintains a healthy fund balance to keep up with regular operating expenditures during the first half of the school year. Just like a savings account, fund balance can only be spent once and then it is gone. It is merely a tool that allows the District to balance the budget for a short period of time while identifying a more sustainable solution. The General Fund has unassigned fund balance of $143,040,481 at June 30, 2026. Prepaid items of $1,336,539 and inventories of $225,309 are considered nonspendable fund balance.

Other Major Funds
The Debt Service Fund is used to pay principal and interest on debt incurred through the sale of bonds. All proceeds from bonds are used to finance long-term improvements to existing facilities as well as build new schools. Northwest ISD has issued all but $180,000,000 from the 2023 bond program. The Debt Service Fund has restricted funds of $114,948,831 at June 30, 2026, consisting primarily of property tax collections that are restricted for debt service payments on bonded debt.

The Capital Projects Fund has restricted funds of $696,059,807 at June 30, 2026, consisting primarily of unspent bond funds and $3,077,854 set aside for capital replacements. Projects are prioritized based on safety, asset condition, operational need, remaining bond authorization, available capital fund balance, and the ability to defer the project without increasing long-term cost or operational risk.

Other Funds
The fund balance of $5,568,251 of the Campus Activity Fund, $26,242 in the Northwest ISD Education Foundation, and $45,883 in Other Local Funds (all special revenue funds) are shown as committed due to Board policy committing those funds to those purposes. The fund balance of $2,453,007 in the Child Nutrition Fund is shown as restricted for the food service program.

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

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

Account Code Structure

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

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

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

Account Code Structure

XXX - X - XX - XXX - XX - XXX XXXX - XX

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

Basic System Code Composition

Fund Code

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

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

Fiscal Year Code

A mandatory single-digit code that identifies the fiscal year of the transaction or the project year of inception of a grant project.

Function Code

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

Function	Title
10	Instruction and Instructional Related Services
11	Instruction
12	Instructional Resources and Media Services
13	Curriculum Development and Instructional Staff Development
20	Instructional and School Leadership
21	Instructional Leadership
23	School Leadership
30	Support Services (Pupil)
31	Guidance, Counseling and Evaluation Services
32	Social Work Services
33	Health Services
34	Student (Pupil) Transportation
35	Food Services
36	Cocurricular/Extracurricular Activities
40	Administrative Support Services
4l	General Administration
50	Support Services - Non-student Based
51	Plant Maintenance and Operations
52	Security and Monitoring Services
53	Data Processing Services
60	Ancillary Services
61	Community Services
70	Debt Service
71	Debt Service
80	Capital Outlay
81	Facilities Acquisition and Construction
90	Intergovernmental Charges
91	Contracted Instructional Services Between Public Schools
93	Payments to Fiscal Agent/Member Districts of Shared Service Arrangements
95	Payments to Juvenile Justice Alternative Education Programs
97	Payments to Tax Increment Fund
99	Other Intergovernmental Charges

Organization Code

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

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

Program Intent Code

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

Program Intent	Title
1X	Basic Services
11	Basic Educational Services
2X	Enhanced Services
21	Gifted and Talented
22	Career and Technical
23	Services to Students with Disabilities (Special Education)
24	Accelerated Education
25	Bilingual Education and Special Language Programs
36	Early Education Allotment
37	Dyslexia Allotment
38	College and Career Readiness Allotment
43	Dyslexia – Special Education
3X-8X	Reserved for Future State Definition and for use by Education Service Centers
9X	Other
91	Athletics and Related Activities
99	Undistributed

Local Option Codes 3

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

Object Code

A mandatory 4-digit code that identifies the nature and object of an account, a transaction, or a source. The first of the four digits identifies the type of account or transaction, the second digit identifies the major area, and the third and fourth digits provide further sub-classifications.

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

5700 **Revenues from Local and Intermediate Sources**

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

5800 **State Program Revenues**

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

5900 **Federal Program Revenue**

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

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

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

Sub-Object Code

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