



# 2011 - 2012 ADOPTED BUDGET

ADOPTED AUGUST 18, 2011

KELLER INDEPENDENT SCHOOL DISTRICT

350 KELLER PARKWAY,

KELLER, TARRANT COUNTY, TEXAS 76248

Artwork Provided by:  
Breana Von Der Heydt  
Fossil Ridge High School

The cover page of the 2011-2012 Budget document was created using original artwork by Breana Von Der Heydt, a student at Fossil Ridge High School.



Students in Shelly Hye's art class at Fossil Ridge High School and Ms. Kerr's art class at Timber Creek High School provided the artwork used on the section dividers throughout this document.

# Keller Independent School District

The Education Center  
350 Keller Parkway  
Keller, Texas 76248  
Tarrant County

## 2011-12 Adopted Budget

**James R. Veitenheimer, Ph. D.**  
Superintendent

**R. Mark Youngs**  
Deputy Superintendent

Effective  
September 1, 2011 – August 31, 2012

Issued by:

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Secretary to Director of Finance

[www.kellerisd.net](http://www.kellerisd.net)

Presented to:

### **Board of Trustees**

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President

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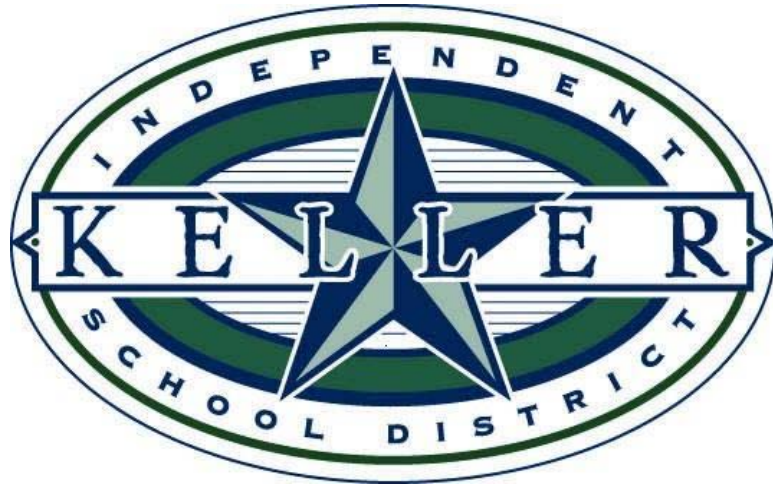
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KELLER ISD  
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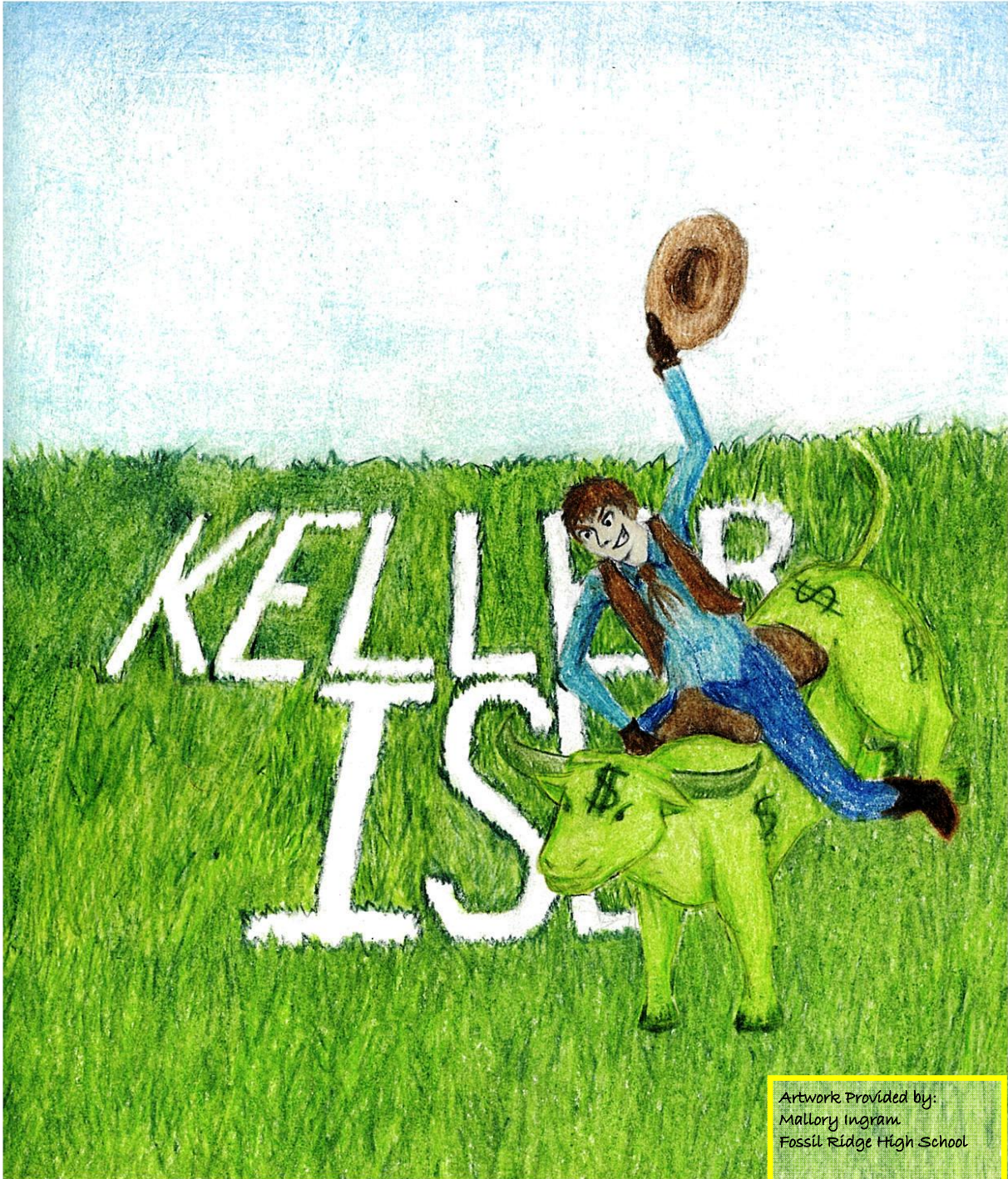
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# *Introductory Section*



Artwork Provided by:  
Mallory Ingram  
Fossil Ridge High School

Association of School Business Officials International®



This Meritorious Budget Award is presented to

**Keller Independent School District**

For excellence in the preparation and issuance  
of its school system budget  
for the Fiscal Year 2010-2011.

The budget is judged to conform  
to the principles and standards of the  
ASBO International® Meritorious Budget Awards  
Program.

A handwritten signature in cursive script, appearing to read "Chuck Lindauer".

President

A handwritten signature in cursive script, appearing to read "John D. Russo".

Executive Director



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO  
**Keller Independent School District**  
Texas

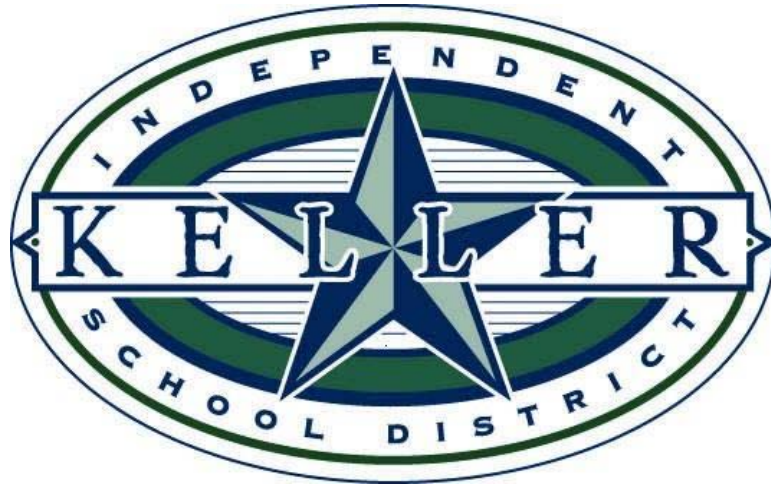
**Special Performance Measures Recognition**

For the Fiscal Year Beginning

**October 1, 2010**

President

Executive Director



KELLER ISD  
Intentionally  Exceptional

KELLER INDEPENDENT SCHOOL DISTRICT

Principal Officials

<u>Board of Trustees</u>	<u>Position</u>	<u>Year Elected</u>	<u>Term Expires</u>
Kevin Stevenson	President	2007	2013
Wendy Collins	Vice President	2009	2012
Melody Kohout	Secretary	2009	2012
Cindy Lotton	Member	2004	2013
Lara Lee Hogg	Member	2007	2014
Craig Allen	Member	2008	2014
Jim Stitt	Member	2010	2013

Administrative Officials

<u>Official</u>	<u>Position</u>	<u>Years of Service</u>	
		<u>KISD</u>	<u>Education</u>
James R. Veitenheimer, Ph. D.	Superintendent	7	31
Amanda Bigbee	In-House Counsel	3	3
R. Mark Youngs	Deputy Superintendent	4	10
Deana Lopez	Assistant Superintendent, Curriculum/Instruction	4	19
Penny Benz	Assistant Superintendent, Human Resources	6	13
Vicki Burris	Assistant Superintendent, Business	4	21
Charles Carroll	Assistant Superintendent, Administrative Services	3	20
Joe Griffin	Chief Technology Officer	14	26
Amanda Barrios-Harris	Director, Assessment and Accountability	11	24
Bob DeJonge	Director, Athletics	20	31
Michelle Whiteley	Director, Benefits	5	9
Mary Martin	Director, Language Acquisition	4	16
Chris Maggard	Director, Child Nutrition (Sodexo)	3	11
Shellie Johnson	Director, Communications	4	4
Hudson Huff	Director, Construction/Demographics	9	14
Kristin Williams, C.P.A.	Director, Finance	8	8
David Stevens	Director, Fine Arts	9	18
Cindy Parsons	Director, Health Services	19	22
Johjania Najera	Director, Human Resources	3	18
Lisa Ham	Director, Technology Integration	28	31
Ron Myers	Director, Intervention Support	9	25
Kevin Hood	Director, Leadership	5	11
Dustin Blank	Director, Leadership	6	14
John Gann	Director, Maintenance	5	5
Frank DiNella	Director, Operations and Distribution	6	6
Michelle Howard-Schwind	Director, Organizational Improvement	0	18
Marlene Rutledge	Director, Payroll	7	7
Vacant	Director Safety and Security		
Lori Tudor	Director, Purchasing	5	5
Heather Hughes	Director, Special Education	12	19
Vaughan Hamblen	Director, Technology	13	13
Dana Chandler	Director, Transportation Services (Durham)	9	19

**OUR VISION**

**KISD—an exceptional district in which to learn, work and live.**

**MISSION STATEMENT**

**The community of Keller ISD will educate our students to achieve their highest standards of performance by engaging them in exceptional opportunities.**

**VALUES**

**We hold ourselves accountable for providing exceptional educational opportunities.**

**We inspire educational excellence through collaborative relationships.**

**We cultivate life-long learning for all.**

**We provide approachable responsive customer service.**

**We embrace diversity.**

**We embrace change and innovation.**

**We make data-driven decisions.**

**We have a positive attitude toward the future.**

**District Strategic Priorities/Goals**

**GOAL 1: EDUCATIONAL EXCELLENCE**

**Goal 1.1:**

Address student needs through innovative educational strategies.

**Goal 1.2:**

Initiate and support individualized student engagement and learning.

**Goal 1.3:**

Align instructional processes and educational resources to meet rigorous standards.

**Goal 1.4:**

Utilize familiar and accessible technologies to transform the teaching/learning process.

**GOAL 2: EXCELLENCE IN STUDENT, PARENT AND COMMUNITY RELATIONS**

**Goal 2.1:**

Enhance student, parent, and community outreach opportunities.

**Goal 2.2:**

Implement effective communication practices throughout the district.

**Goal 2.3:**

Enhance relationships with students.

**GOAL 3: EXCELLENCE IN OPERATIONAL PROCESSES AND SYSTEMS**

**Goal 3.1:**

Embed mission, motive, vision, and values in all operational processes.

**Goal 3.2:**

Improve methods to provide exceptional customer service.

**Goal 3.3:**

Create a student-interactive decision making process.

**Goal 3.4:**

Prioritize technology funding to equalize, automate, and innovate district programs and facilities.

**Goal 3.5:**

Ensure all facilities are environmentally friendly.

**Goal 3.6:**

Ensure operational initiatives are sustainable.

**GOAL 4: EMPLOYEE EXCELLENCE AND ORGANIZATIONAL IMPROVEMENT**

**Goal 4.1:**

Employ qualified, diverse staff.

**Goal 4.2:**

Provide an attractive salary and benefits package for all staff.

**Goal 4.3:**

Create high-quality, innovative professional development plans.

**Goal 4.4:**

Expand initiatives to create a positive work environment.

**Goal 4.5:**

Develop a succession management process for all key leadership positions.

**GOAL 5: EXCELLENCE IN FINANCIAL STEWARDSHIP**

**Goal 5.1:**

Educate the public on school finance.

**Goal 5.2:**

Identify added measures for fiscal soundness.

**Goal 5.3:**

Manage fiscal resources to accommodate growth.

**Goal 5.4:**

Actively pursue supplemental funding.

**Goal 5.5:**

Maintain financial efficiency at all levels.

**Note: Please see pages 49-55 for an in-depth discussion of these strategic priorities and goals.**



**EXECUTIVE SUMMARY  
KELLER INDEPENDENT SCHOOL DISTRICT  
FISCAL YEAR 2011-2012**

**BUDGET MESSAGE**

The following document represents the financial plan for the Keller Independent School District for the 2011-12 fiscal year. The development and review of the 2011-12 budget included intensive consideration of each program, revenue source, and expenditure. The board of Trustees, Superintendent, Finance department staff and campus and administrative staff all contributed to the development of this budget. The economy and school funding issues were the most significant drivers of this budget. Because of these issues, this budget includes significant reductions compared to prior years, regardless of the opening of a new elementary school and the addition of a senior class to Timber Creek High School. It was the avowed commitment of the Board of Trustees, the Superintendent and the administration to keep the budget reductions as far away from the classroom as possible. KISD believes that the budget presented in this document succeeds in that goal, while also providing the necessary resources to provide adequate funding for our campuses and administrative departments, to maintain our existing facilities and operate a new elementary school.

This budget document and the year-end Comprehensive Annual Financial Report (CAFR) are the primary vehicles used to present the financial plan and the results of operations of the District.

The information in the budget document was structured to meet the requirements of the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award Program and the Association of School Business Officials International (ASBO) Meritorious Budget Award Program. To receive these awards, an entity must publish a budget document that meets a number of specific program criteria and serves as a policy document, an operations guide, a financial plan, and a communications device. The District received the Meritorious Budget Award and the Distinguished Budget Presentation Award for the 2010-2011 fiscal year.

The purpose of this document is to provide timely information concerning the past, current, and projected financial status of the District in order to facilitate financial decisions that support the educational goals of the District. However, the District's main concern in the presentation of the budget document is to improve the quality of information provided to the community about KISD's financial plan for educational programs and services for the 2011-12 year.

**BUDGET OVERVIEW AND HIGHLIGHTS**

Federal, state, and local guidelines drive the budget development process. The annually adopted budget includes the General, Debt Service, and Child Nutrition funds. Total 2011-12 budgeted revenues are \$267,218,708 and total 2011-12 budgeted expenditures for these funds are \$267,915,837.

**TOTAL REVENUES BY FUND COMPARISON**

	Actual Audited 2009-2010	Projected Actual 2010-2011	Adopted Budget 2011-2012	Amount Increase (Decrease)	Percent Increase (Decrease)
199 GENERAL OPERATING	\$ 203,894,585	\$ 208,742,232	\$ 200,914,640	\$ (7,827,592)	-3.75%
240 CHILD NUTRITION	11,296,372	11,176,862	12,520,892	1,344,030	12.03%
511 DEBT SERVICE	49,041,532	53,864,001	53,783,176	(80,825)	-0.15%
<b>TOTAL</b>	<b>\$ 264,232,489</b>	<b>\$ 273,783,095</b>	<b>\$ 267,218,708</b>	<b>\$ (6,564,387)</b>	<b>-2.40%</b>

**TOTAL EXPENDITURES BY FUND COMPARISON**

	Actual Audited 2009-2010	Projected Actual 2010-2011	Adopted Budget 2011-2012	Amount Increase (Decrease)	Percent Increase (Decrease)
199 GENERAL OPERATING	\$ 198,073,529	\$ 205,281,451	\$ 199,105,846	\$ (6,175,605)	-3.01%
240 CHILD NUTRITION	10,601,047	10,196,096	11,720,892	1,524,796	14.95%
511 DEBT SERVICE	52,109,811	55,378,182	57,089,099	1,710,917	3.09%
<b>TOTAL</b>	<b>\$ 260,784,387</b>	<b>\$ 270,855,729</b>	<b>\$ 267,915,837</b>	<b>\$ (2,939,892)</b>	<b>-1.09%</b>

Budget information related to Special Revenue Funds (other than Child Nutrition) and the Internal Service Fund are not provided in this document. These funds are budgeted funds that are not required to be approved by the Board of Trustees. Information on these funds is presented to the Board as informational items and financial information is presented in the Comprehensive Annual Financial Report.

The following priorities guided the budget development process:

- Provide the resources necessary to accomplish the District’s objectives within the limitations of the state’s funding formula. (District Goals 5.3 and 5.5)
- Provide the resources to fund the District’s quest for continuous improvement in both instructional and administrative areas. (District Goals - All)
- Maintain adequate and appropriate fund balance levels in all budgeted funds. (District Goal 5.5)
- Fund a compensation package that will help attract and retain qualified personnel. (District Goals 4.1 and 4.2)
- Provide funds for the addition of a senior class at Timber Creek High School. (District Goals 5.3)
- Provide funds to operate a newly opened elementary school. (District Goal 5.3)

## KELLER ISD 2011-2012 BUDGET

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Keller ISD faced significant challenges in preparing a budget that would provide for these priorities. Foremost among these challenges was the state funding formula. Changes made to the funding formula in 2006-07 have virtually eliminated any increase in school funding for Texas school districts since 2005-06. Although hopes were high that the meeting of the 82nd legislature would bring about positive changes to the funding formula, the State of Texas quickly announced that the state revenues were insufficient to maintain the current level of educational funding, much less increase it. The State declared its intention to slash billions from school funding over the biennium.

During the regular legislative session, professional estimates of the state revenue loss to Keller ISD ranged from \$16-20 million dollars, depending on the bill, and included the loss of federal stimulus funds which the district had received in the previous two years. KISD was also facing an additional loss from the Texas Education Agency in the form of an \$8 million repayment of revenue erroneously received from the TEA for Keller's Tax Increment Refinancing Zone (TIRZ). And finally, Texas school districts received word that they would be eligible for federal EduJobs funding; however, it was unclear whether this funding would be incorporated into the funding received from the state or would be in addition to state funding.

In addition, unfunded mandates were challenging the district as well. Mandated transportation costs for districts have not been reviewed in years and KISD had been paying five times the amount funded by the state in student transportation costs. The 2010-11 budget included \$5.9 million in transportation costs and was reimbursed for approximately one-fifth of that amount by the state. Also, the economic downturn and recent recession had reduced the property tax revenue anticipated by KISD.

And finally, the district was again facing growth issues. The 2011-12 budget needed to accommodate the costs of adding a senior class at Timer Creek High School, which opened in 2009-10 with a freshman and sophomore class only and added a junior class in 2010-11. Operating costs for a new elementary school were needed as well in 2011-12, including additional personnel costs, as well as an additional property insurance, utilities and supplies.

Faced with these facts, and after receiving estimated property values, the Board of Trustees elected to call for a tax ratification election. On May 16, 2011, the Board of Trustees held a public hearing and set a tax rate of \$1.67, a tax rate increase which required a tax ratification election. At this point in time, estimates of KISD's revenue loss were still at the \$16-20 million level, not including the \$8 million TIRZ repayment.

On May 28th 2011, the regular legislative session ended with no decision on education funding. The special session began in early June; however, no bills were passed until June 28, 2011. Meanwhile, the tax ratification election was held on June 18, 2011 and the adopted tax rate failed to pass. KISD's tax rate automatically reverted to \$1.50, further complicating the budget process.

## KELLER ISD 2011-2012 BUDGET

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In late June, several crucial questions were answered which greatly benefitted the district. It was determined that the EduJobs funding would be additional funding to KISD, final property values came in slightly higher than estimated, and an amendment was successfully attached to the final legislative bill which reduced the TIRZ repayment for affected districts by 50%.

However, KISD still faced a reduction in revenue of somewhere between \$11-15 million after the final education bill was adopted. Expenditures from the general fund were analyzed in great detail in a series of budget workshops with the Board of Trustees, requiring hard decisions to develop a budget that would provide for all priorities and continue the high level of instructional services provided by the district in the past. With the knowledge that revenues would be reduced further in the second year of the legislative biennium (2012-13), the Board of Trustees finally settled on expenditure budget reductions of approximately \$14 million from the 2010-11 amended budget.

In final reckoning, KISD lost approximately \$1 million in property tax revenue and approximately \$10 million in the State Foundation revenue program. However, the district received approximately \$4.5 million in additional Per Capita Apportionment from the state and another \$5 million in federal EduJobs funding. In addition, the district also developed some new revenue sources that helped offset the state revenue loss. With an eye toward the needs of future years, the Board of Trustees adopted a budget on August 18, 2011 that provided for a \$6.7 million surplus to the general fund.

Despite financial challenges, KISD students and staff continue to achieve great things.

## **MAJOR INITIATIVES AND ACCOMPLISHMENTS**

### **KISD Again Earns 5-Star Rating for Financial Efficiency**

Keller ISD earned Five Stars on the Financial Allocation Study of Texas (FAST) for the second consecutive year. The 2010-11 results were released by the office of Susan Combs, Texas Comptroller for Public Accounts.

Keller ISD is one of just 46 districts or charter schools in the state of Texas to achieve a five-star rating, the highest rating awarded. The District is also one of just 23 schools to receive five stars for the second straight year. This independent assessment of KISD's financial performance accentuates its recognition of Superior Performance in the 2010 Texas Education Agency FIRST (Financial Integrity Rating System of Texas) system, an award the district has received for 9 consecutive years.

### **Keller ISD Receives Texas Honors Circle Awards for Public Education Excellence**

Keller ISD, Bear Creek Intermediate School, Parkwood Hill Intermediate School, and South Keller Intermediate School are all recipients of the Texas Comptroller's 2011 Texas Honors Circle Award, which recognizes schools and districts that are achieving academic success through cost-effective operations. Award recipients achieve strong academic performance while spending relatively little compared to their peers. Texas Comptroller Susan Combs announced that 46 Texas school districts (only 4%) and 313 campuses received the Texas Honors Circle Award for high rankings in the 2011 Financial Allocation Study for Texas (FAST).

### **Indoor Air Quality National Model of Sustained Excellence Award**

KISD was awarded the Indoor Air Quality *Tools for Schools* National Model of Sustained Excellence Award by the Environmental Protection Agency. This award is presented to U.S. school districts that demonstrate ongoing exceptional commitment and achievement in maintaining healthy educational facilities while institutionalizing comprehensive IAQ management practices.

Recipients of this award must have been a past National Excellence Award recipient and are selected through a highly competitive process. Applicants must show how they have sustained their IAQ practices, established IAQ management goals, and tracked short-term and long-term progress on IAQ management.

### **2010 Clean Air Award - National Air Filtration Association**

Keller ISD was awarded the 2010 Clean Air Award by the National Air Filtration Association (NAFA). KISD was one of 24 recipients, as well as one of two school districts, to be honored. NAFA initiated the Clean Air Award in 1995 to recognize the efforts of facility managers and building owners who go above the "recommended minimums" and put into place "best practice" maintenance. The Clean Air Award is based upon innovative technology, the use of proper air filtration, and the benefits realized by initiating these measures. It is judged and presented by NAFA to hold and maintain buildings to a higher standard for occupant safety, health and productivity.

### **TASA/TASB Architectural Award**

VLK Architects and Timber Creek High School were recognized by the Texas Association of School Administrators and the Texas Association of School Boards (TASA/TASB) with Design, Educational Appropriateness, Innovation and Sustainability architectural awards for the design and construction of the district's 4<sup>th</sup> high school.

### **2010 Region XI Texas Association for the Gifted & Talented Awards**

Every year, the Texas Association for the Gifted and Talented (TAGT) awards outstanding Texans for committing to the benefit of all gifted children, contributing time and effort in support of this commitment, and encouraging shared leadership and global participation in its achievement. This year, Keller ISD individuals took honors in three outstanding categories:

- ◇ The 2010 Region XI Rising Star Teacher of the Gifted
- ◇ The 2010 Region XI Parent of the Gifted
- ◇ The 2010 Region XI Advocate of the Gifted and State Advocate of the Year.

### **LEED Silver Level Certification by the U.S. Green Building Council**

Timberview Middle School was awarded with the Leadership in Energy and Environmental Design (LEED) Silver Level Certification by the U.S. Green Building Council. This honor recognizes the design and construction of innovative facilities that are highly efficient, sustainable, and built with environmentally-conscious building practices. Timberview Middle School is Keller ISD's first LEED-Certified facility.

### **KISD Finance Awards**

The Government Finance Officers Association of the United States and Canada (GFOA) awarded Keller ISD with two prestigious finance awards:

- The Certificate of Achievement for Excellence in Financial Reporting for fiscal year ending August 2010. This awards program encourages and assists state and local governments to go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial reports that illustrate the spirit of transparency and full disclosure.
- The Distinguished Budget Presentation Award for fiscal year beginning September 2010. This awards program encourages and assists state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting.

Keller ISD has received the Certificate of Achievement for Excellence in Financial Reporting for the past four years and the Distinguished Budget Presentation Award for the past three years.

KISD also received both the Meritorious Budget Award for the district's 2010-11 Annual Budget and the Certificate of Excellence in Financial Reporting for the district's Comprehensive Annual Financial Report (CAFR) for the fiscal year ended August 2010 by the Association of School Business Officials International.

### **School Safety Awards**

KISD was singled out as the top school district in Texas for safety. The 2010 Texas Safe Schools Award was presented to the district for its diligent efforts towards providing a safe and secure learning environment for all students and promoting safety.

In addition, for the third consecutive year, KISD has been named among the 500 most secure organizations by *Security Magazine*. The monthly national security publication ranked the district as the 19th most secure organization in the Education: K-12 category for 2011. Key matrices included in selecting the 500 were: Security spending/Student; Security spending/Employee; Security spending/Revenue; Security Officers/Square Feet of Facilities; and Security Officers/Employee. Sectors were measured and evaluated on metrics among peer organizations.

### **TASBO Award of Merit for Purchasing and Operations**

Keller ISD was honored with the Award of Merit for Purchasing and Operations by the Texas Association of School Business Officials (TASBO). This award recognizes school districts statewide that are committed to following professional standards in the acquisition of goods and services.

### **KellerISD.net Finalist for SchoolE Award for Top Site**

KellerISD.net was a Finalist for the SchoolE Award recognizing the nation's top school district websites. The district's main website was one of seven finalists in the "Large District" Division and competed against districts from California, Nevada, Florida and Virginia, as well as fellow Texan school districts Brownsville ISD and Clear Creek ISD.

### **CHS and FRHS Receive College Readiness Recognition**

Both Central High School and Fossil Ridge High School received the "2011 College Readiness Award" from the Texas ACT Council for increasing the number of students taking the ACT Assessment over the past five years and significantly increasing their level of achievement and college readiness. Only 10% of all high schools in Texas were honored for this superior level of accomplishment.

### **2011 NCEA Higher Performing Schools List for Texas**

Bear Creek Intermediate School and Bluebonnet Elementary School were named to the 2011 National Center for Educational Achievement's (NCEA) Higher Performing Schools List for Texas. The Higher Performing Schools List identifies those Texas schools that have shown tremendous commitment and effort in bringing more students to college and career readiness than expected. The schools identified on this year's list are based on one of two measures: consistent improvement in student achievement from previous years and/or absolute student achievement using the school's Commended Performance results on the spring 2011 Texas Assessment of Knowledge and Skills test.

### **Timberview 2010-11 Green Ribbon Schools Award**

Timberview Middle School received the 2010-2011 Green Ribbon Schools Award for their efforts in making their school environment a healthier and happier place by completing the Four Cornerstones of a Green Ribbon School Program. Timberview Middle is one of only 41 schools honored with the award for the 2010-11 school year. The program includes the following Four Cornerstones: Eco-Campus, Nature Adventure, Health & Fitness, and Natural Classrooms.

### **KISD Fine Arts Director Named TAEA Educator of the Year**

Dr. David Stevens, Keller ISD Director of Fine Arts, was named the 2011 Supervision/Administration Educator of the Year by the Texas Art Education Association (TAEA).

### **State Teachers of the Year**

For two consecutive years, Keller ISD was home to State Teachers of the Year by the Texas Education Agency. Hidden Lakes Elementary teacher Grant Simpson was the 2008 State Elementary Teacher of the Year, and in 2007, Fossil Ridge High School teacher Nika Maples was the State Secondary Teacher of the Year. Most recently, Trinity Meadows Intermediate teacher Donalyn Miller was named as the 2010 Region XI Elementary Teacher of the Year and TEA State Finalist.

### **"American Teacher" Documentary Features TSMS Teacher**

Erik Benner, a Texas History teacher and coach at Trinity Springs Middle School, is one of four teachers featured in the documentary "American Teacher," a film by Oscar-winner Vanessa Roth and narrated by Matt Damon. The documentary discusses the many demands that teachers face today. Erik was filmed both teaching in his classroom and coaching on the field at TSMS. He also traveled to New York, where he participated in an "Education Nation" panel discussion led by Al Roker and Jenna Bush.

### **American Diabetes Association Recognition**

Two Keller High nurses, Debbie Gregory and Kathy Poulsen, were recognized by the American Diabetes Association of North Texas for their efforts in organizing the district's Walk for Diabetes. In addition, KISD received the Outstanding School District Event award from the American Diabetes Association as well as recognized by the ADA for being one of the top 20 fundraising districts Nationwide.

### **State achievements in Academics, Fine Arts, and Athletics**

- Keller ISD proudly announces that 10 of its students have earned Semifinalist honors in the National Merit Scholarship Program as named by the National Merit Scholarship Corporation. These high school seniors now have the opportunity to continue in the competition for some 8,300 National Merit Scholarships worth more than \$34 million that will be offered next spring. Finalists will be notified of their status in February 2012.
  - ◇ Two students from Central High School.
  - ◇ One student from Fossil Ridge High School.
  - ◇ Six student from Keller High School.
  - ◇ One student from Timber Creek High School.
- As a district, KISD high school seniors for the 2010-11 school year received nearly \$40 million in scholarship offers.
- The Destination Imagination teams from Florence Elementary, as well as from Timberview and Trinity Springs Middle Schools, represented Keller ISD at the Destination ImagiNation® Global Finals Competition. The 4<sup>th</sup> grade team from Florence Elementary placed 3<sup>rd</sup> in the State competition. The 8<sup>th</sup> grade team from Timberview and Trinity Springs placed 2<sup>nd</sup> as well as received one of the very few "DaVinci Awards" given for outstanding creativity with their instant challenge performance.
- A Keller ISD 4<sup>th</sup> grader from Lone Star Elementary School was among the 25 champions who competed in The Star-Telegram Regional Spelling Bee at TCU. The student correctly spelled his way through 12 Rounds and found himself in the Top 4 Spellers at the beginning of Round 13.



- Fossil Ridge High School competed as a finalist in the UIL State One-Act Play Contest. The group was one of eight Conference 5A schools winning four levels to advance to the State Contest. This was Fossil Ridge's third appearance at the State Contest in the history of the school, placing 3<sup>rd</sup> in 2006 and 2<sup>nd</sup> in 2008. In addition, this was Keller ISD's fourth consecutive year to have a school at the State One-Act Play Contest, with an unprecedented five appearances by three different Keller ISD schools.
- All four high schools and 35 students were represented at the Visual Arts Scholastic Event State (VASE) Competition. KISD received a total of 10 Gold Seal Awards - the highest award possible - and the most ever won by Keller ISD.
- All four high schools and 18 choir and band members were recognized as Texas Music Educators Association's All-State Musicians.
- Keller ISD high school students participated in both the 26<sup>th</sup> Congressional District Art Competition hosted by U.S. Representative Michael C. Burgess, and the 12<sup>th</sup> Congressional District Art Competition hosted by U.S. Representative Kay Grainger. After only appearing for the FIRST time in 26<sup>th</sup> Congressional District art competition, KISD students swept the contest, claiming the top three places: Two Students from Timber Creek High took 1<sup>st</sup> and 2<sup>nd</sup> Place, and a Keller High student took 3<sup>rd</sup> Place. In addition, a Central High student placed 2<sup>nd</sup> in the 12<sup>th</sup> Congressional District Art Competition. For the past three years in a row, a Keller ISD student has placed in the District 12 Competition.
- Athletics:
  - ◇ Central High saw 12 teams reach the post-season, two of those earning district championships in their respective sports, and 11 athletes were recognized at the state level.
  - ◇ Fossil Ridge High saw 7 teams reach the post-season, two of those earning district championships in their respective sports, and 9 athletes were recognized at the state level.
  - ◇ Keller High saw 15 teams reach the post-season, four of those earning district championships in their respective sports, and 20 athletes were recognized at the state level.
  - ◇ Timber Creek High saw 8 teams reach the post-season, 4 of those earning district championships in their respective sports, and 15 athletes were recognized at the state level.
- Keller ISD has been a proud participant in Special Olympics since 1991, offering sports during the Fall, Winter and Spring seasons for its athletes. This year, Keller ISD had 54 outstanding athletes – 25 in Basketball and 29 in Track and Field – advance to the State Special Olympics hosted by the University of Texas at Arlington.

A brief summary of each fund follows. Additional detailed information is included in the remainder of this document.

## GENERAL FUND

The General Fund has a budgeted surplus of \$6,691,344 for the 2011-12 fiscal year. Projected Total Fund Balance at August 31, 2011 was \$55,787,648.

As a result of the 79th Legislature Third Called Special Session, the maintenance and operations (M&O) tax rate was reduced to 66.67 percent of the 2005-06 M&O rate as required by House Bill 1 (HB1). The District's M&O rate for 2011-12 will be compressed to \$1.00 versus the 2005-06 M&O tax rate of \$1.4336.

Districts are allowed to levy \$0.04 of additional pennies without voter approval. KISD has chosen to levy these additional four pennies which will result in a total M&O tax rate of \$1.04. These additional four pennies will generate \$4 million in local tax revenue and \$5 million in state revenue. The state equalizes the revenue generated from these four pennies to the Austin ISD yield, which is estimated at \$59.97 per penny of tax effort.

The hold harmless provision in HB1 allows the district to earn the same state and local revenue per weighted average daily attendance (WADA) as was generated in the 2006-07 year (target revenue). The estimated target revenue per WADA for 2011-12 is \$5,157 Based upon projected WADA of 35,184, the target revenue will be \$181,443,888. This method of funding effectively limits the revenue growth in future years to growth in WADA.

The budget season began with hopes high for a new funding formula to come from the 82nd legislative session. However, from the beginning of the session the news was bleak for Texas Schools. The State declared it would slash education funding by \$9 billion over the biennium. As discussed earlier in this document, initial estimates of revenue loss to Keller ISD was anywhere between \$16 and \$28 million. This included reductions in state aid, loss of federal stimulus money, lower property values and repayment to the state of an overpayment.

As discussed earlier, Keller ISD was required to cut the expenditure budget considerably to lessen the impact of reduced revenues. Nothing was sacred except for the Board's pledgee to keep the cuts as far away from the classroom as possible. Commitment to the instructional process was paramount.

The transportation expenditure budget was reduced by a little over \$2 million as the district transitioned to a Pay for Ride system which is anticipated to earn around \$900,000 in revenues. The Operations function reduced its expenditure budget by close to \$2 million, both in positions lost and operating budget cuts. The Technology function reduced their operating budget by close to \$1 million. All other administrative functions reduced positions and operating budgets drastically as well.

**REVENUES**

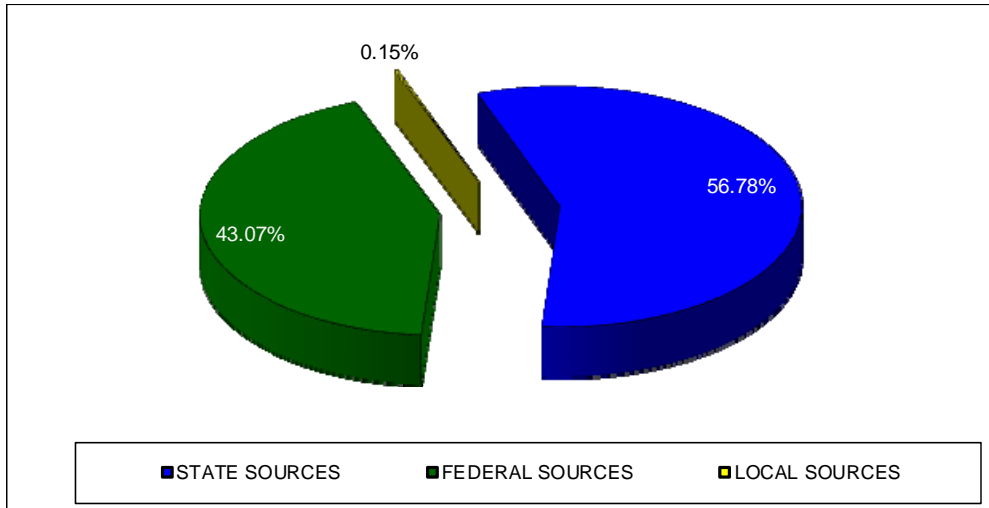
General Fund revenues are budgeted to decrease by \$7.8 million, or (3.75%) from 2010-11 projected actual revenue. The following table provides a comparison of revenues by source for 2010-11 projected actual revenue and 2011-12 budgeted revenue.

**GENERAL FUND REVENUE SOURCES COMPARISON**

	Actual Audited 2009-2010	Projected Actual 2010-2011	Adopted Budget 2011-2012	Amount Increase (Decrease)	Percent Increase (Decrease)
LOCAL SOURCES	\$ 117,182,293	\$ 114,988,632	\$ 114,088,964	\$ (899,668)	-0.78%
STATE SOURCES	86,473,461	93,582,578	86,525,676	(7,056,902)	-7.54%
FEDERAL SOURCES	238,831	171,022	300,000	128,978	75.42%
	<b>\$ 203,894,585</b>	<b>\$ 208,742,232</b>	<b>\$ 200,914,640</b>	<b>\$ (7,827,592)</b>	<b>-3.75%</b>

For the 2011-12 fiscal year, approximately 43.07% of the General Fund budgeted revenue will be derived from state sources. Local funding sources are estimated at 56.78%.

**2011-2012 REVENUE BY SOURCE**

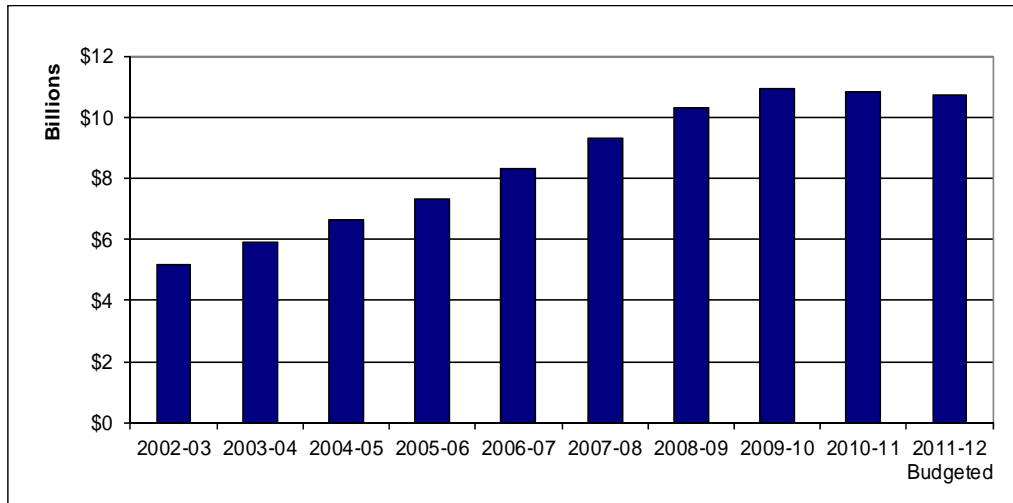


Revenues from local sources are projected to decrease by less than 1%. 96.08% of 2011-12 budgeted local revenue is from property taxes, down from 97.63% in 2010-11. The remaining 3.2% includes \$200,000 in investment earnings and \$1,851,674 for the taxes collected above the base amount in the Tax Increment Zone.

The following graph depicts Keller ISD’s increasing taxable property value activity over time.

**TAXABLE PROPERTY VALUES**

Year	Assessed or Appraised Valuation
2002-03	5,188,548,506
2003-04	5,897,543,422
2004-05	6,630,965,629
2005-06	7,316,146,304
2006-07	8,327,342,933
2007-08	9,320,666,258
2008-09	10,318,067,707
2009-10	10,933,757,345
2010-11	10,838,009,000
2011-12 Budgeted	10,750,214,490



Taxable property values are expected to decrease by approximately \$87 million in 2011-12. The rate of decrease in taxable property values for the 2011-12 year is expected to be .81%. Property value growth has been as high as 18.76% in 2002-03 and as low as 1.95% in 2009-10; however, 2011-12 is the first time that property values have decreased in at least ten years.

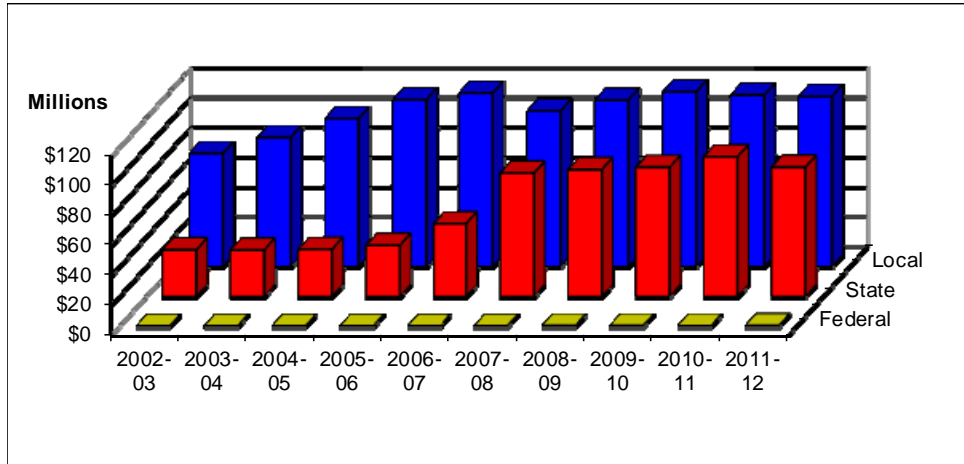
The decrease in property tax revenue was due to lower property values resulting from the economic downturn. However, the decrease of property tax revenue as a percentage of total local revenues was also a result of a nearly \$600,000 or (30%) increase for taxes collected above the base amount in the Tax Increment Zone. In addition, KISD identified almost \$1.3 million in new local revenue sources for the 2011-12 year, including \$931,000 for Pay for Ride and \$340,000 for transfer fees, accounts payable rebates and reimbursements for care provided to special education students.

The Texas Education Agency provides a template for estimating state revenue. Estimates of average daily attendance, special student populations and tax revenue are used in the template to determine the projected state revenue.

Total state revenues are expected to decrease by approximately \$ 7 million. During the budget process, the state declared their intention to slash billions from public education funding. Although KISD projected approximately 800 additional students for the 2011-12 school year, the State reduced KISD's target revenue from 185,364,659 in 2010-11 to 181,443,888 for 2011-12. This decreased Foundation School Revenue by approximately \$10 million from the 2010-11 amended budget; however, the Per Capita Apportionment was increased by \$4.5 million from the 2010-11 amended budget.

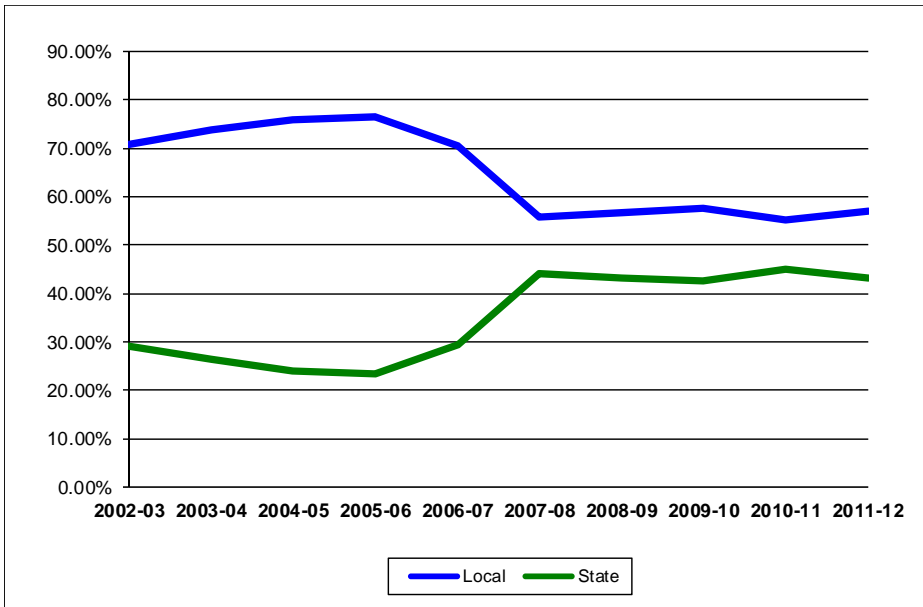
REVENUE SOURCE TRENDS

From fiscal year 2001-02 through the 2005-06, the distribution of revenue had shifted considerably from state sources to local sources. For instance, 38.13% of general fund revenue was from the state and 61.80% was from local sources in 2001-02. By 2005-06, the state portion had dropped to 23.39% and local revenue had climbed to 76.60%. Beginning with the 2006-07 fiscal year, the effect of HB1 changed the distribution dramatically. In 2011-12, state revenue climbs to 43.07% and the local share is reduced to 56.78%. The percentage of total revenue by source from 2002-03 to 2011-12 is presented on the following graph.



Year	Local	State	Federal
2002-03	75,916,669	31,200,246	117,781
2003-04	86,621,599	30,966,387	3,736
2004-05	99,299,792	31,482,473	10,293
2005-06	111,878,807	34,166,309	1,677
2006-07	116,475,309	48,662,261	9,386
2007-08	104,365,640	82,621,118	33,815
2008-09	111,660,630	84,944,885	244,835
2009-10	117,182,293	86,473,461	238,831
2010-11	114,988,632	93,582,578	171,022
2011-12	114,088,964	86,525,676	300,000

PERCENTAGE OF LOCAL AND STATE REVENUES



Year	Local	State
2002-03	75,916,669	31,200,246
2003-04	86,621,599	30,966,387
2004-05	99,299,792	31,482,473
2005-06	111,878,807	34,166,309
2006-07	116,475,309	48,662,261
2007-08	104,365,640	82,621,118
2008-09	111,660,630	84,944,885
2009-10	117,182,293	86,473,461
2010-11	114,988,632	93,582,578
2011-12	114,088,964	86,525,676

**KELLER ISD 2011-2012 BUDGET**

After determining the necessary level of expenditures to meet the educational goals and facility requirements of the District, and after estimating state aid utilizing the state funding formula, the tax rate necessary to fund remaining expenditures is calculated.

This calculation is based on estimated property values, after giving consideration to exemptions, including the homestead exemption, and the tax burden of our taxpayers. Current law limits a school district's maintenance and operations tax rate to 66.67% of their 2005-06 rate plus four cents or up to an effective rate of \$1.04 per \$100 of taxable valuation. Additional pennies beyond the \$1.04 per \$100 of taxable valuation up to the maximum tax rate of \$1.17 per \$100 taxable valuation require voter approval.

**EXPENDITURES**

General Fund expenditures are budgeted to decrease by \$6.17 million or (3.01)% over projected actual 2010-11 expenditures.

The following table provides a comparison of expenditures by major object for 2010-11 projected actual expenditures and 2011-12 budgeted expenditures.

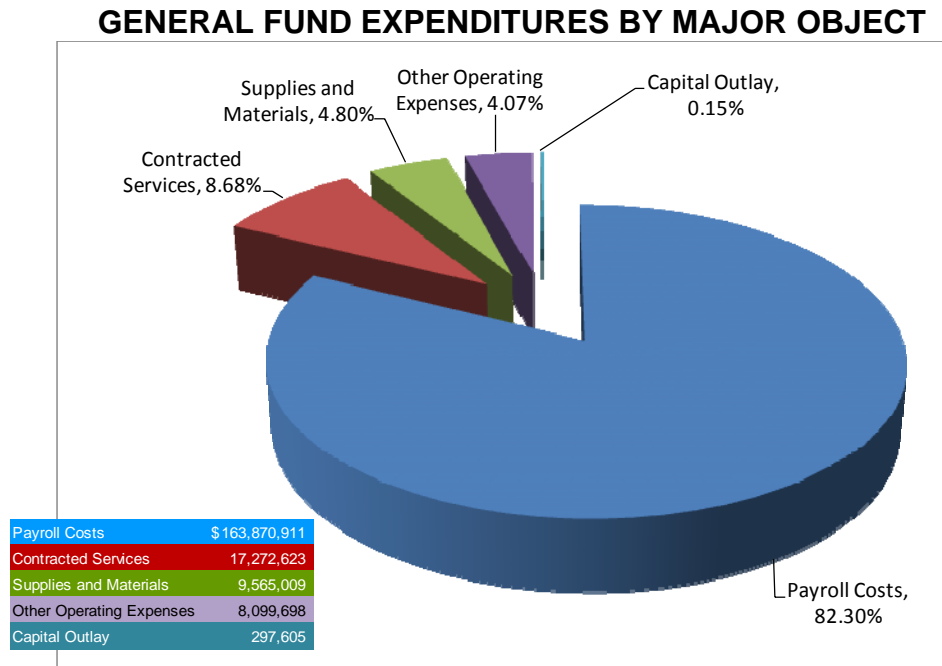
**GENERAL FUND EXPENDITURES BY MAJOR OBJECT  
COMPARISON TO PRIOR YEAR**

	<b>Actual Audited 2009-2010</b>	<b>Projected Actual 2010-2011</b>	<b>Adopted Budget 2011-2012</b>	<b>Percent Increase (Decrease)</b>	<b>Percent of Total</b>
61XX Payroll Costs	\$ 160,221,445	\$ 164,690,347	\$ 163,870,911	-0.50%	82.30%
62XX Contracted Services	17,998,561	21,000,946	17,272,623	-17.75%	8.68%
63XX Supplies and Materials	8,774,795	10,396,646	9,565,009	-8.00%	4.80%
64XX Other Operating Expenses	9,055,813	7,497,832	8,099,698	8.03%	4.07%
66XX Capital Outlay	2,022,915	1,695,680	297,605	-82.45%	0.15%
<b>Total Expenditures</b>	<b>\$ 198,073,529</b>	<b>\$ 205,281,451</b>	<b>\$ 199,105,846</b>	<b>-3.01%</b>	<b>100.00%</b>

**SUMMARY**

The entire length of the budget process was filled with uncertainty as to how much state funding the district would lose. Therefore, the Board of Trustees and the district staff began an intensive analysis of all general fund expenditures with the goal of achieving significant savings with minimal effect on the classroom. Although the table above reflects that budgeted 2011-12 general fund expenditures were \$6.17 million less than projected actual 2010-11 expenditures, the budget reductions as compared to the 2010-11 adopted budget were actually closer to \$12 million. As savings or budget cuts were identified, they were actually put into effect during the 2010-11 fiscal year; therefore the projected actual expenditures for 2010-11 are considerably less than they would have been.

The chart below reflects 2011-12 general fund expenditures by major object as a percentage of total expenditures.



Since the education of students is a labor-intensive process, payroll expenditures comprise 82.30% of General Fund budgeted expenditures. Payroll costs consist of salaries and benefits.

Budgeted expenditures for salaries are determined in accordance with established staffing guidelines that are based on projected student enrollment at each individual campus. Additional staff may be allocated to a school based upon student demographics or special programs. Due to budget restrictions, the 2011-12 budget does not include a salary increase for staff.

The substitute budget is prepared based upon past history. The 2011-12 substitute budget increased by \$259,210, or 9.87%, over the prior years' projected actual expenditures. The increase was mostly due to the opening of an elementary school and the addition of a senior class at Timber Creek High School.

Benefits provided to employees include health insurance, workers' compensation, Medicare, unemployment and retirement benefits from the Teacher Retirement System (TRS). The cost of providing benefits to employees is expected to increase by \$678,597 from prior year projected actual expenditure. Again, budget reductions were enacted by the Board of Trustees July 1, 2011; therefore two months of reduced expenditures were included in the 2010-11 projected actual expenditures. The cost of providing benefits to employees actually decreased by (\$415,785) in the 2011-12 budget as compared to the 2010-11 adopted budget. This decrease was due to the elimination of positions as part of the budget reduction effort.

Compared to the 2010-11 adopted budget, the 2011-12 budget includes budgeted decreases of (\$187,421) for Medicare, (\$86,221) for workers' compensation, and (\$230,101) for TRS. The only benefit slated to increase in 2011-12 is the amount that the district contributes for employee health insurance. This amount was a very slight increase of \$187,958 due to the fact that the 2010-11 year had lower rates in the first three months of that year.

The District contributes to the Texas Public School Retired Employee Group Insurance Program (TRS Care). TRS Care provides health care coverage for certain persons (and their dependents who retired under the Teacher Retirement System of Texas. Contributions requirements (state, district and employee) are not actuarially determined but are legally established each biennium by the Texas Legislature. The District's required contribution is 0.55% of payroll costs.



**KELLER ISD 2011-2012 BUDGET**

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The following is a summarized table of the General Fund staffing distribution by function code for 2011-12.

**STAFFING DISTRIBUTION 2011-12**

<b>Instruction (11)</b>		<b>Health Services (33)</b>	
Professional	1,925.62	Professional	43.00
Support	264.50	Support	1.00
<b>Media Services (Library) (12)</b>		<b>Co/Extra Curricular Activities (36)</b>	
Professional	38.00	Professional	9.00
Support	0.00	Support	1.00
<b>Development (13)</b>		<b>General Administration (41)</b>	
Professional	7.50	Professional	19.25
Support	3.00	Support	25.50
<b>Instructional Leadership (21)</b>		<b>Facility Maintenance and Operations (51)</b>	
Professional	12.50	Professional	4.00
Support	9.50	Support	301.00
<b>School Leadership (23)</b>		<b>Security (52)</b>	
Professional	103.00	Professional	1.00
Support	139.00	Support	17.00
<b>Evaluation (31)</b>		<b>Data Processing (53)</b>	
Professional	104.50	Professional	10.00
Support	11.00	Support	6.00
<b>Social Services (32)</b>		<b>Community Services (61)</b>	
Professional	2.00	Professional	3.50
Support	0.00	Support	9.00

Total Staff     3,070.37

Compared to the 2010-11 budget, the staffing distribution in 2011-12 decreased by (254.63) positions. This is a (7.66%) reduction in positions.

Full Time Equivalentents that indicate a fraction of a position are due to one of the following:

- Half time employee, part-time employee
- Split funding from source other than General fund
- Job responsibilities may be split between functions

The 2010-11 budget includes a decrease in total payroll costs from the prior year projected actual costs of (819,436), or (0.50%). As stated earlier, many positions were eliminated on July 1, 2011, so the projected actual costs include two months of savings from these cuts. When compared to the 2010-11 adopted budget, the total payroll budget for 2011-12 has actually been reduced by (\$7,282,620) or (4.3%). Keller ISD is leaner by 254.63 positions going into the 2011-12 year.

In keeping with the Board's desire to keep budget reductions as far away from the classroom as possible, the biggest reductions of staff occurred in office aides, maintenance and custodial staff, and technology computer technicians. 76.50, or (35.5%), of office aide positions throughout the district were eliminated as well as 20.25 (6.23%) of the maintenance and custodial staff members. The administration function, already lean at 2.61% of total budget costs, lost 11.25 positions, (or 20.01%) of their workforce. All campus and departments experienced some loss of staffing.

On January 28, 2011 the District entered into an agreement with Dell Marketing L.P. for managed technology services for a period of five year. As a result, approximately 20 campus technician positions were eliminated from KISD. Most of these employees were hired by Dell.

The Contracted Services budget for 2011-12 is approximately (\$3.7) less than the 2010-11 projected actual expenditures. This equates to a decrease of (17.75%). The decrease is due to major budget efficiencies enacted in the contracted maintenance and contracted services area.

The 2011-12 Supplies and Materials budget decreased from prior year projected actual expenditures by approximately (\$831,637), or 8.00%, due mostly to the program of budget reductions. Other Operating Expenditures increased by 8.03%. The district participates in a shared service agreement for a portion of its electric utility services. The increase in Other Operation Expenditures is due to increased utility cost for an additional campus.

**KELLER ISD 2011-2012 BUDGET**

The Capital Outlay budget includes a (82.45%) decrease, (\$1,398,075) for 2011-12 as the prior year included a one-time reinstallation of athletic turf. Funds for this project had been reserved in fund balance over a period of years to prepare for the project. Several vehicles were replaced as well due to age and additional technology servers were purchased.

Each year the Education Resource Group rates the largest 200 school districts in Texas in regard to their combined academic and financial performance to determine the “academic efficiency” of budgeted dollars. For the 2011 school year, Keller ISD was rated 140th out of 200 for academic performance as based on the TAKS tests, the four year graduation rates and college admission rates. However, the district was rated 10th out of 200 in operating efficiency based on all funded expenditures for instruction, leadership, student support services and non-student support services. The district’s overall ranking based on its combined academic and financial performance was 81st out of the top 200 largest school districts in Texas.

The District strives to allocate the majority of its resources to the instructional function. Administrative costs are comparatively minimal. The following depicts the District’s budget emphasis on curriculum and instruction, while continuing to control and monitor administrative expenditures. Administrative costs represent 2.47% of the total budget.

<b>GENERAL FUND EXPENDITURES BY MAJOR FUNCTION CATEGORY</b>						
<b>COMPARISON TO PRIOR YEAR</b>						
	<b>Actual Audited 2009-2010</b>	<b>Projected Actual 2010-2011</b>	<b>Adopted Budget 2011-2012</b>	<b>Amount Increase (Decrease)</b>	<b>Percent Increase (Decrease)</b>	<b>Percent of Total</b>
10 Instruction Related	\$ 126,233,969	\$ 131,378,464	\$ 131,684,918	\$ 306,454	0.23%	66.14%
20 Instructional and School Leadership	14,698,464	14,508,382	14,165,379	(343,003)	-2.36%	7.12%
30 Support Service-Pupil	22,102,603	23,072,006	19,073,497	(3,998,509)	-17.33%	9.58%
40 General Administration	5,168,217	5,302,844	4,925,634	(377,210)	-7.11%	2.47%
50 Support Services - Non Pupil	21,732,689	25,115,016	23,137,426	(1,977,590)	-7.87%	11.62%
90 Intergovernmental Charges	5,870,867	4,794,048	5,201,034	406,986	8.49%	2.61%
Other	2,266,720	1,110,691	917,958	(192,733)	-17.35%	0.46%
	<b>\$ 198,073,529</b>	<b>\$ 205,281,451</b>	<b>\$ 199,105,846</b>	<b>-\$6,175,605</b>	<b>-3.01%</b>	<b>100.00%</b>

**DEBT SERVICE FUND**

The Debt Service Fund is budgeted with a deficit of \$3,305,923 for the 2011-12 year. However, interest earnings on past bond issues will be transferred to the Debt Service fund in that amount resulting in no change to fund balance. Debt Service ending fund balance at August 31, 2012 is projected to be \$5.76 million.

Debt Service Fund revenues are budgeted to decrease slightly from projected actual 2010-11 revenues. The following table provides a comparison of revenues by source for the 2010-11 and the 2011-12 year.

**DEBT SERVICE FUND REVENUE SOURCES COMPARISON**

	<b>Actual Audited 2009-2010</b>	<b>Projected Actual 2010-2011</b>	<b>Adopted Budget 2011-2012</b>	<b>Amount Increase (Decrease)</b>	<b>Percent Increase (Decrease)</b>
LOCAL SOURCES	\$ 48,779,858	\$ 53,001,754	\$ 52,663,888	\$ (337,866)	-0.64%
STATE SOURCES	261,674	862,247	1,119,288	257,041	29.81%
	\$ 49,041,532	\$ 53,864,001	\$ 53,783,176	\$ (80,825)	-0.15%

Revenues from local sources are comprised of property tax revenue and investment income. Property tax revenue represents 99.89% of total budgeted local revenue. Although the debt service tax rate increased for 2011-12 the revenue budget decreased slightly due to lower property tax values. The debt service tax rate for 2011-12 is \$0.50 per \$100 valuation, an increase of \$0.0094 from the prior year.

State revenue in the debt service fund is expected to increase by close to 30% from 2010-11, mostly due to the decline in property tax revenue. The district expects to receive \$1,076,549 from the State Foundation School fund and \$42,739 from the State Instructional Facilities Allotment in 2011-12.

**DEBT SERVICE FUND EXPENDITURES COMPARISON**

	<b>Actual Audited 2010-2011</b>	<b>Projected Actual 2010-2011</b>	<b>Adopted Budget 2011-2012</b>	<b>Amount Increase (Decrease)</b>	<b>Percent Increase (Decrease)</b>
PRINCIPAL	\$ 9,650,999	\$ 12,756,706	\$12,694,743	\$ (61,963)	-0.49%
INTEREST	41,994,683	42,447,453	44,244,356	1,796,903	4.23%
FEES	464,129	174,023	150,000	(24,023)	-13.80%
TOTAL	\$ 52,109,811	\$ 55,378,182	\$ 57,089,099	\$ 1,710,917	3.09%

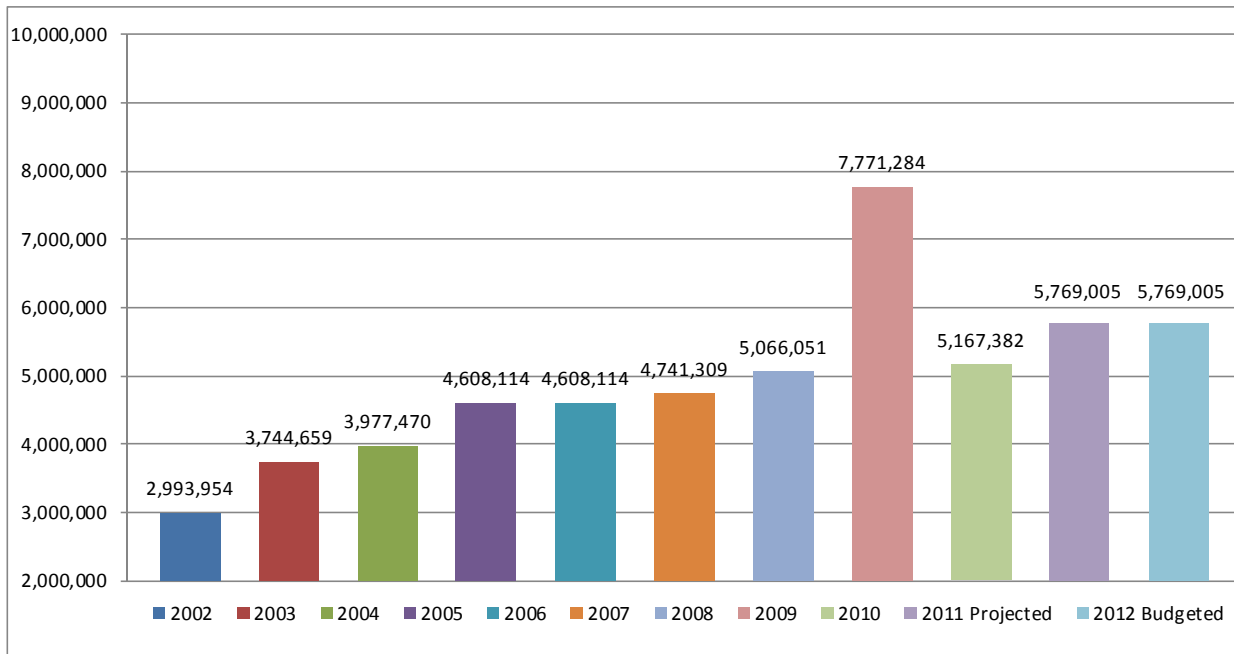
Debt Service Fund expenditures are budgeted at \$57,089,099, an increase of \$ 1.71 million or 3.09% greater than 2010-11 projected actual expenditures. The District refunded bonds in 2010-11 in the amount of \$9,445,000; however the net effect of these transactions was an overall increase in interest expense for the 2010-2011 year but a decrease from the original repayment schedule. The debt service tax rate is set at the appropriate level to provide the necessary funds for these payments, after considering other sources of revenue and the tax burden on KISD taxpayers.

## KELLER ISD 2011-2012 BUDGET

The following graph shows actual Debt Service Fund Balance from 8/31/02 through 8/31/10 and projected fund balances for fiscal years 2011 and 2012. The District strives to maintain a Debt Service Fund Balance of 10% of Debt Service Fund expenditures.

As of August 31, 2011, the Debt Service Fund Balance was projected to be 10.1% of 2011-12 budgeted expenditures.

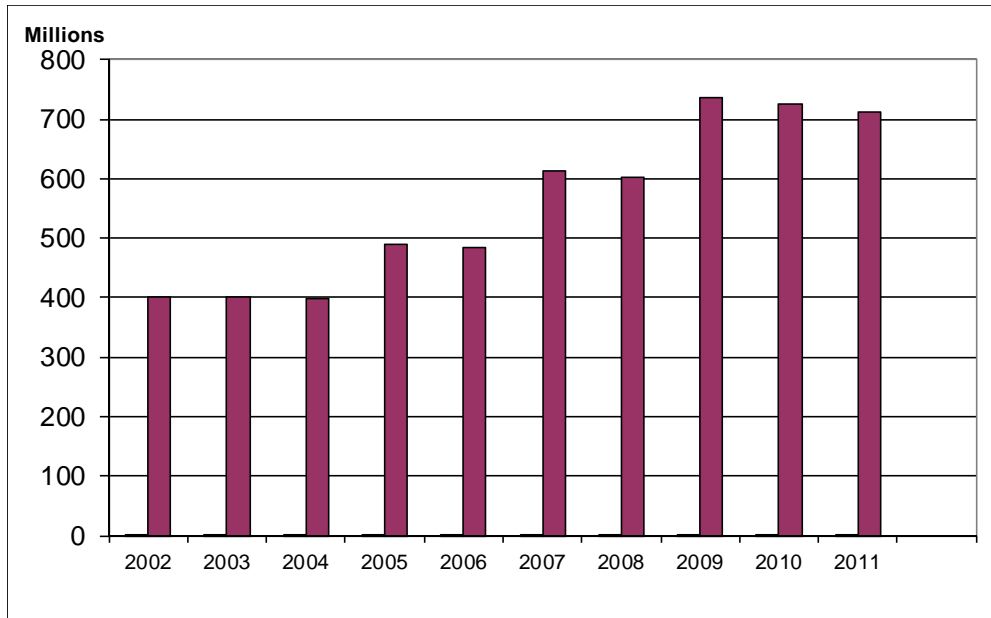
### DEBT SERVICE FUND BALANCE AS OF AUGUST 31



The District attempts to structure debt with a principal retirement schedule that allows the issuance of bonds with minimal increases to the Debt Service tax rate. The 2012 increase in the debt service tax rate brought it to the maximum allowed by the State of Texas, and was deemed necessary due to declining property values.

On April 19, 2011, the District issued \$9,445,000 in unlimited tax refunding bonds, with interest rates between 2.00% and 4.00% to advance refund \$9,550,000 of series 2001 Bonds with original maturities between 2007 and 2031 and interest rates between 5.25% and 5.50%. The refunding was undertaken to reduce the District's total debt service payments over the next 20 years by approximately \$1,877,670 and to obtain an economic gain (difference between the present value of the debt service payments on the old and new debt) of approximately \$1,442,090.

**KELLER ISD OUTSTANDING BONDS AS OF AUGUST 31**



<u>Fiscal Year</u>	<u>Bonds Payable</u>
2002	401,758,459
2003	400,520,371
2004	398,883,518
2005	489,492,981
2006	484,579,357
2007	612,851,650
2008	603,100,522
2009	735,369,508
2010	725,718,500
2011	712,856,767

**QUICK BONDED DEBT FACTS**

Outstanding Bonded Debt 8/31/2011	\$712,856,767
Bond Rating Based on Texas Permanent School Fund Guarantee) or insurance	Aaa Moody's Investor Service AAA Standard & Poor
Underlying, Unenhanced Rate	Aa2 Moody's Investor Service AA Standard & Poor's
Authorized but Unissued School Building Bonds	\$ 0

**CHILD NUTRITION FUND**

The following table provides a comparison of revenues by source for the 2010-11 year and the 2011-12 budget year. The Child Nutrition Fund revenue is budgeted to increase \$1,344,030 or approximately 12.03% more than 2010-11 projected actual revenue. This increase was primarily due to the addition of a new elementary school that opened in August 2010 and the addition of a senior class at Timber Creek High School.

**CHILD NUTRITION FUND REVENUE SOURCES COMPARISON**

	<b>Actual Audited 2009-2010</b>	<b>Projected Actual 2010-2011</b>	<b>Adopted Budget 2011-2012</b>	<b>Amount Increase (Decrease)</b>	<b>Percent Increase (Decrease)</b>
LOCAL SOURCES	\$ 7,468,930	\$ 7,832,977	\$ 8,360,948	\$ 527,971	6.74%
STATE SOURCES	326,702	64,463	72,458	7,995	12.40%
FEDERAL SOURCES	3,500,740	3,279,422	4,087,486	808,064	24.64%
<b>TOTAL</b>	<b>\$ 11,296,372</b>	<b>\$ 11,176,862</b>	<b>\$ 12,520,892</b>	<b>\$ 1,344,030</b>	<b>12.03%</b>

The Child Nutrition Fund accounts for the operation of the district's school cafeterias. The local revenues are derived from charges to users. Local revenue is budgeted to increase as a result of an increase in sales due to student growth and efforts to increase program participation. The federal revenue is received from the U. S. Department of Agriculture under the National School Lunch Program and the School Breakfast Program. Federal revenue is expected to increase due to the opening of a new campus, a mandated increase in meal pricing and increased program participation.

Child Nutrition Fund expenditures are budgeted at \$11.72 million, an increase of \$ 1.52 million or 14.95% more than 2010-11 projected actual expenditures. Enrollment increases and the opening of a new elementary school will increase the number of meals served in the 2011-12 year, corresponding to increased expenses. An increase of \$ 395,199 in payroll costs is due to the staffing of an additional elementary school cafeteria and an increase in staff at Timber Creek High School . The increase in contracted services is due to an increase in management fees for the District's food service management company. Supplies and materials increase due to additional food and supplies intended for the new elementary school, and an increase in training costs for the cafeteria staff increases other operating expenses. The capital outlay budget includes funds for the purchase of additional cafeteria equipment.

**CHILD NUTRITION FUND EXPENDITURES BY OBJECT COMPARISON**

	<b>Actual Audited 2009-2010</b>	<b>Projected Actual 2010-2011</b>	<b>Adopted Budget 2011-2012</b>	<b>Amount Increase (Decrease)</b>	<b>Percent Increase (Decrease)</b>
Payroll Costs	\$ 4,000,245	\$ 3,827,901	\$ 4,223,100	\$ 395,199	10.32%
Contracted Services	709,770	763,851	959,000	195,149	25.55%
Supplies and Materials	5,700,856	5,426,407	6,394,992	968,585	17.85%
Other Operating Expenses	12,633	10,633	63,800	53,167	500.02%
Capital Outlay	177,543	167,304	80,000	(87,304)	-52.18%
<b>TOTAL</b>	<b>\$ 10,601,047</b>	<b>\$ 10,196,096</b>	<b>\$ 11,720,892</b>	<b>\$ 1,524,796</b>	<b>14.95%</b>

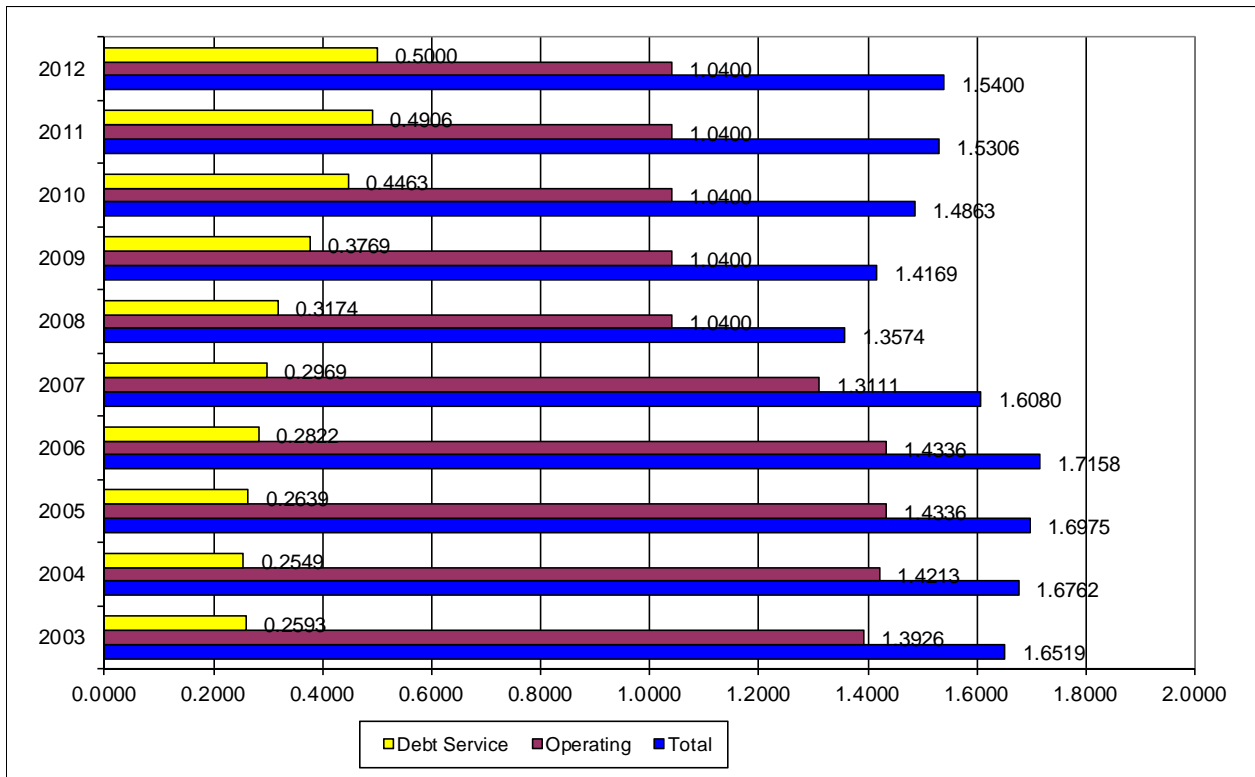
**TAX RATE**

The District's tax rate consists of two separate components, a local maintenance rate and a debt service rate. Development of each of these components has been discussed in previous pages. Taxes are calculated by dividing the assessed property value (less exemptions, if applicable) by 100 and multiplying the result by the tax rate. The Tarrant County Appraisal District determines property values for Keller Independent School District. The Texas Education Code limits a school district's maintenance and operations tax rate to \$1.04 per \$100 taxable valuation. A tax rate in excess of \$1.04 to \$1.17 (state allowed maximum) per \$100 taxable value requires voter approval.

In June, 2011, Keller ISD held an election to ratify a tax rate of \$1.17. The election failed.

The graph that follows depicts the tax rate distribution from 2003-2012.

**TAX RATE DISTRIBUTION PER \$100 VALUATION**





## BUDGET PROCESS AND SIGNIFICANT CHANGES

The State, the Texas Education Agency (TEA), and the local district formulate legal requirements for school district budgets. These requirements are stipulated in detail within the subsequent sections of this document.

KISD maintains a five-year Long-Range Financial Forecast, which contains contributions from many departments in the district. Estimates of student demographics, taxable values, State Aid, debt repayment needs, facility needs and the need for any additional bond sales are only some of the items that are tracked and projected. This Financial Forecast is actually the first step in the KISD budget process.

Beginning in January, the Finance department begins the budget process by analyzing and updating the Financial Forecast as necessary. Based on the estimated tax levy, tax rates are estimated and tax collection amounts derived. State funding projections are then estimated based on target revenue and enrollment projections. Enrollment projections are also used to determine per-pupil allocations to campuses, instructional staffing allocations and other required service levels. Rough estimates of expenditures, including salaries and debt repayment, are determined.

After a preliminary picture of budget resources and needs are determined, a budget workshop is scheduled with the Board of Trustees in early spring to determine the budget direction for the next year. All known financial facts and figures are taken into consideration at that time, and the Board of Trustees determine their priorities and give direction to staff. The budget process then begins in earnest.

The District utilizes site-based budgeting and program based budgeting in which each campus budget is prepared by the campus principal and his/her staff. Each campus receives a basic allotment per student to be used for supplies, materials, equipment, staff development, and other appropriate instructional costs. The initial basic allotment per student for the 2011-12 budget has remained the same as the prior year. Formerly each campus received supplemental allotments to be used in areas such as library/media services, gifted and talented, career and technology, student field trip transportation, etc. However, due to the 2011-12 anticipated reduction of state revenue, all supplemental allotments to the campus were eliminated except for half of the library allotment.

Budgets for administrative departments are developed by the department administrator based on an allotment determined by the Director of Finance from historical data. All campus and department budgets are then reviewed by the Director of Finance and the finance staff. Requests for additional funds are compiled by the Finance Department. The Superintendent and his executive team review these requests and make recommendations to the Board for inclusion in the budget.

Payroll budgets are developed by applying existing and projected staff to approved payroll schedules. Positions are allocated to each campus based on projected student enrollment which follows state mandated ratios, if applicable. New positions requested are approved by the Board of Trustees prior to the completion of the budget.

While individual budgets are being developed, the Finance department updates revenue projections based on revisions to property values and state funding. Regular budget workshops are scheduled throughout the spring to inform the Board and receive feedback and direction. Efforts intensify in June and July and budget workshops occur more frequently until final adoption occurs at the end of August.

Given the restrictions of the current state funding formula, and the continuing economic downturn which has sharply reduced investment earnings, the District was forced to make difficult decisions regarding the funding of many programs for 2011-12. Although the district projected an additional 800 students for the 2011-12 year, the district was forced to cut approximately \$12 million in expenditures.

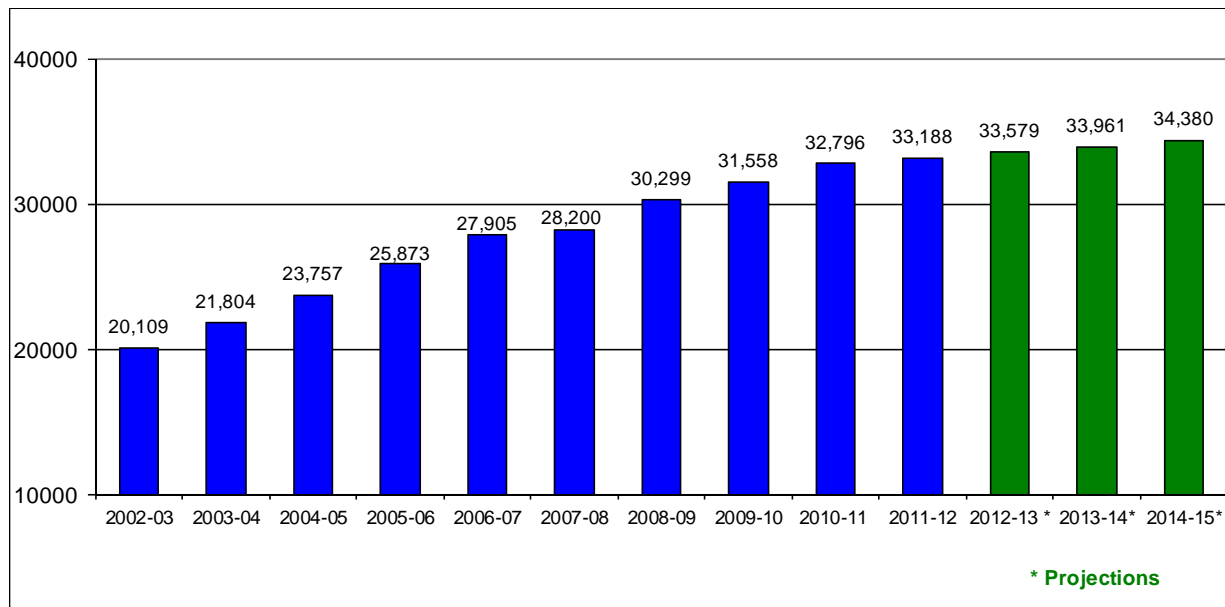
Other significant changes include the opening of a new elementary school and the addition of a senior class (including varsity sports) at Timber Creek High School.

After these significant reductions in the expenditure budget, the District was able to adopt a general fund budget with a surplus of \$6,691,344.

**KEY FACTORS AND SUMMARY**

Keller ISD has grown significantly since 2003. The continual increases in enrollment have presented challenges to budgeting effectively for the District. However, beginning in fiscal year 2012-12, enrollment is projected to increase at a much slower rate. These changes are shown on the graph below.

**KELLER ISD ENROLLMENT**



These enrollment increases require additional campus personnel, support staff, instructional facilities, equipment, and supplies. In addition to the recurring, required increases that are necessary in every budget year, the opening of new campuses provides significant challenges. Although the district finances new facilities through the issuance of bonds, there are significant operating costs (staffing, utilities, insurance, etc.) associated with these facilities. These operating costs must be funded in the General Fund. Therefore, the District faces future challenging events: growing populations and a state funding formula that effectively caps the revenue per student. The revenue cap per student will make it difficult to fund salary increases in future years. The virtual cap on state revenue per student coupled with additional requirements for the use of resources adds to the challenges mandated by the State. In 2009 and 2010, the District qualified for federal stimulus funds of approximately \$8 million each year which were used to offset rising salary costs. Further stimulus funds were not expected to be received; however in late 2011 the State of Texas accepted federal EduJobs funding for the 2011-12 year. The portion allocated to KISD was \$4.88 million.

The 2011-12 budget was developed according to the District’s mission, goals and directions established by the Board of Trustees and the Superintendent. These goals are evident in all areas of the budget as resources are allocated as necessary to meet established criteria. Broadening and enhancing the overall learning experience for students was a major factor in developing the budget. The District also is in the fourth year of a long-term process of continuous organizational improvement using the Baldrige model of continuous improvement and performance management. The 2011-12 budget is predicated on these principles.

## THE RESULTS

Keller ISD is a Texas Education Agency Acceptable school district (Academic Excellence Indicator System). Of the 36 assessed campuses, the 2010-11 ratings included 11 *Exemplary*, 15 *Recognized* 9 *Academically Acceptable* and 1 *Unacceptable* schools. In the spring of 2003, a new generation of statewide assessments was used to measure student achievement in Texas directly linking the new Texas Assessment of Knowledge and Skills (TAKS) tests to the state Texas Essential Knowledge and Skills (TEKS) curriculum.

Student achievement as measured on the new Texas Assessment of Knowledge and Skills (TAKS) is the centerpiece of AEIS. The State Board of Education adopted two performance standards for the new TAKS: Met Standard (passing) and Commended Performance (high performance).

The ratings issued in 2011 mark the eighth year of the new system. Many components of the 2011 system are the same as those that were in effect in 2008. However, there are a few differences between 2008 and 2011. The TAKS indicator Standards for Academically Acceptable increase for math, science, writing and social studies by 5 points each. Nine GPA indicators increase by 5 points as well, including the two Texas Success Initiative indicators, the five Commended indicators, the Advanced/Dual Enrollment Course Completion, and the Recommended High School Program/Distinguished Achievement Program.

The TAKS Commended standard indicates a level that is considerably above the state passing standard and indicates a thorough understanding of the knowledge and skills at the grade level tested. Unlike the "Met Standard" level, there is no phase-in period for this standard.

TAKS results for 2011 show 87% of Keller ISD students met standards compared to 76% statewide and 25% received a commended rating compared to 16% for the State.

TAKS results for 2010 showed 88% of Keller ISD students met standards and 25% received a commended rating. Statewide, 77% of students met standards and 15% were rated commended.

The 2010-11 Keller ISD Texas Success Initiative indicator for English Language Arts was 75% compared to the State's 66% and 77% in Mathematics compared to the State's 69%.

The 2009-10 Keller ISD Texas Success Initiative indicator for English Language Arts was 71% compared to the State's 60% and 76% in Mathematics compared to the State's 66%.

The 2009-10 Keller ISD Advanced/Dual Enrollment Course completion rate was 28 compared to 26.3 for the state.

The 2008-09 Keller ISD Advanced/Dual Enrollment Course completion rate was 27.5 compared to 24.6 for the state.

The 2009-10 Recommended High School Program/Distinguished Achievement Program shows Keller ISD with 84.9% compared to the State at 82.7%.

The 2008-09 Recommended High School Program/Distinguished Achievement Program showed Keller ISD with 85.1% compared to the State at 82.5%.

The 2009-10 Keller ISD dropout rate for grades 7-12 was .4% while the State averaged 1.7%.

The 2008-09 Keller ISD dropout rate for grades 7-12 was .8% while the State averaged 2.0%.

## KELLER ISD 2011-2012 BUDGET

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Keller ISD SAT and ACT scores outpace the state and national average.

2010 SAT SCORES				
	Critical Reading	Writing	Math	Composite
District	514	496	536	1546
State	481	469	504	1454
Nation	498	488	511	1497

Overall the district's SAT composite score for 2010 was 1546 while the state's average was 1454, a 92-point difference. Nationwide students scored a 1497, which was 49 points below KISD's score.

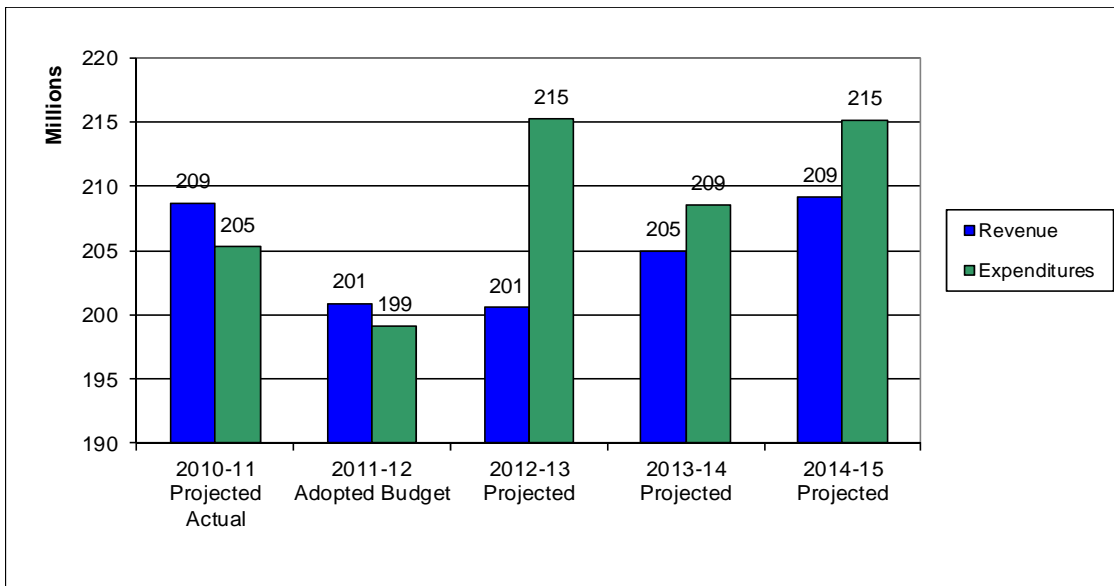
2010 ACT SCORES					
	English	Math	Reading	Science	Composite
District	22.0	23.3	23.0	22.7	22.9
State	19.7	21.4	20.8	20.9	20.8
Nation	20.5	21.0	21.3	20.9	21.0

The District's composite ACT score was 22.9 as compared to a state average of 20.8 and national average of 21.0.

**LONG RANGE FINANCIAL FORECAST**

The Informational Section of this budget document contains many charts, graphs and schedules that display trends important to the development of this budget and future years' budgets. Some of these trends include enrollment trends, staffing trends, revenue and expenditure trends, taxable value and tax rate trends. Revenue and expenditure projections through the 2013-14 fiscal year are detailed and explained. A summary of the General Fund projections is presented in the following graph.

**GENERAL FUND REVENUE AND EXPENDITURE FORECAST**



Year	Revenue	Expenditures
2010-11 Projected Actual	208,742,232	205,281,451
2011-12 Adopted Budget	200,914,640	199,105,846
2012-13 Projected	200,553,679	215,237,246
2013-14 Projected	204,993,591	208,534,246
2014-15 Projected	209,144,018	215,129,246

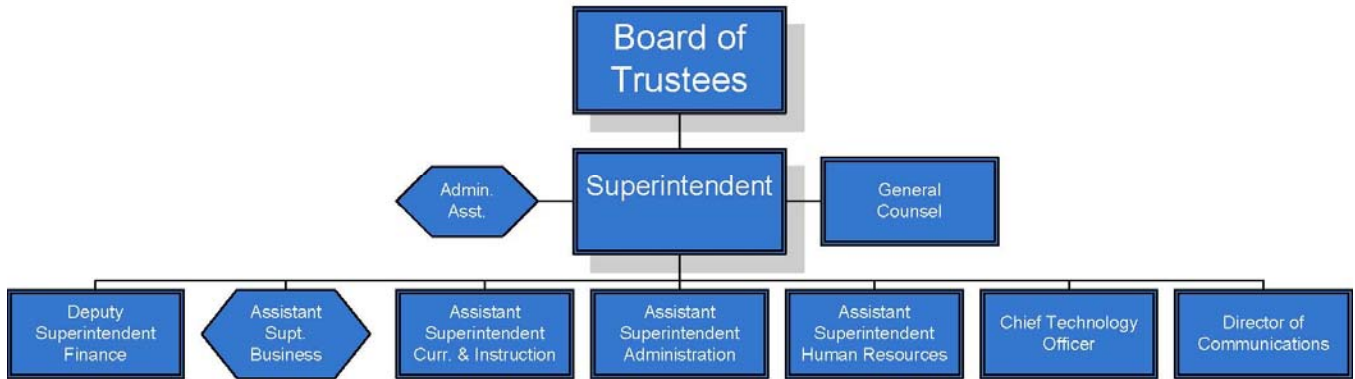
Revenue calculations for future years rely upon the 2006-07 state and local revenue per Weighted Average Daily Attendance (WADA) as specified by the State of Texas. That rate per WADA is applied to the current year's WADA to determine the target revenue for that year. The target revenue is the total state and property tax revenue for the district. Revenue growth in future years will come only from tax rate increases (which would require voter approval) or enrollment growth.


# Organization Section



Artwork Provided by:  
Jazmin Sanchez  
Fossil Ridge High School

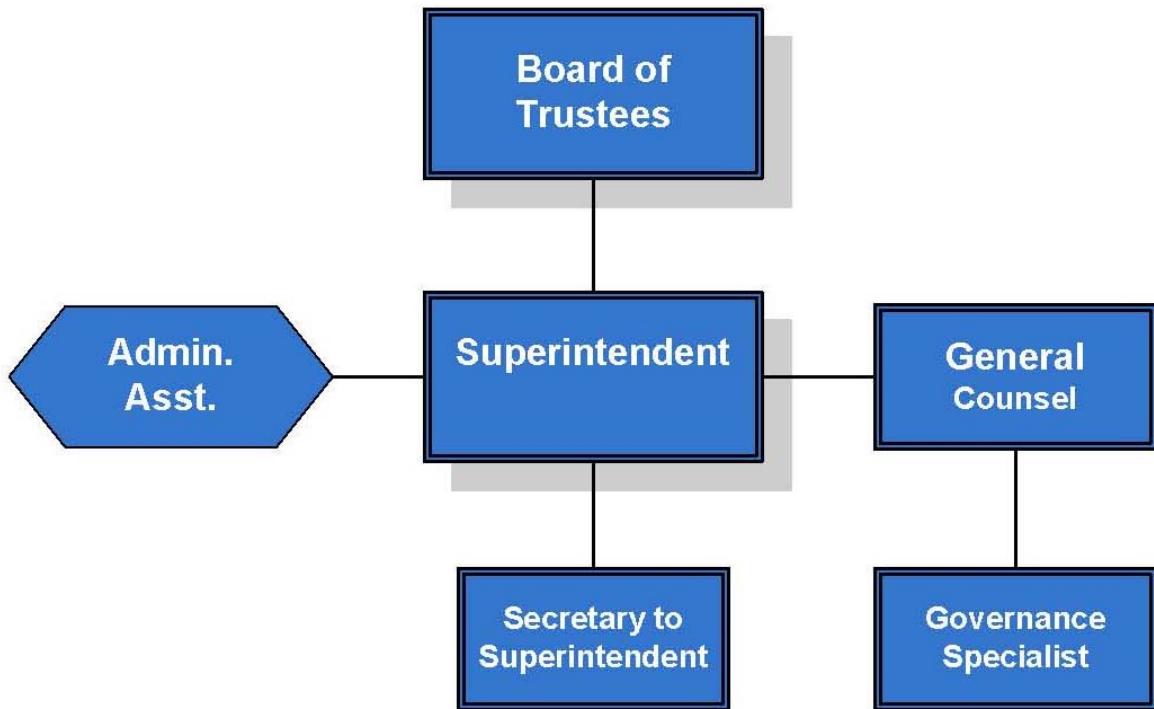
# Keller Independent School District 2011-2012 Organizational Chart



 = half-time positions

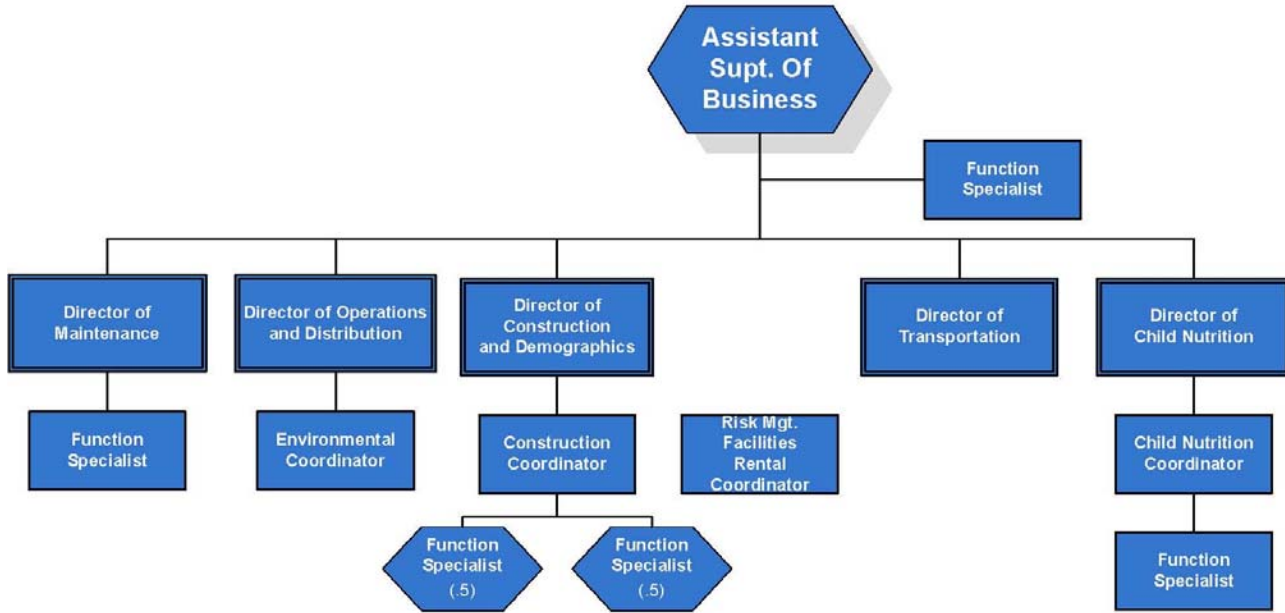



## Governance Function 2011-2012 Organizational Chart



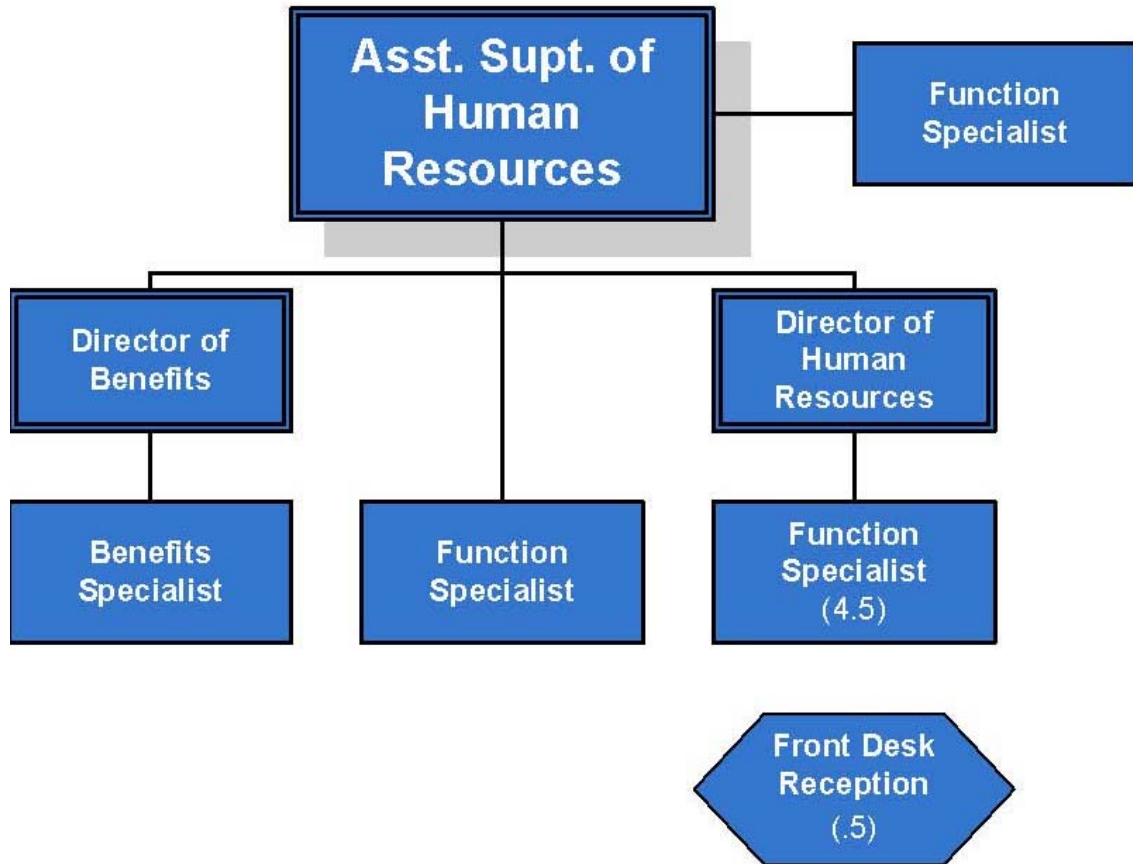
# Business Function


## 2011-2012 Organizational Chart



 = Half Time Position

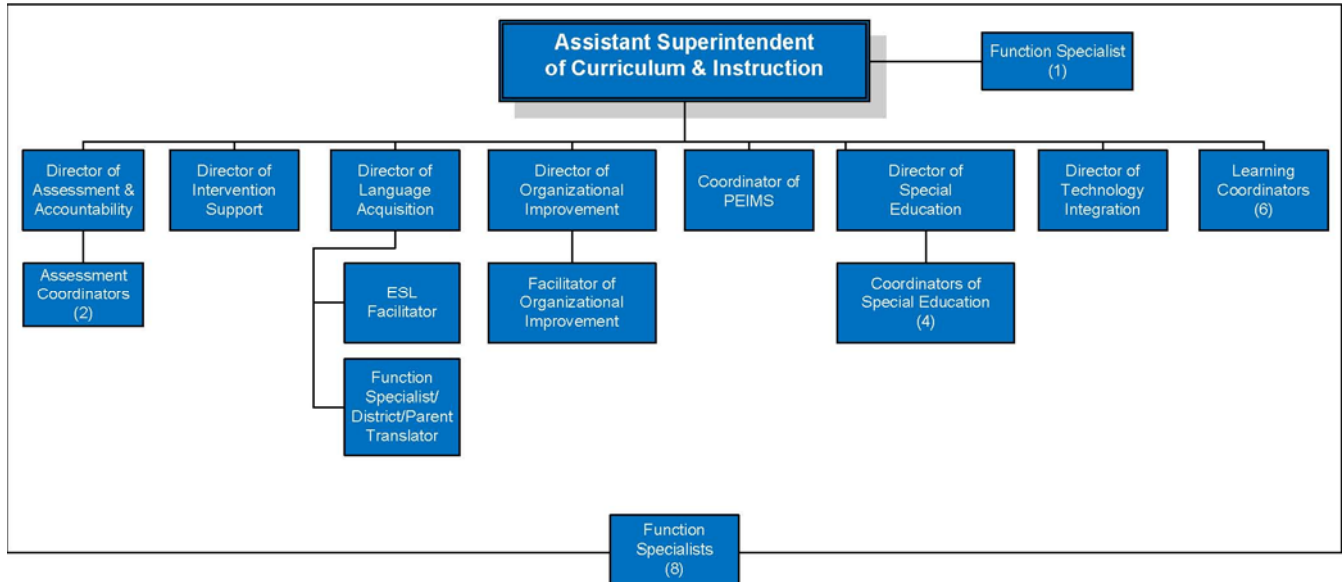
# Workforce (HR) Function 2011-2012 Organizational Chart



 = Half Time Position

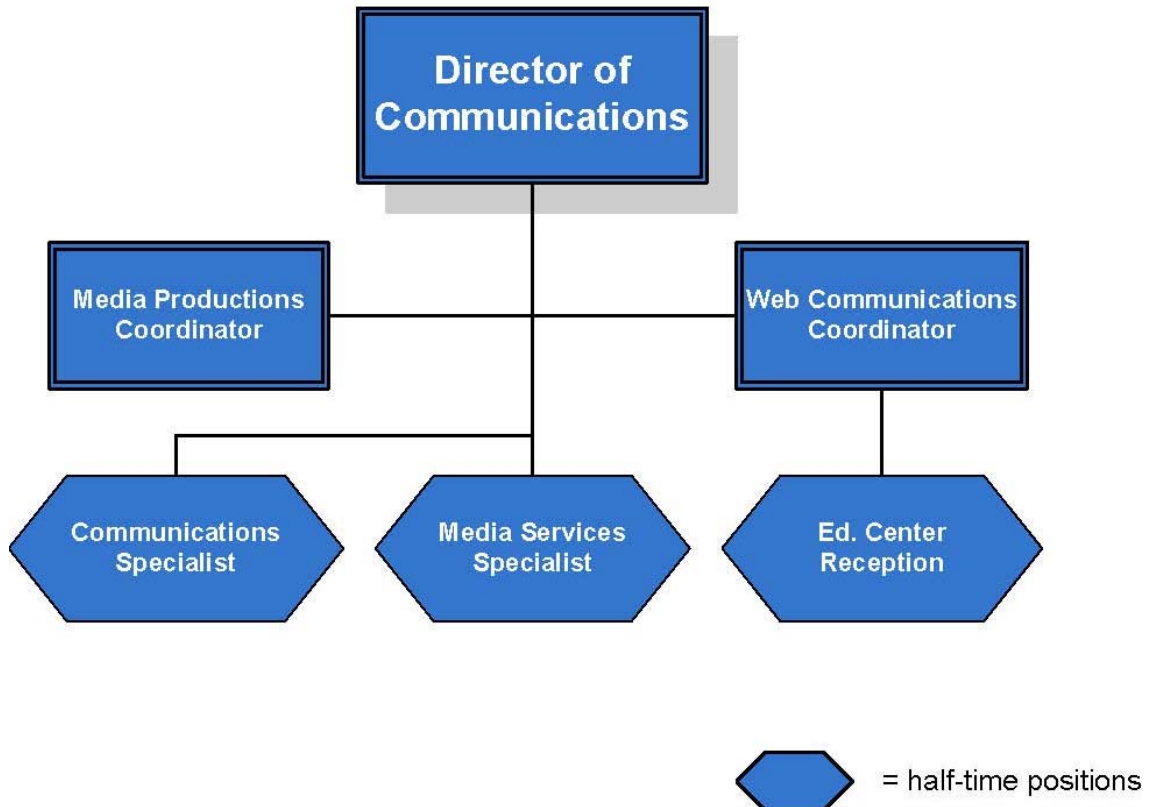
# Learning Function

## 2011-2012 Organizational Chart



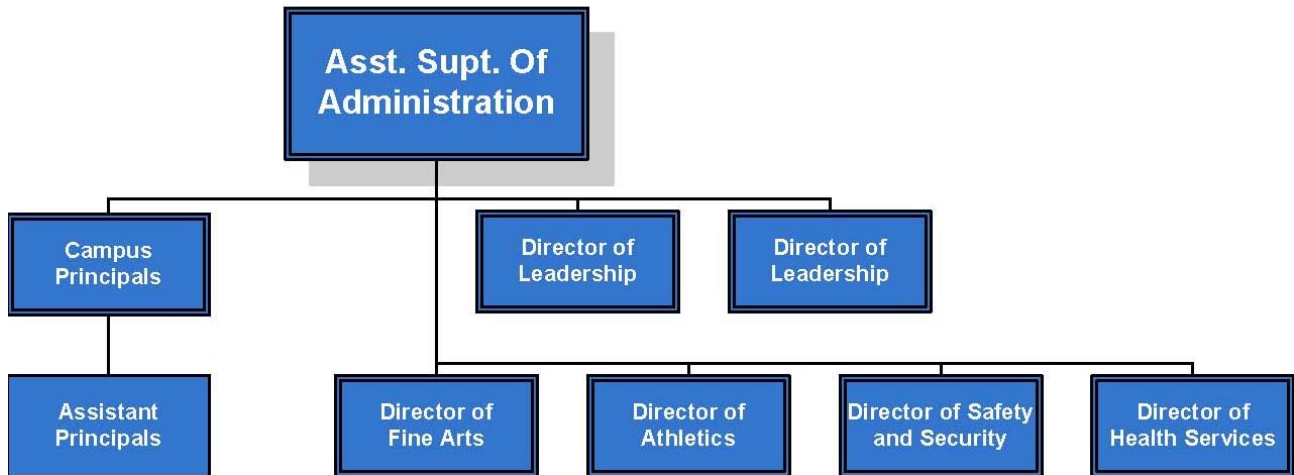
# Media Services Function

## 2011-2012 Organizational Chart



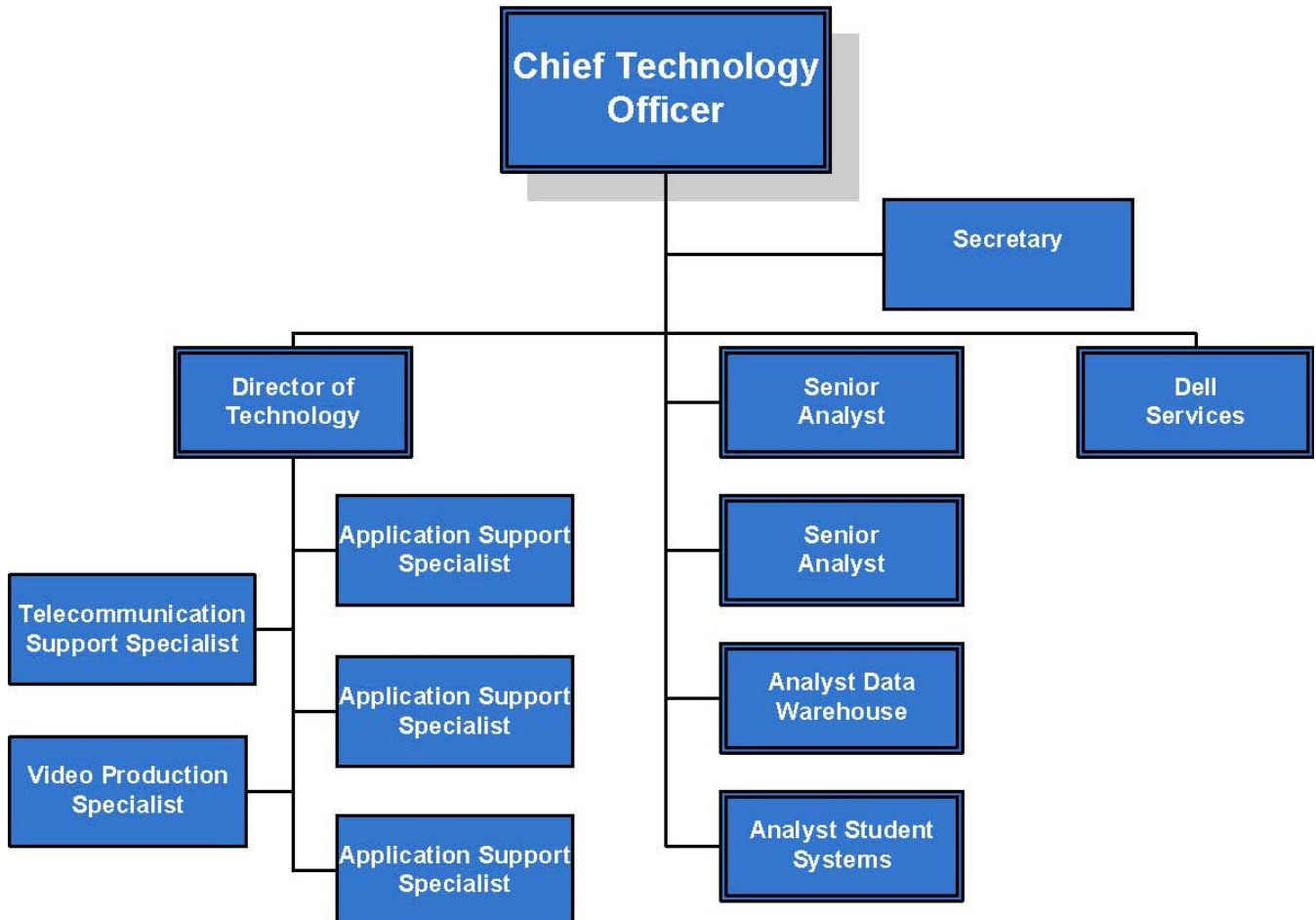
# Leadership Function

## 2011-2012 Organizational Chart



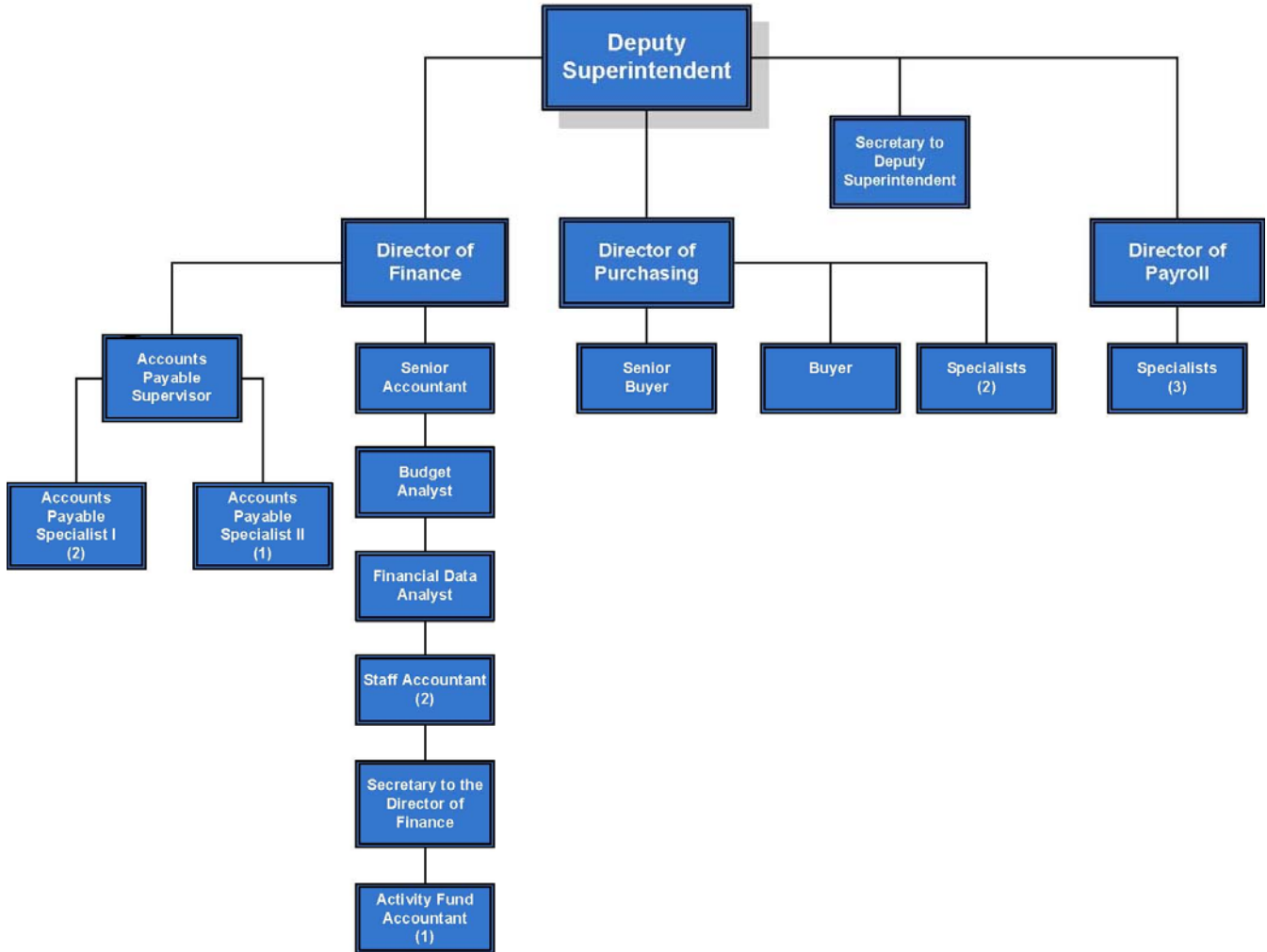
# Technology Function

## 2011-2012 Organizational Chart



# Finance Function

## 2011-2012 Organizational Chart





## **Mission Statement**

The community of Keller ISD will educate our students to achieve their highest standards of performance by engaging them in exceptional opportunities.

## **Vision**

Keller ISD – An exceptional district in which to learn, work and live.

## **Values**

We hold ourselves accountable for providing exceptional educational opportunities.

We inspire educational excellence through collaborative relationships.

We cultivate life-long learning for all.

We provide approachable, responsive customer service.

We embrace diversity.

We embrace change and innovation.

We make data-driven decisions.

We have a positive attitude toward the future.

## District Strategic Priorities/Goals

**Goal : 1.1 Address student needs through innovative educational strategies.**

**Performance Theory 1:** If innovative, research-based instructional strategies are aligned to the needs of students, then students will achieve the highest levels of success as measured by campus ratings, graduation, completion rate, college readiness in ELA and mathematics, K-2 reading and math assessments and walkthroughs.

**Goal: 1.2 Initiate and support individualized student engagement and learning.**

**Performance Theory 1:** If KISD can ensure that all students K-12 are engaged in co-curricular and extra curricular activities, then student achievement, retention and completion rates, and community engagement will improve as measured by enrollment in co-curricular and extra-curricular classes, and analyses of grades and attendance.

**Goal: 1.3 Align instructional processes and educational resources to meet rigorous standards.**

**Performance Theory 1:** If we develop clear definitions and understanding of rigor and complexity, then we can evaluate with fidelity lessons and instructional delivery so that we have reliable data for making decisions to drive continuous improvement as measured by the number of campuses submitting lessons according to schedule and the percent of lessons that meet the highest level of rigor and complexity.

**Goal: 1.4 Utilize familiar and accessible technologies to transform the teaching/learning process.**

**Performance Theory 1:** If teaching and learning processes include use of technologies to support innovation, engagement and student learning, then students will achieve the highest levels of success as measured by campus ratings, graduation, completion rate, college readiness in ELA and mathematics, K-12 reading and mathematics assessments, and walkthroughs.

### **Discussion:**

The District’s primary goal is to assist all students in achieving educational excellence. For 2011-12, additional priority is given to the development of innovative educational needs, increasing student engagement, aligning all instructional processes and resources and the use of technology to support innovative learning. The District will measure its success in achieving these goals through campus ratings, graduation rates and college readiness indicators in all the core subjects.

Keller ISD is dedicated to improving the achievement of all students – including those in traditionally lower-performing student groups. The following amounts are included in the general fund budget to increase already high achievement levels and to decrease the discrepancy between the high achievers and the lower performing groups.

Special Education (not including grant fund)	\$17,612,862
Compensatory Education	\$ 5,442,533
Bi-lingual/ESL	\$ 3,644,689
Non-Disciplinary Alternative Education Program	\$ 119,161
Disciplinary Alternative Education Program	\$ 465,469
Advanced Academics	\$ 957,169

Keller ISD is also committed to preparing students for successful post-secondary and job-related experiences. The Career Technology Education department strives to offer varied and relevant courses to ease the transition to the workplace. The 2011-12 budget includes \$4,924,221 for this purpose.

**Goal: 2.1 Enhance student, parent and community outreach opportunities.**

**Performance Theory 1:** If stakeholder engagement efforts are embedded in campus planning documents, tracked and improved, then KISD will achieve high levels of student, parent and community involvement as measured by the number of activities in each campus plan for parents and community members, and the percentage of campuses with at least two activities in the campus plan for the facilitating parent community engagement.

**Goal: 2.2 Implement effective communication practices throughout the district.**

**Performance Theory 1:** If campuses and core functions adhere to current communication processes and gaps identified by Media Services, then effective communication practices can be successfully implemented as measured by improved campus participation in the Public Relations representative program and improved used of kellerisd.net in order to communicate more timely and effectively with our stakeholders.

**Discussion:**

Keller ISD considers communications to be paramount to a well-functioning and continuously improving district. This includes communications with staff, students, parents and the community. The District will measure success with its communications endeavors by surveys of stakeholders; student, parent and community feedback, electronic communications and participation in district-wide partnerships. Below is a listing some of resources budgeted for communications in the 2011-12 year.

Communications Department	\$ 278,253
GradeSpeed/Parent Connection – a system that allows parent to access their children’s grades	\$ 59,100
School Messenger – a system that can automatically call or email all parents when mass notification is required (e.g., school closing)	\$ 13,000
Employee Access System – a system that allows an employee to access their payroll information, W2’s, etc.	\$ 9,700
Job Application – a system that allows for on-line job application	\$ 2,000
Outlook - employee email system	\$ 50,000
Communicator – allows the sharing of desktops for research purposed and group conferences	\$ 10,000

**Goal: 3.1 Embed mission, vision and values in all operational processes.**

**Performance Theory 1:** If Keller ISD embeds its mission, vision and values in all operational processes, then all of its efforts within its strategic priorities will be focused on what the District has determined is most important as measured by visibility of core documents in all district facilities and aligned written processes.

**Goal: 3.2 Develop and improve methods to provide exceptional customer service.**

**Performance Theory 1:** If core functions develop and implement processes and systems which lead to exceptional customer service, then KISD will increase stakeholder satisfaction and delight as measured by internal and external stakeholder surveys.

**Goal: 3.3 Create and improve a student interactive decision-making process.**

**Performance Theory 1:** If students are given the opportunity to engage in shared decision making, then they will be more committed to their education and campuses will be better able to create an environment that meets students' needs as measured by opportunities given, student engagement, student climate surveys, attendance and discipline records.

**Goal: 3.4 Automatic processes using innovative means.**

**Performance Theory 1:** If Keller ISD automates processes then we can create efficiencies and improve productivity as measured by the number of cross-functional processes in each function incorporating technology for automation.

**Goal: 3.5 Implement quality practices to ensure safe, secure, environmentally friendly facilities.**

**Performance Theory 1:** If Keller ISD develops a comprehensive plan relating to environmental stewardship, then the district can implement data-driven initiatives leading to environmentally responsible practices and financial efficiencies as measured by analyses of utility usage and recycling.

**Goal: 3.6 Implement quality practices to sustain operational initiative.**

**Performance Theory 1:** If campuses and core functions commit to minimization of resource usage (water and energy) and continue to seek out the most efficient mechanical systems, the KISD can ensure environmental sustainability as measured by campus audits, utility bills and recycling reports.

**Discussion:**

Keller ISD believes that we must embed our mission, vision and values in all district functions and activities and focus on those activities which the district has determined to be most important. Strategic Priority 3 is dedicated to this belief, which includes the desire to provide the highest level of customer service, dedication to innovative technology, sustainable operational initiatives and providing clean, healthy and environmentally friendly facilities.

As these initiatives are embedded in the KISD culture, there are no specific budgeted dollar amounts that can be associated with each priority. All are accomplished as a matter of course within the district's daily operations without the allocation of additional funds.

**Goal: 4.1 Employ a diverse, highly qualified staff that embraces the motto, mission, vision and values of the district.**

**Performance Theory 1:** If Keller ISD invests in emotional intelligence profiles for all campus principals, then training, collaboration and professional growth of campus principals with regard to campus teacher hiring will improve as measured by the percentage of profiles complete and training provided.

**Goal: 4.2 Provide an attractive salary and benefits package for all staff.**

**Performance Theory 1:** If Keller ISD compensates employees at or above market median for comparison districts and provides employees with comprehensive, affordable benefits and opportunities, then Keller ISD will attract and retain a high quality workforce as measured by comparison of compensation and benefits to the market median, comparison of the health plan with the State medical plan, usage of the Employee Assistance Program, teacher turnover (including within racially/ethnically diverse population), administrator turnover (including within racially/ethnically diverse population), and non-exempt turnover.

**Goal: 4.3 Create high quality, innovative professional development plans.**

**Performance Theory 1:** If Keller ISD employees actively participate in required professional development, then Keller ISD will gain the benefits of a continuously learning staff as measured by professional development opportunities meeting professional development standards and staff meeting/district professional development standards.

**Goal: 4.4 Expand initiatives to create a positive work environment.**

**Performance Theory 1:** If Keller ISD addresses the staff's expressed needs, provides avenues for employee input and recognizes employee contributions, then Keller ISD will have a positive, engaged and productive work environment as measured by first year teachers returning for a second year at KISD, teacher, administrator and non-exempt turnover, employee advisory groups actively engaged, employees recognized at Board Meetings, positive employee media stories, surveyed employee satisfaction and number of formal employee grievances.

**Goal: 4.5 Develop a succession management process for all key leadership positions.**

**Performance Theory 1:** If the district creates learning opportunities for all levels of employees, then a cadre of qualified employees will be available for consideration for vacancies as measured by the number of new leadership academies and the percentage of successful completers.

**Discussion:**

Keller ISD is dedicated to developing a competitive compensation plan, retaining staff (especially first year teachers) and providing a focused professional development plan for instructional staff. Promoting diversity is a major initiative as well.

The payroll budget includes \$163,870,911 for employee salaries and benefits. \$13.4 million is included for employee benefits. The general fund budget includes \$570,029 for staff training district-wide.

A Beginning Teacher Mentoring program has been established by the Organizational Improvement department to encourage retention of first year teachers. The budget impact of this program is approximately \$65,000. This department also prepares organizational improvement plans for principals and administrators. The district is currently studying the Baldrige model of continuous improvement and performance management, and provides staff development for aspiring administrators, "Coaching for Results", and "Breakthrough Coach". The budgeted cost of these programs is approximately \$49,000.

**Goal: 5.1 Educate the public on school finance.**

**Performance Theory 1:** If information pertaining to the financial status of the District is regularly and openly shared with stakeholders, then they will be educated to make informed decisions and contributions as measured by stakeholder feedback and their financial support of the district.

**Goal: 5.2 Identify added measures for fiscal soundness.**

**Performance Theory 1:** If all business transactions comply with internal controls, then district assets will be protected as measured by the percentage of compliant purchase orders processed, the percentage of budget spent monthly according to the proposed spending pattern, the percentage of financial activities compliant with established financial procedures, the number of findings in the annual audit, the percentage of Schools FIRST measures with a superior rating, and by the number of national awards won by the district's Comprehensive Annual Financial Report and the Annual Budget.

**Goal: 5.3 Manage fiscal resources to accommodate growth.**

**Performance Theory 1:** If the additional student populations, as forecasted by demographics, are to have success, then campuses experiencing this growth should have equal access to financial resources as measured by meeting the following targets: percentage of discretionary funds distributed on an equitable per pupil allocation, percentage of funds directed to instructional functions, annual revenue sources covering annual expenditures consistent with board established fund balance policy, and having adequate funds to operate newly opened facilities.

**Goal: 5.4 Actively pursue supplemental funding.**

**Performance Theory 1:** If supplemental funding opportunities that align with district priorities are continuously pursued, then the potential for added funding to close the funding gap and/or enhance educational programs will be realized as measured by the percentage of established goal for non-forecasted funding dollars received, percentage of students served through expanded opportunities and the number of new sources identified.

**Goal: 5.5 Maintain financial efficiency at all levels.**

**Performance Theory 1:** If current financial efficiency processes are maintained, and further efficiency methods developed, then District goals will be accomplished with the most efficient use of District resources as measured by KISD's efficiency ranking by ERG; audit results; expenditure savings in each year's budget; additional revenues identified; and KISD's Schools FIRST and FAST report rating.

**Discussion:**

Keller ISD is dedicated to the efficient use of all its resources in the most effective manner possible. Responsible fiscal practices are paramount. All business/operations departments are required to develop long-range organizational plans to identify future needs. Identifying these needs early allows the district to plan for the most efficient and fiscally responsible manner of addressing those needs.

For 2011-12, emphasis is placed on educating the public on school finance, ensuring all business transactions comply with internal controls, accurate forecasting of student growth to allow for equitable distribution of funds, and the pursuit of new sources of revenue.

As with Strategic Priority 3, funds are not specifically identified in the 2011-12 budget to accomplish these initiatives. The attainment of these goals is embedded within the daily activities and business of the district.

**Organizational Profile**

**P.1 Organizational Description**

The Keller Independent School District (KISD) was established in 1911 and provides education to students in Pre-Kindergarten (PK) to 12th grade as well as special education and adult transition services for students up to age 22.

We serve portions of nine cities: Colleyville, Fort Worth, Haltom City, Hurst, North Richland Hills, Southlake, Watauga, Westlake and the entire city of Keller. Our 51 square miles encompass the seventh largest land area, fourth largest student community and third largest property tax base for school districts in Tarrant County. We educate our students on a \$200+ million budget with a per pupil allotment of \$4,800. This amount is as much as 20% lower than our surrounding, competitive districts. In the last 10 years, the district doubled in student population to over 32,500 and opened 21 new campuses. Our student demographics diversified significantly in recent years as noted in Figure P.1-1. In July, 2004, a new superintendent began his tenure to lead us through this period of growth and change. We adopted the Baldrige process as our model for systemic management and continuous improvement. Our Baldrige journey began in July of 2008.

**Figure P.1-1 Demographics**

Student Ethnicity	Percentages				Staff Ethnicity
	2004	2008	2010	Change	
White	77.3	68.2	64.5	-12.8%	79.1%
Hispanic	11.3	16.2	17.8	+6.5%	13.7%
African American	5.1	7.6	7.4	+2.3%	2.4%
Asian American	5.9	7.1	7.1	+1.2%	2.6%
Other	0.4	0.9	3.2	+1.8%	2.2%
Student Demographics					
Economically Disadvantaged					15.4%
Limited English					5.1%
Special Education					7.4%

**P.1.a Organizational Environment**

**P.1.a (1) Programs, Offerings and Services**

We deliver our educational services by following an aligned curriculum which is taught on 38 campuses: one early learning center (PK and Preschool Programs for Children with Disabilities, 21 Elementary (grades Kindergarten-4), five Intermediate (grades 5-6), five Middle (grades 7-8), one technologically innovative campus (grades 5-8), four High (grades 9-12) and one campus that serves our students who need acceleration or non-traditional school days as well as at-risk high school students. All courses and programs are facilitated through an electronic curriculum that aligns with the state standards, Texas Essential Knowledge and Skills.

Our PK-12 course offerings include the four basic areas of English (reading and writing), math, science, and social studies along with a full-range of offerings in the visual and performing arts, foreign languages, pre-Advanced Placement (AP) courses, AP courses, and a multitude of other highly challenging opportunities. Our high school students can complete course work through the Texas State Virtual School Network and dual credit courses where students receive both high school and college credit. Our special programs that ensure success for our

students include Special Education, Dyslexia, 504, Gifted and Talented, Homebound, English as Second Language, Bilingual Programs for Spanish and Vietnamese speaking students, and Career and Technical Education (CTE).

Student Services incorporate health-related support programs, guidance and library/media services, bullying prevention programs, credit recovery, drop-out services and early interventions in support of academic and behavioral success. We provide parent education with tailored sessions for dyslexia, ESL and bilingual parents. A parent drug education program is required for parents of students in University Interscholastic League programs, athletics and/or fine arts. We provide a voluntary student drug testing program and cyber-safety and digital citizenship lessons for students.

**Figure P.1-2 Guiding Principles, Functions, Processes, Competencies**

Motto	
Keller ISD-Intentionally Exceptional	
Mission	
The community of Keller ISD will educate our students to achieve their highest standards of performance by engaging them in exceptional opportunities.	
Vision	
Keller ISD - An exceptional district in which to learn, work and live.	
Values	
<ul style="list-style-type: none"> <li>• We hold ourselves accountable for providing exceptional educational opportunities</li> <li>• We inspire educational excellence through collaborative relationships</li> <li>• We cultivate life-long learning for all</li> <li>• We provide approachable, responsive customer service</li> <li>• We embrace diversity</li> <li>• We embrace change and innovation</li> <li>• We make data-driven decisions</li> <li>• We have a positive attitude toward the future</li> </ul>	
Core Functions	
Business	Learning
Finance	Media Services
Governance	Technology
Leadership	Workforce
Key Management Processes	
Service/Product Delivery	
Customer Service	
Evaluation/Improvement	
Core Competencies	
Agility	Organizational Alignment
Innovation	Benchmarking

**P.1.a (2) Organizational Culture**

We are committed to fostering a learning culture that is "intentionally exceptional" and guided by our motto, mission, vision and values (MMVV) cited in Figure P.1-2. Our district, department, and campus improvement plans provide strategic direction aligned to our MMVV. Our organizational structure, the clear expectations that guide our deliberations and actions, and our commitment to personal and organizational accountability are integral to our culture of continuous improvement. Agility and innovation are required to attain true



engagement in our constantly evolving, fast-paced world. Benchmarking and organizational alignment are essential to continue our improvement journey to reach the highest standards of performance.

**P.1.a (3) Workforce Profile**

We proudly serve as the employer for 3,514 staff members. Included in that total are 2,446 professionals: 55% of our total staff are teachers, 10% are professional support, and 5% are administrators. There are 1,068 non-exempt employees. The non-exempt instructional support staff represents 30% of our total staff. Our staffing plan aligns with the 5-Year Strategic Plan Goal: "Employ a qualified, diverse staff," and we are dedicated to hiring and retaining individuals who possess high personal standards, a commitment to exceptional customer service and a determination for high levels of success for all students. Workforce education levels are reflected in Figure P.1-3.

Workforce benefits include: comprehensive health, life, Accidental Death and Dismemberment and disability insurances; membership in the Texas Teacher Retirement System; and access to vision, dental, cancer, stroke, flexible spending account and 403(b) plans.

Key motivational factors for all groups include: competitive salaries; exceptional professional development opportunities; an orderly, safe environment; strong community reputation and a positive attitude toward the future. Employee organizations such as the Teacher Advisory Council (TAC) and the Non-Exempt Advisory Committee (NEAC) provide opportunities for all employees to share ideas, create solutions for organizational problems and communicate relevant district-wide information.

Although there are no unions, approximately 50% of our instructional staff has membership in professional organizations. There are no health and safety requirements outside those listed in Figure P.1-5.

**Figure P.1-3 Workforce Education Levels**

Staff	No Degree	High School	Bachelor	Masters	Doctorate
Teachers and Professional Staff	n/a	<1%	74%	25%	<1%
Administrators	6%	19%	72%	3%	
Support Staff	99%	<1%	n/a	n/a	

**P.1.a (4) Facilities, Technology, Equipment**

Figure P.1-4 summarizes our facilities, their purposes and the technologies required to operate them. The majority of our facilities and school campuses are split by levels across vertical patterns with the exception of our newest campus, Timberview Middle School, which combines intermediate and middle school grades and serves as our pilot campus for 21<sup>st</sup> Century teaching, learning and technology.

**Figure P.1-4 District Facilities and Equipment**

Facilities	Purpose	Technology
Keller Early Learning Center	Grades PK	☐, ☒, ☐, ☆
Elementary	Grades K-4	☐, ☒, ☐, ☆
Intermediate	Grades 5-6	☐, ☒, ☐, ☆
Middle; Timberview	Grades 7-8 Grades 5-8	☐, ☒, ☐, ☆ ☐, ☒, ☐, ☆
High Schools	Grades 9-12	☐, ☒, ☐, ☆
New Directions Alternative School	Grades 9-12	☐, ☒, ☐, ☆
Natatorium & 7,500 Seat Athletic Stadium	Extra-Curricular	☐, ☒, ☐
Business/ Distribution/Grounds	Operations	☐, ☐, Fleet Vehicles
Education Center & Annex	Administration Professional Development Network Operations	☐, ☐, District Servers, Generators, Media Production

- ☐ Standard Technology: 20 Gb Fiber Connectivity, Wireless network, Computers, Multi-Function Printing Devices, Mobile Devices, Access Controls
- ☒ Instructional Technology: Projectors, document/Web Cameras, Mobile Computing Devices, Digital Media Content
- ☐ Administrative Technology: Computers, Multi-Function Printing Devices, Student, Finance, and HR Information Systems
- ☆ Food Service Point of Sale

**P.1.a (5) Regulatory Environment**

We comply with all federal, state, and local agency laws, rules, and regulations. See Figure P.1-5.

**Figure P.1-5 Key Regulatory Environments Implementation**

Regulatory Environments Implementation		
Federal	State	Local
U.S. Department of Education, No Child Left Behind Act, Individuals with Disabilities Education Act, Family Educational Rights and Privacy Act, Office of Civil Rights	Texas Education Agency (TEA), State Board for Educator Certification, State Board of Education, Texas Education Code (TEC) – Texas Legislature	Board Policy (Legal/Local), Administrative Regulations (AR)
U.S. Dept. of Homeland Security	TEC – Texas Legislature	Local Municipal Ordinances (Civil/Criminal)
Government Accounting Standards Board	Financial Accountability System Resource Guide	Board Policy (Legal/Local); AR
Environmental Protection Agency	Texas Commission on Environmental Quality	Board Policy (Local); AR

We maintain effective working and regulatory relationships with the nine municipalities within our district boundaries. We accept all resident students (Figure P.1-1). During periods of intense growth and building construction, these regulatory and coding agency relationships are critical to district success. During periods of challenging construction work and traffic disruption, these relationships build and enhance public support for the projects.

**P.1.b (1) Organizational Structure, Governance, Reporting Relationships**

We are governed by a seven-member Board of Trustees (BOT), all elected to staggered terms in at-large positions in a general election. The BOT hires the Superintendent of Schools and holds that person responsible for the effective and efficient operation of schools in accordance with BOT policies, directives, and state and federal regulations. The Superintendent exercises a leadership role in the district through the Executive Cabinet Senior Leaders (SL), which is composed of all KISD Function Leaders, as noted in Figure P.1-6.

Our campuses are aligned in K-12 vertical teams. Principals report to one of two Area Superintendents who oversee their campus administration and management. BOT policy and Administrative Regulations (AR) serve as the primary vehicles for guidance in day-to-day operations.

**Figure P.1-6 Senior Leadership**

Superintendent of Schools' Executive Cabinet		
Core Function:	Function Leader Title:	Function Lead's Major Supervision Area(s):
Governance	Superintendent	Policy, Legal Compliance, Intergovernmental Relations
Workforce	Assistant Superintendent, Human Resources	Human Resources, Benefits, Certification Compliance
Business	Assistant Superintendent, Business	Maintenance, Operations, Construction, Safety, Transportation, Child Nutrition
Finance	Deputy Superintendent Finance & Intergovernmental Relations	Payroll, Purchasing, Budget, Finance, Debt Management, Audit
Leadership	Area Superintendents; Assistant Superintendent	Supervision of Campus Administration and related student services programs
Media Services	Director, Communications	Media Relations, Production of media, Public Information Act
Learning	Assistant Superintendent, Curriculum and Instruction	Curriculum & Instruction, Professional Development, Special Programs, Assessment
Technology	Chief Technology Officer	Technology, Systems and Integration

There are several key committees through which we engage stakeholders in the KISD decision-making processes. The District Educational Improvement Committee (DEIC) operates at the district level and the Campus Educational Improvement Committees (CEICs) are part of the administrative processes for each campus. Each committee involves representatives of all stakeholder groups.

The DEIC and the CEICs as well as other district-wide committees (Diversity, TAC and NEAC) provide input, review and recommend regulations, practices, and procedures for both the educational and school support systems. The Governance function, as well as other functions at the SL level, aggressively pursues relationships outside the organization to enhance learning and funding sources for our students, including relationships with major technology and telecommunications firms, as well as grant resources through the Hudson Foundation and the KISD Education Foundation. The efficiencies achieved through functional alignment allow us to pursue these opportunities in a manner that is aligned with the MMVV and our strategic priorities.

**P.1.b (2): Key Stakeholders, Requirements, Expectations**

Our key market segment is school-aged children who live within our district boundaries. Students are segmented by program, by grade and by demographic groups (Figure P.1-1).

**Figure P.1-7 Key Stakeholders, Requirements, Expectations**

Stakeholder Group	Requirements	Expectations
Board of Trustees	Sound policy and procedures	Proactive communication; Clarity; Focus; Commitment
Students	Safe and secure environment; Learning opportunities that promote success in their next endeavor	Variety of programs and opportunities; Interesting/engaging learning programs; Access to current technology
Parents	Students learn core curriculum; Highly qualified staff; Good character development	Students graduate and transition to higher education, workforce or military; Fiscal responsibility
Community	Well-educated citizens; Good citizenship	
Business	Well-prepared workforce	
Staff Teachers and Professional Support, Administrators, Support Staff	Curriculum and materials; Facilities; Support; Compensation	Access to supplies and materials; Technology; Administrative support; Safe environment; Ongoing professional development

Our key stakeholder groups include the BOT, staff, students, parents, community, and business. Each of the stakeholder groups vary in their needs and expectations of the district due to their educational background, age, economic level, diversity, and values. Figure P.1-7 lists the stakeholder group, key requirements and expectations. These requirements and expectations established the need to create a shared and strategic plan for the direction of the district.

**P.1.b (3) Suppliers, Partners, and Collaborators**

Our suppliers are defined as those who provide resources and products to us. Our key types of suppliers include both local and non-local vendors on our approved vendor list who provide the best value for items and services supporting our strategic priorities and goals. We expect and receive quality products and services in a timely and economical manner. Key supplies include: educational resources, office supplies, technology hardware and software, and building maintenance equipment and supplies.

We have both internal and external partners who support the MMVV of the district. The internal partners provide support through many varied projects and events including academic enrichment programs, youth athletic leagues, youth contests, health, safety and wellness services, parent education courses and child care services for our parents and staff. Our program, Keller Partners in Education recognizes our external partners, which includes over 73 partnerships. In addition, our partnership with the KISDEF provides support to enhance educational innovation at the classroom, campus and district levels (Figure 7.6-7).

Collaborators in the district are those stakeholders, partners, and suppliers who serve the district in an advisory capacity. Whether recommended or elected, these collaborators provide valuable feedback allowing a full systemic perspective on the organization. This group includes the DEIC, CEIC, School Health Advisory Council, Diversity Committee, TAC, NEAC, Citizens' Bond Advisory Committee and the Citizens' Bond Oversight Committee. Additionally, ad-hoc collaborators such as the Discovery Team provide an agile way to capitalize on opportunities with major corporations and systems to positively impact our improvement efforts in strategic priority areas.

Our key communication mechanisms for managing and maintaining our relationships with suppliers, partners, and collaborators, include both traditional and innovative techniques such as electronic and multi-media communication, collaborative decision-making meetings, forums, and customer feedback systems.

**P.2.a (1) Competitive Position, Competitors, Key Collaborators**

We evaluate our competitive position through comparisons at the local, regional, state and national levels. Locally, our chief competitors for quality staff, students, and business are our surrounding school districts. At the regional and state level, we review comparison data to other districts similar in enrollment, funding, demographic make-up, academic and financial performance levels as provided by the Education Resource Group (ERG) analysis of comparison districts. Comparative ERG and Financial Allocation Study for Texas (FAST) data

sources provide us with benchmarking of academic, financial, human resource and other key business processes. National comparisons provide views of competitiveness in AP, SAT, and ACT and other nationally normed assessments of academic progress (Figures 7.1-13, 7.1-14, 7.1-16, 7.1-17).

Private schools also serve a small portion of our population as do virtual schools, open enrollment, and home schools.

Our reputation as a leader in educational best practices creates opportunities for many collaborators at the local, state, and national levels. Our work with Mid-States Benchmarking Consortium for Excellence, Texas Baldrige Superintendents' Network, Tarrant County College and the Discovery Team provide a foundation of key collaborators that distinguish us from other districts.

**Figure P.2-1 Success Factors, Measures and Comparatives**

Success Factors	Success Measures	Key Changes	Comparative Data Source
District Staff	100% Highly Qualified staff; State recognized reputation; Large applicant pool	State Financial support for districts; State and national economy	Employee satisfaction survey; Appraisal system data; Competitive salary schedules
Depth of Academic and Extra-Curricular Offerings	AP; Dual Credit; Virtual courses; CTE Certifications	Legislative action; Graduation requirements	TEA rating; ERG and FAST rating; Local comparison districts
Accessible Technology	Intentional and equitable deployment; New and innovative tools; Infrastructure	Rapid advances in technology	School Technology and Readiness Chart; International Society for Technology in Education standards; Industry and vendor feedback
Safe and Secure Environment	2010 Texas Safe School Award; National Security Magazine's "Top 500" Recognition - Ranked #16	Technology advances; Legislative actions; Community expectations	American Society for Industrialized Security; Texas School Safety Center Guidelines; Local, state, and national comparison districts

We are the district of choice in the Northern Tarrant County area as evidenced by 33% growth in 5 years making us 10<sup>th</sup> in growth in the state. District-wide surveys indicate most new families move into the area because they want their students to

attend KISD schools. In the August 2009 Money Magazine article, it was noted that the success of KISD significantly contributed to the city of Keller being recognized as 7<sup>th</sup> on the list of Best Places to Live in America.

**P.2.a (2) & (3) Principal Success Factors, Key Changes, Comparative/ Competitive Data**

Benchmarking efforts have led us to build on our strengths and create plans to address our weaknesses. Although there is no centralized location to obtain state-wide academic or extra-curricular offerings for us to measure our offerings against, we track how many students participate in extra-curricular offerings and assess the levels of success of students that participate and those who do not. Also there are data limitations regarding private, parochial, virtual and home school programs and services, which hinder our understanding of how to address these student losses to our competitors. In non-education areas, we depend on data from outside the education community to measure and improve business and operational processes, including health and safety programs (Figure P.2-2).

**P.2.b Strategic Context**

We identified key strategic challenges and advantages. They are summarized in Figure P.2-2. The challenge in the area of learning is changing our traditional delivery of instruction. Our district reputation brings us to identifying strategic partnerships to assist our efforts in restructuring teaching and learning based on today's rapidly advancing technological environment and expanding knowledge that students must know how to engage with and apply. Our strategic challenge is documenting processes so that we have consistent, accurate, responsive and timely processes, which our community supports and expects of us. Our sustainability is challenged by our ability to respond and innovate to meet the emerging demands. We leverage our work through alignment which brings clarity and efficiency and benchmarking for innovative ideas that address our opportunities for improvement.

**Figure P.2-2 Strategic Context**

	Strategic Challenges	Strategic Advantages
Learning	Changing traditional delivery of instruction	District reputation
Workforce	Hiring a more diverse professional staff	Financial efficiency
Community	Effective communications to all stakeholders	Geographic proximity
Operations	Documented district processes	Supportive community
Sustainability	Documented district processes	District reputation, supportive community

**P.2.c Performance Improvement System**

Our superintendent and SLs selected the Baldrige Model for Performance Excellence and Continuous Improvement in 2008. SLs meet weekly to guide the system in the implementation of the Baldrige Initiative. The Baldrige Performance Criteria served as the foundation for a strategic planning effort in October 2009. Ongoing systems to embed continuous improvement (CI) practices into the daily work of employees

include the refinement of the appraisal system, the interactive learning plan for administrators at monthly meetings and the expansion of a trained cadre of teachers to share the CI model on campuses. Additionally we have developed CI "pathways" to support model classrooms, campuses, Functions and the District as an organization. Our various data sources, referenced in Figure P.2-3, are examined and used to drive actions and processes found in the Strategic Plan. Our BOT's policy statement adopting Baldrige framework for CI, their actions, the planning at the district and campus level and all performance appraisals are aligned to support our goals.

Program evaluation and innovation planning is conducted through various processes. Figure P.2-3 cites how we extend the evaluation process, build our organizational learning process and integrate innovation so that each systemic area of our organization leverages the systems design and work processes.

Consistent with our CI culture, we utilize a systemic and systematic plan, do, study, act (PDSA) process to identify opportunities for improvement and innovate current practices. By reviewing data related to key measures (strategic objectives), we identify trends and make necessary modifications in our action plans. Analysis of data by designated administrator(s) ensures evaluation and improvement of processes as well as deployment. We use scorecards at the district and department levels to track leading and lagging indicators to enable agility and make timely strategic adjustments.

**Figure P.2-3 Performance Improvement**

	Evaluation	Organizational Learning	Innovation Processes
Leadership	PDSA cycles of review/refinement	General Administrators' Meetings; Baldrige Advisory Implementation Team; Principal, Vertical Team Meetings	Pilot programs; Campus Design
Strategic Planning	District and Campus Improvement Plans Alignment	Quarterly Reviews	Theories of Improvement
Measurement Analysis	District-wide assessments in all core subjects	Learning Teams	Data Warehouse; Scorecards; Dashboards
Customer Focus	Internal and External Data	Benchmarking	Multi-media including social media
Workforce Focus	Internal and External Data	Benchmarking; Professional Development	Best practices lesson sharing
Process Management	PDSA set reviews; AR annual review	Cycles of PDSA; Stakeholder feedback	Cross-functional processes

## **Campus Improvement Plan**

Annually, each campus develops a Campus Improvement Plan for the academic year. The Campus Improvement Plans link to the annual District Improvement Plan. Each plan identifies the source of the identified need, and the District Strategic Priority to which it is linked. The Plans also include a description of the strategy to be used and the measurement methods.

Campus Improvement plans address areas of concern that are specific to that campus. Goals and strategies listed in the Campus Improvement Plan might include improving test scores on standardized tests, meeting the needs of various student populations, lowering the dropout rate, or increasing student attendance.

**Keller Independent School District  
FINANCIAL STRUCTURE AND BASIS OF ACCOUNTING**

**Description of Entity**

The Keller Independent School District is an independent public educational agency operating under applicable laws and regulations of the State of Texas. A seven member Board of Trustees elected to staggered three-year terms by the District's residents autonomously governs the District. The Keller ISD Board of Trustees ("Board") is the level of government which has oversight responsibility and control over all activities related to public school education within the District. The District receives funding from local, state and federal government sources and must comply with all the requirements of these funding source entities. However, the District is not included in any other governmental "reporting entity" as defined in generally accepted accounting principles.

The Texas Education Agency and Southern Association of Colleges and Schools provide the District's K-12 education accreditation. Enrollment in the 22 elementary, 5 intermediate, 5 middle, one middle/intermediate school, 4 high schools, an early learning facility and an alternative school for the fiscal year is estimated at 33,188, which is an increase of 13,079 (or an 65% increase) in the last ten years. Besides the 39 regular schools, the district utilizes 20 portable buildings, which provide approximately 40 additional classrooms.

The district employs 3,632 teachers and support personnel to serve the district's 39 campuses. KISD serves as the fifth largest employer behind AMR Corporation (American Airlines), Gamestop, Sabre Holdings, and Bell Helicopter. Students hail from Keller, Fort Worth, Watauga, Southlake, Colleyville, Hurst, North Richland Hills, Westlake, and Haltom City.

KISD is a Texas Education Agency *Acceptable* school district. 2010-11 ratings included 11 *Exemplary* schools, 25 *Recognized* schools, 9 *Academically Acceptable* schools and one Unacceptable campus.

Keller High, Fossil Ridge High, Timber Creek High and Central High provide multi-level academic instruction on a modified A/B block schedule, as well as extracurricular activities. Through its Career and Technology Education program, KISD provides opportunities for students to explore career possibilities and master skills that are in high demand in business and industry, such as arts and communication, health and medicine, science, engineering and technology, and social, personal and public services. Technology education students in middle school can gain skills in aerodynamics, CAD/construction, desktop publishing, electronics and controls, engineering structures, robotics and more. Middle school students have the opportunity to enroll in the Gateway to Technology class. This cutting-edge engineering program addresses the interest and energy of middle school students, while incorporating national standards in mathematics, science and technology.

Students who are enrolled in Health Science Technology Education on the high school campuses start as student interns, rotating through virtually every department at Baylor Regional Medical Center at Grapevine Hospital. As second year students they advance to clinics and doctor offices in our community. Another innovative program is Ready, Set, Teach. It is offered on the high school campuses to students interested in the teaching profession. Students work in elementary and middle schools to learn effective teaching methods.

These are just a few of the many classes offered by Keller ISD which afford students a head start in life after high school. As a result of collegiate partnerships, Tech Prep degree plans are in place and provide students opportunities to receive degrees in various technical fields while still in high school. Other students may earn college credit for courses taken in high school.

Along with the regular curriculum, KISD offers gifted and talented, advanced placement, career technology education, services for children with disabilities from birth through 22 years of age, and bilingual education programs. All campuses are connected to a wide-area network and have direct internet access.

The broad range of elective courses and extracurricular activities includes athletics, fine arts, intern work experience, and special-interest activities. Other programs include drug awareness, research skills, environmental topics, advanced technology and after-school enrichment. During the summer, students participate in a variety of summer recreation programs and summer school academic and enrichment courses.

The Board of Trustees implemented a "Pay for Ride" transportation system for the 2011-12 school year. All regular education students in the district are eligible to apply for pay for ride busing. Bilingual or Pre-K students attending these programs at a campus other than their home campus receive free transportation between these campuses. Free transportation is also provided for all Special Education students. Students who are assigned to special education transportation are transported from Admission, Review and Dismissal specified pick-up points without regard for minimum distance from school.

The Keller Independent School District was incorporated in 1911. KISD is located in northeast Tarrant County, just to the northeast of Fort Worth. KISD encompasses 49 square miles and serves the cities and communities of Keller, Fort Worth and Watauga, as well as portions of Colleyville, Southlake, North Richland Hills and Haltom City. In addition to Keller High School which opened in 1966, KISD has served the surrounding communities by opening Fossil Ridge High School in 1995, Central High School in 2003 and a fourth high school, Timber Creek, in August of 2009.

### **Governing Body**

The seven member Board of Trustees serve, without compensation, a three year term in office. On a rotating basis, two or three places are filled during annual elections held the second Saturday of May. Vacancies may be filled by appointment until the next election. Candidates must be qualified voters of the District.

Regular meetings are scheduled the second and third Thursdays of each month and are held at the Keller ISD Education Center. Special meetings and work sessions are scheduled as needed and announced in compliance with public notice requirements.

The Board has final control over local school matters limited only by the state legislature, by the courts, and by the will of the people as expressed in school Board elections. Board decisions are based on a majority vote of those present.

In general, the Board adopts policies, sets direction for curriculum, employs the Superintendent, and oversees the operations of the District and its schools. Besides general Board business, Trustees are charged with numerous statutory regulations including calling trustee and other school elections and canvassing the results, organizing the Board and electing its officers. The Board is also responsible for setting the tax rate, setting salary schedules, acting as a board of appeals in personnel and student matters, confirming recommendations for textbook adoptions and adopting and amending the annual budget.

The Board solicits and evaluates community input and support concerning actual policies.

## **Fund Accounting**

The funds and accounts of the District have been established under the rules prescribed in the Financial Accounting and Reporting Module of the Texas Education Agency Financial Accountability System Resource Guide. This budget document contains detailed information for all funds for which the Board of Trustees is required to adopt annual budgets. Special Revenue funds (excluding Child Nutrition) and Internal Service funds are not included in this budget document but are included in the Comprehensive Annual Financial Report (CAFR). These funds are budgeted funds that are not required to be approved by the Board of Trustees. Information on these funds is presented to the Board as informational items on a monthly basis. Budgets for all funds are prepared using the same method of accounting as for financial reports (modified accrual), except for the Capital Projects Fund budget, which is budgeted on a project basis. The Capital Projects Fund budget is not legally adopted on an annual basis. Under the modified accrual basis of accounting, revenues are recognized in the accounting period in which they become both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon thereafter to pay any liabilities of the current period. There are no other variances between the accounting basis and the budgetary basis

Expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for principal and interest on general long-term debt, which is recognized when due. Following is a description of the funds for which annual budgets are adopted.

### **General Fund**

The General Fund is used to account for all financial transactions not properly includable in other funds. The principal sources of revenue include local property taxes, interest on fund investments and other operating expenditures. Expenditures include all costs necessary for the daily operation of the schools.

### **Special Revenue Funds**

Special Revenue Funds are used to account for funds awarded to the District for the purpose of accomplishing specific educational tasks as defined by grantors in contracts or other agreements.

Child Nutrition – used to account for the District’s Child Nutrition Program, including local, state, and federal revenue sources and all costs associated with the operation of the program.

### **Debt Service Fund**

The Debt Service Fund is used to account for the payment of interest and principal on all bonds of the District. The primary source of revenue for the debt service fund is local property taxes.



**Non Major Governmental Funds**

The District possesses \$10,626,833 of additional financial resources. These resources are accounted for in special revenue funds specifically mandated by the state. Although these funds are budgeted for the most part, the budgets are not legally required to be adopted by the Board of Trustees.

However, the majority of the funds listed below are state or federal grants and are subject to a multitude of regulations and reporting requirements. These funds may be used to “supplement, but not supplant” the general fund budget. Therefore they are used in conjunction with general fund budgeted funds to enhance a particular program.

Budgeted funds used in operation but not included in the budget approved by the Board of Trustees are listed below.

		<b>Budget 2011-2012</b>
211	ESEA Title I, Part A Improving Basic Program	1,081,830
224	IDEA Part B Formula	3,531,484
225	IDEA Part B Preschool	64,382
244	Vocational Education Basic Grant	138,010
255	ESEA Title II, Part A Training and Recruitment	275,738
263	Title III, Part A English Language Acquisition	220,457
287	Education Jobs Fund	4,882,550
289	Federally Funded Special Revenue Programs	9,988
385	State Supplemental Visually Impaired (SSVI)	24,013
393	Texas Successful Schools Program	5,049
397	Advanced Placement Incentives	65,873
404	Student Success Initiative	*
411	Technology Allotment	42,709
425	Beginning teacher Induction and Mentor Program	2,642
429	Other State Special Revenue Funds	2,011
461	Campus Activity Funds	*
480	Miscellaneous Local Grants	166,810
	<b>Total</b>	<b>\$ 10,513,546</b>

\* Information is not available at the time of publication

A description of the purpose of these funds is located in the Appendix.

Keller Independent School District

**CLASSIFICATION OF REVENUE AND EXPENDITURES**

Section 44.007 of the Texas Education Code requires that a standard school district fiscal accounting system be adopted by each school district. The system must meet at least the minimum requirements prescribed by the State Board of Education and also be subject to review and comment by the state auditor. Additionally, the accounting system must conform to Generally Accepted Accounting Principles (GAAP) as applied to governmental units in conjunction with the Texas Education Agency's Financial Accountability System Resource Guide (FASRG). The Governmental Accounting Standards Board (GASB) is the accepted standard setting body for establishing governmental accounting and financial reporting principles. This section further requires that a report be provided at the time the school district budget is filed, showing financial information sufficient to enable the State Board of Education to monitor the funding process and to determine educational system costs by school district, campus, and program.

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

**Basic System Expenditure Code Composition**

- Fund Code – A mandatory 3-digit code is to be used for all financial transactions to identify the fund group and specific funds. The first digit refers to the fund group, and the second and third digits specify the fund.
- Function Code – A mandatory 2-digit code that identifies the purpose of the transaction is applied to expenditures. The first digit identifies the major service area and the second digit refers to the specific function within the area.
- Object Code – A mandatory 4-digit code identifying the nature and object of an account, a transaction or a source. The first of the four digits identifies the type of account or transaction, the second digit identifies the major area, and the third and fourth digits provide further sub-classifications. In addition, KISD has incorporated two additional digits to the object code to define the subject (i.e., math, science, etc.). This allows for easy analysis of amounts expended for each subject.
- Sub-Object – Optional code. Used at KISD to provide special accountability for certain programs or areas.
- Organization Code – A mandatory 3-digit code identifying the organization, i.e., campus, department.
- Fiscal Year Code – A mandatory single digit code that identifies the fiscal year of the transaction or the project year of inception of a grant project.
- Program Intent Code – A 2-digit code used to designate services provided to students.
- Optional Code 3, 4, and 5 – Optional code that may be used to further describe the transaction.

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

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

**Keller Independent School District**

**SIGNIFICANT FINANCIAL POLICIES AND PROCEDURES**

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

**Cash Management**

The District's cash management goals are safety, liquidity and yield. Specifically:

- Insure proper collateralization of deposits;
- Insure adequate balances to cover cash disbursement needs;
- Maximize interest earnings while, at the same time, maximizing safety and liquidity;
- Minimize bank charges.

These goals are accomplished by keeping bank balances as low as possible through transferring all available dollars into one of three investment pools authorized for use by the District (TexPool, TexStar, and Logic). Minimal balances in the depository bank are maintained in an interest bearing account overnight.

Cash balances are monitored daily by the District through on-line banking. This system allows accounting personnel to minimize bank balances by transferring into the accounts only the funds necessary to cover the dollar amount of checks that are anticipated to be presented to the bank each day. This keeps the low interest bearing bank balances at a minimum, thus maximizing interest earnings through use of investment pools and other investments.

The District also utilizes the "positive pay" system that specifically identifies to the bank checks issued by amount, check number and date. This system deters counterfeit checks being drawn on funds from District accounts.

**Investment Policies**

The Board of Trustees has adopted a written investment policy regarding the investment of its funds as defined in the Public Funds Investment Act of 1995 (and amended by the legislature in 1997). This policy authorizes the District to invest in obligations of the U. S. Treasury, the State of Texas, or certain U. S. Agencies, certificates of deposit, repurchase agreements, commercial paper, bankers acceptances and public funds investment pools as permitted by Chapter 2256, Texas Government Code.

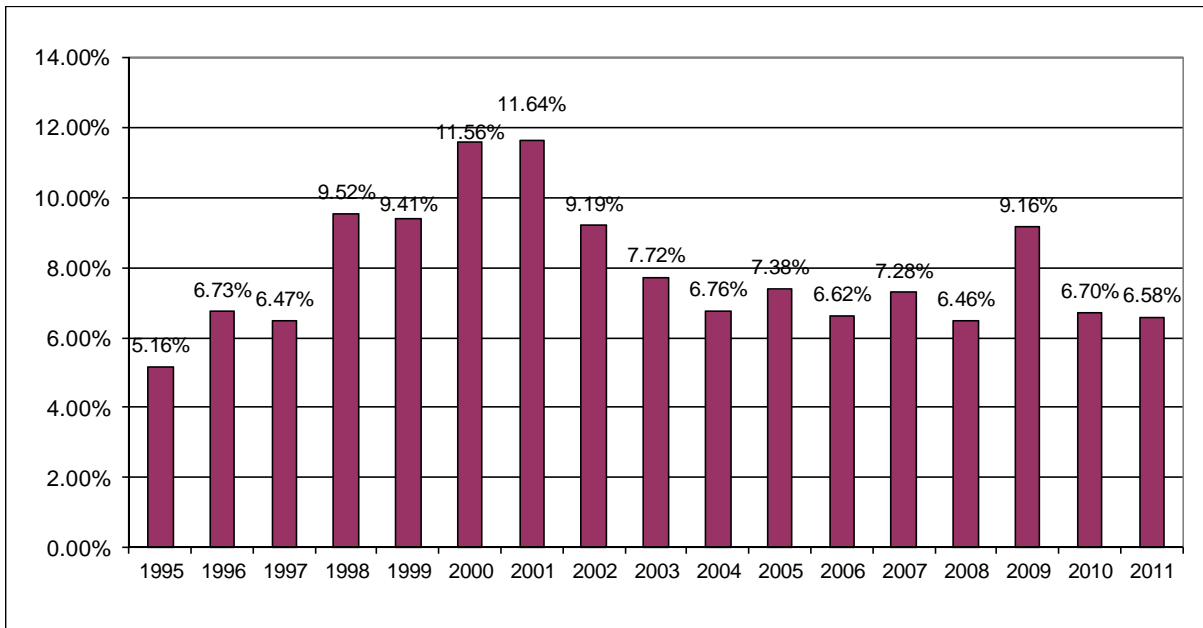
The main goal of the investment program is to ensure its safety, as well as to maximize financial returns within current market conditions in accordance with the District's investment policy. Assets of the District shall be invested in instruments whose maturities do not exceed one year from the time of purchase. The investment portfolio shall be diversified in terms of investment instruments, maturity scheduling, and financial institutions to reduce risk of loss.

A monthly investment report is prepared in accordance with the Public Funds Investment Act and submitted to the Board. The District's auditors perform a compliance audit of management controls on investments and adherence to the investment policy as well as a review of the monthly reports sent to the board. All individual investments are agreed to by the Investment Committee comprised of the Superintendent, the Deputy Superintendent and the Director of Finance.

**Debt Administration**

Debt Service is a major area of cost due to the District’s building program, which is primarily financed by the sale of general obligation bonds. The graph below depicts that as of August 31, 2011, the ratio of net bonded debt to Assessed Value for the District is anticipated to be 6.58%. Under state law, there is no explicit bonded indebtedness limitation, although a tax rate test effectively imposes a limit on the incurrence of debt. Chapter 45 of the Texas Education Code, as amended, requires a district to demonstrate to the Texas Attorney General that it has the prospective ability to pay debt service on a proposed issue of bonds, together with debt service on other outstanding “new debt” of the district, from a tax levied at a rate of \$0.50 per \$100 of assessed valuation before bonds may be issued. In demonstrating the ability to pay debt service at a rate of \$0.50, a district may take into account State allotments which effectively reduce the district’s local share of debt service. Once the prospective ability to pay such tax has been shown and the bonds are issued, a district may levy an unlimited tax to pay debt service. Prior law limited debt to 10% of assessed value, and the District is below that level. All principal and interest payments are due February 15th and August 15th of each year. On February 1st of each year, outstanding taxes become delinquent, which permits the collection of a large majority of taxes levied before the long term debt payments are due.

**RATIO OF NET BONDED DEBT TO TAXABLE ASSESSED VALUATION**



The District’s bonds presently carry a favorable rating of AAA with Moody’s Investor Service and AAA with Standard and Poor’s based upon the Permanent School Fund Guarantee or insurance. The district’s current underlying ratings are Aa2 by Moody’s Investor Service and AA by Standard and Poor’s.

## Fund Balance Levels

Fund balance is the excess of assets over liabilities in a governmental fund. The District understands the importance of maintaining an adequate fund balance and strives to develop a balanced budget in each fiscal year.

KISD defines a balanced budget as one in which anticipated revenues equal or exceed anticipated expenditures thus creating no need to utilize the District's "savings account", or fund balance. The district was able to develop a balanced budget each year until the 2008-09 year. The funding formula promulgated by the state legislature coupled with the economic downturn resulted in a budget that anticipated a \$4.9 million use of fund balance to balance the budget. Through conservative spending and a partial hiring freeze, the 2008-09 year ended using only \$1.3 million of fund balance. The same factors existed during the development of the 2009-10 budget; however, extensive budget reductions were implemented allowing only a \$190,371 budgeted deficit, or use of fund balance. The same funding restrictions were in place for the development of the 2010-11 budget. For this budget, the Board of Trustees elected to restore some of the funding that had been cut the previous year to eliminate further damage to District programs. The final 2010-11 general fund budget included a deficit of (\$5,631,218) which reduced the general fund balance. However, the district ended the 2010-11 fiscal year by adding \$11.8 million to fund balance. This was accomplished through the receipt of approximately \$9 million in one-time State revenue resulting from a property tax audit and from a one-time distribution from the Available School Fund resulting from unexpected earnings of the Permanent School Fund.

Anticipating a shortfall in state revenues for 2011-12, the Board of Trustees enacted a series of budget reductions effective July 1, 2011. This contributed to expenditure savings of approximately \$5 million, which not only contributed to the increase of fund balance in 2011, but allowed the Board of Trustees to adopt a 2012 budget which included a \$69 million surplus. The reserved fund balance is that portion of fund balance that is not available for appropriation or that has been legally segregated for specific purposes. The unreserved fund balance is composed of designated and undesignated portions. The undesignated portion represents that portion of fund balance that is available for budgeting in future periods. Designated fund balances represent tentative plans for future use of financial resources.

Fund Balance is currently reserved for inventory, student transportation, athletic turf and band and athletic uniform replacement in the general fund.

Board Policy requires 17-20% of total fund balance to be committed each year for budgetary contingencies. For the 2010-11 year, this amounted to \$39,821,169, while total fund balance was \$64,139,134. The committed amount represented 20% of the 2011-12 budgeted expenditures.

An analysis of changes in fund balance for the general fund appears on the next page.

**KELLER ISD 2011-2012 BUDGET**

**GENERAL FUND HISTORICAL REVENUE, EXPENDITURE AND  
FUND BALANCE LEVEL CHANGES**

	<b>Audited 2007-2008</b>	<b>Change Amount</b>	<b>Percent of Change</b>	<b>Audited 2008-2009</b>	<b>Change Amount</b>	<b>Percent of Change</b>
<b>Revenues</b>						
Local Revenues	\$ 104,365,640	\$ (12,109,669)	-10.40%	\$ 111,660,630	\$ 7,294,990	6.99%
State Revenues	82,621,118	33,958,857	69.78%	84,944,885	2,323,767	2.81%
Federal Revenues	33,815	24,429	260.27%	244,835	211,020	624.04%
<b>Total Revenues</b>	<b>187,020,573</b>	<b>21,873,617</b>	<b>13.24%</b>	<b>196,850,350</b>	<b>9,829,777</b>	<b>5.26%</b>
<b>Expenditures</b>						
Instruction	114,161,157	18,152,130	18.91%	122,584,768	8,423,611	7.38%
Media Services (Library)	3,290,041	318,588	10.72%	3,665,766	375,725	11.42%
Curriculum and Staff Development	2,657,018	813,389	44.12%	2,575,473	(81,545)	-3.07%
Instructional Leadership	2,289,867	93,625	4.26%	2,241,409	(48,458)	-2.12%
School Leadership	11,519,725	1,241,493	12.08%	12,491,650	971,925	8.44%
Guidance,Counseling and Evaluation	6,921,703	806,075	13.18%	7,606,710	685,007	9.90%
Social Work Services	224,177	20,184	9.89%	268,954	44,777	19.97%
Health Services	1,767,584	235,337	15.36%	1,999,486	231,902	13.12%
Student Transportation	5,106,034	929,723	22.26%	5,719,227	613,193	12.01%
Co/Extracurricular Activities	5,505,517	681,860	14.14%	5,600,981	95,464	1.73%
General Administration	5,006,260	368,224	7.94%	5,607,324	601,064	12.01%
Facility Maintenance and Operations	22,382,010	2,666,833	13.53%	18,104,422	(4,277,588)	-19.11%
Security and Monitoring Services	698,674	198,293	39.63%	912,507	213,833	30.61%
Data Processing Services	4,045,839	1,807,941	80.79%	2,331,712	(1,714,127)	-42.37%
Community Services	469,717	55,135	13.30%	666,164	196,447	41.82%
Facility Acquisition and Construction	239,748	(277,738)	-53.67%	125,546	(114,202)	-47.63%
Shared Services Arrangements	-	-	0.00%	3,811,277	3,811,277	100.00%
Juvenile Justice Alternative Education	-	-	0.00%	5,500	5,500	100.00%
Tax Increment Fund (TIF)	1,097,395	(404,204)	-26.92%	1,831,416	734,021	66.89%
<b>Total Expenditures</b>	<b>187,382,466</b>	<b>27,706,888</b>	<b>17.35%</b>	<b>198,150,292</b>	<b>10,767,826</b>	<b>5.75%</b>
<b>Excess (Deficiencies) Revenues over Expenditures</b>	<b>(361,893)</b>	<b>(5,833,271)</b>	<b>-106.61%</b>	<b>(1,299,942)</b>	<b>(938,049)</b>	<b>259.21%</b>
<b>Other Financial Resources (Uses)</b>						
Other Resources	490,727	465,534	1847.87%	-	(490,727)	-100.00%
Other Uses	-	-	-	-	-	-
<b>Total Other Financial Resources (Uses)</b>	<b>490,727</b>	<b>465,534</b>	<b>1847.87%</b>	<b>-</b>	<b>(490,727)</b>	<b>-100.00%</b>
<b>Excess (Deficiencies) of Revenue and Other Financial Resources Over Expenditures and Other Financial Uses</b>	<b>128,834</b>	<b>(5,367,737)</b>	<b>-97.66%</b>	<b>(1,299,942)</b>	<b>(1,428,776)</b>	<b>-1109.01%</b>
Fund Balance, beginning, 9/1	47,676,919	5,496,571	13.03%	47,805,753	128,834	0.27%
<b>Fund Balance, ending, 8/31</b>	<b>\$ 47,805,753</b>	<b>\$ 128,834</b>	<b>0.27%</b>	<b>\$ 46,505,811</b>	<b>\$ (1,299,942)</b>	<b>-2.72%</b>

## KELLER ISD 2011-2012 BUDGET

Audited 2009-2010	Change Amount	Percent of Change	Projected Actual 2010-2011	Change Amount	Percent of Change	Adopted Budget 2011-2012	Change Amount	Percent of Change
\$ 117,182,293	\$ 5,521,663	4.95%	\$ 114,988,632	\$ (2,193,661)	-1.87%	\$ 114,088,964	\$ (899,668)	-0.78%
86,473,461	1,528,576	1.80%	93,582,578	7,109,117	8.22%	86,525,676	(7,056,902)	-7.54%
238,831	(6,004)	-2.45%	171,022	(67,809)	-28.39%	300,000	128,978	75.42%
<b>203,894,585</b>	<b>7,044,235</b>	<b>3.58%</b>	<b>208,742,232</b>	<b>4,847,647</b>	<b>2.38%</b>	<b>200,914,640</b>	<b>(7,827,592)</b>	<b>-3.75%</b>
121,001,576	(1,583,192)	-1.29%	126,254,912	5,253,336	4.34%	126,371,092	116,180	0.09%
2,700,478	(965,288)	-26.33%	2,975,512	275,034	10.18%	2,669,242	(306,270)	-10.29%
2,531,915	(43,558)	-1.69%	2,148,040	(383,875)	-15.16%	2,644,584	496,544	23.12%
2,146,478	(94,931)	-4.24%	1,994,320	(152,158)	-7.09%	2,118,727	124,407	6.24%
12,551,986	60,336	0.48%	12,514,062	(37,924)	-0.30%	12,046,652	(467,410)	-3.74%
7,422,910	(183,800)	-2.42%	7,615,333	192,423	2.59%	7,285,469	(329,864)	-4.33%
263,532	(5,422)	-2.02%	272,484	8,952	3.40%	189,933	(82,551)	-30.30%
2,105,862	106,376	5.32%	2,139,520	33,658	1.60%	2,272,996	133,476	6.24%
6,128,309	409,082	7.15%	6,557,613	429,304	7.01%	4,133,943	(2,423,670)	-36.96%
6,182,009	581,028	10.37%	6,487,056	305,047	4.93%	5,191,156	(1,295,900)	-19.98%
5,168,217	(439,107)	-7.83%	5,302,844	134,627	2.60%	4,925,634	(377,210)	-7.11%
18,752,294	647,872	3.58%	20,098,449	1,346,155	7.18%	17,449,094	(2,649,355)	-13.18%
1,128,207	215,700	23.64%	1,490,482	362,275	32.11%	1,412,280	(78,202)	-5.25%
1,852,169	(479,543)	-20.57%	3,526,085	1,673,916	90.38%	4,276,052	749,967	21.27%
740,922	74,758	11.22%	681,609	(59,313)	-8.01%	788,458	106,849	15.68%
1,525,798	1,400,252	1115.33%	429,082	(1,096,716)	-71.88%	129,500	(299,582)	-69.82%
3,945,201	133,924	3.51%	3,043,144	(902,057)	-22.86%	3,347,053	303,909	9.99%
-	(5,500)	-100.00%	-	-	100.00%	2,307	2,307	100.00%
1,925,666	94,250	5.15%	1,750,904	(174,762)	-9.08%	1,851,674	100,770	5.76%
<b>198,073,529</b>	<b>(76,763)</b>	<b>-0.04%</b>	<b>205,281,451</b>	<b>7,207,922</b>	<b>3.64%</b>	<b>199,105,846</b>	<b>(6,175,605)</b>	<b>-3.01%</b>
<b>5,821,056</b>	<b>7,120,998</b>	<b>-547.79%</b>	<b>3,460,781</b>	<b>(2,360,275)</b>	<b>-40.55%</b>	<b>1,808,794</b>	<b>(1,651,987)</b>	<b>-47.73%</b>
-	-	0.00%	-	-	0.00%	4,882,550	4,882,550	100.00%
-	-	0.00%	-	-	0.00%	4,882,550	4,882,550	100.00%
<b>5,821,056</b>	<b>7,120,998</b>	<b>-547.79%</b>	<b>3,460,781</b>	<b>(2,360,275)</b>	<b>-40.55%</b>	<b>6,691,344</b>	<b>3,230,563</b>	<b>93.35%</b>
46,505,811	(1,299,942)	-2.72%	52,326,867	5,821,056	12.52%	55,787,648	3,460,781	6.61%
<b>\$ 52,326,867</b>	<b>\$ 5,821,056</b>	<b>12.52%</b>	<b>\$ 55,787,648</b>	<b>\$ 3,460,781</b>	<b>6.61%</b>	<b>\$ 62,478,992</b>	<b>\$ 6,691,344</b>	<b>11.99%</b>

**CHILD NUTRITION FUND HISTORICAL REVENUE, EXPENDITURE  
AND FUND BALANCE CHANGES**

	<b>Audited 2007-2008</b>	<b>Change Amount</b>	<b>Percent of change</b>	<b>Audited 2008-2009</b>	<b>Change Amount</b>	<b>Percent of change</b>
<b>Revenues</b>						
Local sources	\$ 6,999,777	\$ 793,043	10.00%	\$ 7,335,907	\$ 336,130	4.80%
State sources	288,962	15,813	53.04%	188,147	(100,815)	-34.89%
Federal sources	2,388,359	402,629	21.05%	2,901,555	513,196	21.49%
<b>Total Revenues</b>	<b>9,677,098</b>	<b>\$ 1,211,485</b>	<b>13.46%</b>	<b>10,425,609</b>	<b>748,511</b>	<b>7.73%</b>
<b>Expenditures</b>						
Food Services	9,669,282	1,416,019	7.21%	9,862,263	192,981	2.00%
<b>Total Expenditures</b>	<b>9,669,282</b>	<b>\$ 1,416,019</b>	<b>7.21%</b>	<b>9,862,263</b>	<b>192,981</b>	<b>2.00%</b>
<b>Fund Balance beginning, 9/1</b>	<b>1,146,420</b>	<b>212,350</b>	<b>22.73%</b>	<b>1,154,236</b>	<b>7,816</b>	<b>0.68%</b>
<b>Fund Balance ending, 8/31</b>	<b>\$ 1,154,236</b>	<b>\$ 7,816</b>	<b>0.68%</b>	<b>\$ 1,717,582</b>	<b>\$ 563,346</b>	<b>48.81%</b>

The fund balance for Child Nutrition should not exceed three months of average Child Nutrition operations expenditures. Average monthly Child Nutrition expenditures are calculated by dividing the subsequent years budgeted expenditures by ten months since the Child Nutrition department only operates for ten months out of the year. The 2010-11 ending fund balance for the Child Nutrition fund is 3.8 million. Three months of average Child Nutrition expenditures would be \$3.6 million, based on 2011-2012 budgeted expenditures.



**KELLER ISD 2011-2012 BUDGET**

Audited 2009-2010	Change Amount	Percent of change	Projected			Adopted		
			Actual 2010-2011	Change Amount	Percent of change	Budget 2011-2012	Change Amount	Percent of change
\$ 7,468,930	\$ 133,023	1.81%	\$ 7,832,977	\$ 364,047	4.87%	\$ 8,360,948	\$ 527,971	6.74%
326,702	138,555	73.64%	64,463	(262,239)	-80.27%	72,458	7,995	12.40%
3,500,740	599,185	20.65%	3,279,422	(221,318)	-6.32%	4,087,486	808,064	24.64%
<b>11,296,372</b>	<b>870,763</b>	<b>8.35%</b>	<b>11,176,862</b>	<b>(119,510)</b>	<b>-1.06%</b>	<b>12,520,892</b>	<b>1,344,030</b>	<b>12.03%</b>
10,601,047	738,784	7.49%	10,196,096	(404,951)	-3.82%	11,720,892	1,524,796	14.95%
<b>10,601,047</b>	<b>738,784</b>	<b>7.49%</b>	<b>10,196,096</b>	<b>(404,951)</b>	<b>-3.82%</b>	<b>11,720,892</b>	<b>1,524,796</b>	<b>14.95%</b>
1,717,582	563,346	48.81%	2,412,907	695,325	40.48%	3,393,673	980,766	40.65%
<b>\$ 2,412,907</b>	<b>\$ 695,325</b>	<b>40.48%</b>	<b>\$ 3,393,673</b>	<b>\$ 980,766</b>	<b>40.65%</b>	<b>\$ 4,193,673</b>	<b>\$ 800,000</b>	<b>23.57%</b>

**DEBT SERVICE FUND HISTORICAL REVENUE, EXPENDITURE  
AND FUND BALANCE LEVEL CHANGES**

	<b>Audited 2007-08</b>	<b>Change Amount</b>	<b>Percent of Change</b>	<b>Audited 2008-09</b>	<b>Change Amount</b>	<b>Percent of Change</b>
<b>Revenue</b>						
Local Sources	\$ 30,869,535	\$ 5,002,191	19.34%	\$ 39,442,049	\$ 8,572,514	27.77%
State Sources	4,264,854	(688,333)	-13.90%	1,542,827	(2,722,027)	-63.82%
<b>Total Revenues</b>	<b>35,134,389</b>	<b>4,313,858</b>	<b>14.00%</b>	<b>40,984,876</b>	<b>5,850,487</b>	<b>16.65%</b>
<b>Expenditures</b>						
Debt Service	41,412,463	4,265,761	11.48%	44,610,580	3,198,117	7.72%
<b>Total Expenditures</b>	<b>41,412,463</b>	<b>4,265,761</b>	<b>11.48%</b>	<b>44,610,580</b>	<b>3,198,117</b>	<b>7.72%</b>
<b>Other Financing Resources (Uses)</b>						
Other Resources	6,602,816	(65,864,337)	-90.89%	17,562,890	10,960,074	165.99%
Other Uses	-	66,007,787	-100.00%	(11,231,952)	(11,231,952)	-100.00%
<b>Total Other Financing Resources (Uses)</b>	<b>6,602,816</b>	<b>143,450</b>	<b>2.22%</b>	<b>6,330,938</b>	<b>(271,878)</b>	<b>-4.12%</b>
<b>Beginning Fund Balance, 9/1</b>	<b>4,741,309</b>	<b>133,195</b>	<b>2.89%</b>	<b>5,066,051</b>	<b>324,742</b>	<b>6.85%</b>
<b>Ending Fund Balance, 8/31</b>	<b>\$ 5,066,051</b>	<b>\$ 324,742</b>	<b>6.85%</b>	<b>\$ 7,771,284</b>	<b>\$ 2,705,233</b>	<b>53.40%</b>

The District strives to maintain a Debt Service Fund balance of 10% of Debt Service Fund expenditures. Fund Balance at August 31, 2011 is \$3,820,031, or 6.7% of 2011-12 Debt Service Fund expenditures.

**KELLER ISD 2011-2012 BUDGET**

<b>Audited 2009-10</b>	<b>Change Amount</b>	<b>Percent of Change</b>	<b>Projected Actual 2010-11</b>	<b>Change Amount</b>	<b>Percent of Change</b>	<b>Adopted Budget 2011-12</b>	<b>Change Amount</b>	<b>Percent of Change</b>
\$ 48,779,858	\$ 9,337,809	23.67%	\$ 53,001,754	\$ 4,221,896	8.65%	\$ 52,663,888	\$ (337,866)	-0.64%
261,674	(1,281,153)	-83.04%	862,247	600,573	229.51%	1,119,288	257,041	29.81%
<b>49,041,532</b>	<b>8,056,656</b>	<b>19.66%</b>	<b>53,864,001</b>	<b>4,822,469</b>	<b>9.83%</b>	<b>53,783,176</b>	<b>(80,825)</b>	<b>-0.15%</b>
52,109,811	7,499,231	16.81%	55,378,182	3,268,371	6.27%	57,089,099	1,710,917	3.09%
<b>52,109,811</b>	<b>7,499,231</b>	<b>16.81%</b>	<b>55,378,182</b>	<b>3,268,371</b>	<b>6.27%</b>	<b>57,089,099</b>	<b>1,710,917</b>	<b>3.09%</b>
31,969,812	14,406,922	82.03%	2,115,804	(29,854,008)	-93.38%	3,305,923	1,190,119	56.25%
(31,505,435)	(20,273,483)	180.50%	-	31,505,435	-100.00%	-	-	0.00%
<b>464,377</b>	<b>(5,866,561)</b>	<b>-92.66%</b>	<b>2,115,804</b>	<b>1,651,427</b>	<b>355.62%</b>	<b>3,305,923</b>	<b>1,190,119</b>	<b>56.25%</b>
7,771,284	2,705,233	53.40%	5,167,382	(2,603,902)	-33.51%	5,769,005	601,623	11.64%
<b>\$ 5,167,382</b>	<b>\$ (2,603,902)</b>	<b>-33.51%</b>	<b>\$ 5,769,005</b>	<b>\$ 601,623</b>	<b>11.64%</b>	<b>\$ 5,769,005</b>	<b>\$ -</b>	<b>0.00%</b>

## **Capital Assets**

The District defines capital assets as assets with an initial, individual cost of \$5,000 or more and an estimated useful life of at least two years. However, all land and land improvements are capitalized regardless of the amount. Donated capital assets are recorded at estimated fair market value at the date of donation.

The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets lives are not capitalized. Major outlays for capital assets and improvements are capitalized as projects are completed. Interest cost related to acquisition of fixed assets is not capitalized.

## **Risk Management**

Keller Independent School District provides insurance related services to district employees and students on over 42 campuses and administrative sites. Areas of responsibility include occupational safety, loss control, risk assessment, insurance management (property/casualty, automotive, workers' compensation and professional liability), and unemployment compensation.

The district's automotive and property insurance coverage protects 80 vehicles and 26 trailers, 16 district owned portable buildings and two leased portable buildings, as well as all permanent campus structures and facilities. Property is insured up to a maximum loss amount of approximately \$807 million.

## **Employee Benefits**

Keller Independent School District provides employee benefit services to district employees on over 41 campuses and administrative sites. Areas of responsibility include cafeteria plan administration, COBRA/HIPPA compliance, and payroll deduction services for 403(b) and 457(b) plans. Both tax deferred plans are administered by third party administrators to ensure compliance with IRS and state regulations. Employee monthly contributions are approximately \$198,750 for the 403(b) plan and \$10,500 for the 457 (b) plan.

KISD provides core benefits and the right to purchase optional benefits to all employees through the KISD Cafeteria Plan governed by Section 125 of the IRS Code. The district will provide \$275 per month for employees who are contributing members to the Teacher Retirement System of the State of Texas to offset optional health plan costs. Contributions of \$240 per year are available for full-time employees not purchasing a KISD sponsored health plan. Both the district's health insurance and workers' compensation program are self-funded.

## **Bank Depository**

The district is required to execute a depository agreement with a local banking institution for a period of two years. Competitive bidding is mandated and state law sets general terms. The current contract was signed on May 19, 2009 to cover the period from September 2009 through August 2011. The district and depository bank have exercised the option to extend the contract for a period of two years through August 2013. The district will be required to go out for bid for the two year period beginning September 1, 2013.

The district's 2009-2011 depository bank contract provides for interest to be earned on collected on balances over \$50,000. The district's primary investment pools, LOGIC, TexPool and TexStar, earned averages of .32%, .23% and .22% respectively in the month of August 2011. The total KISD investment portfolio yield (excluding cash in bank) from September 2010 through August 2011 was .2131%.

## **INDEPENDENT AUDIT AND FINANCIAL REPORTING**

In accordance with Section 221.256, Texas Education Code, public school districts in Texas shall have their accounts audited annually. The audit shall be made on an organization-wide basis, and shall involve all fund types and account groups of the school district. In addition to meeting the requirements set forth in State statutes, the audit is also designed to meet the requirements of the federal Single Audit Act of 1984 and the related provisions of OMB Circular A-133 "Audits of State, Local Governments, and Non-Profit Organizations." Once the annual audit is complete, the Annual Financial Report is prepared and submitted to the Board of Trustees for approval. The Annual Financial Report is designed to meet the specific monitoring needs of the Texas Education Agency. Thus, a Comprehensive Annual Financial Report, conforming to the standards of both the Association of School Business Officials (ASBO) international and the Government Finance Officers Association (GFOA), is also prepared to better serve the needs of taxpayers and other financial statement users. The district was awarded the Certificate of Achievement for Excellence in Financial Reporting by GFOA and the Certificate of Excellence in Financial Reporting by ASBO for each fiscal year beginning with 2006-2007.

## BUDGET POLICIES AND DEVELOPMENT PROCEDURES

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

### Legal Requirements

Sections 44.002 through 44.006 of the *Texas Education Code* establish the legal basis for budget development in Texas school districts. The following items summarize the legal requirement 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 August 31.
- The President of the Board of Trustees must call a public meeting of the Board of Trustees, giving ten days public notice in a newspaper, for the adoption of the district budget. Any taxpayer in the district may be present and participate in the meeting.
- No funds may be expended in any manner other than as provided for in the adopted budget. The Board does have the authority to amend the budget or adopt supplementary emergency budgets to cover unforeseen expenditures.
- The budget must be prepared in accordance with GAAP (Generally Accepted Accounting Principles) and state guidelines. The budget is prepared on a modified accrual basis, which is the same basis of accounting used in the district's audited financial statements.
- The budget must be legally adopted before the adoption of the tax rate, with certain exceptions.

The Texas Education Agency (TEA) requires that budgets for the General Fund, Child Nutrition Fund and the Debt Service Fund be included in the official district budget. 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. A school district must amend the official budget before exceeding a functional expenditure category in the total district budget.

### Budget Development Process

With the guidance of the Board of Trustees, principals and administrators of the District, under the direction of the Deputy Superintendent and the Superintendent, develop the budget. All expenditure allocations are determined based on projected revenue from state and local sources with the goals of maintaining an appropriate fund balance, considering the tax burden of our taxpayers, while still meeting the District's educational goals.

The budget process begins with the development of the Long-Range Plan that is presented to the Board of Trustees. The enrollment projections contained in this plan form the basis for significant budgetary decisions including per pupil allocations to each campus, instructional staffing allocations, and other required service levels. Once the Long-Range Plan is presented, the Board of Trustees can begin discussions concerning budget strategies and priorities, and establish the budget calendar.

The Finance department prepares revenue projections for all funds. These projections are based on enrollment projections, estimates of local tax revenue, state funding formulas, and other significant factors. The funding formulas are extremely complex. This complexity is compounded by changes that the legislature regularly makes when they meet every other year to consider revisions to the state funding formula and other issues.

Salaries and benefits comprise 82.3% of the 2011-12 annual General Fund operating budget. Therefore, the Board of Trustees gives careful consideration to staffing allocations for both instructional and non-instructional positions. Additional personnel units are evaluated by the Superintendent and his executive staff each year and, after extensive review and analysis, recommendations are presented to the Board of Trustees.

Personnel units are allocated to each campus based on projected student enrollment following state mandated ratios, as applicable. Additional staff may be allocated to a school based upon student demographics or special programs. The budget amounts are then developed for vacant positions based on the average cost of employees currently filling each position. Supplemental pay (stipends for coaches, department heads, etc.) is approved on a year-to-year basis and does not become part of the base salary of an employee. A salary supplement may be increased, decreased, or eliminated if the Board of Trustees determines this to be in the best interest of the District.

To decentralize the budget process for non-payroll related budget items, the District uses site-based decision making, where each campus principal and his/her staff, determine how to use allocated monies. Each campus receives a basic allotment per student which is to be used for supplies, materials, equipment, staff development, and other appropriate instructional costs. Campuses also receive a separate allotment which is to be used for library books.

Budgets for non-campus (departmental) units, including Child Nutrition, are developed by the central administrators. Each administrator is given an allocation based on the previous year's allocation plus any special allotments for recurring items which were approved in the previous year. The administrator must ensure that their budget does not exceed the allocation amount. Any supplemental requests over and above their base allocation must be submitted in writing to the Finance department. The Superintendent and his executive team review these requests and determine if any will be recommended to the Board for approval. If approved by the Board, these supplemental requests will be added to the departmental budget.

The Director of Finance develops the Debt Service Fund budget. This budget is constructed based primarily on tax base assumptions (for local revenue projections), and projected debt retirement requirements.

Following the development process, consolidated budgetary information is presented to the Board of Trustees in workshops and regular meetings. This information is summarized in a variety of different presentations and line item detail is provided, as requested.

The District solicits public input by advertising a public hearing in the newspaper. The proposed budget is available to the public prior to the public hearing. The Board may recommend potential budget adjustments after considering the public's comments and/ or recommendations.

Significant dates and events included in the budget development process are summarized on the budget calendar on the following pages of this document.

## **Capital Project Funds Budget Policies**

Capital Projects Funds are used to account for the proceeds of General Obligation bonds and related interest earnings and the expenditures of these funds for the construction and equipping of school facilities, to purchase school sites, and renovations or repair of existing facilities. The Board of Trustees does not formally adopt the Capital Projects Funds budgets annually.

These budgets are prepared on a project basis, based on the proceeds available from bond issues and planned expenditures outlined in applicable bond ordinances. Each major construction contract is approved based on the existing availability of bond proceeds and/or approved but unissued bonds. However, the impact of the Capital Projects Funds budgets must be considered during the development of the annual budgets for all other funds. Future operating costs (staffing, utilities, etc.) associated with capital improvements and new facilities must be projected and included in the General Fund budget. Repayment of bonds issued for capital projects must be included in Debt Service Fund projections.

Additionally, certain capital outlay expenditures (such as high cost/unit furniture and equipment) are budgeted both in the General Fund and the Capital Projects Funds.



## BUDGET CALENDAR

### *January, 2011*

Receive student enrollment projections estimates for budget building and allotments

### *January/February 2011*

Preparation of budget documents for budget development

### *February 2011*

General Administrators Meeting - Campus and Department overview of budget process

Establish and distribute Campus and Department allotments

Collect additional items for consideration and inclusion in the budget

New administrator/secretary training

### *February 7, 2011*

Special meeting/work session discussion of 2011-12 budget

### *March 7, 2011*

Special meeting/work session discussion of 2011-12 budget

### *March, 2011*

Refresher Budget Input Training

Campuses and departments prepare budget for non-salary portion of the budget

### *March 28, 2011*

Special meeting/work session:

- a. Approval of Reduction in Force
- b. Discussion of 2011-12 Budget

### *April, 2011*

Campus and departments turn in budgets and budget goals

### *April 7, 2011*

Special meeting/work session discussion of 2011-12 budget

**BUDGET CALENDAR**

*April 28, 2011*

Receive Certified Estimate of Taxable Values from Tarrant Appraisal District  
Regular Board Meeting/work session - discussion of 2011-12 budget

*May, 2011*

Create detailed budget with department and campus input  
Adjust revenue assumption projections from preliminary valuations given by Tarrant County Appraisal District

*May 2, 2011*

Special Board Meeting to discuss proposed tax rate and set meeting date for Public Hearing on Proposed Tax Rate

*May 16, 2011*

Public Hearing on Proposed Tax Rate

*May 26, 2011*

Regular Board Meeting/work session - discussion of 2011-12 budget

*June 9, 2011*

Regular Board Meeting/work session - discussion of 2011-12 budget

*June 18, 2011*

Tax Ratification Election

*June 27, 2011*

Canvass the June 18, 2011 Tax Ratification Election  
Work Session - discuss 2011-12 Budget Reductions

*July 16, 2011*

Certification of anticipated collection rate by tax collector  
Workshop with refined budget estimates from 2nd round of preliminary budget estimates from Tarrant

*July 18, 2011*

Regular Board Meeting/work session - discussion of 2011-12 budget

*July 28, 2011*

Receive certified appraisal roll from Tarrant County Appraisal District for final calculation of revenue

*August 11, 2011*

- a. Special work session - 2011-12 budget
- b. Board of Trustees makes final decision on salary and benefits

*August 18, 2011* Regular Board Meeting

- a. Public hearing on budget. Not necessary to have a public hearing to adopt the tax rate. When the tax ratification election failed, the tax rate reverted automatically to the prior year's rate.
- b. Board of Trustees adopts budget

Dates are subject to change

## **BUDGET ADMINISTRATION AND MANAGEMENT PROCESS**

Adoption of the official budget by the Board of Trustees is only the first step in the budget process. Following adoption, the budget administration and management process begins. The budget administration and management process is the process of regulating expenditures throughout the fiscal year to ensure that they do not exceed authorized amounts and that they are properly and legally used for the intended purposes.

### **Expenditure Control and Approvals**

Expenditure appropriations are allocated between 88 organizations or cost centers (campuses, departments, etc.). The principal or department head (administrator) is accountable for their organization's portion of the General Fund budgets. Each administrator is authorized to approve the expenditure of funds within his/her organization, provided that funds are expended in accordance with District purchasing procedures and legal requirements, and with the adopted budget for that year.

This is accomplished through the use of the standard account code system prescribed by the Texas Education Agency, which includes an organization code. The code system is described in detail within this document. Each budget manager (or designee) is granted online access to the accounting codes for their organization. This access includes purchase and warehouse requisitioning, account inquiry and reporting capabilities.

### **Purchase Orders**

The Board of Trustees approves all bid awards and contracts in excess of \$50,000 per year. Purchase orders (P.O.s) are prepared for all goods and services, except for those items listed below. Once a purchase request is entered and approved at the campus/department level, the requisition is forwarded to the Purchasing department for verification of proper vendor and compliance with legal purchasing procedures. The requisition is then forwarded to the Finance department for verification of proper account code, availability of funds and compliance with various administrative regulations. Additional levels of approval are required for grant funds and technology purchases. The District's financial software automatically forwards the requisition through all levels of approval. If the request is approved at all levels, the funds are encumbered and a purchase order is printed and mailed/faxed to the appropriate vendor. Encumbrances are reservations of appropriations for goods/services that have not been received. The purpose of an encumbrance is to ensure that obligations are recognized as soon as financial commitments are made to prevent the budget from being inadvertently exceeded due to lack of information about future commitments.

After the goods or services are physically received, the recipient forwards written confirmation of receipt to the Accounts Payable department. The record of receipt and the vendor invoice are then matched to the purchase order. When all three have been received, payment is made. The encumbrance is liquidated at the time of payment.

### **Check Requisitions**

Check requisitions are used for entry fees, registration fees, advances for student travel, refunds and payment for athletic and/or extracurricular officials, judges, etc. Travel reimbursement forms are used to reimburse travel expenses. Check requisitions and travel reimbursement forms, along with the appropriate supporting documents, are forwarded to the Finance department for review, approval and payment. Funds are not encumbered with check requisitions because payment occurs immediately and are not subject to the receipt of goods.

## **Amending the Budget**

The budget is legally adopted at the fund and function level. All budget amendments between functions must be approved by the Board of Trustees *prior to* expenditure of funds. An example of such would be a transfer from one functional category (e.g. Library) to another functional category (e.g. Instruction). In addition, budget changes that would increase/decrease the overall fund are taken to the Board of Trustees for their approval prior to any expenditure of funds. All other (non-functional) adjustments are approved by the Finance department.

## **Monitoring the Budget**

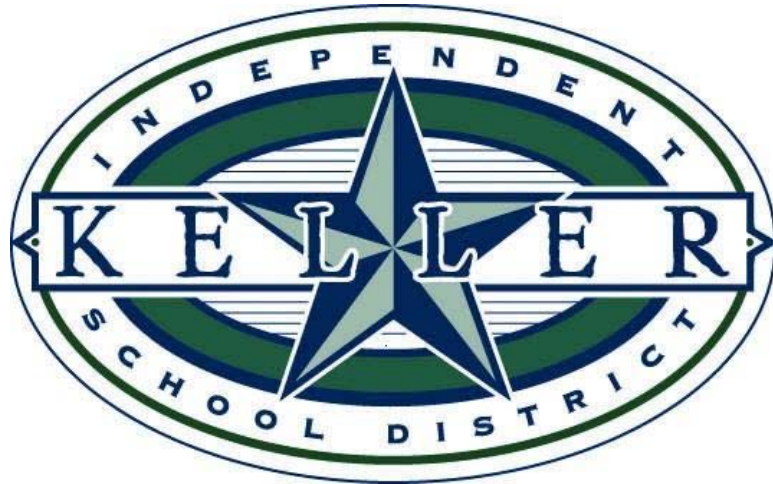
The District's interactive, on-line budgetary accounting and control system provides many useful reports to assist Board members, district staff and the Finance department in administering, monitoring and controlling the budget. This system provides many checks and balances to ensure that funds are not over-expended at the budgetary control account level. If sufficient funds are not available at the budgetary control account level, purchase orders and check requisitions cannot be generated nor checks written.

The Finance staff carefully monitors comparisons between budget and actual expenditures to maintain cost control and to guard against overspending for all budgeted accounts.

Relevant financial reports are posted to the District's website on a monthly basis. These reports include property tax, investments, general fund financial position and check registers. The final step in the budget monitoring process is the evaluation of the results of operations, which are presented annually in the district's Comprehensive Annual Financial Report (CAFR).

## **Reporting to the Texas Education Agency (TEA)**

The District budget must be submitted to the TEA via the Public Education Information Management System (PEIMS) transmission process as of the date established in the annual instructions for the system. The TEA monitors for compliance at the district level only. This monitoring is a legal requirement to ensure mandatory expenditure levels in certain areas. In addition, amended budgets are reflected on the schedule comparing budget and actual results in the Annual Financial and Compliance Report. The requirement for filing the amended budget with the TEA is formally met when the district submits its Annual Financial and Compliance Report.

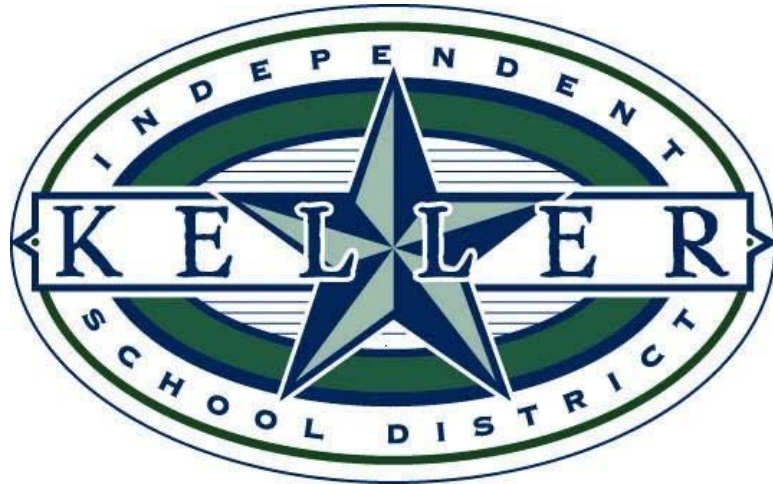


KELLER ISD  
Intentionally  Exceptional

# Financial Plan



Artwork Provided by:  
Dev Patel  
Timber Creek High School



KELLER ISD  
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**KELLER ISD 2011-2012 BUDGET**

**KELLER INDEPENDENT SCHOOL DISTRICT  
COMBINED BUDGET SUMMARY-REVENUES  
2011-2012**

**GENERAL FUND, DEBT SERVICE FUND, AND CHILD NUTRITION FUND**

<b>Local Revenues</b>	<b>General Fund</b>	<b>Debt Service</b>	<b>Child Nutrition</b>	<b>Memo Total</b>
5711 Current Taxes	\$ 108,188,086	\$ 52,253,888	\$ -	\$ 160,441,974
5719 Delinquent Taxes and Penalties/Interest	1,424,800	350,000	-	1,774,800
5739 Tuition and Fees	161,700	-	-	161,700
5742 Investment Earnings	200,000	60,000	-	260,000
5743 Facility Rental	587,914	-	-	587,914
5749 Other Revenue from Local Sources	3,160,674	-	-	3,160,674
5751 Cafeteria Sales	-	-	8,360,948	8,360,948
5752 Athletic Activities	365,790	-	-	365,790
<b>Total Local Revenues</b>	<b>114,088,964</b>	<b>52,663,888</b>	<b>8,360,948</b>	<b>175,113,800</b>
<b>State Revenues</b>				
5811 Per Capita Apportionment	7,153,670	-	-	7,153,670
5812 Foundation School Fund	79,339,224	1,076,549	-	80,415,773
5817 IFA	-	42,739	-	42,739
5829 TEA State Matching Funds	32,782	-	72,458	105,240
<b>Total State Revenues</b>	<b>86,525,676</b>	<b>1,119,288</b>	<b>72,458</b>	<b>87,717,422</b>
<b>Federal Revenues</b>				
5921 Breakfast Sales	-	-	540,000	540,000
5922 Lunch Sales	-	-	3,038,694	3,038,694
5923 Value of Donated Commodities	-	-	508,792	508,792
5929 Federal Revenue Distributed by TEA	200,000	-	-	200,000
5932 Federal Revenue Distributed by Other Agencies	100,000	-	-	100,000
<b>Total Federal Revenues</b>	<b>300,000</b>	<b>-</b>	<b>4,087,486</b>	<b>4,387,486</b>
<b>Total Revenues</b>	<b>\$ 200,914,640</b>	<b>\$ 53,783,176</b>	<b>\$ 12,520,892</b>	<b>\$ 267,218,708</b>

**KELLER ISD 2011-2012 BUDGET**

**KELLER INDEPENDENT SCHOOL DISTRICT  
COMBINED BUDGET SUMMARY-EXPENDITURES  
2011-2012**

**GENERAL FUND, DEBT SERVICE FUND, AND CHILD NUTRITION FUND**

<b>Expenditures</b>	<b><u>General Fund</u></b>	<b><u>Debt Service</u></b>	<b><u>Child Nutrition</u></b>	<b><u>Memo Total</u></b>
11 Instruction	\$ 126,371,092	\$ -	\$ -	\$ 126,371,092
12 Media Services (Library)	2,669,242	-	-	2,669,242
13 Curriculum and Staff Development	2,644,584	-	-	2,644,584
21 Instructional Leadership	2,118,727	-	-	2,118,727
23 School Leadership	12,046,652	-	-	12,046,652
31 Guidance, Counseling and Evaluation	7,285,469	-	-	7,285,469
32 Social Work Services	189,933	-	-	189,933
33 Health Services	2,272,996	-	-	2,272,996
34 Student Transportation	4,133,943	-	-	4,133,943
35 Food Services	-	-	11,720,892	11,720,892
36 Co/Extracurricular Activities	5,191,156	-	-	5,191,156
41 General Administration	4,925,634	-	-	4,925,634
51 Facility Maintenance and Operations	17,449,094	-	-	17,449,094
52 Security and Monitoring Services	1,412,280	-	-	1,412,280
53 Data Processing Services	4,276,052	-	-	4,276,052
61 Community Services	788,458	-	-	788,458
71 Debt Service	-	57,089,099	-	57,089,099
81 Facility Acquisition and Construction	129,500	-	-	129,500
93 Shared Services Arrangements	3,347,053	-	-	3,347,053
95 Juvenile Justice Alternative Education Programs	2,307	-	-	2,307
97 Tax Increment Fund (TIF)	1,851,674	-	-	1,851,674
<b>Total Expenditures</b>	<b><u>199,105,846</u></b>	<b><u>57,089,099</u></b>	<b><u>11,720,892</u></b>	<b><u>267,915,837</u></b>
<b>Other Financial Resources (Uses)</b>				
Other Resources	4,882,550	3,305,923	-	8,188,473
Other Uses	-	-	-	-
<b>Total Other Financing Resources (Uses)</b>	<b><u>4,882,550</u></b>	<b><u>3,305,923</u></b>	<b><u>-</u></b>	<b><u>8,188,473</u></b>
<b>Excess (Deficiency) of Revenues and Financial Resources Over (Under) Expenditures and Other Financial Uses</b>	<b><u>6,691,344</u></b>	<b><u>-</u></b>	<b><u>800,000</u></b>	<b><u>7,491,344</u></b>
Fund Balance (Deficit), 08/31/11 - Projected	55,787,648	5,769,005	3,393,673	64,950,326
<b>Fund Balance (Deficit), 08/31/12 - budgeted</b>	<b><u>\$ 62,478,992</u></b>	<b><u>\$ 5,769,005</u></b>	<b><u>\$ 4,193,673</u></b>	<b><u>\$ 72,441,670</u></b>

**KELLER ISD 2011-2012 BUDGET**

**KELLER INDEPENDENT SCHOOL DISTRICT  
COMBINED BUDGET SUMMARY - REVENUES AND EXPENDITURES  
YEARS ENDED AUGUST 31, 2010-AUGUST 31, 2012 (BUDGETED)  
GENERAL FUND, DEBT SERVICE FUND, AND CHILD NUTRITION FUND**

<b>Revenues</b>	<b>Audited 2009-10</b>	<b>Projected Actual 2010-11</b>	<b>Adopted Budget 2011-12</b>
Local Revenues	\$ 173,431,081	\$ 175,823,363	\$ 175,113,800
State Revenues	87,061,837	94,509,288	87,717,422
Federal Revenues	3,739,571	3,450,444	4,387,486
<b>Total Revenues</b>	<b>264,232,489</b>	<b>273,783,095</b>	<b>267,218,708</b>
<b>Expenditures</b>			
Instruction	121,001,576	126,254,912	126,371,092
Media Services (Library)	2,700,478	2,975,512	2,669,242
Curriculum and Staff Development	2,531,915	2,148,040	2,644,584
Instructional Leadership	2,146,478	1,994,320	2,118,727
School Leadership	12,551,986	12,514,062	12,046,652
Guidance, Counseling and Evaluation	7,422,891	7,615,333	7,285,469
Social Work Services	263,532	272,484	189,933
Health Services	2,105,862	2,139,520	2,272,996
Student Transportation	6,128,309	6,557,613	4,133,943
Food Services	10,601,047	10,196,096	11,720,892
Co/Extracurricular Activities	6,182,009	6,487,056	5,191,156
General Administration	5,168,217	5,302,844	4,925,634
Facility Maintenance and Operations	18,752,294	20,098,449	17,449,094
Security and Monitoring Services	1,128,226	1,490,482	1,412,280
Data Processing Services	1,852,169	3,526,085	4,276,052
Community Services	740,922	681,609	788,458
Debt Service	52,109,811	55,378,182	57,089,099
Facility Acquisition and Construction	1,525,798	429,082	129,500
Shared Services Arrangements	3,945,201	3,043,144	3,347,053
Juvenile Justice Alternative Education Programs	-	-	2,307
Tax Increment Fund (TIF)	1,925,666	1,750,904	1,851,674
<b>Total Expenditures</b>	<b>260,784,387</b>	<b>270,855,729</b>	<b>267,915,837</b>
<b>Excess (Deficiencies) Revenue over Expenditures</b>	<b>3,448,102</b>	<b>2,927,366</b>	<b>(697,129)</b>
<b>Other Financial Resources (Uses)</b>			
Other Resources	31,969,812	2,115,804	8,188,473
Other (Uses)	(31,505,435)	-	-
<b>Total Other Financing Resources (Uses)</b>	<b>464,377</b>	<b>2,115,804</b>	<b>8,188,473</b>
<b>Excess (Deficiencies) of Revenue and Other Financial Resources Over (Under) Expenditures and Other Financial Uses</b>	<b>3,912,479</b>	<b>5,043,170</b>	<b>7,491,344</b>
Fund Balance, beginning, 9/1	55,994,677	59,907,156	64,950,326
<b>Fund Balance, ending 8/31</b>	<b>\$ 59,907,156</b>	<b>\$ 64,950,326</b>	<b>\$ 72,441,670</b>

KELLER ISD 2011-2012 BUDGET

KELLER INDEPENDENT SCHOOL DISTRICT

2011-2012

CURRENT TAX—REVENUE COLLECTION CALCULATION

	<b>GENERAL FUND</b>	<b>DEBT SERVICE</b>
Taxable Value*	\$11,200,638,123	\$11,200,638,123
Collection Rate	99.00%	99.00%
Adjusted Value	\$11,088,631,742	\$11,088,631,742
Tax Rate	\$1.0400	\$0.5000
Current Tax Revenue	\$115,321,770	\$55,443,159
Frozen Levy	\$1,599,695	\$769,084
Total Current Taxes	\$116,921,465	\$56,212,243

\*Source: Tarrant Co Tax Office  
Taxable Value Received 10/9/2011  
Used for Tax Levy calculation  
by Tarrant County Tax Office

**2011-12 TOTAL TAX RATE RANKING  
COMPARABLE DISTRICTS - REGIONAL AND STATE**

<u>District</u>	<u>M &amp; O</u>	<u>I &amp; S</u>	<u>Total Rate</u>
Hurst-Euless-Bedford	\$ 1.0400	\$0.3740	\$ 1.4140
Grapevine-Colleyville	\$ 1.0400	\$0.2500	\$ 1.2900
Carrollton-Farmers Branch	\$ 1.0400	\$0.3168	\$ 1.3568
Clear Creek	\$ 1.0400	\$0.3200	\$ 1.3600
Northwest	\$ 1.0400	\$0.3350	\$ 1.3750
Carroll	\$ 1.0400	\$0.3750	\$ 1.4150
Birdville	\$ 1.0400	\$0.3950	\$ 1.4350
Lewisville	\$ 1.0400	\$0.3867	\$ 1.4267
Leander	\$ 1.0400	\$0.4598	\$ 1.4998
Eagle Mountain-Saginaw	\$ 1.0300	\$0.5000	\$ 1.5300
Mansfield	\$ 1.0400	\$0.4560	\$ 1.4960
Humble	\$ 1.1700	\$0.3500	\$ 1.5200
Katy	\$ 1.1266	\$0.4000	\$ 1.5266
McKinney	\$ 1.0400	\$0.4900	\$ 1.5300
Denton	\$ 1.0400	\$0.4900	\$ 1.5300
<b>Keller</b>	<b>\$ 1.0400</b>	<b>\$0.5000</b>	<b>\$ 1.5400</b>
Crowley	\$ 1.0400	\$0.4950	\$ 1.5350

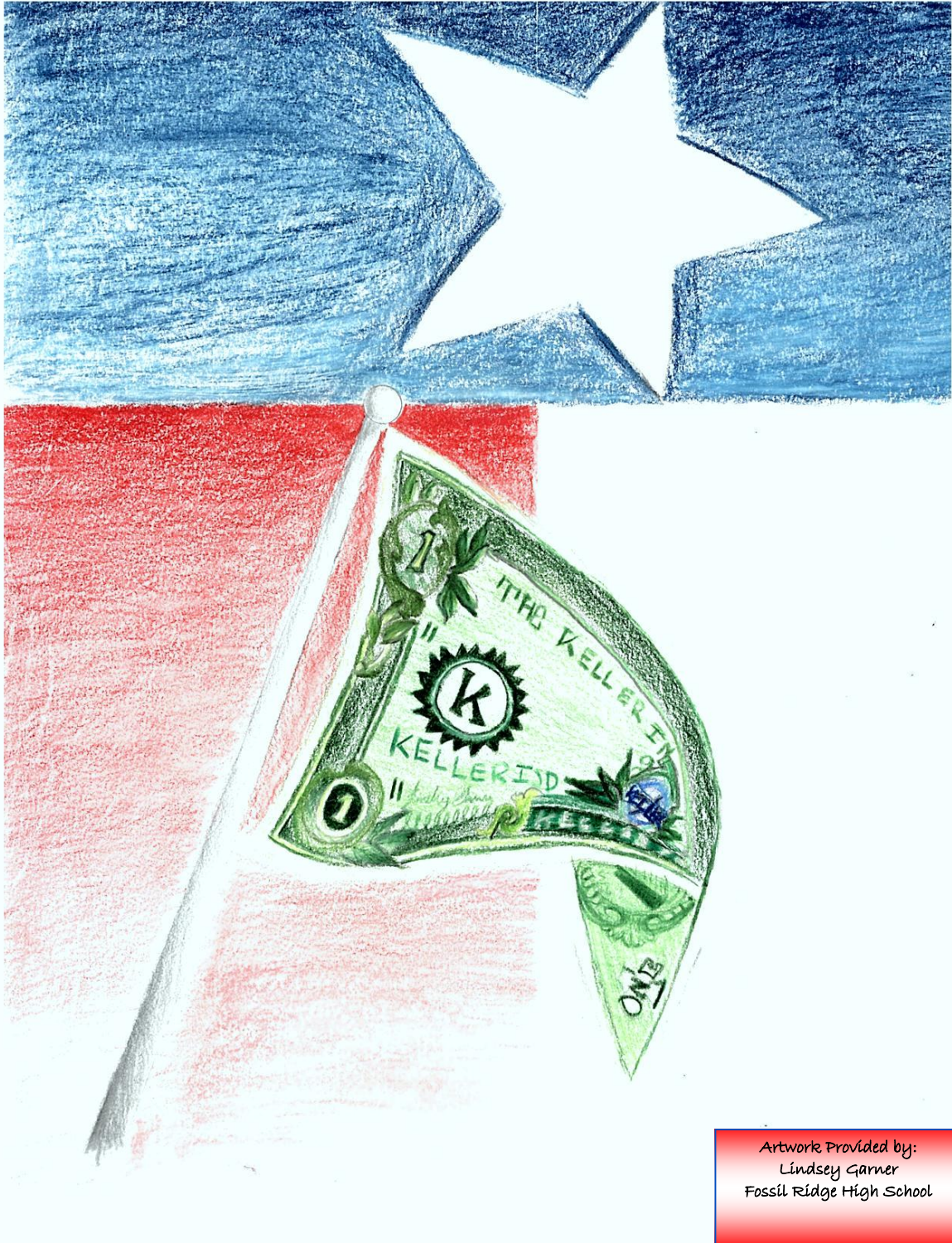
**KELLER ISD 2011-2012 BUDGET**

**KELLER INDEPENDENT SCHOOL DISTRICT  
COMPARISON OF TAX RATES  
LAST 25 FISCAL YEARS**

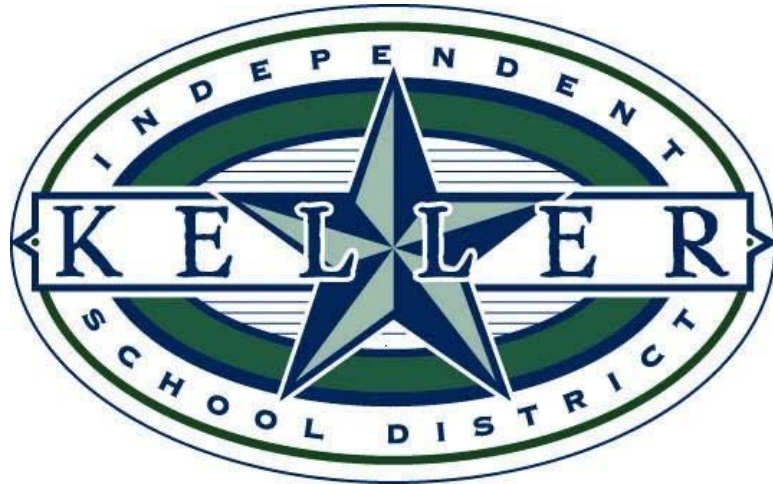
<u>Tax Year</u>	<u>School Year</u>	<u>Maintenance &amp; Operations</u>	<u>Debt Service</u>	<u>CED*</u>	<u>Total</u>
1987	1987-88	0.6640	0.3860		1.0500
1988	1988-89	0.7243	0.4207		1.1450
1989	1989-90	0.7900	0.3800		1.1700
1990	1990-91	0.8300	0.4200		1.2500
1991	1991-92	0.0850	0.4100	0.8350	1.3300
1992	1992-93	0.0700	0.4150	0.9650	1.4500
1993	1993-94	1.0600	0.4000		1.4600
1994	1994-95	1.0850	0.4150		1.5000
1995	1995-96	1.1050	0.3950		1.5000
1996	1996-97	1.1300	0.3700		1.5000
1997	1997-98	1.1500	0.3500		1.5000
1998	1998-99	1.1750	0.3350		1.5100
1999	1999-00	1.2450	0.2300		1.4750
2000	2000-01	1.2732	0.2495		1.5227
2001	2001-02	1.2730	0.2559		1.5289
2002	2002-03	1.3926	0.2593		1.6519
2003	2003-04	1.4213	0.2549		1.6762
2004	2004-05	1.4336	0.2639		1.6975
2005	2005-06	1.4336	0.2822		1.7158
2006	2006-07	1.3111	0.2969		1.6080
2007	2007-08	1.0400	0.3174		1.3574
2008	2008-09	1.0400	0.3769		1.4169
2009	2009-10	1.0400	0.4463		1.4863
2010	2010-11	1.0400	0.4906		1.5306
2011	2011-12	1.0400	0.5000		1.5400

\* In 1991-92, the state established the County Education District (CED), an additional taxing unit. The CED was discontinued after 1993.

# General Fund



Artwork Provided by:  
Lindsey Garner  
Fossil Ridge High School



KELLER ISD  
Intentionally  Exceptional



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## GENERAL FUND OVERVIEW

The General Fund is used to account for all financial transactions not properly included in other funds. The principal sources of revenue include local property taxes and state funding. Expenditures include all costs associated with the daily operations of the schools.

### Revenue Trends and Assumptions

The largest portion of funding in the General Fund consists of local revenue, which accounts for 56.78% of total budgeted revenue and is primarily property taxes. The next largest source of revenue necessary to fund operating expenditures is derived from State funding sources. The percentage of funding provided by the state is 43.07%, which is 0.62% more than the prior year budget. The District expects to receive \$300,000 in federal revenue for 2011-12, which is 0.15% of total revenues. Federal revenue includes eRate revenue and Student Health and Related Services (SHARS) revenue.

## PROJECTION COMPONENTS

### Projected Current Tax Collections

Estimated amounts of tax revenue to be generated from the current levy are predicted using estimated taxable values, collection rates, and tax rates. A collection rate of 98% was used in estimating tax revenue. House Bill 1 of the 79th Legislature Third Called Special Session requires the tax rate to be reduced to 66.67% of the 2005-06 tax rate, which compressed the tax rate to \$1.00 for 2007-08 through 2011-12. An additional \$0.04 of additional pennies was available without voter approval, which the District has utilized each year since the 2007-08 budget year. A tax ratification election is required to raise the maintenance and operations tax rate about \$1.04. Faced with declining property values and reductions in state funding, the KISD Board of Trustees called for a public election to ratify an M&O tax rate of \$1.17, the maximum allowed by law. Coupled with a total tax rate of \$0.50, the total proposed tax for 2011-12 was \$1.67. The election was held on June 18, 2011 and failed by a narrow margin. The tax rate automatically reverted to \$1.04 for maintenance and operations and \$.050 for debt service, for a total of \$1.54.

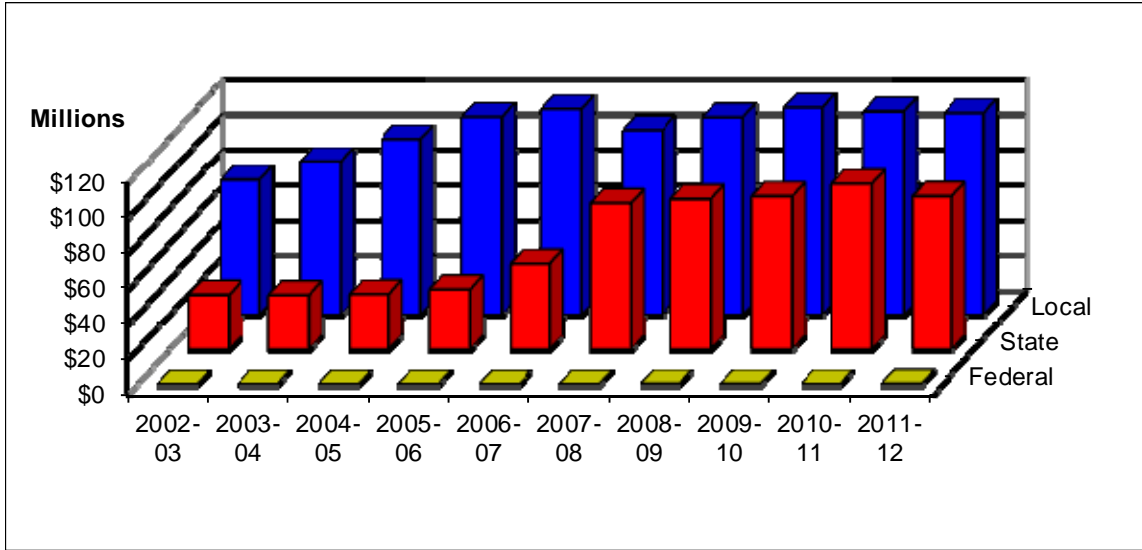
### State Revenue Estimate

The calculations of state revenue are based on the current funding formula. Three of the most critical factors in estimating General Fund state aid are Average Daily Attendance (ADA) projections, Full Time Equivalent (FTE's) for special populations of students such as bilingual, gifted and talented, career/technology and special education students, and taxable values.

The hold harmless provision in the current state funding formulas allows the district to earn the same state and local revenue per weighted average daily attendance (WADA) as was generated in the 2006-07 year (target revenue). The estimated target revenue per WADA for 2011-12 is \$5,157. Based upon projected WADA of 35,184, the target revenue will be \$181,443,888.

This graph depicts changes in KISD revenue source levels, 2003-2012.

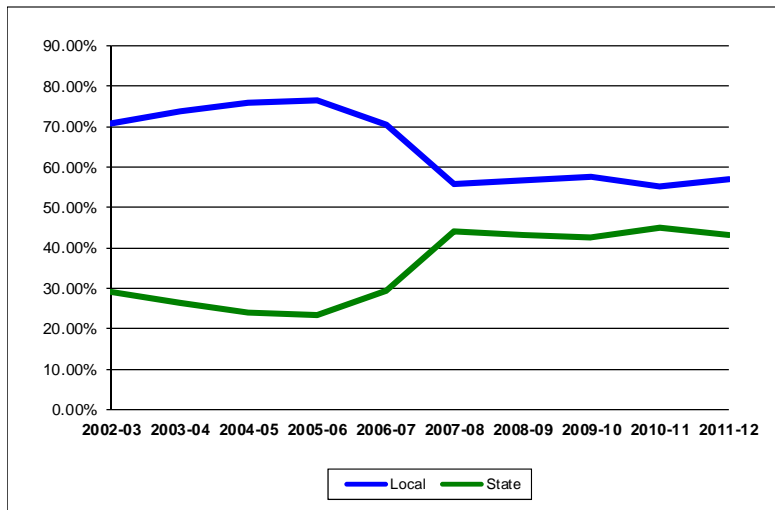
**GENERAL FUND REVENUE SOURCE TRENDS**



Year	Local	State	Federal	Total Revenue
2002-03	75,916,669	31,200,246	117,781	107,234,696
2003-04	86,621,599	30,966,387	3,736	117,591,722
2004-05	99,299,792	31,482,473	10,293	130,792,558
2005-06	111,878,807	34,166,309	1,677	146,046,793
2006-07	116,475,309	48,662,261	9,386	165,146,956
2007-08	104,365,640	82,621,118	33,815	187,020,573
2008-09	111,660,630	84,944,885	244,835	196,850,350
2009-10	117,182,293	86,473,461	238,831	203,894,585
2010-11	114,988,632	93,582,578	171,022	208,742,232
2011-12	114,088,964	86,525,676	300,000	200,914,640

The following graph depicts local and state revenue as a percentage of total revenue from 2003-2012. The local share of the total revenue has decreased slightly in 2011-12 from the previous year down by (0.78%). State aid has decreased from 2010-11 by (7.54%). This is the first time that state aid has decreased since 2003-04.

**PERCENTAGE OF LOCAL AND STATE REVENUE**



Year	Local	State
2002-03	75,916,669	31,200,246
2003-04	86,621,599	30,966,387
2004-05	99,299,792	31,482,473
2005-06	111,878,807	34,166,309
2006-07	116,475,309	48,662,261
2007-08	104,365,640	82,621,118
2008-09	111,660,630	84,944,885
2009-10	117,182,293	86,473,461
2010-11	114,988,632	93,582,578
2011-12	114,088,964	86,525,676

In addition to the General Fund Budget, the District anticipates collecting at least \$10,513,546 in Special Revenue Funds for 2011-2012 (some award amounts are still unavailable at press time). Included in these funds, the District will receive \$4.88 million of Federal EduJobs funding. The balance of these funds will be budgeted to provide for school centered programs designed to support increased student achievement and to meet the goals of the District. The District continues to pursue additional dollars from non-traditional sources to support the education delivery system.

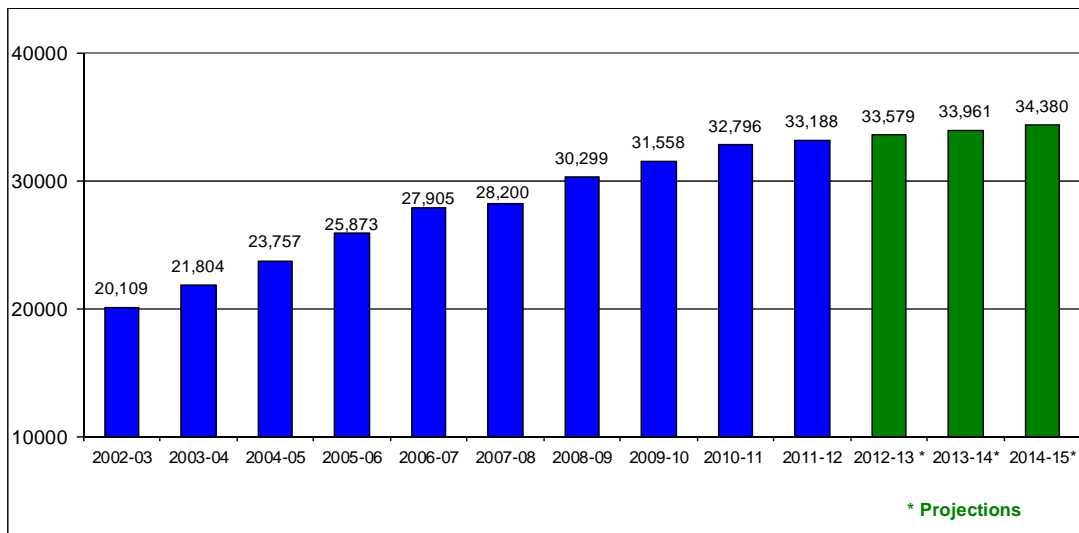
**Enrollment**

The other major estimate necessary to build the General Fund budget is student enrollment. State revenue estimates, as well as the campus expenditure budget allocations rely heavily on enrollment data. Enrollment projections are prepared by the District's demographic consultant and are verified by KISD's Director of Construction and Planning.

Three forms of data are used to develop student enrollment projections from one year to the next. First, on a campus by campus basis, student enrollments are rolled forward one year to determine what the actual student enrollment could be for the school year being projected. Secondly, an annual district wide demographic study is done to identify existing residential development under construction and residential construction planned for the next two to five years. A formula for students per household is applied to determine the number of students for elementary, intermediate, middle, and high school that new residential development will bring to the district. Thirdly individual campus student enrollment records are maintained for the five years prior to a new school year. This data is used to identify individual campus and campus grade level enrollment and specifically the grade levels that will increase. It also helps the District identify schools showing a continuous decrease in student enrollment. In addition, the school district contracts with Templeton Demographics in Keller, TX for a district wide one, five and ten year student enrollment projection. These projections are broken down by elementary, intermediate, middle, and high school.

The District has experienced significant increases in enrollment over the last ten years; however, enrollment growth is slowing as the district approaches build out. Projected enrollment growth for the 2011-12 school year is 1.2% over the previous year, compared to a 3.9% increase in the previous year. Enrollment growth for the next three years is anticipated to be approximately 400 students per year. Enrollment growth presents the District with significant challenges including additional personnel, instructional facilities, supplies, and materials. The following graph depicts Keller ISD's enrollment, actual and projected from 2003 to 2015.

**KELLER ISD ENROLLMENT**



\* Projected enrollment Source: AEIS and PEIMS

**EXPENDITURE SUMMARY**

The total General Fund expenditure budget for 2011-12 is \$199,105,846. This is an decrease of \$6.2 million or 3.01% less than projected actual 2010-11 expenditures. As always, the majority of a school district's expenditures are for personnel costs, 82.30%.

Payroll costs have decreased by \$819,436, This decrease occurred in spite of the fact that the district added an elementary school in 2011-12, as well as a senior class at Timber Creek High School. Faced with significant reductions in revenue, KISD staff and the Board of Trustees analyzed expenditures over a period of months until a series of expenditure budget reductions was determined. Included in the budget cuts was a Reduction in Force (RIF). Payroll expenditures include an additional \$374.23 for substitutes pay necessary to offset the reduction in workforce. This is a 13.67% increase in substitute costs. No salary increases are budgeted for 2011-12.

Other significant expenditure items include the following:

Utilities	\$ 7,548,930
Durham Transportation Bus Service Contract	\$ 3,535,924
Tax Increment Fund	\$ 1,851,674
Property Casualty insurance	\$ 1,172,140
Appraisal District	\$ 968,920
Xerox copier lease and maintenance	\$ 643,737
Technology maintenance agreements	\$ 2,998,744

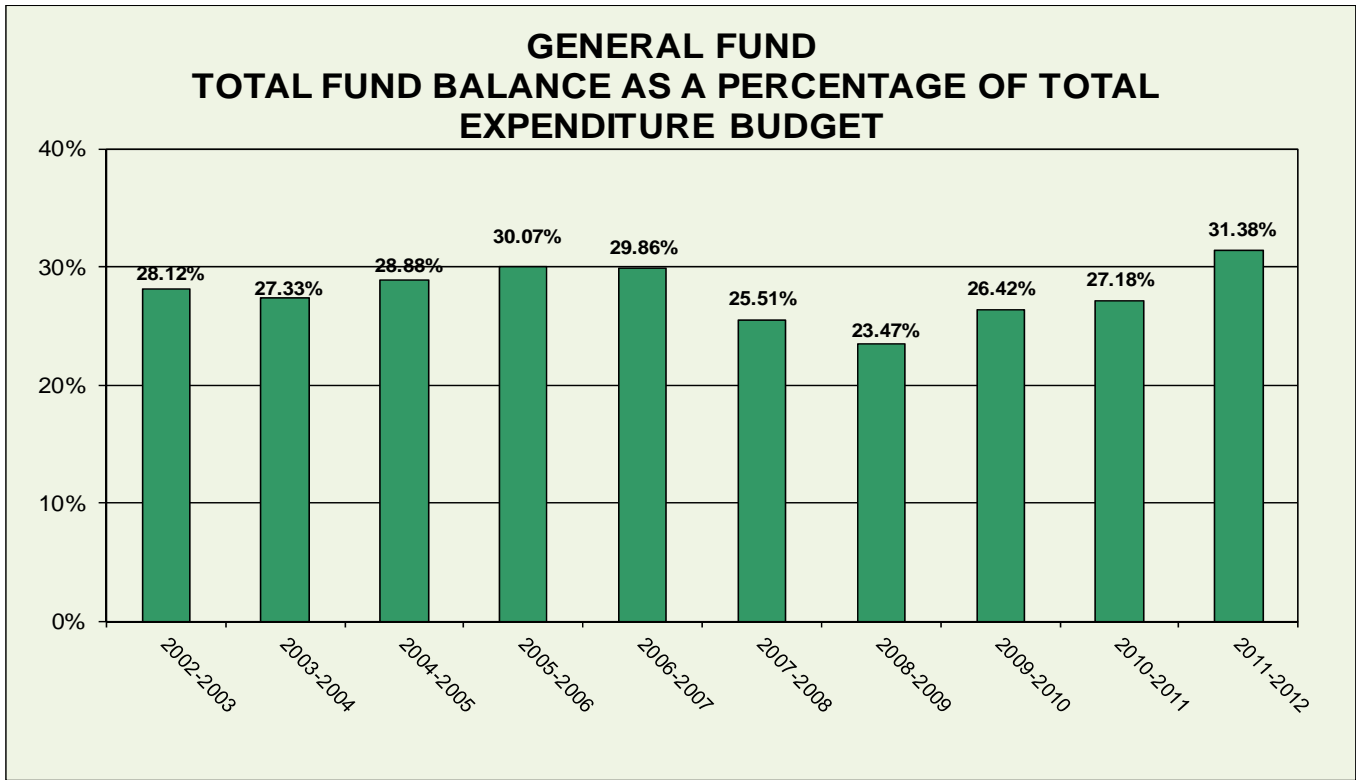
No significant non-routine capital expenditures are budgeted in the 2011-12 year. The District has no further obligation for the retiree health insurance other than the rates established each biennium by the Texas Legislature.

**IMPACT ON FUND BALANCE**

A surplus of (\$6,691,344) is budgeted for the 2011-12 year. Projected ending fund balance at 8/31/11 was \$55,787,648. This projected 12% increase to fund balance in 2011-12 is due mainly to the significant budget reductions instituted by the Board of Trustees during the budget development process.

Pursuant to GASB 54, KISD has adopted a policy for commitment in general fund balance of 20% of the subsequent years budgeted expenditures. This equates to \$39,821,169. This amount may be used if necessary by the Board of Trustees for use in future years to stabilize state funding deficiencies.

IMPACT ON FUND BALANCE



	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Projected 2010-2011	Budgeted 2011-2012
Total Budget	104,275,255	115,728,878	130,792,558	140,268,250	159,675,578	187,382,466	198,150,292	198,073,529	205,281,451	199,105,846
Fund Balance	29,324,756	31,630,601	36,399,796	42,180,348	47,676,919	47,805,753	46,505,811	52,326,867	55,787,648	62,478,992
	28.12%	27.33%	27.83%	30.07%	29.86%	25.51%	23.47%	26.42%	27.18%	31.38%

**KELLER ISD 2011-2012 BUDGET**

**KELLER INDEPENDENT SCHOOL DISTRICT  
SUMMARY BY MAJOR OBJECT AND FUNCTION  
GENERAL FUND**

	Audited	Projected	Adopted	Percent	
	2009-2010	Actual	Budget	Increase	Percent
Revenues	2009-2010	2010-2011	2011-2012	(Decrease)	of Total
5711 Current Taxes	\$ 110,416,247	\$ 111,233,450	\$ 108,188,086	-2.74%	53.85%
5719 Delinquent Taxes and Penalties/Interest	1,545,861	1,305,124	1,424,800	9.17%	0.71%
5739 Tuition and Fees	324,602	333,657	161,700	-51.54%	0.08%
5742 Investment Earnings	194,375	165,052	200,000	21.17%	0.10%
5743 Facility Rental	652,434	548,467	587,914	7.19%	0.29%
5749 Other Revenue from Local Sources	3,531,477	852,210	3,160,674	270.88%	1.57%
5752 Athletic Activities	514,708	550,635	365,790	-33.57%	0.18%
5759 SALE OF KISD LOGO	500	-	-	0.00%	0.00%
5761 Tax Collection CED	2,089	37	-	-100.00%	0.00%
<b>Total Local Revenue</b>	<b>117,182,293</b>	<b>114,988,632</b>	<b>114,088,964</b>	<b>-0.78%</b>	<b>56.78%</b>
5811 Per Capita Apportionment	3,391,119	9,895,736	7,153,670	-27.71%	3.56%
5812 Foundation School Fund	75,358,441	83,654,060	79,339,224	-5.16%	39.49%
5829 TEA State Matching Funds	31,816	32,782	32,782	0.00%	0.02%
5831 TRS On-Behalf	7,692,085	-	-	0.00%	0.00%
<b>Total State Revenue</b>	<b>86,473,461</b>	<b>93,582,578</b>	<b>86,525,676</b>	<b>-7.54%</b>	<b>43.07%</b>
5929 Federal Revenue Distributed by TEA	238,831	171,022	200,000	16.94%	0.10%
5932 Federal Revenue Distributed by Other Agencies	-	-	100,000	100.00%	0.05%
<b>Total Federal Revenue</b>	<b>238,831</b>	<b>171,022</b>	<b>300,000</b>	<b>75.42%</b>	<b>0.15%</b>
<b>Revenues Grand Total</b>	<b>203,894,585</b>	<b>208,742,232</b>	<b>200,914,640</b>	<b>-3.75%</b>	<b>100.00%</b>
<b>Expenditures</b>					
11 Instruction	121,001,576	126,254,912	126,371,092	0.09%	63.47%
12 Media Services (Library)	2,700,478	2,975,512	2,669,242	-10.29%	1.34%
13 Curriculum and Staff Development	2,531,915	2,148,040	2,644,584	23.12%	1.33%
21 Instructional Leadership	2,146,478	1,994,320	2,118,727	6.24%	1.06%
23 School Leadership	12,551,986	12,514,062	12,046,652	-3.74%	6.05%
31 Guidance, Counseling and Evaluation	7,422,891	7,615,333	7,285,469	-4.33%	3.66%
32 Social Work Services	263,532	272,484	189,933	-30.30%	0.10%
33 Health Services	2,105,862	2,139,520	2,272,996	6.24%	1.14%
34 Student Transportation	6,128,309	6,557,613	4,133,943	-36.96%	2.08%
36 Co/Extracurricular Activities	6,182,009	6,487,056	5,191,156	-19.98%	2.61%
41 General Administration	5,168,217	5,302,844	4,925,634	-7.11%	2.47%
51 Facility Maintenance and Operations	18,752,294	20,098,449	17,449,094	-13.18%	8.76%
52 Security and Monitoring Services	1,128,226	1,490,482	1,412,280	-5.25%	0.71%
53 Data Processing Services	1,852,169	3,526,085	4,276,052	21.27%	2.15%
61 Community Services	740,922	681,609	788,458	15.68%	0.40%
81 Facility Acquisition and Construction	1,525,798	429,082	129,500	-69.82%	0.07%
93 Shared Services Arrangements	3,945,201	3,043,144	3,347,053	9.99%	1.68%
95 Juvenile Justice Alternative Education Programs	-	-	2,307	100.00%	0.00%
97 Tax Increment Fund (TIF)	1,925,666	1,750,904	1,851,674	5.76%	0.93%
<b>Expenditures Grand Total</b>	<b>198,073,529</b>	<b>205,281,451</b>	<b>199,105,846</b>	<b>-3.01%</b>	<b>100.00%</b>
<b>Other Financial Resources (Uses)</b>	-	-	-	-	-
Other Resources	-	-	4,882,550	100.00%	100.00%
<b>Other Financial Resources (Uses) Grand Total</b>	-	-	<b>4,882,550</b>	<b>100.00%</b>	<b>100.00%</b>
<b>Excess (Deficit) of Revenue and other Financial Resources Over (Under) Expenditures and other Financial Uses</b>	<b>\$ 5,821,056</b>	<b>\$ 3,460,781</b>	<b>\$ 6,691,344</b>	<b>93.35%</b>	

**KELLER ISD 2011-2012 BUDGET**

**KELLER INDEPENDENT SCHOOL DISTRICT  
GENERAL FUND  
EXPENDITURE SUMMARY BY OBJECT**

	<b>Audited</b>	<b>Projected</b>	<b>Adopted</b>	<b>Percent</b>	<b>Percent</b>
	<b>2009-2010</b>	<b>Actual</b>	<b>Budget</b>	<b>Increase</b>	<b>of Total</b>
		<b>2010-2011</b>	<b>2011-2012</b>	<b>(Decrease)</b>	
6112 Substitute Teachers	\$ 2,768,814	\$ 2,626,929	\$ 2,886,139	9.87%	1.45%
6118 Extra Duty/Stipends Professional	3,825,654	3,935,213	3,572,858	-9.21%	1.79%
6119 Professional Salaries	115,769,160	126,930,779	126,332,849	-0.47%	63.45%
6121 Overtime	92,433	122,180	202,900	66.07%	0.10%
6122 Support Personnel Substitutes	88,820	108,740	223,761	105.78%	0.11%
6127 Student Workers	-	5,192	-	-100.00%	0.00%
6128 Extra Duty Pay Support Personnel	155,030	160,432	145,360	-9.39%	0.07%
6129 Support Salaries	17,686,981	17,856,677	17,074,314	-4.38%	8.58%
6131 Contract Buyout	-	149,750	-	-100.00%	0.00%
6139 Employee Allowances	-	40,322	-	-100.00%	0.00%
6141 FIMM/FICA	1,933,403	2,082,904	2,159,850	3.69%	1.08%
6142 Group Health Insurance	5,902,916	6,874,327	6,395,036	-6.97%	3.21%
6143 Workers Compensation	1,103,641	1,187,843	1,199,730	1.00%	0.60%
6144 TRS On-Behalf	7,692,075	-	-	0.00%	0.00%
6145 Unemployment Payments	79,628	100,939	65,000	-35.60%	0.03%
6146 TRS	3,122,890	2,508,120	3,613,114	44.06%	1.81%
<b>Total Payroll Costs</b>	<b>160,221,445</b>	<b>164,690,347</b>	<b>163,870,911</b>	<b>-0.50%</b>	<b>82.30%</b>
6211 Legal Services	67,879	143,161	148,950	4.04%	0.07%
6212 Audit Services	59,400	52,000	62,000	19.23%	0.03%
6213 Tarrant Appraisal District	879,735	1,014,475	968,920	-4.49%	0.49%
6219 Contract Services	213,202	241,733	125,132	-48.24%	0.06%
6222 Student Tuition	306,562	391,554	393,040	0.38%	0.20%
6223 JJAEP Contract Services	-	-	2,307	100.00%	0.00%
6229 Instruction District Wide	1,200	2,400	2,400	0.00%	0.00%
6234 ESC Services	24,719	19,026	19,026	0.00%	0.01%
6239 ESC Contract	106,812	120,584	126,396	4.82%	0.06%
6244 Contract Maintenance	895,751	1,996,232	1,253,002	-37.23%	0.63%
6245 Contract Repair	39,570	249	64,592	25840.56%	0.03%
6246 Contract Services	1,157,557	1,217,316	683,701	-43.84%	0.34%
6249 Contract M&R	1,467,386	2,053,538	1,836,395	-10.57%	0.92%
6255 Utilities Water and Sewer	971,433	1,275,514	590,349	-53.72%	0.30%
6256 Telecommunications	482,870	503,452	308,924	-38.64%	0.16%
6257 Utilities (Electricity)	2,829,388	2,850,988	2,502,751	-12.21%	1.26%
6258 Utilities (Gas)	598,789	458,624	752,146	64.00%	0.38%
6259 Utilities (Garbage)	296,841	275,748	299,707	8.69%	0.15%
6269 Equipment Rental	111,505	285,969	63,609	-77.76%	0.03%
6291 Consulting Services	29,949	70,925	15,075	-78.75%	0.01%
6298 Royalty Fees	5,193	4,769	9,965	108.95%	0.01%
6299 Misc. Contracted Service	7,452,820	8,022,689	7,044,236	-12.20%	3.54%
<b>Total Contracted Services</b>	<b>17,998,561</b>	<b>21,000,946</b>	<b>17,272,623</b>	<b>-17.75%</b>	<b>8.68%</b>

**KELLER ISD 2011-2012 BUDGET**

**GENERAL FUND  
EXPENDITURE SUMMARY BY OBJECT (continued)**

	<u>Audited</u> <u>2009-2010</u>	<u>Projected</u> <u>Actual</u> <u>2010-2011</u>	<u>Adopted</u> <u>Budget</u> <u>2011-2012</u>	<u>Percent</u> <u>Increase</u> <u>(Decrease)</u>	<u>Percent</u> <u>of Total</u>
6311 Fuel	562,574	783,241	549,876	-29.79%	0.28%
6315 Supplies Operations	603,232	639,290	649,495	1.60%	0.33%
6316 Supplies MNT Operations	754,158	862,236	40,564	-95.30%	0.02%
6317 Supplies-Grounds	230,588	276,215	435,641	57.72%	0.22%
6319 Copies	300	-	-	0.00%	0.00%
6321 Textbooks	55,070	53,814	33,284	-38.15%	0.02%
6325 Reading Materials	27,222	17,301	16,858	-2.56%	0.01%
6326 Subscriptions	18,395	1,604	33,666	1998.88%	0.02%
6329 Department Publications	313,351	305,413	268,798	-11.99%	0.14%
6334 Testing Supplies	134,417	105,965	181,706	71.48%	0.09%
6395 Supplies	4,729,903	6,124,675	5,762,807	-5.91%	2.89%
6396 Technology Equipment	347,074	319,761	1,024,290	220.33%	0.51%
6397 Furniture/Equipment	889,029	823,960	421,249	-48.88%	0.21%
6398 Mid-Year Adjustment	-	-	18,675	100.00%	0.01%
6399 Postage	109,482	83,171	128,100	54.02%	0.06%
<b>Total Supplies and Materials</b>	<b>8,774,795</b>	<b>10,396,646</b>	<b>9,565,009</b>	<b>-8.00%</b>	<b>4.80%</b>
6411 Employee Travel	528,307	520,146	570,029	9.59%	0.29%
6412 Student Travel	380,526	510,321	336,221	-34.12%	0.17%
6413 Stipends Non Employee	14,371	-	-	0.00%	0.00%
6419 Non Employee Travel	19,018	30,513	14,215	-53.41%	0.01%
6425 Liability Insurance	1,128,301	1,002,226	1,180,970	17.83%	0.59%
6427 Bonding Expense	-	-	350	100.00%	0.00%
6434 Election Expense	22,354	73,842	50,750	-31.27%	0.03%
6492 Fiscal Agents Shared Services	3,759,201	2,546,144	3,095,053	21.56%	1.55%
6493 Shared Services	186,000	6,000	6,000	0.00%	0.00%
6494 Student Transportation	401,319	444,875	309,804	-30.36%	0.16%
6495 Membership Fees	101,889	104,238	151,400	45.24%	0.08%
6497 Awards	48,021	44,948	56,277	25.20%	0.03%
6498 Food	84,104	70,261	31,523	-55.13%	0.02%
6499 Fees and Dues	2,382,402	2,144,318	2,297,106	7.13%	1.15%
<b>Total Other Operating Expenses</b>	<b>9,055,813</b>	<b>7,497,832</b>	<b>8,099,698</b>	<b>8.03%</b>	<b>4.07%</b>
6619 Land	-	398,500	-	-100.00%	0.00%
6629 Construction/Renovation	1,592,901	33,572	50,000	48.93%	0.03%
6631 Vehicle	116,348	228,733	-	-100.00%	0.00%
6639 Equipment >5000	255,634	562,106	236,946	-57.85%	0.12%
6669 Library Books	58,032	472,769	10,659	-97.75%	0.01%
<b>Total Capital Outlay</b>	<b>2,022,915</b>	<b>1,695,680</b>	<b>297,605</b>	<b>-82.45%</b>	<b>0.15%</b>
<b>Total Expenditures</b>	<b>\$ 198,073,529</b>	<b>\$ 205,281,451</b>	<b>\$ 199,105,846</b>	<b>-3.01%</b>	<b>100.00%</b>



**KELLER ISD 2011-2012 BUDGET**

**KELLER INDEPENDENT SCHOOL DISTRICT**

**GENERAL FUND**

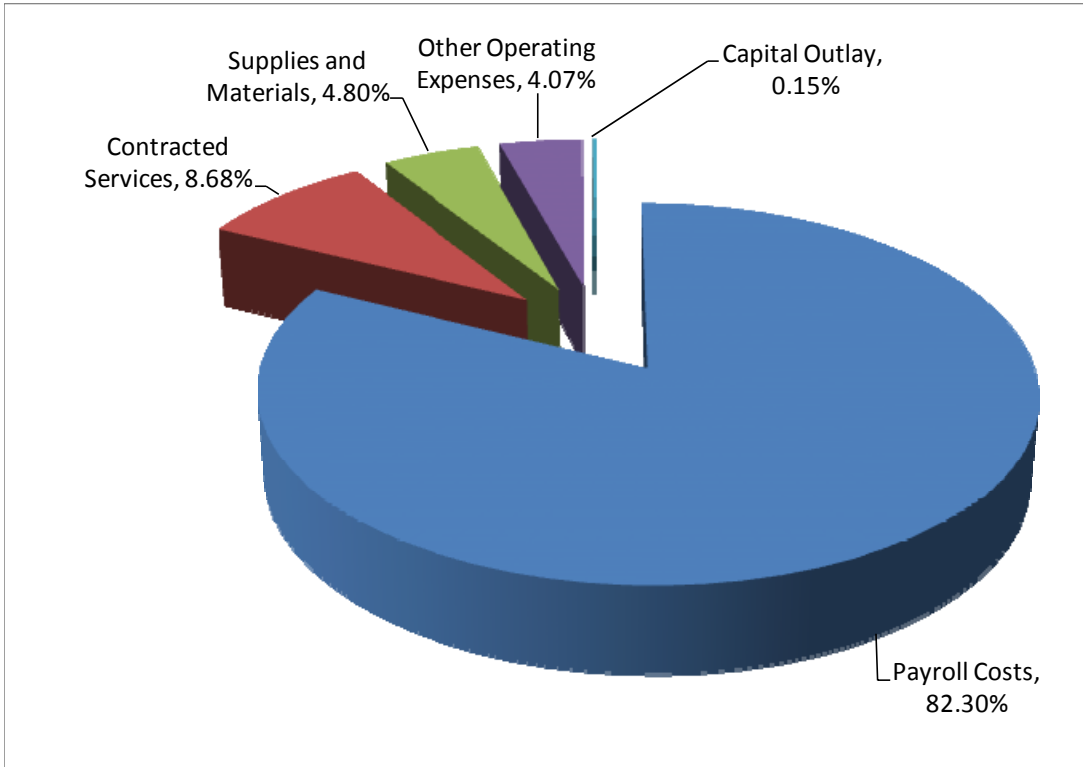
**BUDGET SUMMARY: 2011-2012**

**EXPENDITURE SUMMARY BY MAJOR OBJECT**

	<b>Audited 2009-2010</b>	<b>Projected Actual 2010-2011</b>	<b>Adopted Budget 2011-2012</b>	<b>Percent Increase (Decrease)</b>	<b>Percent of Total</b>
Payroll Costs	\$ 160,221,445	\$ 164,690,347	\$ 163,870,911	-0.50%	82.30%
Contracted Services	17,998,561	21,000,946	17,272,623	-17.75%	8.68%
Supplies and Materials	8,774,795	10,396,646	9,565,009	-8.00%	4.80%
Other Operating Expenses	9,055,813	7,497,832	8,099,698	8.03%	4.07%
Capital Outlay	2,022,915	1,695,680	297,605	-82.45%	0.15%
<b>Total Expenditures</b>	<b>\$ 198,073,529</b>	<b>\$ 205,281,451</b>	<b>\$ 199,105,846</b>	<b>-3.01%</b>	<b>100.00%</b>

The graph below depicts the 2011-12 General Fund Expenditure Budget by Major Object.

**GENERAL FUND  
EXPENDITURES BY MAJOR OBJECT FOR 2011-12**



Payroll Costs	\$ 163,870,911
Contracted Services	17,272,623
Supplies and Materials	9,565,009
Other Operating Expenses	8,099,698
Capital Outlay	297,605

**KELLER ISD 2011-2012 BUDGET**

**KELLER INDEPENDENT SCHOOL DISTRICT  
GENERAL FUND**

**2011-12 BUDGETED EXPENDITURES COMPARED TO 2010-11 PROJECTED EXPENDITURES**

	<b>Projected Actual 2010-2011</b>	<b>Adopted Budget 2011-2012</b>	<b>Dollar Increase (Decrease)</b>	<b>Percent Increase (Decrease)</b>
<b>Payroll Costs</b>				
Substitute Teachers	\$ 2,626,929	\$ 2,886,139	\$ 259,210	9.87%
Extra Duty/Stipends Professional	3,935,213	3,572,858	(362,355)	-9.21%
Professional Salaries	126,930,779	126,332,849	(597,930)	-0.47%
Overtime	122,180	202,900	80,720	66.07%
Support Personnel Substitutes	108,740	223,761	115,021	105.78%
Student Workers	5,192	-	(5,192)	-100.00%
Extra Duty Pay Support Personnel	160,432	145,360	(15,072)	-9.39%
Support Salaries	17,856,677	17,074,314	(782,363)	-4.38%
Contract Buyout	149,750	-	(149,750)	-100.00%
Employee Allowances	40,322	-	(40,322)	-100.00%
<b>Total Payroll Costs</b>	<b>151,936,214</b>	<b>150,438,181</b>	<b>(1,498,033)</b>	<b>-0.99%</b>
<b>Employee Benefits</b>				
FIMM/FICA	2,082,904	2,159,850	76,946	3.69%
Group Health Insurance	6,874,327	6,395,036	(479,291)	-6.97%
Workers Compensation	1,187,843	1,199,730	11,887	1.00%
Unemployment Payments	100,939	65,000	(35,939)	-35.60%
TRS	2,508,120	3,613,114	1,104,994	44.06%
<b>Total Employee Benefits</b>	<b>12,754,133</b>	<b>13,432,730</b>	<b>678,597</b>	<b>5.32%</b>
<b>Total Payroll and Related Benefits</b>	<b>164,690,347</b>	<b>163,870,911</b>	<b>(819,436)</b>	<b>4.88%</b>
<b>Non-payroll and non-fixed costs</b>	<b>19,421,119</b>	<b>16,178,713</b>	<b>(3,242,406)</b>	<b>-16.70%</b>
<b>Fixed Costs</b>				
Utilities	7,910,470	7,548,930	(361,540)	-4.57%
Tarrant Appraisal District	1,014,475	968,920	(45,555)	-4.49%
Durham Transportation	5,745,120	3,535,924	(2,209,196)	-38.45%
Copy Machines	1,198,059	643,737	(554,322)	-46.27%
Education Service Center, Region 11	113,084	122,896	9,812	8.68%
Liability Insurance	991,966	1,172,140	180,174	18.16%
Technology Maintenance Agreements	2,250,746	2,998,744	747,998	33.23%
Legal Services	143,161	148,950	5,789	4.04%
Financial Auditor	52,000	62,000	10,000	19.23%
JJAEP	-	2,307	2,307	100.00%
Tax Increment Fund	1,750,904	1,851,674	100,770	5.76%
<b>Total Other Fixed Costs</b>	<b>21,169,985</b>	<b>19,056,222</b>	<b>(2,113,763)</b>	<b>-9.98%</b>
<b>Grand Total</b>	<b>\$ 205,281,451</b>	<b>\$ 199,105,846</b>	<b>\$ (6,175,605)</b>	<b>-3.01%</b>

**KELLER ISD 2011-2012 BUDGET**

**KELLER INDEPENDENT SCHOOL DISTRICT  
GENERAL FUND  
BUDGET SUMMARY: 2011-2012  
EXPENDITURE SUMMARY BY MAJOR OBJECT WITHIN FUNCTION**

	<b>Audited</b>	<b>Projected</b>	<b>Adopted</b>	<b>Percent</b>	<b>Percent</b>
	<b>2009-2010</b>	<b>Actual</b>	<b>Budget</b>	<b>Increase</b>	<b>of Total</b>
		<b>2010-2011</b>	<b>2011-2012</b>	<b>(Decrease)</b>	
<b>11 Instruction</b>					
61 Payroll Costs	\$ 114,181,344	\$ 119,351,318	\$ 120,168,775	0.68%	60.35%
62 Contracted Services	1,987,841	2,054,832	1,453,311	-29.27%	0.73%
63 Supplies and Materials	4,426,745	4,524,311	4,477,769	-1.03%	2.25%
64 Other Operating Expenses	314,365	288,578	271,237	-6.01%	0.14%
66 Capital Outlay	91,281	35,873	-	-100.00%	0.00%
<b>Total Function 11</b>	<b>121,001,576</b>	<b>126,254,912</b>	<b>126,371,092</b>	<b>0.09%</b>	<b>63.47%</b>
<b>12 Media Services (Library)</b>					
61 Payroll Costs	2,428,739	2,258,114	2,345,450	3.87%	1.18%
62 Contracted Services	127,155	128,809	143,493	11.40%	0.07%
63 Supplies and Materials	82,785	112,154	159,600	42.30%	0.08%
64 Other Operating Expenses	3,767	3,666	10,040	173.87%	0.01%
66 Capital Outlay	58,032	472,769	10,659	-97.75%	0.01%
<b>Total Function 12</b>	<b>2,700,478</b>	<b>2,975,512</b>	<b>2,669,242</b>	<b>-10.29%</b>	<b>1.34%</b>
<b>13 Curriculum and Staff Development</b>					
61 Payroll Costs	1,709,217	1,426,069	1,605,088	12.55%	0.81%
62 Contracted Services	152,544	100,941	163,882	62.35%	0.08%
63 Supplies and Materials	373,465	375,612	642,734	71.12%	0.32%
64 Other Operating Expenses	296,689	245,418	232,880	-5.11%	0.12%
<b>Total Function 13</b>	<b>2,531,915</b>	<b>2,148,040</b>	<b>2,644,584</b>	<b>23.12%</b>	<b>1.33%</b>
<b>21 Instructional Leadership</b>					
61 Payroll Costs	1,975,903	1,789,300	1,868,475	4.42%	0.94%
62 Contracted Services	57,501	57,703	65,968	14.32%	0.03%
63 Supplies and Materials	64,783	99,795	123,013	23.27%	0.06%
64 Other Operating Expenses	48,291	47,522	61,271	28.93%	0.03%
<b>Total Function 21</b>	<b>2,146,478</b>	<b>1,994,320</b>	<b>2,118,727</b>	<b>6.24%</b>	<b>1.06%</b>
<b>23 School Leadership</b>					
61 Payroll Costs	12,207,521	12,176,569	11,679,676	-4.08%	5.87%
62 Contracted Services	22,658	26,423	27,808	5.24%	0.01%
63 Supplies and Materials	187,620	203,235	240,890	18.53%	0.12%
64 Other Operating Expenses	134,187	107,835	98,278	-8.86%	0.05%
<b>Total Function 23</b>	<b>12,551,986</b>	<b>12,514,062</b>	<b>12,046,652</b>	<b>-3.74%</b>	<b>6.05%</b>
<b>31 Guidance,Counseling and Evaluation</b>					
61 Payroll Costs	7,163,855	7,334,632	7,021,259	-4.27%	3.53%
62 Contracted Services	67,879	105,553	48,739	-53.83%	0.02%
63 Supplies and Materials	147,542	129,335	164,515	27.20%	0.08%
64 Other Operating Expenses	43,615	45,813	50,956	11.23%	0.03%
<b>Total Function 31</b>	<b>7,422,891</b>	<b>7,615,333</b>	<b>7,285,469</b>	<b>-4.33%</b>	<b>3.66%</b>

**KELLER ISD 2011-2012 BUDGET**

**KELLER INDEPENDENT SCHOOL DISTRICT  
GENERAL FUND**

**BUDGET SUMMARY: 2011-2012**

**EXPENDITURE SUMMARY BY MAJOR OBJECT WITHIN FUNCTION—Continued**

	<b>Audited 2009-2010</b>	<b>Projected Actual 2010-2011</b>	<b>Adopted Budget 2011-2012</b>	<b>Percent Increase (Decrease)</b>	<b>Percent of Total</b>
<b>32 Social Work Services</b>					
61 Payroll Costs	100,433	106,557	106,176	-0.36%	0.05%
62 Contracted Services	159,866	162,823	79,000	-51.48%	0.04%
63 Supplies and Materials	744	704	1,000	42.05%	0.00%
64 Other Operating Expenses	2,489	2,400	3,757	56.54%	0.00%
<b>Total Function 32</b>	<b>263,532</b>	<b>272,484</b>	<b>189,933</b>	<b>-30.30%</b>	<b>0.10%</b>
<b>33 Health Services</b>					
61 Payroll Costs	2,041,941	2,043,423	2,143,431	4.89%	1.08%
62 Contracted Services	7,076	2,868	23,277	711.61%	0.01%
63 Supplies and Materials	50,073	78,256	80,450	2.80%	0.04%
64 Other Operating Expenses	6,772	14,973	25,838	72.56%	0.01%
<b>Total Function 33</b>	<b>2,105,862</b>	<b>2,139,520</b>	<b>2,272,996</b>	<b>6.24%</b>	<b>1.14%</b>
<b>34 Student Transportation</b>					
62 Contracted Services	5,552,176	5,774,372	3,590,372	-37.82%	1.80%
63 Supplies and Materials	562,574	783,241	543,571	-30.60%	0.27%
64 Other Operating Expenses	13,559	-	-	0.00%	0.00%
<b>Total Function 34</b>	<b>6,128,309</b>	<b>6,557,613</b>	<b>4,133,943</b>	<b>-36.96%</b>	<b>2.08%</b>
<b>36 Co/Extracurricular Activities</b>					
61 Payroll Costs	4,288,671	4,173,400	3,326,999	-20.28%	1.67%
62 Contracted Services	324,896	355,772	337,601	-5.11%	0.17%
63 Supplies and Materials	659,230	847,488	667,141	-21.28%	0.34%
64 Other Operating Expenses	865,843	1,087,830	859,415	-21.00%	0.43%
66 Capital Outlay	43,369	22,566	-	-100.00%	0.00%
<b>Total Function 36</b>	<b>6,182,009</b>	<b>6,487,056</b>	<b>5,191,156</b>	<b>-19.98%</b>	<b>2.61%</b>
<b>41 General Administration</b>					
61 Payroll Costs	3,447,356	3,216,851	2,928,198	-8.97%	1.47%
62 Contracted Services	1,349,399	1,657,777	1,586,135	-4.32%	0.80%
63 Supplies and Materials	147,462	169,525	139,250	-17.86%	0.07%
64 Other Operating Expenses	224,000	258,691	272,051	5.16%	0.14%
<b>Total Function 41</b>	<b>5,168,217</b>	<b>5,302,844</b>	<b>4,925,634</b>	<b>-7.11%</b>	<b>2.47%</b>
<b>51 Facility Maintenance and Operations</b>					
61 Payroll Costs	8,779,819	8,953,500	8,491,533	-5.16%	4.26%
62 Contracted Services	6,671,450	7,155,221	6,216,059	-13.13%	3.12%
63 Supplies and Materials	1,882,643	2,231,182	1,445,086	-35.23%	0.73%
64 Other Operating Expenses	1,159,166	1,039,792	1,211,916	16.55%	0.61%
66 Capital Outlay	259,216	718,754	84,500	-88.24%	0.04%
<b>Total Function 51</b>	<b>18,752,294</b>	<b>20,098,449</b>	<b>17,449,094</b>	<b>-13.18%</b>	<b>8.76%</b>

**KELLER ISD 2011-2012 BUDGET**

**KELLER INDEPENDENT SCHOOL DISTRICT  
GENERAL FUND**

**BUDGET SUMMARY: 2011-2012**

**EXPENDITURE SUMMARY BY MAJOR OBJECT WITHIN FUNCTION-Continued**

	<u>Audited 2009-2010</u>	<u>Projected Actual 2010-2011</u>	<u>Adopted Budget 2011-2012</u>	<u>Percent Increase (Decrease)</u>	<u>Percent of Total</u>
<b>52 Security and Monitoring Services</b>					
61 Payroll Costs	126,322	286,821	561,978	95.93%	0.28%
62 Contracted Services	896,697	1,112,213	644,929	-42.01%	0.32%
63 Supplies and Materials	55,894	83,860	93,034	10.94%	0.05%
64 Other Operating Expenses	8,885	4,598	12,339	168.36%	0.01%
66 Capital Outlay	40,428	2,990	100,000	3244.48%	0.05%
<b>Total Function 52</b>	<b>1,128,226</b>	<b>1,490,482</b>	<b>1,412,280</b>	<b>-5.25%</b>	<b>0.71%</b>
<b>53 Data Processing Services</b>					
61 Payroll Costs	1,243,562	1,105,299	1,073,637	-2.86%	0.54%
62 Contracted Services	487,438	1,671,478	2,478,527	48.28%	1.24%
63 Supplies and Materials	59,356	705,922	679,818	-3.70%	0.34%
64 Other Operating Expenses	39,008	29,740	22,424	-24.60%	0.01%
66 Capital Outlay	22,805	13,646	21,646	58.63%	0.01%
<b>Total Function 53</b>	<b>1,852,169</b>	<b>3,526,085</b>	<b>4,276,052</b>	<b>21.27%</b>	<b>2.15%</b>
<b>61 Community Services</b>					
61 Payroll Costs	515,567	468,494	550,236	17.45%	0.28%
62 Contracted Services	133,985	137,161	159,215	16.08%	0.08%
63 Supplies and Materials	57,737	52,026	52,638	1.18%	0.03%
64 Other Operating Expenses	23,933	23,928	20,569	-14.04%	0.01%
66 Capital Outlay	9,700	-	5,800	100.00%	0.00%
<b>Total Function 61</b>	<b>740,922</b>	<b>681,609</b>	<b>788,458</b>	<b>15.68%</b>	<b>0.40%</b>
<b>81 Facility Acquisition and Construction</b>					
61 Payroll Costs	11,195	-	-	0.00%	0.00%
63 Supplies and Materials	16,142	-	54,500	100.00%	0.03%
64 Other Operating Expenses	377	-	-	0.00%	0.00%
66 Capital Outlay	1,498,084	429,082	75,000	-82.52%	0.04%
<b>Total Function 81</b>	<b>1,525,798</b>	<b>429,082</b>	<b>129,500</b>	<b>-69.82%</b>	<b>0.07%</b>
<b>93 Shared Services Arrangement</b>					
62 Contracted Services	-	497,000	252,000	-49.30%	0.13%
64 Other Operating Expenses	3,945,201	2,546,144	3,095,053	21.56%	1.55%
<b>Total Function 93</b>	<b>3,945,201</b>	<b>3,043,144</b>	<b>3,347,053</b>	<b>9.99%</b>	<b>1.68%</b>
<b>95 Juvenile Justice Alternative Education Programs</b>					
62 Contracted Services	-	-	2,307	100.00%	0.00%
<b>Total Function 95</b>	<b>-</b>	<b>-</b>	<b>2,307</b>	<b>100.00%</b>	<b>0.00%</b>
<b>97 Tax Increment Fund (TIF)</b>					
64 Other Operating Expenses	1,925,666	1,750,904	1,851,674	5.76%	0.93%
<b>Total Function 97</b>	<b>1,925,666</b>	<b>1,750,904</b>	<b>1,851,674</b>	<b>5.76%</b>	<b>0.93%</b>
<b>Total Expenditures</b>	<b>\$ 198,073,529</b>	<b>\$ 205,281,451</b>	<b>\$ 199,105,846</b>	<b>-3.01%</b>	<b>100.00%</b>

**KELLER ISD 2011-2012 BUDGET**

**KELLER INDEPENDENT SCHOOL DISTRICT  
GENERAL FUND  
2011-2012 BUDGET  
MAJOR OBJECT SUMMARY BY CAMPUS**

<b>Organization</b>	<b>Payroll 6100</b>	<b>Contracted Services 6200</b>	<b>Supplies and Materials 6300</b>	<b>Other Operating Expenses 6400</b>	<b>Capital Outlay 6600</b>
001 Keller High	\$ 10,665,435	\$ 25,810	\$ 135,499	\$ 66,760	\$ -
002 Fossil Ridge High	9,526,160	5,975	128,503	68,295	-
004 Central High	10,566,597	7,100	164,708	55,066	-
005 Timber Creek High	7,785,480	3,750	121,988	52,150	-
039 Learning Center	1,249,687	14,300	40,677	14,600	-
<b>Total High Schools</b>	<b>39,793,359</b>	<b>56,935</b>	<b>591,375</b>	<b>256,871</b>	<b>-</b>
041 Keller Middle	3,701,739	580	55,487	11,344	-
042 Fossil Hill Middle	3,766,238	1,460	55,561	9,250	-
043 Hillwood Middle	4,363,310	-	80,234	8,239	-
044 Indian Springs Middle	3,804,891	-	63,806	6,120	-
045 Trinity Springs Middle	3,711,574	160	70,931	5,175	-
046 Timberview Middle	3,738,524	550	52,393	21,180	-
<b>Total Middle Schools</b>	<b>23,086,276</b>	<b>2,750</b>	<b>378,412</b>	<b>61,308</b>	<b>-</b>
104 Bear Creek Intermediate	3,306,794	200	48,638	9,020	-
107 Chisholm Trail Intermediate	3,693,413	355	64,312	3,650	-
114 Parkwood Hill Intermediate	4,112,008	1,415	75,624	15,311	-
115 South Keller Intermediate	3,378,484	4,240	51,315	5,705	-
123 Trinity Meadows Intermediate	3,471,088	400	62,157	1,975	-
<b>Total Intermediate Schools</b>	<b>17,961,787</b>	<b>6,610</b>	<b>302,046</b>	<b>35,661</b>	<b>-</b>
101 Keller-Harvel Elementary	2,185,986	450	25,351	1,425	-
102 Florence Elementary	2,612,251	1,145	26,286	1,865	-
103 Parkview Elementary	2,971,519	1,410	40,542	2,655	-
105 Whitley Road Elementary	2,413,760	80	21,222	9,540	-
106 Heritage Elementary	2,523,975	3,000	28,183	6,006	-
108 Shady Grove Elementary	2,368,947	1,190	25,195	1,165	-
109 Park Glen Elementary	2,723,109	3,300	32,237	3,750	-
110 Willis Lane Elementary	2,358,958	550	27,617	3,355	-
111 North Riverside Elementary	3,052,263	775	35,643	5,080	-
112 Hidden Lakes Elementary	2,641,933	230	29,665	4,340	-
113 Lone Star Elementary	2,723,970	580	45,955	4,300	-
116 Bluebonnet Elementary	2,710,223	90	44,332	1,850	-
117 Freedom Elementary	2,290,986	250	29,215	5,775	-
118 Bette Perot Elementary	2,893,136	435	45,164	2,450	-
119 Woodland Springs Elementary	2,800,865	750	37,167	3,915	-
120 Liberty Elementary	2,219,769	-	29,881	2,805	-
121 Independence Elementary	2,928,872	480	30,374	2,075	-
122 Friendship Elementary	2,580,421	1,090	36,379	2,395	-
124 Eagle Ridge Elementary	3,023,026	2,902	42,981	6,881	-
125 Caprock Elementary	2,680,494	330	34,525	6,750	-
126 Basswood Elementary	1,980,131	-	24,014	2,100	-
128 Early Learning Center	2,347,266	635	33,713	2,986	-
129 Ridgeview Elementary	1,814,730	415	20,641	2,700	-
<b>Total Elementary Schools</b>	<b>58,846,590</b>	<b>20,087</b>	<b>746,282</b>	<b>86,163</b>	<b>-</b>
<b>Total Campus Costs</b>	<b>\$ 139,688,012</b>	<b>\$ 86,382</b>	<b>\$ 2,018,115</b>	<b>\$ 440,003</b>	<b>\$ -</b>

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KELLER ISD 2011-2012 BUDGET

GENERAL FUND

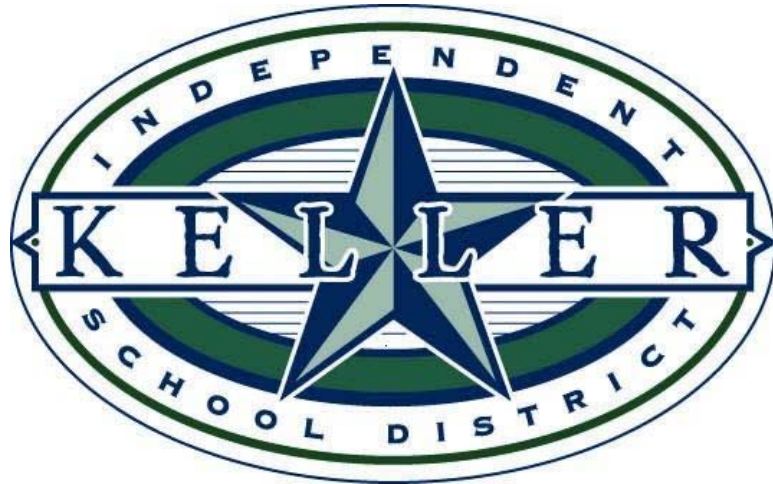
FIVE YEAR SUMMARY OF REVENUES AND EXPENDITURES  
YEARS ENDED AUGUST 31, 2008-AUGUST 31, 2012 (BUDGETED)

	<b>Audited</b>
<b>Revenues</b>	<b>2007-2008</b>
Local Revenues	\$ 104,365,640
State Revenues	82,621,118
Federal Revenues	33,815
<b>Total Revenues</b>	<b>187,020,573</b>
<b>Expenditures</b>	
Instruction	114,161,157
Media Services (Library)	3,290,041
Curriculum and Staff Development	2,657,018
Instructional Leadership	2,289,867
School Leadership	11,519,725
Guidance,Counseling and Evaluation	6,921,703
Social Work Services	224,177
Health Services	1,767,584
Student Transportation	5,106,034
Co/Extracurricular Activities	5,505,517
General Administration	5,006,260
Facility Maintenance and Operations	22,382,010
Security and Monitoring Services	698,674
Data Processing Services	4,045,839
Community Services	469,717
Facility Acquisition and Construction	239,748
Shared Services Arrangements	-
Juvenile Justice Alternative Education Programs	-
Tax Increment Fund (TIF)	1,097,395
<b>Total Expenditures</b>	<b>187,382,466</b>
<b>Excess (Deficiencies) Revenue over Expenditures</b>	<b>(361,893)</b>
<b>Other Financial Resources (Uses)</b>	
Other Resources	490,727
Other Uses	-
<b>Total Other Financing Resources (Uses)</b>	<b>490,727</b>
<b>Excess (Deficiencies) of Revenue and Other Financial Resources Over Expenditures and Other Financial Uses</b>	<b>128,834</b>
Fund Balance, beginning, 9/1	47,676,919
<b>Fund Balance, ending, 8/31</b>	<b>\$ 47,805,753</b>



**KELLER ISD 2011-2012 BUDGET**

<b>Audited 2008-2009</b>	<b>Audited 2009-2010</b>	<b>Projected Actual 2010-2011</b>	<b>Adopted Budget 2011-2012</b>
\$ 111,660,630	\$ 117,182,293	\$ 114,988,632	\$ 114,088,964
84,944,885	86,473,461	93,582,578	86,525,676
244,835	238,831	171,022	300,000
<b>196,850,350</b>	<b>203,894,585</b>	<b>208,742,232</b>	<b>200,914,640</b>
122,584,768	121,001,576	126,254,912	126,371,092
3,665,766	2,700,478	2,975,512	2,669,242
2,575,473	2,531,915	2,148,040	2,644,584
2,241,409	2,146,478	1,994,320	2,118,727
12,491,650	12,551,986	12,514,062	12,046,652
7,606,710	7,422,910	7,615,333	7,285,469
268,954	263,532	272,484	189,933
1,999,486	2,105,862	2,139,520	2,272,996
5,719,227	6,128,309	6,557,613	4,133,943
5,600,981	6,182,009	6,487,056	5,191,156
5,607,324	5,168,217	5,302,844	4,925,634
18,104,422	18,752,294	20,098,449	17,449,094
912,507	1,128,207	1,490,482	1,412,280
2,331,712	1,852,169	3,526,085	4,276,052
666,164	740,922	681,609	788,458
125,546	1,525,798	429,082	129,500
3,811,277	3,945,201	3,043,144	3,347,053
5,500	-	-	2,307
1,831,416	1,925,666	1,750,904	1,851,674
<b>198,150,292</b>	<b>198,073,529</b>	<b>205,281,451</b>	<b>199,105,846</b>
<b>(1,299,942)</b>	<b>5,821,056</b>	<b>3,460,781</b>	<b>1,808,794</b>
-	-	-	4,882,550
-	-	-	-
-	-	-	<b>4,882,550</b>
<b>(1,299,942)</b>	<b>5,821,056</b>	<b>3,460,781</b>	<b>6,691,344</b>
47,805,753	46,505,811	52,326,867	55,787,648
<b>\$ 46,505,811</b>	<b>\$ 52,326,867</b>	<b>\$ 55,787,648</b>	<b>\$ 62,478,992</b>

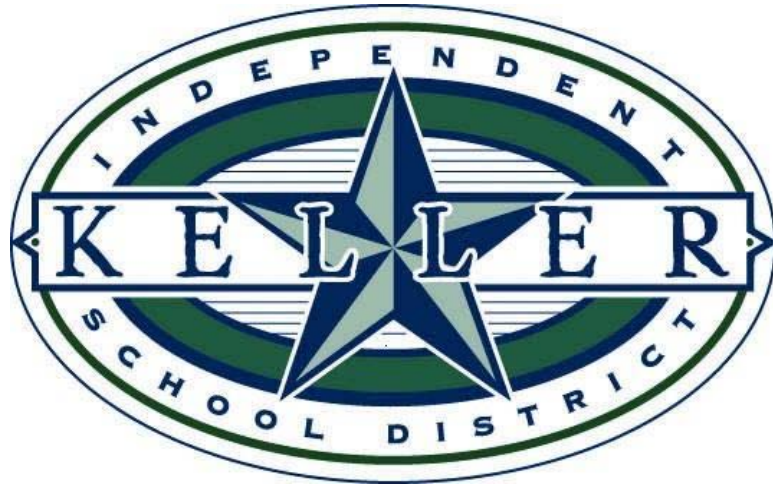


KELLER ISD  
Intentionally  Exceptional

# General Fund Organizational Summaries



Artwork Provided by:  
Taylor Williamson  
Fossil Ridge High School



KELLER ISD  
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# KELLER ISD 2011-2012 BUDGET

## KELLER INDEPENDENT SCHOOL DISTRICT ORGANIZATIONS

### High Schools

001 Keller High  
002 Fossil Ridge High  
004 Central High  
005 Timber Creek High  
039 Learning Center

### Middle Schools

041 Keller Middle  
042 Fossil Hill Middle  
043 Hillwood Middle  
044 Indian Springs Middle  
045 Trinity Springs Middle  
046 Timberview Middle

### Intermediate Schools

104 Bear Creek Intermediate  
107 Chisholm Trail Intermediate  
114 Parkwood Hill Intermediate  
115 South Keller Intermediate  
123 Trinity Meadows Intermediate

### Elementary Schools

101 Keller-Harvel Elementary  
102 Florence Elementary  
103 Parkview Elementary  
105 Whitley Road Elementary  
106 Heritage Elementary  
108 Shady Grove Elementary  
109 Park Glen Elementary  
110 Willis Lane Elementary  
111 North Riverside Elementary  
112 Hidden Lakes Elementary  
113 Lone Star Elementary  
116 Bluebonnet Elementary  
117 Freedom Elementary  
118 Bette Perot Elementary  
119 Woodland Springs Elementary  
120 Liberty Elementary  
121 Independence Elementary  
122 Friendship Elementary  
124 Eagle Ridge Elementary  
125 Caprock Elementary  
126 Basswood Elementary  
128 Early Learning Center  
129 Ridgeview Elementary

### Departments

036 Athletics  
701 Superintendent  
702 Board of Trustees  
739 Legal Department  
740 Assistant Superintendent Operations  
741 Planning  
742 Communications  
743 Deputy Superintendent  
744 Purchasing  
746 Risk Management and Facility Rentals  
747 Instructional Materials  
748 Human Resources  
749 Finance  
805 Constructon  
896 Natatorium  
934 Transportation  
935 Special Services  
936 Special Education  
937 Language Acquisition  
938 Dyslexia  
939 Fine Arts  
942 Assessment and Accountability  
943 Guidance and Counseling  
944 Administrative Assistant to Superintendent  
945 Intervention Support  
946 Organizational Improvement  
948 Asst. Supt. of Curriculum and Instruction  
949 Technology  
951 Maintenance  
952 Operations  
953 Health Services  
954 Child Nutrition  
955 Library/Media Services  
956 Career Technical Programs  
957 Learning Coordinators  
963 Technology Integration  
965 Distribution Center  
966 Records Management/Fixed Assets  
970 Media Production  
971 Leadership  
973 PEIMS  
975 Safety and Security  
997 High School Allotment  
999 District Wide

**KELLER ISD 2011-2012 BUDGET**

**Staffing by Organization - Three Year History - All Funds**

<u>Organization</u>	<u>Type</u>	<u>2009-2010</u>	<u>2010-2011</u>	<u>2011-2012</u>
001 Keller High	Professional	183.00	176.50	147.50
	Support	28.50	29.00	26.00
002 Fossil Ridge High	Professional	147.50	152.50	130.25
	Support	30.00	25.50	25.00
004 Central High	Professional	185.00	174.00	143.83
	Support	29.50	29.00	25.00
005 Timber Creek	Professional	54.00	97.75	117.59
	Support	15.00	15.50	21.00
039 Learning Center	Professional	21.00	21.50	20.50
	Support	5.50	5.00	5.00
041 Keller Middle	Professional	59.00	55.00	56.25
	Support	12.50	11.00	12.00
042 Fossil Hill Middle	Professional	74.50	60.50	61.75
	Support	16.00	11.00	10.00
043 Hillwood Middle	Professional	74.50	74.00	68.75
	Support	15.00	13.50	12.00
044 Indian Springs Middle	Professional	63.10	62.50	58.25
	Support	13.34	13.00	14.00
045 Trinity Springs Middle	Professional	67.50	63.00	60.00
	Support	12.00	11.00	11.00
046 Timberview Middle	Professional	0.50	60.50	67.33
	Support	0.50	13.00	12.00
101 Keller-Harvel	Professional	36.33	35.00	34.25
	Support	8.83	8.00	4.00
102 Florence	Professional	42.16	39.50	38.00
	Support	6.50	8.00	7.00
103 Parkview	Professional	53.33	49.50	47.54
	Support	14.50	11.00	7.00
104 Bear Creek Int	Professional	58.34	52.00	50.83
	Support	16.50	15.00	12.00
105 Whitley Road	Professional	46.33	39.50	38.03
	Support	11.50	11.00	8.00
106 Heritage	Professional	43.33	42.00	41.84
	Support	9.50	10.00	8.00
107 Chisholm Trail Int	Professional	70.34	59.50	56.83
	Support	15.50	15.00	14.00
108 Shady Grove	Professional	39.16	39.50	38.50
	Support	10.50	11.00	7.00
109 Park Glen	Professional	41.34	39.50	39.95
	Support	11.50	10.00	7.00
110 Willis Lane	Professional	46.34	40.00	38.34
	Support	14.50	10.00	9.50
111 North Riverside	Professional	51.84	48.00	47.33
	Support	11.00	11.00	8.00

**KELLER ISD 2011-2012 BUDGET**

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<u>Organization</u>	<u>Type</u>	<u>2009-2010</u>	<u>2010-2011</u>	<u>2011-2012</u>
112 Hidden Lakes	Professional	49.66	47.50	40.00
	Support	11.50	12.00	9.00
113 Lone Star	Professional	50.83	49.00	44.95
	Support	14.00	11.00	7.00
114 Parkwood Hill Int	Professional	72.83	69.00	64.25
	Support	18.50	18.00	13.00
115 South Keller Int	Professional	57.83	56.00	53.25
	Support	15.33	18.00	14.00
116 Bluebonnet	Professional	49.83	46.00	41.95
	Support	12.50	13.00	9.00
117 Freedom	Professional	38.83	37.50	37.95
	Support	10.50	10.00	6.00
118 Bette Perot	Professional	45.34	48.50	46.09
	Support	12.50	11.00	10.00
119 Woodland Springs	Professional	49.83	48.00	40.45
	Support	13.50	13.00	9.00
120 Liberty	Professional	37.68	37.50	34.95
	Support	9.00	9.00	7.00
121 Independence	Professional	49.33	49.50	36.58
	Support	10.00	11.00	7.00
122 Friendship	Professional	46.84	46.50	40.03
	Support	9.50	10.00	9.00
123 Trinity Meadows	Professional	71.93	60.00	59.68
	Support	16.50	16.00	11.00
124 Eagle Ridge	Professional	45.73	48.50	47.08
	Support	10.50	11.00	8.00
125 Caprock	Professional	44.34	41.50	48.66
	Support	11.00	8.00	9.00
126 Basswood	Professional	32.83	32.00	30.53
	Support	10.50	9.00	5.00
128 Early Learning Ctr	Professional	0.50	35.50	37.25
	Support	0.50	30.00	26.00
129 Ridgeview	Professional	0.00	0.50	30.53
	Support	0.00	0.50	4.00
Campus Totals		2696.60	2741.75	2565.12

**KELLER ISD 2011-2012 BUDGET**

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<u>Organization</u>	<u>Type</u>	<u>2009-2010</u>	<u>2010-2011</u>	<u>2011-2012</u>
036 Athletics	Professional	2.00	2.00	1.00
	Support	1.00	1.00	1.00
701 Superintendent	Professional	1.00	1.00	1.00
	Support	1.00	1.00	1.00
702 Board of Trustees	Professional	0.00	0.00	0.00
	Support	0.00	0.00	0.00
739 Legal Department	Professional	1.00	1.00	1.00
	Support	1.00	0.50	0.50
740 Assistant Superintendent Operations	Professional	1.00	1.00	0.00
	Support	1.00	1.00	1.00
741 Planning	Professional	2.00	2.00	0.25
	Support	2.00	2.00	0.50
742 Communications	Professional	2.00	3.00	2.50
	Support	2.00	3.00	1.00
743 Deputy Superintendent	Professional	1.00	1.00	1.00
	Support	1.00	0.50	0.50
744 Purchasing	Professional	2.00	2.00	2.00
	Support	6.00	4.00	3.00
746 Risk Management and Facility Rentals	Professional	0.00	0.00	0.00
	Support	0.00	0.00	0.00
747 Textbooks	Professional	0.00	0.00	0.00
	Support	1.00	1.00	1.00
748 Human Resources	Professional	5.00	5.00	3.50
	Support	9.00	9.00	7.00
749 Finance	Professional	5.00	8.00	8.00
	Support	11.00	10.00	8.00
805 Constructon	Professional	0.00	0.00	0.00
	Support	0.00	0.00	0.00
896 Natatorium	Professional	2.50	2.50	2.50
	Support	9.00	9.00	9.00
934 Transportation	Professional	0.00	0.00	0.00
	Support	0.00	0.00	0.00
935 Special Services	Professional	0.00	0.00	0.00
	Support	0.00	0.00	0.00
936 Special Education	Professional	44.00	43.50	42.50
	Support	3.00	3.00	3.00
937 Language Acquisition	Professional	2.00	2.00	1.00
	Support	1.50	1.00	1.00
938 Dyslexia	Professional	0.50	0.50	1.00
	Support	0.25	0.25	0.13
939 Fine Arts	Professional	1.00	1.00	1.00
	Support	1.00	1.00	1.00
942 Assessment and Accountability	Professional	2.00	3.00	3.00
	Support	1.00	1.00	1.00
943 Guidance and Counseling	Professional	2.00	2.00	1.00
	Support	1.00	1.00	0.00
944 Administrative Assistant to Superintendent	Professional	0.00	0.00	0.00
	Support	1.00	1.00	1.00
945 Intervention Support	Professional	0.50	1.00	1.00
	Support	0.25	1.00	1.00
946 Organizational Improvement	Professional	1.00	1.00	1.00
	Support	1.00	1.00	1.50

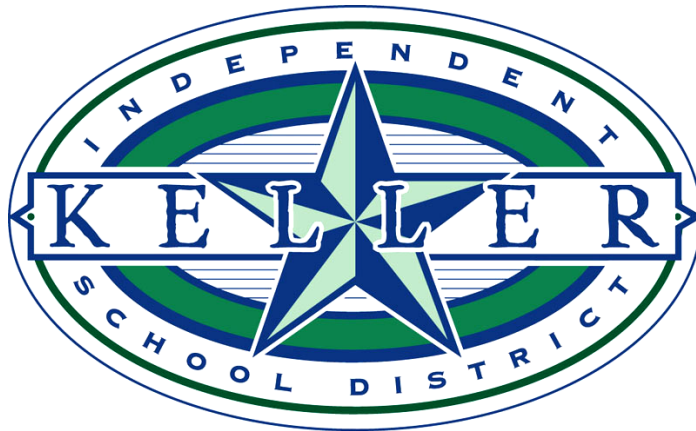


**KELLER ISD 2011-2012 BUDGET**

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<u>Organization</u>	<u>Type</u>	<u>2009-2010</u>	<u>2010-2011</u>	<u>2011-2012</u>
948 Asst. Supt. of Curriculum and Instruction	Professional	1.00	1.00	1.00
	Support	1.00	1.00	1.00
949 Technology	Professional	11.00	12.00	10.00
	Support	30.91	29.25	5.50
951 Maintenance	Professional	3.00	3.00	2.00
	Support	72.00	87.00	72.00
952 Operations	Professional	3.00	4.00	2.00
	Support	199.00	221.25	222.00
953 Health Services	Professional	41.00	43.00	43.00
	Support	0.50	0.50	1.00
954 Child Nutrition	Professional	1.00	1.00	1.00
	Support	250.00	256.00	271.00
955 Library/Media Services	Professional	1.00	1.00	0.00
	Support	1.00	0.50	0.00
956 Career and Technical Programs	Professional	1.00	1.00	1.00
	Support	1.00	1.00	0.00
957 Learning Coordinators	Professional	8.00	7.00	5.00
	Support	1.75	1.00	0.87
963 Technology Integration	Professional	1.00	1.00	0.00
	Support	1.00	1.00	1.00
965 Distribution Center	Professional	0.00	0.00	0.00
	Support	7.00	8.00	7.00
966 Records Management/Fixed Assets	Professional	0.00	0.00	0.00
	Support	0.00	1.00	1.00
970 Media Production	Professional	2.00	2.00	1.00
	Support	0.00	0.00	0.00
971 Leadership	Professional	1.00	1.00	4.00
	Support	1.00	1.00	2.00
972 Instructional Coaches	Professional	0.00	8.00	0.00
	Support	0.00	1.00	0.00
973 PEIMS	Professional	0.00	1.00	1.00
	Support	0.00	0.00	0.50
975 Safety and Security	Professional	0.00	0.00	1.00
	Support	0.00	0.00	3.00
997 High School Allotment	Professional	0.00	0.00	0.00
	Support	0.00	0.00	0.00
999 District Wide	Professional	0.00	0.00	0.00
	Support	0.00	0.00	0.00
Departments Total		771.91	830.25	777.25
Grand Total		3468.51	3572.00	3342.37

Information related to individual campuses and departments is included on the following pages. Each campus and department develops strategic priorities and goals that support the overall long term school district goals. A sampling of campus/department goals is included with the organizational information that follows. The District goal that it is related to is indicated as well. Performance measures for each of the strategic priorities or goals are also included to display campus or department progress towards meeting their goals.



KELLER ISD  
Intentionally  Exceptional

Keller High School  
601 North Pate Orr Road  
Keller, Texas 76248  
Organization 001

We are the Keller High School Indians. Keller High School is a Nationally Recognized Blue Ribbon school. KHS is a TEA "Recognized" campus. The purpose of our campus is to enrich lives. We provide a variety of classes in our CTE program. We have a high enrollment in our Advanced Placement program. In addition to the standard UIL sporting activities, KHS also has a gymnastics team. The current building was opened in 1982. Keller High was the original high school in Keller ISD. Our school mascot is the Indian.



**Student Achievement**

**TAKS**  
Percent Meeting Minimum Expectations

	Grade 9			Grade 10			Grade 11		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	98%	99%	98%	96%	98%	99%	98%	100%	100%
Mathematics	87%	93%	89%	81%	90%	93%	94%	96%	99%
Social Studies				98%	99%	100%	100%	100%	100%
Science				86%	93%	95%	95%	98%	99%

Texas Education Agency Academic Excellence Indicator System Accountability Rating:      2008-09    Recognized  
                                                                                                                                          2009-10    Exemplary  
                                                                                                                                          2010-11    Recognized

Staffing (FTE's)	2010	2011	2012	2010	2011	2012	
Instruction				Guidance/Counseling/Evaluation			
Professional	165.00	158.50	132.50	Professional	7.00	7.00	6.00
Support	15.50	16.00	13.00	Support	2.00	2.00	1.00
Media Services (Library)				Co/Extracurricular			
Professional	1.00	1.00	1.00	Professional	3.00	3.00	2.00
Support	2.00	2.00	0.00	Support	0.00	0.00	0.00
School Leadership				Security			
Professional	7.00	7.00	6.00	Support	0.00	0.00	2.00
Support	9.00	9.00	10.00				
<b>Total Staff</b>				<b>211.50</b>	<b>205.50</b>	<b>173.50</b>	



### Strategic Priorities and Goals

District Strategic Priorities/Goals

- Improve our graduation completion rates as they relate to the current cohort groups. 1.1
- Improve attendance rates. 1.1

### Performance Measures

Performance Measure	2009-10	2010-11	Projected 2011-12
Increase our graduation completion rate to 98%	93%	96%	98%
Increase attendance rates to 97%	95%	96%	97%

### Financial Resources

\$19,956 for core subject general instructional materials

### General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 9,598,546	76.95%	\$ 9,226,491	77.58%	\$ 8,654,223	79.44%
12 Media Services (Library)	97,757	0.78%	94,160	0.79%	56,714	0.52%
23 School Leadership	827,754	6.64%	830,109	6.98%	721,884	6.63%
31 Guidance,Counseling and Evaluation	537,737	4.31%	531,227	4.47%	516,301	4.74%
36 Co/Extracurricular Activities	883,378	7.08%	847,755	7.13%	679,678	6.24%
52 Security and Monitoring Services	-	0.00%	-	0.00%	36,635	0.34%
	<u>11,945,172</u>	<u>95.76%</u>	<u>11,529,742</u>	<u>96.95%</u>	<u>10,665,435</u>	<u>97.91%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	335,077	2.69%	113,355	0.95%	120,381	1.11%
12 Media Services (Library)	3,480	0.03%	25,540	0.21%	4,600	0.04%
13 Curriculum and Staff Development	16,670	0.13%	4,573	0.04%	10,000	0.09%
23 School Leadership	44,519	0.36%	37,531	0.32%	41,695	0.38%
31 Guidance,Counseling and Evaluation	8,028	0.06%	9,129	0.08%	9,293	0.09%
33 Health Services	-	0.00%	-	0.00%	1,000	0.01%
36 Co/Extracurricular Activities	120,491	0.97%	172,789	1.45%	40,600	0.37%
52 Security and Monitoring Services	14	0.00%	48	0.00%	500	0.00%
	<u>528,279</u>	<u>4.24%</u>	<u>362,965</u>	<u>3.05%</u>	<u>228,069</u>	<u>2.09%</u>
<b>Total Annual Operating Budget</b>	<u>\$ 12,473,451</u>	<u>100.00%</u>	<u>\$ 11,892,707</u>	<u>100.00%</u>	<u>\$ 10,893,504</u>	<u>100.00%</u>
Estimated Enrollment	2,859		2,795		2,655	
Total Budgeted Operating Cost per Student	\$ 4,363		\$ 4,255		\$ 4,103	

Fossil Ridge High School  
4101 Thompson Road  
Keller, Texas 76248  
Organization 002

Fossil Ridge High School is the most ethnically and socioeconomically diverse high school campus in Keller ISD. Our motto is "In Pursuit of Excellence." We believe all students can learn and we work diligently to ensure that our students reach their utmost potential. We strive each year to be better than we were the year before. The Fossil Ridge High School band advanced to the state finals. Our school mascot is the panther.



**Student Achievement**

**TAKS**  
Percent Meeting Minimum Expectations

	Grade 9			Grade 10			Grade 11		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	94%	98%	94%	97%	95%	95%	97%	97%	98%
Mathematics	78%	80%	76%	76%	83%	84%	85%	93%	94%
Social Studies				96%	95%	97%	98%	99%	99%
Science				76%	80%	82%	89%	93%	93%

Texas Education Agency Academic Excellence Indicator System Accountability Rating: 2008-09 Recognized  
2009-10 Recognized  
2010-11 Acceptable

Staffing (FTE's)	2010	2011	2012	2010	2011	2012	
Instruction				Guidance/Counseling/Evaluation			
Professional	130.50	136.50	116.25	Professional	7.00	6.00	6.00
Support	17.50	13.00	12.00	Support	2.00	2.00	1.00
Media Services (Library)				Co/Extracurricular			
Professional	1.00	1.00	1.00	Professional	3.00	3.00	2.00
Support	1.50	1.50	0.00	Support	0.00	0.00	0.00
School Leadership				Security			
Professional	6.00	6.00	5.00	Support	0.00	0.00	2.00
Support	9.00	9.00	10.00				
<b>Total Staff</b>				<b>177.50</b>	<b>178.00</b>	<b>155.25</b>	



**Fossil Ridge High School**  
 4101 Thompson Road, Keller, TX 76248  
 817-744-1700

**Strategic Priorities and Goals**

District Strategic Priorities/Goals

- Improve our graduation completion rates as they relate to the current cohort groups. 1.1
- Improve attendance rates. 1.1

**Performance Measures**

Performance Measure	2009-10	2010-11	Projected 2011-12
Increase our graduation completion rate to 98%	83%	90%	98%
Increase attendance rates to 95%	93%	93%	95%

**Financial Resources**

\$32,700 for core subject general instructional materials

**General Fund Budget**

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 7,585,381	75.00%	\$ 7,803,062	76.37%	\$ 7,585,985	77.98%
12 Media Services (Library)	84,843	0.84%	81,223	0.79%	62,201	0.64%
13 Curriculum and Staff Development	5,365	0.05%	13,699	0.13%	63,507	0.65%
23 School Leadership	729,236	7.21%	740,445	7.25%	704,814	7.24%
31 Guidance, Counseling and Evaluation	446,292	4.41%	459,499	4.50%	468,988	4.82%
36 Co/Extracurricular Activities	831,291	8.22%	809,845	7.92%	604,030	6.21%
52 Security and Monitoring Services	-	0.00%	452	0.00%	36,635	0.38%
	<u>9,682,408</u>	<u>95.73%</u>	<u>9,908,225</u>	<u>96.96%</u>	<u>9,526,160</u>	<u>97.92%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	330,225	3.26%	132,397	1.29%	123,425	1.26%
12 Media Services (Library)	3,990	0.04%	27,078	0.26%	5,200	0.05%
13 Curriculum and Staff Development	18,736	0.19%	1,540	0.02%	4,500	0.05%
23 School Leadership	20,822	0.21%	25,311	0.25%	24,000	0.25%
31 Guidance, Counseling and Evaluation	6,932	0.07%	6,246	0.06%	8,148	0.08%
36 Co/Extracurricular Activities	50,046	0.49%	115,403	1.13%	36,000	0.37%
52 Security and Monitoring Services	1,404	0.01%	2,748	0.03%	1,500	0.02%
	<u>432,155</u>	<u>4.27%</u>	<u>310,723</u>	<u>3.04%</u>	<u>202,773</u>	<u>2.08%</u>
<b>Total Annual Operating Budget</b>	<u>\$ 10,114,563</u>	<u>100.00%</u>	<u>\$ 10,218,948</u>	<u>100.00%</u>	<u>\$ 9,728,933</u>	<u>100.00%</u>

Estimated Enrollment	2,161	2,306	2,328
Total Budgeted Operating Cost per Student	\$ 4,681	\$ 4,431	\$ 4,179

Central High School  
9450 Ray White Road  
Keller, Texas 76248  
Organization 004

Central High School opened in 2003 with 800 students and has grown to just over 2500 students in 8 years. The mission statement is "In partnership with families and community, the mission of CHS is to inspire in all students the desire to learn, the courage to lead, the value of proven character, and the commitment to serve." The motto is "Character-Honor-Service." 90% of all CHS graduates attend college or technical school and 7.5% enlist in the armed services. Each year student success increases through academics and extracurricular participation. CHS was ranked 1191 out of the 1500 top public high schools in America by Newsweek magazine.



## Student Achievement

### TAKS

#### Percent Meeting Minimum Expectations

	Grade 9			Grade 10			Grade 11		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	96%	98%	98%	95%	96%	97%	98%	97%	100%
Mathematics	77%	75%	81%	81%	82%	82%	91%	92%	96%
Social Studies				97%	98%	97%	99%	99%	100%
Science				79%	84%	86%	92%	95%	97%

Texas Education Agency Academic Excellence Indicator System Accountability Rating:

2008-09	Recognized
2009-10	Recognized
2010-11	Acceptable

### Staffing (FTE's)

	2010	2011	2012		2010	2011	2012
Instruction				Guidance/Counseling/Evaluation			
Professional	167.00	156.00	128.83	Professional	7.00	7.00	6.00
Support	15.50	16.00	12.00	Support	2.00	2.00	1.00
Media Services (Library)				Co/Extracurricular			
Professional	1.00	1.00	1.00	Professional	3.00	3.00	2.00
Support	2.00	2.00	0.00	Support	0.00	0.00	0.00
School Leadership				Security			
Professional	7.00	7.00	6.00	Support	0.00	0.00	2.00
Support	10.00	9.00	10.00				
				<b>Total Staff</b>	<b>214.50</b>	<b>203.00</b>	<b>168.83</b>





**Strategic Priorities and Goals**

District Strategic Priorities/Goals

- Improve our graduation completion rates as they relate to the current cohort groups. 1.1
- Improve attendance rates. 1.1

**Performance Measures**

Performance Measure	2009-10	2010-11	Projected 2011-12
Increase our graduation completion rate to 98%	89%	90%	98%
Increase attendance rates to 97%	94%	95%	97%

**Financial Resources**

\$33,500 for core subject general instructional materials

**General Fund Budget**

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 9,415,385	77.22%	\$ 8,956,535	77.79%	\$ 8,596,887	79.66%
12 Media Services (Library)	86,241	0.71%	82,891	0.72%	54,874	0.51%
13 Curriculum and Staff Development	483	0.00%	204	0.00%	-	0.00%
23 School Leadership	812,590	6.66%	810,943	7.04%	707,474	6.55%
31 Guidance,Counseling and Evaluation	523,208	4.29%	526,085	4.57%	489,339	4.53%
36 Co/Extracurricular Activities	879,945	7.22%	827,763	7.19%	681,388	6.31%
52 Security and Monitoring Services	-	0.00%	-	0.00%	36,635	0.34%
	<u>11,717,852</u>	<u>96.10%</u>	<u>11,204,421</u>	<u>97.31%</u>	<u>10,566,597</u>	<u>97.90%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	319,507	2.61%	123,498	1.07%	114,966	1.08%
12 Media Services (Library)	4,733	0.04%	27,498	0.24%	5,500	0.05%
13 Curriculum and Staff Development	23,207	0.19%	6,996	0.06%	500	0.00%
23 School Leadership	28,009	0.23%	21,783	0.19%	23,000	0.21%
31 Guidance,Counseling and Evaluation	13,069	0.11%	7,558	0.07%	6,808	0.06%
33 Health Services	-	0.00%	233	0.00%	300	0.00%
36 Co/Extracurricular Activities	86,349	0.71%	122,234	1.06%	75,300	0.70%
52 Security and Monitoring Services	997	0.01%	468	0.00%	500	0.00%
	<u>475,871</u>	<u>3.90%</u>	<u>310,268</u>	<u>2.69%</u>	<u>226,874</u>	<u>2.10%</u>
<b>Total Annual Operating Budget</b>	<u>\$ 12,193,723</u>	<u>100.00%</u>	<u>\$ 11,514,689</u>	<u>100.00%</u>	<u>\$ 10,793,471</u>	<u>100.00%</u>

Estimated Enrollment	2,844	2,674	2,538
Total Budgeted Operating Cost per Student	\$ 4,288	\$ 4,306	\$ 4,253

Timber Creek High School  
12350 Timberland Blvd.  
Ft. Worth, Texas 76248  
Organization 005

Timber Creek High School opened its doors in the fall of 2009. The school opened as a freshman and sophomore campus and offers sports, fine arts and other UIL activities. Timber Creek earned an "Exemplary" rating from the TEA in its first year. The 2010-11 school year was our first year for varsity sports. TCHS will have their first graduating class during the 2011-12 school year. The school colors are purple and gold and the mascot is the "Falcons".



**Student Achievement**

**TAKS**  
Percent Meeting Minimum Expectations

	Grade 9			Grade 10			Grade 11		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	N/A	98%	98%	N/A	96%	96%	N/A	N/A	96%
Mathematics	N/A	83%	85%	N/A	78%	83%	N/A	N/A	93%
Social Studies	N/A			N/A	97%	97%	N/A	N/A	100%
Science	N/A			N/A	84%	87%	N/A	N/A	96%

Texas Education Agency Academic Excellence Indicator System Accountability Rating: 2008-09 Not Open  
2009-10 Recognized  
2010-11 Acceptable

Staffing (FTE's)	2010	2011	2012	2010	2011	2012
Instruction				Guidance/Counseling/Evaluation		
Professional	46.00	87.25	103.59	Professional	3.00	4.00
Support	8.00	7.00	8.00	Support	1.00	1.00
Media Services (Library)				Co/Extracurricular		
Professional	1.00	1.00	1.00	Professional	1.00	1.50
Support	0.00	0.50	0.00	Support	0.00	0.00
School Leadership				Security		
Professional	3.00	4.00	5.00	Support	0.00	0.00
Support	6.00	7.00	10.00			
				<b>Total Staff</b>	<b>69.00</b>	<b>113.25</b>
						<b>138.59</b>



**Strategic Priorities and Goals**

District Strategic Priorities/Goals

- Have a graduation completion rate of 100% 1.1
- Improve attendance rates. 1.1

**Performance Measures**

Performance Measure	2009-10	2010-11	Projected 2011-12
Achieve a graduation completion rate 100%	N/A	N/A	100%
Increase attendance rates to 97%	95%	95%	97%

**Financial Resources**

\$39,488 for core subject general instructional materials

**General Fund Budget**

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 3,027,957	70.15%	\$ 5,164,402	75.23%	\$ 6,225,077	78.16%
12 Media Services (Library)	60,981	1.41%	68,729	1.00%	61,243	0.77%
23 School Leadership	437,411	10.13%	541,450	7.89%	591,397	7.43%
31 Guidance, Counseling and Evaluation	182,592	4.23%	306,907	4.47%	315,823	3.97%
36 Co/Extracurricular Activities	460,571	10.67%	603,538	8.79%	553,955	6.96%
52 Security and Monitoring Services	-	0.00%	1,070	0.02%	37,985	0.48%
	<u>4,169,512</u>	<u>96.59%</u>	<u>6,686,096</u>	<u>97.40%</u>	<u>7,785,480</u>	<u>97.77%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	88,117	2.06%	66,370	0.96%	104,938	1.32%
12 Media Services (Library)	4,490	0.10%	35,537	0.52%	6,600	0.08%
13 Curriculum and Staff Development	8,337	0.19%	8,759	0.13%	2,000	0.03%
23 School Leadership	15,235	0.35%	22,304	0.32%	25,700	0.32%
31 Guidance, Counseling and Evaluation	5,684	0.13%	10,442	0.15%	12,000	0.15%
36 Co/Extracurricular Activities	23,305	0.54%	34,063	0.50%	25,000	0.31%
52 Security and Monitoring Services	1,939	0.04%	1,327	0.02%	1,650	0.02%
	<u>147,107</u>	<u>3.41%</u>	<u>178,802</u>	<u>2.60%</u>	<u>177,888</u>	<u>2.23%</u>
<b>Total Annual Operating Budget</b>	<u>\$ 4,316,619</u>	<u>100.00%</u>	<u>\$ 6,864,898</u>	<u>100.00%</u>	<u>\$ 7,963,368</u>	<u>100.00%</u>
Estimated Enrollment	811		1,457		2,052	
Total Budgeted Operating Cost per Student	<u>\$ 5,323</u>		<u>\$ 4,712</u>		<u>\$ 3,881</u>	

Keller Learning Center  
 601 N. Pate-Orr Road  
 Keller, Texas 76248  
 Organization 039

The Keller Learning Center is the home place of New Direction High School and the district's Discipline Alternative Education Placement Center. New Directions High School is a school of choice that houses about 150 students a year. Students can complete their course work in a nontraditional setting that is conducive to acceleration or credit rebuild. The school colors are purple and white, the mascot is a Phoenix, and our motto is "STARS." The DAEP program helps students get back on the right track with help in all aspects of their education. This program will take on about 600 students for the entire year.



**Student Achievement**

**TAKS**  
 Percent Meeting Minimum Expectations

	Grade 9			Grade 10			Grade 11		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	100%	100%	100%	100%	94%	86%	100%	95%	85%
Mathematics				0%	63%	22%	100%	75%	69%
Social Studies				50%	84%	78%	100%	91%	100%
Science				100%	60%	56%	100%	82%	85%

Texas Education Agency Academic Excellence Indicator System Accountability Rating: 2008-09 Acceptable  
 2009-10 Acceptable  
 2010-11 Acceptable

Staffing (FTE's)	2010	2011	2012	2010	2011	2012	
Instruction				Guidance/Counseling/Evaluation			
Professional	16.50	17.00	16.50	Professional	2.50	2.50	2.00
Support	3.50	3.00	3.00	Support	0.00	0.00	0.00
School Leadership				<b>Total Staff</b>			
Professional	2.00	2.00	2.00	<b>26.50</b>	<b>26.50</b>	<b>25.50</b>	
Support	2.00	2.00	2.00				



**Strategic Priorities and Goals**

District Strategic Priorities/Goals

- Improve our graduation completion rates as they relate to the current cohort groups. 1.1
- Improve attendance rates. 1.1

**Performance Measures**

Performance Measure	2009-10	2010-11	Projected 2011-12
Increase our graduation completion rate to 55%	53%	53%	55%
Increase attendance rates to 92%	90%	90%	92%

**Financial Resources**

\$20,987 for core subject general instructional materials

**General Fund Budget**

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 1,016,584	61.42%	\$ 1,043,981	61.87%	\$ 968,079	73.39%
13 Curriculum and Staff Development	620	0.04%	-	0.00%	-	0.00%
23 School Leadership	220,089	13.30%	222,879	13.21%	214,151	16.23%
31 Guidance, Counseling and Evaluation	325,075	19.64%	322,161	19.09%	67,457	5.11%
	<u>1,562,368</u>	<u>94.40%</u>	<u>1,589,021</u>	<u>94.17%</u>	<u>1,249,687</u>	<u>94.73%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	76,940	4.65%	82,607	4.90%	55,157	4.16%
13 Curriculum and Staff Development	2,360	0.14%	3,052	0.18%	3,650	0.28%
23 School Leadership	9,354	0.57%	10,471	0.62%	8,520	0.65%
31 Guidance, Counseling and Evaluation	1,719	0.10%	1,002	0.06%	1,300	0.10%
33 Health Services	199	0.01%	200	0.01%	200	0.02%
51 Facility Maintenance and Operations	1,579	0.10%	-	0.00%	-	0.00%
52 Security and Monitoring Services	483	0.03%	1,023	0.06%	750	0.06%
	<u>92,634</u>	<u>5.60%</u>	<u>98,355</u>	<u>5.83%</u>	<u>69,577</u>	<u>5.27%</u>
<b>Total Annual Operating Budget</b>	<u>\$ 1,655,002</u>	<u>100.00%</u>	<u>\$ 1,687,376</u>	<u>100.00%</u>	<u>\$ 1,319,264</u>	<u>100.00%</u>

Estimated Enrollment	90	40	62
Total Budgeted Operating Cost per Student	\$ 18,389	\$ 42,184	\$ 21,278





**Strategic Priorities and Goals**

District Strategic Priorities/Goals

Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing.	1.1
Improve attendance rates.	1.1
Reduce discipline referrals with the implementation of "Watch Dog Program"	2.1

**Performance Measures**

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 99%	96%	97%	99%
Implement "Watch Dog Program"	NO	NO	YES

**Financial Resources**

\$17,186 for core subject general instructional materials  
\$400 for implementation of "Watch Dog Program"

**General Fund Budget**

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 3,055,759	78.53%	\$ 2,824,105	76.94%	\$ 2,989,251	79.31%
12 Media Services (Library)	65,411	1.68%	61,230	1.67%	65,920	1.75%
23 School Leadership	342,227	8.80%	355,071	9.68%	317,793	8.43%
31 Guidance, Counseling and Evaluation	229,516	5.90%	234,498	6.39%	223,830	5.94%
36 Co/Extracurricular Activities	129,306	3.32%	111,992	3.05%	68,310	1.81%
52 Security and Monitoring Services	-	0.00%	4,973	0.14%	36,635	0.97%
	3,822,219	98.23%	3,591,869	97.87%	3,701,739	98.21%
<b>Non Payroll Cost by Function</b>						
11 Instruction	40,638	1.04%	41,014	1.13%	39,450	1.05%
12 Media Services (Library)	3,800	0.10%	15,288	0.42%	4,300	0.11%
13 Curriculum and Staff Development	7,060	0.18%	3,368	0.09%	4,800	0.13%
23 School Leadership	9,230	0.24%	8,609	0.23%	11,135	0.30%
31 Guidance, Counseling and Evaluation	4,658	0.12%	3,808	0.10%	4,276	0.11%
36 Co/Extracurricular Activities	2,600	0.07%	5,595	0.15%	3,000	0.08%
52 Security and Monitoring Services	879	0.02%	399	0.01%	450	0.01%
	68,865	1.77%	78,081	2.13%	67,411	1.79%
Total Annual Operating Budget	3,891,084	100.00%	3,669,950	100.00%	3,769,150	100.00%

Estimated Enrollment	874	842	865
Total Budgeted Operating Cost per Student	\$ 4,452	\$ 4,359	\$ 4,357

Fossil Hill Middle School  
 3821 Staghorn Circle South  
 Ft. Worth, Texas 76137  
 Organization 042

"Steps to Exceptional" is the Motto of Fossil Hill Middle School. FHMS opened in 1987 and is located in north Fort Worth. FHMS has received a TEA "Recognized" rating for the last 4 years. FHMS is a campus enriched by diversity and multi-cultural experiences. The Fine Arts program has an excellent tradition of producing students that earn both local and state recognition in band, theatre, and choir. The athletic department prepares over 350 students each year by building character, confidence and sportsmanship in each student-athlete. The teaching staff is caring, compassionate, and dedicated to student achievement with recent teacher achievements that included 3 history teachers recognized as finalist at the state level for their expertise. The campus provides every student a place to learn, live and lead. FHMS is a proud member of the "Panther Pride" feeder pattern and Keller ISD.



## Student Achievement

### TAKS Percent Meeting Minimum Expectations

	Grade 7			Grade 8		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	92%	92%	91%	99%	95%	97%
Mathematics	88%	86%	83%	94%	84%	89%
Writing	97%	98%	95%			
Social Studies				94%	96%	94%
Science				85%	84%	85%

Texas Education Agency Academic Excellence Indicator System Accountability Rating:      2008-09    Recognized  
 2009-10    Recognized  
 2010-11    Recognized

Staffing (FTE's)	2010	2011	2012		2010	2011	2012
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Instruction				Guidance/Counseling/Evaluation			
Professional	67.50	53.50	54.75	Professional	3.00	3.00	3.00
Support	9.50	6.00	5.00	Support	1.00	1.00	1.00
Media Services (Library)				Security			
Professional	1.00	1.00	1.00	Support	0.00	0.00	1.00
Support	0.50	0.00	0.00				
School Leadership				<b>Total Staff</b>	<b>90.50</b>	<b>71.50</b>	<b>71.75</b>
Professional	3.00	3.00	3.00				
Support	5.00	4.00	3.00				



# Fossil Hill Middle School

## Strategic Priorities and Goals

	District Strategic Priorities/Goals
Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing.	1.1
Improve attendance rates.	1.1

## Performance Measures

	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS.	N/A	15%	100%
Increase attendance rates to 98%	95%	96%	98%
Implement "Watch Dog Program"	NO	NO	YES

## Financial Resources

\$32,447 for core subject general instructional materials

## General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 3,833,094	82.04%	\$ 3,227,155	80.08%	\$ 3,088,527	80.58%
12 Media Services (Library)	65,015	1.39%	54,925	1.36%	59,568	1.55%
23 School Leadership	343,769	7.36%	327,928	8.14%	272,342	7.11%
31 Guidance, Counseling and Evaluation	228,761	4.90%	225,534	5.60%	230,985	6.03%
36 Co/Extracurricular Activities	121,345	2.60%	113,641	2.82%	78,181	2.04%
52 Security and Monitoring Services	-	0.00%	402	0.01%	36,635	0.96%
	4,591,984	98.29%	3,949,585	98.01%	3,766,238	98.27%
<b>Non Payroll Cost by Function</b>						
11 Instruction	51,517	1.11%	41,648	1.04%	43,977	1.15%
12 Media Services (Library)	3,166	0.07%	15,298	0.38%	4,800	0.13%
13 Curriculum and Staff Development	4,640	0.10%	8,632	0.21%	2,000	0.05%
23 School Leadership	11,627	0.25%	7,185	0.18%	8,375	0.22%
31 Guidance, Counseling and Evaluation	3,337	0.07%	2,691	0.07%	2,769	0.07%
33 Health Services	92	0.00%	100	0.00%	100	0.00%
36 Co/Extracurricular Activities	4,380	0.09%	4,491	0.11%	3,800	0.10%
52 Security and Monitoring Services	900	0.02%	86	0.00%	450	0.01%
	79,659	1.71%	80,131	1.99%	66,271	1.73%
<b>Total Annual Operating Budget</b>	\$ 4,671,643	100.00%	\$ 4,029,716	100.00%	\$ 3,832,509	100.00%

Estimated Enrollment	1,093	872	923
Total Budgeted Operating Cost per Student	\$ 4,274	\$ 4,621	\$ 4,152





**Strategic Priorities and Goals**

District Strategic Priorities/Goals

Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing.	1.1
Improve attendance rates.	1.1
Reduce discipline referrals with the implementation of "Watch Dog Program"	2.1

**Performance Measures**

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 98%	96%	96%	98%
Implement "Watch Dog Program"	NO	NO	YES

**Financial Resources**

\$39,010 for core subject general instructional materials

**General Fund Budget**

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 3,769,600	81.78%	\$ 3,732,436	81.37%	\$ 3,615,087	81.21%
12 Media Services (Library)	77,289	1.68%	71,293	1.55%	68,296	1.53%
23 School Leadership	342,279	7.43%	355,171	7.74%	346,492	7.78%
31 Guidance, Counseling and Evaluation	215,873	4.68%	209,912	4.58%	215,547	4.84%
36 Co/Extracurricular Activities	125,443	2.72%	120,215	2.62%	81,253	1.83%
52 Security and Monitoring Services	-	0.00%	-	0.00%	36,635	0.82%
	4,530,484	98.29%	4,489,027	97.86%	4,363,310	98.01%
<b>Non Payroll Cost by Function</b>						
11 Instruction	53,445	1.17%	67,151	1.47%	67,520	1.52%
12 Media Services (Library)	2,374	0.05%	14,447	0.31%	4,100	0.09%
13 Curriculum and Staff Development	4,593	0.10%	2,640	0.06%	2,800	0.06%
23 School Leadership	9,652	0.21%	8,472	0.18%	10,039	0.23%
31 Guidance, Counseling and Evaluation	3,314	0.07%	1,728	0.04%	3,564	0.08%
33 Health Services	170	0.00%	-	0.00%	-	0.00%
36 Co/Extracurricular Activities	5,054	0.11%	2,877	0.06%	-	0.00%
52 Security and Monitoring Services	-	0.00%	743	0.02%	450	0.01%
	78,602	1.71%	98,058	2.14%	88,473	1.99%
<b>Total Annual Operating Budget</b>	\$ 4,609,086	100.00%	\$ 4,587,085	100.00%	\$ 4,451,783	100.00%

Estimated Enrollment	1,199	1,207	1,188
Total Budgeted Operating Cost per Student	\$ 3,844	\$ 3,800	\$ 3,747

Indian Springs Middle School  
305 Bursey Road  
Keller, Texas 76248  
Organization 044

At Indian Springs Intermediate, the Eagles hold to the following mission: "The ISMS Family builds a culture of excellence that promotes achievement for every learner." Our campus prides itself in helping each learner, both student and adult, to achieve his/her personal best. We have moved from a campus rating of Academically "Acceptable" in the 2005-06 school year to four consecutive years as a TEA "Recognized" campus. Our campus was awarded the Elmer Watson Recognition by the Texas Middle School Association this winter. Our athletic and fine arts programs regularly receive recognition for their accomplishments. Our band has been nationally recognized for three consecutive years. ISMS opened in 2001 and has experienced significant demographic changes, now comprising a student body of various cultural backgrounds, language and economic resources.



## Student Achievement

### TAKS Percent Meeting Minimum Expectations

	Grade 7			Grade 8		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	97%	98%	97%	100%	97%	100%
Mathematics	93%	92%	93%	95%	92%	96%
Writing	99%	99%	99%			
Social Studies				96%	97%	100%
Science				91%	90%	94%

Texas Education Agency Academic Excellence Indicator System Accountability Rating: 2008-09 Recognized  
2009-10 Recognized  
2010-11 Recognized

	2010	2011	2012		2010	2011	2012
Instruction				Guidance/Counseling/Evaluation			
Professional	56.10	55.50	51.25	Professional	3.00	3.00	3.00
Support	8.34	8.00	9.00	Support	1.00	1.00	1.00
Media Services (Library)				Security			
Professional	1.00	1.00	1.00	Support	0.00	0.00	1.00
Support	0.00	0.00	0.00				
School Leadership				<b>Total Staff</b>	<b>76.44</b>	<b>75.50</b>	<b>72.25</b>
Professional	3.00	3.00	3.00				
Support	4.00	4.00	3.00				



**Strategic Priorities and Goals**

District Strategic Priorities/Goals

Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing.	1.1
Improve attendance rates.	1.1
Reduce discipline referrals with the implementation of "Watch Dog Program"	2.1

**Performance Measures**

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 98%	96%	96%	98%
Implement "Watch Dog Program"	NO	NO	YES

**Financial Resources**

\$19,808 for core subject general instructional materials

**General Fund Budget**

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 3,245,860	80.13%	\$ 3,177,674	79.84%	\$ 3,123,135	80.60%
12 Media Services (Library)	56,028	1.38%	55,843	1.40%	59,281	1.53%
23 School Leadership	320,940	7.92%	328,322	8.25%	296,568	7.65%
31 Guidance, Counseling and Evaluation	221,248	5.46%	216,618	5.44%	212,329	5.48%
36 Co/Extracurricular Activities	134,210	3.31%	115,793	2.91%	76,943	1.99%
52 Security and Monitoring Services	-	0.00%	-	0.00%	36,635	0.95%
	3,978,286	98.20%	3,894,250	97.84%	3,804,891	98.20%
<b>Non Payroll Cost by Function</b>						
11 Instruction	39,337	0.98%	51,547	1.31%	49,732	1.28%
12 Media Services (Library)	3,016	0.07%	15,176	0.38%	4,400	0.11%
13 Curriculum and Staff Development	15,271	0.38%	2,486	0.06%	3,500	0.09%
23 School Leadership	9,842	0.24%	7,353	0.18%	6,060	0.16%
31 Guidance, Counseling and Evaluation	3,712	0.09%	2,751	0.07%	2,634	0.07%
33 Health Services	100	0.00%	198	0.00%	200	0.01%
36 Co/Extracurricular Activities	1,051	0.03%	5,678	0.14%	2,500	0.06%
52 Security and Monitoring Services	487	0.01%	900	0.02%	900	0.02%
	72,816	1.80%	86,089	2.18%	69,926	1.80%
<b>Total Annual Operating Budget</b>	\$ 4,051,102	100.00%	\$ 3,980,339	100.02%	\$ 3,874,817	100.00%

Estimated Enrollment	926	920	878
Total Budgeted Operating Cost per Student	\$ 4,375	\$ 4,326	\$ 4,413

Trinity Springs Middle School  
 3550 Keller Hicks Road  
 Keller, Texas 76248  
 Organization 045

Trinity Springs Middle is an "Recognized" TEA rated middle school that anticipates serving close to 1000 7th and 8th grade students in 2011-2012. This past year we received four Gold Star awards. Our school mascot is the Titans. At TSMS, we authentically educate both students and staff through support, teamwork, and high expectations by teaching, modeling and mentoring. Our campus strives to be technologically advanced in preparing students for the real world. Our students participate in activities outside of the classroom such as athletics, band, choir, and academic competitions.



**Student Achievement**

**TAKS**  
 Percent Meeting Minimum Expectations

	Grade 7			Grade 8		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	96%	96%	96%	100%	97%	99%
Mathematics	94%	91%	91%	91%	90%	96%
Writing	99%	97%	98%			
Social Studies				96%	99%	100%
Science				96%	93%	93%

Texas Education Agency Academic Excellence Indicator System Accountability Rating: 2008-09 Acceptable  
 2009-10 Exemplary  
 2010-11 Recognized

Staffing (FTE's)	2010	2011	2012		2010	2011	2012
Instruction				Guidance/Counseling/Evaluation			
Professional	60.50	56.00	53.00	Professional	3.00	3.00	3.00
Support	7.00	6.00	6.00	Support	1.00	1.00	1.00
Media Services (Library)				Security			
Professional	1.00	1.00	1.00	Support	0.00	0.00	1.00
Support	0.00	0.00	0.00				
School Leadership				<b>Total Staff</b>	<b>79.50</b>	<b>74.00</b>	<b>71.00</b>
Professional	3.00	3.00	3.00				
Support	4.00	4.00	3.00				



**Strategic Priorities and Goals**

District Strategic Priorities/Goals

- Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing. 1.1
- Improve attendance rates. 1.1

**Performance Measures**

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 98%	96%	96%	98%

**Financial Resources**

\$35,658 for core subject general instructional materials

**General Fund Budget**

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 3,306,838	81.48%	\$ 3,196,504	80.20%	3,031,945	80.04%
12 Media Services (Library)	57,796	1.42%	58,797	1.48%	58,285	1.54%
23 School Leadership	325,306	8.02%	315,572	7.92%	296,565	7.83%
31 Guidance, Counseling and Evaluation	186,313	4.59%	212,169	5.32%	213,312	5.63%
36 Co/Extracurricular Activities	110,106	2.71%	114,275	2.87%	74,832	1.98%
52 Security and Monitoring Services	-	0.00%	-	0.00%	36,635	0.97%
	<u>3,986,359</u>	<u>98.22%</u>	<u>3,897,317</u>	<u>97.79%</u>	<u>3,711,574</u>	<u>97.99%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	51,503	1.28%	60,872	1.52%	59,130	1.56%
12 Media Services (Library)	2,307	0.06%	14,438	0.36%	3,800	0.10%
13 Curriculum and Staff Development	4,097	0.10%	2,285	0.06%	2,300	0.06%
23 School Leadership	7,072	0.17%	6,251	0.16%	7,000	0.18%
31 Guidance, Counseling and Evaluation	3,296	0.08%	1,496	0.04%	2,886	0.08%
33 Health Services	192	0.00%	200	0.01%	200	0.01%
36 Co/Extracurricular Activities	2,772	0.07%	2,050	0.05%	500	0.01%
52 Security and Monitoring Services	890	0.02%	398	0.01%	450	0.01%
	<u>72,129</u>	<u>1.78%</u>	<u>87,990</u>	<u>2.21%</u>	<u>76,266</u>	<u>2.01%</u>
<b>Total Annual Operating Budget</b>	<u>\$ 4,058,488</u>	<u>100.00%</u>	<u>\$ 3,985,307</u>	<u>100.00%</u>	<u>\$ 3,787,840</u>	<u>100.00%</u>

Estimated Enrollment	973	896	962
Total Budgeted Operating Cost per Student	\$ 4,171	\$ 4,448	\$ 3,937

Timberview Middle  
 10390 Old Denton Road  
 Ft Worth, Texas 76244  
 Organization 046

Timberview Middle School opened in August 2010 as Keller ISD's only campus serving students in Grades 5-8. A neighborhood school serving students residing in the BPES and ERES attendance zones, this campus will be traditional in name, mascot, and extracurricular offerings while it will be unique in its design and approach to student engagement in learning. Theories of improvement are centered on creating conditions for improved collaborative processes for students, staff, and community while fostering the development of 21st century skills including the selection and use of familiar and emerging technological resources to accomplish relevant tasks that encourage students to articulate their thought processes.



**Student Achievement**

**TAKS**  
 Percent Meeting Minimum Expectations

	Grade 5			Grade 6		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	N/A	N/A	96%	N/A	N/A	93%
Mathematics	N/A	N/A	90%	N/A	N/A	80%
Writing						
Social Studies						
Science	N/A	N/A	95%			

	Grade 7			Grade 8		
	2008-09	2009-10	2010-11	2007-08	2008-09	2010-11
Reading/English Language Arts	N/A	N/A	95%	N/A	N/A	97%
Mathematics	N/A	N/A	85%	N/A	N/A	89%
Writing	N/A	N/A	96%			
Social Studies				N/A	N/A	100%
Science				N/A	N/A	84%

Texas Education Agency Academic Excellence Indicator System Accountability Rating: 2008-09 Not Open  
 2009-10 Not Open  
 2010-11 Acceptable

Staffing (FTE's)	2010	2011	2012	2010	2011	2012
Instruction				Guidance/Counseling/Evaluation		
Professional	0.00	53.50	60.33	Professional	0.00	3.00
Support	0.00	7.00	7.00	Support	0.00	1.00
Media Services (Library)				Security		
Professional	0.00	1.00	1.00	Support	0.00	0.00
Support	0.00	0.00	0.00			1.00
School Leadership						
Professional	0.50	3.00	3.00	<b>Total Staff</b>	<b>1.00</b>	<b>73.50</b>
Support	0.50	5.00	3.00			<b>79.33</b>





# Timberview Middle School

## Strategic Priorities and Goals

District Strategic Priorities/Goals

- Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing. 1.1
- Improve attendance rates. 1.1

## Performance Measures

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 99%	N/A	97%	99%

## Financial Resources

\$19,547 for core subject general instructional materials

## General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 219,112	56.43%	\$ 3,055,879	79.09%	\$ 2,965,616	77.79%
12 Media Services (Library)	4,582	1.18%	54,283	1.40%	54,234	1.42%
13 Curriculum and Staff Development	4,354	1.12%	47,192	1.22%	51,482	1.35%
23 School Leadership	81,795	21.07%	329,542	8.53%	327,981	8.60%
31 Guidance, Counseling and Evaluation	17,246	4.44%	205,415	5.32%	208,037	5.46%
36 Co/Extracurricular Activities	5,688	1.47%	89,258	2.31%	94,539	2.48%
52 Security and Monitoring Services	-	0.00%	-	0.00%	36,635	0.96%
	<u>332,777</u>	<u>85.71%</u>	<u>3,781,569</u>	<u>97.87%</u>	<u>3,738,524</u>	<u>98.06%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	34,360	8.86%	29,655	0.76%	34,457	0.90%
12 Media Services (Library)	-	0.00%	20,067	0.52%	6,000	0.16%
13 Curriculum and Staff Development	9,870	2.54%	11,685	0.30%	12,000	0.31%
23 School Leadership	8,824	2.27%	13,090	0.34%	15,000	0.39%
31 Guidance, Counseling and Evaluation	1,604	0.41%	3,706	0.10%	2,916	0.08%
33 Health Services	-	0.00%	200	0.01%	200	0.01%
36 Co/Extracurricular Activities	-	0.00%	2,925	0.08%	2,700	0.07%
52 Security and Monitoring Services	808	0.21%	944	0.02%	850	0.02%
	<u>55,466</u>	<u>14.29%</u>	<u>82,272</u>	<u>2.13%</u>	<u>74,123</u>	<u>1.94%</u>
Total Annual Operating Budget	<u>\$ 388,243</u>	<u>100.00%</u>	<u>\$ 3,863,841</u>	<u>100.00%</u>	<u>\$ 3,812,647</u>	<u>100.00%</u>
Estimated Enrollment	-		950		1,065	
Total Budgeted Operating Cost per Student	\$ -		\$ 4,067		\$ 3,580	

Keller-Harvel Elementary  
635 Norma Lane  
Keller, Texas 76248  
Organization 101

Keller-Harvel is the original Keller elementary, Keller ISD's first elementary school. We have about 520 pre-kindergarten through fourth grade students who are hard working, respectful, high achieving and fun. KHES is an outstanding school, recognized by the TEA as an "Recognized" school. KHES is a school with a warm welcoming atmosphere. This is a student centered school, dedicated to the success of our students. We strive to instill in children the love of learning so they may become life long learners. We have a variety of opportunities for the students to be involved in their learning; science club, outdoor learning center, honor choir, UIL, and special academic nights take place throughout the school year. KHES's motto is "Keller Harvel Expects Success". At KHES we strive for excellence.



### Student Achievement

#### TAKS Percent Meeting Minimum Expectations

	Grade 3			Grade 4		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	100%	96%	100%	96%	93%	92%
Mathematics	97%	96%	98%	97%	87%	91%
Writing				99%	97%	95%
Social Studies						
Science						

Texas Education Agency Academic Excellence Indicator System Accountability Rating: 2008-09 Exemplary  
2009-10 Exemplary  
2010-11 Recognized

Staffing (FTE's)	2010	2011	2012		2010	2011	2012
Instruction				School Leadership			
Professional	32.00	31.00	30.25	Professional	2.00	2.00	2.00
Support	4.83	3.00	2.00	Support	4.00	5.00	2.00
Media Services (Library)				Guidance/Counseling/Evaluation			
Professional	1.00	1.00	1.00	Professional	1.00	1.00	1.00
Support	0.00	0.00	0.00	Support	0.00	0.00	0.00
Curriculum and Staff Development							
Professional	0.33	0.00	0.00	<b>Total Staff</b>	<b>45.16</b>	<b>43.00</b>	<b>38.25</b>
Support	0.00	0.00	0.00				



**Strategic Priorities and Goals**

District Strategic Priorities/Goals	
Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing.	1.1
Improve attendance rates.	1.1

**Performance Measures**

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 98%	96%	96%	98%

**Financial Resources**

\$32,917 for core subject general instructional materials

**General Fund Budget**

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 1,645,722	80.57%	\$ 1,848,782	82.22%	\$ 1,878,186	84.87%
12 Media Services (Library)	56,217	2.75%	55,306	2.46%	55,567	2.51%
13 Curriculum and Staff Development	16,911	0.83%	-	0.00%	-	0.00%
23 School Leadership	230,615	11.29%	240,825	10.71%	189,764	8.57%
31 Guidance, Counseling and Evaluation	61,651	3.02%	62,745	2.79%	61,839	2.79%
36 Co/Extracurricular Activities	638	0.03%	-	0.00%	630	0.03%
	<u>2,011,754</u>	<u>98.49%</u>	<u>2,207,658</u>	<u>98.18%</u>	<u>2,185,986</u>	<u>98.77%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	20,839	1.02%	21,635	0.96%	18,908	0.85%
12 Media Services (Library)	2,777	0.14%	15,195	0.68%	3,900	0.18%
13 Curriculum and Staff Development	2,378	0.12%	497	0.02%	700	0.03%
23 School Leadership	3,135	0.15%	1,980	0.09%	2,400	0.11%
31 Guidance, Counseling and Evaluation	1,045	0.05%	1,287	0.06%	968	0.04%
52 Security and Monitoring Services	700	0.03%	286	0.01%	350	0.02%
	<u>30,874</u>	<u>1.51%</u>	<u>40,880</u>	<u>1.82%</u>	<u>27,226</u>	<u>1.23%</u>
<b>Total Annual Operating Budget</b>	<b>\$ 2,042,628</b>	<b>100.00%</b>	<b>\$ 2,248,538</b>	<b>100.00%</b>	<b>\$ 2,213,212</b>	<b>100.00%</b>
Estimated Enrollment	528		477		484	
Total Budgeted Operating Cost per Student	\$ 3,869		\$ 4,714		\$ 4,573	

Florence Elementary  
3095 Johnson Road  
Keller, Texas 76248  
Organization 102

Florence Elementary is a National Recognized Blue Ribbon school. FES was recognized in 2008-2009 by NCEA (National Center for Educational Accountability) as a "Just for the Kids High Performing School." FES's mascot is the falcon and the school colors are royal blue and gold. Our school motto is "A school of excellence shaping the future". At FES we are proud of our student driven "Paying it Forward" program." Students write essays on how they would give back to the community if they had the resources. Through corporate sponsors, the students, parents and faculty then develop community oriented projects and give back to the community.



**Student Achievement**

**TAKS**  
Percent Meeting Minimum Expectations

	Grade 3			Grade 4		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	100%	99%	100%	98%	99%	100%
Mathematics	98%	97%	99%	99%	99%	99%
Writing				98%	100%	99%
Social Studies						
Science						

Texas Education Agency Academic Excellence Indicator System Accountability Rating: 2008-09 Exemplary  
2009-10 Exemplary  
2010-11 Exemplary

Staffing (FTE's)	2010	2011	2012		2010	2011	2012
Instruction				School Leadership			
Professional	37.83	35.50	34.00	Professional	2.00	2.00	2.00
Support	2.50	4.00	5.00	Support	4.00	4.00	2.00
Media Services (Library)				Guidance/Counseling/Evaluation			
Professional	1.00	1.00	1.00	Professional	1.00	1.00	1.00
Support	0.00	0.00	0.00	Support	0.00	0.00	0.00
Curriculum and Staff Development				<b>Total Staff</b>	<b>48.66</b>	<b>47.50</b>	<b>45.00</b>
Professional	0.33	0.00	0.00				
Support	0.00	0.00	0.00				



**Strategic Priorities and Goals**

District Strategic Priorities/Goals

Develop and implement curriculum to accommodate the transition from TAKS to the new State of 1.1  
 Improve attendance rates. 1.1

**Performance Measures**

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 98%	96%	97%	98%

**Financial Resources**

\$17,782 for core subject general instructional materials

**General Fund Budget**

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 1,805,020	81.52%	\$ 2,148,542	83.82%	\$ 2,115,807	80.09%
12 Media Services (Library)	64,478	2.91%	59,931	2.34%	64,608	2.45%
13 Curriculum and Staff Development	16,911	0.76%	-	0.00%	-	0.00%
23 School Leadership	240,519	10.86%	254,732	9.94%	365,257	13.83%
31 Guidance,Counseling and Evaluation	63,185	2.85%	66,030	2.58%	65,959	2.50%
36 Co/Extracurricular Activities	639	0.03%	-	0.00%	620	0.02%
	<u>2,190,752</u>	<u>98.93%</u>	<u>2,529,235</u>	<u>98.68%</u>	<u>2,612,251</u>	<u>98.89%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	15,973	0.72%	17,409	0.68%	19,582	0.75%
12 Media Services (Library)	2,368	0.11%	11,410	0.45%	3,100	0.12%
13 Curriculum and Staff Development	1,643	0.07%	1,615	0.06%	1,700	0.06%
23 School Leadership	2,587	0.12%	2,070	0.08%	2,700	0.10%
31 Guidance,Counseling and Evaluation	754	0.03%	580	0.02%	1,094	0.04%
36 Co/Extracurricular Activities	151	0.01%	137	0.01%	300	0.01%
52 Security and Monitoring Services	245	0.01%	272	0.01%	350	0.01%
61 Community Services	-	0.00%	350	0.01%	470	0.02%
	<u>23,721</u>	<u>1.07%</u>	<u>33,843</u>	<u>1.32%</u>	<u>29,296</u>	<u>1.11%</u>
<b>Total Annual Operating Budget</b>	<u>\$ 2,214,473</u>	<u>100.00%</u>	<u>\$ 2,563,078</u>	<u>100.00%</u>	<u>\$ 2,641,547</u>	<u>100.00%</u>

Estimated Enrollment	540	541	547
Total Budgeted Operating Cost per Student	\$ 4,101	\$ 4,738	\$ 4,829

Parkview Elementary  
6900 Bayberry  
Ft. Worth, Texas  
Organization 103

Parkview's mascot is the Panther Cubs and our colors are Black and Gold. In the 2009-10 school year we created a new Mission, Value, Vision statement for our campus and a Title I Parent Handbook. PES houses the districts' only Vietnamese Bilingual program and we offer adult ESL to the community. PES is a TEA title I Distinguished school and has earned an "Recognized" rating.



**Student Achievement**

**TAKS**  
Percent Meeting Minimum Expectations

	Grade 3			Grade 4		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	98%	90%	94%	93%	90%	85%
Mathematics	89%	71%	91%	88%	80%	75%
Writing				95%	87%	82%
Social Studies						
Science						

Texas Education Agency Academic Excellence Indicator System Accountability Rating: 2008-09 Exemplary  
2009-10 Acceptable  
2010-11 Recognized

Staffing (FTE's)	2010	2011	2012		2010	2011	2012
Instruction				School Leadership			
Professional	49.00	45.50	43.54	Professional	2.00	2.00	2.00
Support	8.50	5.00	4.00	Support	6.00	6.00	3.00
Media Services (Library)				Guidance/Counseling/Evaluation			
Professional	1.00	1.00	1.00	Professional	1.00	1.00	1.00
Support	0.00	0.00	0.00	Support	0.00	0.00	0.00
Curriculum and Staff Development							
Professional	0.33	0.00	0.00	<b>Total Staff</b>	<b>67.83</b>	<b>60.50</b>	<b>54.54</b>
Support	0.00	0.00	0.00				



# Parkview Elementary

## Strategic Priorities and Goals

District Strategic Priorities/Goals

Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing. 1.1

Improve attendance rates. 1.1

## Performance Measures

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 98%	96%	96%	98%

## Financial Resources

\$17,901 for core subject general instructional materials

## General Fund Budget

	Audited 2008-2009	% of Total	Projected Actual 2009-2010	% of Total	Adopted Budget 2010-2011	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 2,800,131	84.43%	\$ 2,849,649	86.32%	\$ 2,820,483	84.88%
12 Media Services (Library)	70,255	2.12%	58,746	1.78%	58,354	1.76%
13 Curriculum and Staff Development	2,134	0.06%	17,873	0.54%	-	0.00%
23 School Leadership	311,378	9.39%	269,481	8.16%	275,376	8.29%
31 Guidance, Counseling and Evaluation	58,409	1.76%	60,412	1.83%	107,902	3.25%
36 Co/Extracurricular Activities	-	0.00%	640	0.02%	-	0.00%
	<u>3,242,307</u>	<u>97.76%</u>	<u>3,256,801</u>	<u>98.65%</u>	<u>3,262,115</u>	<u>98.18%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	56,068	1.68%	27,899	0.84%	37,704	1.12%
12 Media Services (Library)	9,461	0.29%	2,898	0.09%	10,950	0.33%
13 Curriculum and Staff Development	3,608	0.11%	6,463	0.20%	3,500	0.11%
23 School Leadership	2,924	0.09%	5,199	0.16%	5,872	0.18%
31 Guidance, Counseling and Evaluation	1,347	0.04%	825	0.02%	1,196	0.04%
36 Co/Extracurricular Activities	180	0.01%	248	0.01%	440	0.01%
52 Security and Monitoring Services	689	0.02%	700	0.02%	700	0.02%
61 Community Services	-	0.00%	400	0.01%	200	0.01%
	<u>74,277</u>	<u>2.24%</u>	<u>44,632</u>	<u>1.35%</u>	<u>60,562</u>	<u>1.82%</u>
<b>Total Annual Operating Budget</b>	<u>\$ 3,316,584</u>	<u>100.00%</u>	<u>\$ 3,301,433</u>	<u>100.00%</u>	<u>\$ 3,322,677</u>	<u>100.00%</u>
Estimated Enrollment	730		731		698	
Total Budgeted Operating Cost per Student	\$ 4,543		\$ 4,516		\$ 4,760	

Bear Creek Intermediate  
801 Bear Creek Blvd.  
Keller, Texas 76248  
Organization 104

The Bear Creek Intermediate School community has much to celebrate. The TEA "Exemplary" rating was realized as a result of years of diligent planning and execution of those plans. BCI made the Texas Business Education Coalition Honor Roll and was named a Just for Kids Higher Performing School in Texas which puts us in the top 4% in schools serving 5th and 6th grade in Texas. The challenge for 2011-2012 is to maintain that level of performance while intentionally planning for instruction that goes beyond TAKS and prepares our students for STAARS. Currently we have a state recognized math and science team with the number one Number Sense student in the state. BCI has gone above and beyond in supporting our community.



**Student Achievement**

**TAKS**  
Percent Meeting Minimum Expectations

	Grade 5			Grade 6		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	99%	98%	100%	100%	98%	97%
Mathematics	97%	97%	100%	96%	97%	96%
Writing						
Social Studies						
Science	98%	97%	97%			

Texas Education Agency Academic Excellence Indicator System Accountability Rating: 2008-09 Exemplary  
2009-10 Exemplary  
2010-11 Exemplary

Staffing (FTE's)	2010	2011	2012		2010	2011	2012
Instruction				Guidance/Counseling/Evaluation			
Professional	52.34	46.00	44.83	Professional	2.00	2.00	2.00
Support	10.50	8.00	8.00	Support	0.00	0.00	0.00
Media Services (Library)							
Professional	1.00	1.00	1.00				
Support	0.00	0.00	0.00				
School Leadership							
Professional	3.00	3.00	3.00	<b>Total Staff</b>	<b>74.84</b>	<b>67.00</b>	<b>62.83</b>
Support	6.00	7.00	4.00				





# Bear Creek Intermediate

## Strategic Priorities and Goals

District Strategic Priorities/Goals

Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing.	1.1
Improve attendance rates.	1.1
Reduce discipline referrals with the expansion of "Watch Dog Program"	2.1

## Performance Measures

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 99%	96%	97%	99%
Expand "Watch Dog Program" to a full year program	NO	NO	YES

## Financial Resources

\$31,920 for core subject general instructional materials  
 \$1000 for expansion of "Watch Dog Program"

## General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 3,069,789	84.01%	\$ 2,795,226	81.87%	\$ 2,785,361	82.78%
12 Media Services (Library)	55,877	1.53%	50,950	1.49%	55,567	1.65%
23 School Leadership	346,181	9.47%	355,496	10.41%	334,763	9.95%
31 Guidance, Counseling and Evaluation	126,654	3.47%	128,147	3.75%	126,394	3.76%
36 Co/Extracurricular Activities	5,068	0.14%	4,496	0.13%	4,709	0.14%
	3,603,569	98.61%	3,334,315	97.65%	3,306,794	98.28%
<b>Non Payroll Cost by Function</b>						
11 Instruction	31,486	0.86%	46,857	1.37%	34,880	1.04%
12 Media Services (Library)	2,800	0.08%	14,982	0.44%	3,500	0.10%
13 Curriculum and Staff Development	5,845	0.16%	5,678	0.17%	5,200	0.15%
23 School Leadership	7,658	0.21%	10,288	0.30%	11,850	0.35%
31 Guidance, Counseling and Evaluation	1,815	0.05%	2,299	0.07%	2,028	0.06%
36 Co/Extracurricular Activities	300	0.01%	-	0.00%	-	0.00%
52 Security and Monitoring Services	796	0.02%	-	0.00%	400	0.01%
	50,700	1.39%	80,104	2.35%	57,858	1.72%
Total Annual Operating Budget	3,654,269	100.00%	3,414,419	100.00%	3,364,652	100.00%

Estimated Enrollment	832	863	828
Total Budgeted Operating Cost per Student	\$ 4,403	\$ 4,242	\$ 4,309

Whitley Road Elementary  
7600 Whitley Road  
Watauga, Texas 76148  
Organization 105

Whitley Road Elementary mascot is Stars. We received a TEA "Recognized" rating for 2010-11. WRES is a Title I school and offers a bilingual program and campus wide before and after school tutoring. WRES also offers activities for the students to participate in such as Conga Club, American Girls Club and UIL competitions. Our mission is to give every learner opportunities to reach their highest potential in a safe and supportive environment which embraces diversity and individual worth. Our goal is that our students become a light to others and shine like the stars we know they are!



**Student Achievement**

**TAKS**  
Percent Meeting Minimum Expectations

	Grade 3			Grade 4		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	95%	88%	86%	84%	86%	85%
Mathematics	77%	65%	86%	84%	84%	82%
Writing				96%	86%	89%
Social Studies						
Science						

Texas Education Agency Academic Excellence Indicator System Accountability Rating: 2008-09 Recognized  
2009-10 Acceptable  
2010-11 Recognized

Staffing (FTE's)	2010	2011	2012		2010	2011	2012
Instruction				School Leadership			
Professional	42.00	35.50	34.03	Professional	2.00	2.00	2.00
Support	5.50	5.00	5.00	Support	6.00	6.00	3.00
Media Services (Library)				Guidance/Counseling/Evaluation			
Professional	1.00	1.00	1.00	Professional	1.00	1.00	1.00
Support	0.00	0.00	0.00	Support	0.00	0.00	0.00
Curriculum and Staff Development							
Professional	0.33	0.00	0.00	<b>Total Staff</b>	<b>57.83</b>	<b>50.50</b>	<b>46.03</b>
Support	0.00	0.00	0.00				



# Whitley Road Elementary

## Strategic Priorities and Goals

District Strategic Priorities/Goals

Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing. 1.1

Improve attendance rates. 1.1

## Performance Measures

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 97%	95%	96%	97%

## Financial Resources

\$12,284 for core subject general instructional materials

## General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 1,820,611	81.24%	\$ 2,156,743	84.41%	\$ 2,086,147	85.34%
12 Media Services (Library)	65,949	2.94%	58,822	2.30%	55,175	2.26%
13 Curriculum and Staff Development	16,415	0.73%	-	0.00%	-	0.00%
23 School Leadership	240,422	10.73%	234,934	9.20%	212,193	8.68%
31 Guidance, Counseling and Evaluation	61,560	2.75%	61,152	2.39%	59,615	2.44%
36 Co/Extracurricular Activities	638	0.03%	392	0.02%	630	0.03%
	<u>2,205,595</u>	<u>98.41%</u>	<u>2,512,043</u>	<u>98.32%</u>	<u>2,413,760</u>	<u>98.74%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	22,018	0.98%	24,825	0.97%	12,784	0.52%
12 Media Services (Library)	1,751	0.08%	10,194	0.40%	2,950	0.12%
13 Curriculum and Staff Development	1,003	0.04%	-	0.00%	6,000	0.25%
23 School Leadership	8,787	0.39%	6,101	0.24%	7,100	0.29%
31 Guidance, Counseling and Evaluation	1,120	0.05%	735	0.03%	968	0.04%
36 Co/Extracurricular Activities	196	0.01%	378	0.01%	440	0.02%
52 Security and Monitoring Services	651	0.03%	419	0.02%	350	0.01%
61 Community Services	-	0.00%	249	0.01%	250	0.01%
	<u>35,526</u>	<u>1.59%</u>	<u>42,901</u>	<u>1.68%</u>	<u>30,842</u>	<u>1.26%</u>
<b>Total Annual Operating Budget</b>	<u>\$ 2,241,121</u>	<u>100.00%</u>	<u>\$ 2,554,944</u>	<u>100.00%</u>	<u>\$ 2,444,602</u>	<u>100.00%</u>

Estimated Enrollment	613	622	494
Total Budgeted Operating Cost per Student	\$ 4,707	\$ 4,619	\$ 5,463

Heritage Elementary  
4001 Thompson Road  
Keller, Texas 76248  
Organization 106

Heritage elementary, home of the Heritage Heroes, has a partnership with its community, parents, and staff; it is committed to an educational environment that empowers all students to achieve academic excellence. Heritage opened its doors in 1987 and is one of 22 elementary schools in KISD. We currently have 392 students enrolled. Our school earned the honor of receiving a "Recognized" rating from the TEA for the 2010-2011 school year. We share a common goal of high expectation for our students and ourselves.



**Student Achievement**

**TAKS**  
Percent Meeting Minimum Expectations

	Grade 3			Grade 4		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	97%	95%	89%	90%	94%	89%
Mathematics	88%	82%	81%	85%	92%	82%
Writing				94%	98%	94%
Social Studies						
Science						

Texas Education Agency Academic Excellence Indicator System Accountability Rating: 2008-09 Recognized  
2009-10 Recognized  
2010-11 Acceptable

Staffing (FTE's)	2010	2011	2012		2010	2011	2012
Instruction				School Leadership			
Professional	39.00	38.00	37.84	Professional	2.00	2.00	2.00
Support	5.50	5.00	5.00	Support	4.00	5.00	3.00
Media Services (Library)				Guidance/Counseling/Evaluation			
Professional	1.00	1.00	1.00	Professional	1.00	1.00	1.00
Support	0.00	0.00	0.00	Support	0.00	0.00	0.00
Curriculum and Staff Development				<b>Total Staff</b>	<b>52.83</b>	<b>52.00</b>	<b>49.84</b>
Professional	0.33	0.00	0.00				
Support	0.00	0.00	0.00				



# Heritage Elementary

## Strategic Priorities and Goals

District Strategic Priorities/Goals

- Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing. 1.1
- Improve attendance rates. 1.1

## Performance Measures

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 98%	96%	97%	98%

## Financial Resources

\$16,188 for core subject general instructional materials

## General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 1,801,160	81.45%	2,230,799	84.66%	\$ 2,181,804	85.19%
12 Media Services (Library)	58,565	2.65%	54,066	2.05%	58,594	2.29%
13 Curriculum and Staff Development	18,397	0.83%	(23)	0.00%	-	0.00%
23 School Leadership	233,380	10.55%	236,469	8.98%	223,618	8.73%
31 Guidance, Counseling and Evaluation	59,617	2.70%	61,011	2.32%	59,590	2.33%
36 Co/Extracurricular Activities	643	0.03%	-	0.00%	369	0.01%
	<u>2,171,762</u>	<u>98.21%</u>	<u>2,582,322</u>	<u>98.01%</u>	<u>2,523,975</u>	<u>98.55%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	26,080	1.18%	30,195	1.15%	23,595	0.92%
12 Media Services (Library)	2,673	0.12%	11,802	0.45%	2,950	0.12%
13 Curriculum and Staff Development	5,353	0.24%	5,728	0.22%	5,000	0.20%
23 School Leadership	2,966	0.13%	2,601	0.10%	3,300	0.13%
31 Guidance, Counseling and Evaluation	1,234	0.06%	1,112	0.04%	1,384	0.05%
36 Co/Extracurricular Activities	575	0.03%	607	0.02%	610	0.02%
52 Security and Monitoring Services	700	0.03%	266	0.01%	350	0.01%
	<u>39,581</u>	<u>1.79%</u>	<u>52,311</u>	<u>1.99%</u>	<u>37,189</u>	<u>1.45%</u>
<b>Total Annual Operating Budget</b>	<b>\$ 2,211,343</b>	<b>100.00%</b>	<b>\$ 2,634,633</b>	<b>100.00%</b>	<b>\$ 2,561,164</b>	<b>100.00%</b>
Estimated Enrollment	566		556		592	
Total Budgeted Operating Cost per Student	\$ 3,907		\$ 4,739		\$ 4,326	

Chisholm Trail Intermediate  
3901 Summerfields Blvd.  
Ft. Worth, Texas 76137  
Organization 107

We are the Chisholm Trail Intermediate Pioneers. We provide our students a smooth transition between elementary and middle school. Using the team approach within the KISD curriculum and character traits, we provide a positive environment in which we can unite the child, the family and the school. Our school mascot is the Pioneer and our colors are red and blue.



**Student Achievement**

**TAKS**  
Percent Meeting Minimum Expectations

	Grade 5			Grade 6		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	94%	89%	96%	97%	92%	86%
Mathematics	80%	91%	93%	94%	88%	84%
Writing						
Social Studies						
Science	89%	92%	92%			

Texas Education Agency Academic Excellence Indicator System Accountability Rating: 2008-09 Recognized  
2009-10 Recognized  
2010-11 Recognized

Staffing (FTE's)	2010	2011	2012		2010	2011	2012
Instruction				School Leadership			
Professional	64.00	53.50	50.83	Professional	3.00	3.00	3.00
Support	10.50	9.00	11.00	Support	5.00	6.00	3.00
Media Services (Library)				Guidance/Counseling/Evaluation			
Professional	1.00	1.00	1.00	Professional	2.00	2.00	2.00
Support	0.00	0.00	0.00	Support	0.00	0.00	0.00
Curriculum and Staff Development				<b>Total Staff</b>	<b>85.84</b>	<b>74.50</b>	<b>70.83</b>
Professional	0.34	0.00	0.00				
Support	0.00	0.00	0.00				



**Strategic Priorities and Goals**

District Strategic Priorities/Goals

Develop and implement curriculum to accommodate the transition from TAKS to the new State of	1.1
Improve attendance rates.	1.1

**Performance Measures**

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 99%	96%	96%	99%

**Financial Resources**

\$38,354 for core subject general instructional materials

**General Fund Budget**

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 3,614,401	85.67%	\$ 3,133,380	84.37%	\$ 3,214,358	85.44%
12 Media Services (Library)	70,840	1.68%	52,848	1.42%	55,175	1.47%
13 Curriculum and Staff Development	25,857	0.61%	-	0.00%	-	0.00%
23 School Leadership	331,171	7.85%	319,076	8.59%	294,582	7.83%
31 Guidance,Counseling and Evaluation	127,015	3.01%	125,481	3.38%	124,352	3.31%
36 Co/Extracurricular Activities	1,339	0.03%	3,419	0.09%	4,946	0.13%
	<u>4,170,623</u>	<u>98.85%</u>	<u>3,634,204</u>	<u>97.85%</u>	<u>3,693,413</u>	<u>98.18%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	28,162	0.67%	46,000	1.24%	42,909	1.15%
12 Media Services (Library)	2,623	0.06%	12,486	0.34%	3,400	0.09%
13 Curriculum and Staff Development	2,452	0.06%	1,259	0.03%	1,500	0.04%
23 School Leadership	12,687	0.30%	16,902	0.46%	16,465	0.44%
31 Guidance,Counseling and Evaluation	1,875	0.04%	1,968	0.05%	2,393	0.06%
33 Health Services	238	0.01%	90	0.00%	100	0.00%
36 Co/Extracurricular Activities	475	0.01%	458	0.01%	800	0.02%
52 Security and Monitoring Services	9	0.00%	395	0.01%	400	0.01%
61 Community Services	-	0.00%	471	0.01%	350	0.01%
	<u>48,521</u>	<u>1.15%</u>	<u>80,029</u>	<u>2.15%</u>	<u>68,317</u>	<u>1.82%</u>
<b>Total Annual Operating Budget</b>	<u>\$ 4,219,144</u>	<u>100.00%</u>	<u>\$ 3,714,233</u>	<u>100.00%</u>	<u>\$ 3,761,730</u>	<u>100.00%</u>

Estimated Enrollment	1,063	888	957
Total Budgeted Operating Cost per Student	\$ 3,969	\$ 4,183	\$ 3,931

Shady Grove Elementary  
1400 Sarah Brooks Drive  
Keller, Texas 76248  
Organization 108

Shady Grove Elementary has a partnership with its community, parents, students, and staff; it is committed to an educational environment that empowers all students to achieve academic excellence and value the worth of self and others. SGES opened in 1991 and is one of 22 elementary schools in KISD. We currently have 508 students enrolled. Our school earned the honor of receiving an "Exemplary" rating for the fifteenth consecutive year in 2010-2011. We are very proud of our students academic success. We credit our success to the SGES students, parents, community, and faculty. We share a common goal of high expectations for our students and ourselves and believe we offer our students the best education possible.



**Student Achievement**

**TAKS**  
Percent Meeting Minimum Expectations

	Grade 3			Grade 4		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	100%	99%	93%	96%	99%	97%
Mathematics	100%	94%	97%	95%	99%	97%
Writing				97%	99%	99%
Social Studies						
Science						

Texas Education Agency Academic Excellence Indicator System Accountability Rating: 2008-09 Exemplary  
2009-10 Exemplary  
2010-11 Exemplary

Staffing (FTE's)	2010	2011	2012		2010	2011	2012
Instruction				School Leadership			
Professional	34.83	35.50	34.50	Professional	2.00	2.00	2.00
Support	6.50	6.00	5.00	Support	4.00	5.00	2.00
Media Services (Library)				Guidance/Counseling/Evaluation			
Professional	1.00	1.00	1.00	Professional	1.00	1.00	1.00
Support	0.00	0.00	0.00	Support	0.00	0.00	0.00
Curriculum and Staff Development				<b>Total Staff</b>	<b>49.66</b>	<b>50.50</b>	<b>45.50</b>
Professional	0.33	0.00	0.00				
Support	0.00	0.00	0.00				





# Shady Grove Elementary

## Strategic Priorities and Goals

District Strategic Priorities/Goals

Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing.	1.1
Improve attendance rates.	1.1
Reduce discipline referrals with the expansion of "Watch Dog Program"	2.1

## Performance Measures

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 99%	96%	97%	99%
Expand "Watch Dog Program" to a full year program	NO	NO	YES

## Financial Resources

\$16,094 for core subject general instructional materials

## General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 1,775,224	81.23%	\$ 2,170,821	84.72%	\$ 2,040,425	85.14%
12 Media Services (Library)	61,331	2.81%	57,245	2.23%	61,629	2.57%
13 Curriculum and Staff Development	19,651	0.90%	-	0.00%	-	0.00%
23 School Leadership	231,020	10.57%	224,253	8.75%	199,000	8.30%
31 Guidance, Counseling and Evaluation	67,189	3.07%	68,035	2.66%	67,263	2.81%
36 Co/Extracurricular Activities	638	0.03%	-	0.00%	630	0.03%
	<u>2,155,053</u>	<u>98.61%</u>	<u>2,520,354</u>	<u>98.36%</u>	<u>2,368,947</u>	<u>98.85%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	22,388	1.04%	26,121	1.01%	19,634	0.84%
12 Media Services (Library)	2,286	0.10%	10,894	0.43%	2,950	0.12%
13 Curriculum and Staff Development	1,717	0.08%	2,305	0.09%	1,700	0.07%
23 School Leadership	1,965	0.09%	1,175	0.05%	1,550	0.06%
31 Guidance, Counseling and Evaluation	925	0.04%	997	0.04%	1,016	0.04%
36 Co/Extracurricular Activities	299	0.01%	348	0.01%	350	0.01%
52 Security and Monitoring Services	699	0.03%	207	0.01%	350	0.01%
	<u>30,279</u>	<u>1.39%</u>	<u>42,047</u>	<u>1.64%</u>	<u>27,550</u>	<u>1.15%</u>
<b>Total Annual Operating Budget</b>	<u>\$ 2,185,332</u>	<u>100.00%</u>	<u>\$ 2,562,401</u>	<u>100.00%</u>	<u>\$ 2,396,497</u>	<u>100.00%</u>
Estimated Enrollment	491		504		508	
Total Budgeted Operating Cost per Student	\$ 4,451		\$ 5,084		\$ 4,718	

Park Glen Elementary  
 5100 Glen Canyon Road  
 Ft. Worth, Texas 76137  
 Organization 109

Park Glen Elementary was built in 1990 and currently has 663 students enrolled. Our mascot is the Cheetah. We have been rated as an "Exemplary" campus for the past eleven years. We believe in being exceptional by the means of making intentional choices. PGES offers the following activities to our students: Cheetah Math, Paws Publishing and Reading Olympics.



**Student Achievement**

**TAKS**  
 Percent Meeting Minimum Expectations

	Grade 3			Grade 4		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	100%	98%	98%	96%	97%	94%
Mathematics	97%	93%	93%	93%	97%	94%
Writing				99%	100%	96%
Social Studies						
Science						

Texas Education Agency Academic Excellence Indicator System Accountability Rating: 2008-09 Exemplary  
 2009-10 Exemplary  
 2010-11 Exemplary

**Staffing (FTE's)**

	2010	2011	2012		2010	2011	2012
Instruction				School Leadership			
Professional	37.00	35.50	35.95	Professional	2.00	2.00	2.00
Support	7.50	5.00	4.00	Support	4.00	5.00	3.00
Media Services (Library)				Guidance/Counseling/Evaluation			
Professional	1.00	1.00	1.00	Professional	1.00	1.00	1.00
Support	0.00	0.00	0.00	Support	0.00	0.00	0.00
Curriculum and Staff Development				<b>Total Staff</b>	<b>52.84</b>	<b>49.50</b>	<b>46.95</b>
Professional	0.34	0.00	0.00				
Support	0.00	0.00	0.00				



**Strategic Priorities and Goals**

District Strategic Priorities/Goals

- Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing. 1.1
- Improve attendance rates. 1.1

**Performance Measures**

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 98%	96%	97%	98%

**Financial Resources**

\$21,671 for core subject general instructional materials

**General Fund Budget**

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 1,995,610	82.54%	\$ 2,133,462	83.87%	\$ 2,372,219	85.88%
12 Media Services (Library)	53,761	2.22%	51,348	2.02%	56,608	2.05%
13 Curriculum and Staff Development	23,143	0.96%	-	0.00%	-	0.00%
23 School Leadership	256,861	10.63%	261,144	10.27%	233,952	8.47%
31 Guidance, Counseling and Evaluation	60,015	2.48%	60,635	2.38%	59,700	2.16%
36 Co/Extracurricular Activities	639	0.03%	-	0.00%	630	0.02%
	<u>2,390,029</u>	<u>98.86%</u>	<u>2,506,589</u>	<u>98.54%</u>	<u>2,723,109</u>	<u>98.58%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	18,399	0.76%	20,180	0.79%	24,561	0.88%
12 Media Services (Library)	2,387	0.10%	10,920	0.43%	2,950	0.11%
13 Curriculum and Staff Development	970	0.04%	835	0.03%	4,100	0.15%
23 School Leadership	3,518	0.15%	3,213	0.13%	4,500	0.16%
31 Guidance, Counseling and Evaluation	1,005	0.04%	974	0.04%	1,326	0.05%
36 Co/Extracurricular Activities	510	0.02%	511	0.02%	1,000	0.04%
52 Security and Monitoring Services	692	0.03%	536	0.02%	850	0.03%
	<u>27,481</u>	<u>1.14%</u>	<u>37,169</u>	<u>1.46%</u>	<u>39,287</u>	<u>1.42%</u>
<b>Total Annual Operating Budget</b>	<b>\$ 2,417,510</b>	<b>100.00%</b>	<b>\$ 2,543,758</b>	<b>100.00%</b>	<b>\$ 2,762,396</b>	<b>100.00%</b>

Estimated Enrollment	503	515	663
Total Budgeted Operating Cost per Student	\$ 4,806	\$ 4,939	\$ 4,167

Willis Lane Elementary  
 1620 Willis Lane.  
 Keller, Texas 76248  
 Organization 110

Willis Lane is a K-4 elementary school which opened in August 1997. We are the WLES Wranglers. Our school colors are teal and navy. One of our programs is Reading Buddies which is a group of community members that volunteer weekly to work with students on reading. Our Watchdog program kicked off in January 2009 welcoming Dads into our school daily to assist students and staff during school hours. Evening programs are presented for families during the school year such as Family Literacy Night and Math/Science Night.



**Student Achievement**

**TAKS**  
 Percent Meeting Minimum Expectations

	Grade 3			Grade 4		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	100%	100%	99%	98%	98%	95%
Mathematics	96%	97%	95%	99%	97%	97%
Writing				100%	99%	98%
Social Studies						
Science						

Texas Education Agency Academic Excellence Indicator System Accountability Rating: 2008-09 Exemplary  
 2009-10 Exemplary  
 2010-11 Exemplary

Staffing (FTE's)	2010	2011	2012		2010	2011	2012
Instruction				School Leadership			
Professional	42.00	36.00	34.34	Professional	2.00	2.00	2.00
Support	8.50	4.00	6.50	Support	6.00	6.00	3.00
Media Services (Library)				Guidance/Counseling/Evaluation			
Professional	1.00	1.00	1.00	Professional	1.00	1.00	1.00
Support	0.00	0.00	0.00	Support	0.00	0.00	0.00
Curriculum and Staff Development							
Professional	0.34	0.00	0.00	<b>Total Staff</b>	<b>60.84</b>	<b>50.00</b>	<b>47.84</b>
Support	0.00	0.00	0.00				



# Willis Lane Elementary

## Strategic Priorities and Goals

District Strategic Priorities/Goals

Develop and implement curriculum to accommodate the transition from TAKS to the new	1.1
Improve attendance rates.	1.1
Reduce discipline referrals with the expansion of "Watch Dog Program"	2.1

## Performance Measures

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 98%	96%	97%	98%
Expand "Watch Dog Program"	NO	NO	YES

## Financial Resources

\$17,351 for core subject general instructional materials  
\$500 for expansion of "Watch Dog Program"

## General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 1,934,730	81.73%	\$ 2,048,605	83.42%	\$ 2,016,003	84.33%
12 Media Services (Library)	61,510	2.60%	56,926	2.32%	61,721	2.58%
13 Curriculum and Staff Development	17,424	0.74%	-	0.00%	-	0.00%
23 School Leadership	249,189	10.53%	237,757	9.68%	213,602	8.94%
31 Guidance,Counseling and Evaluation	67,318	2.84%	68,018	2.77%	67,263	2.81%
36 Co/Extracurricular Activities	376	0.02%	392	0.02%	369	0.02%
	<u>2,330,547</u>	<u>98.46%</u>	<u>2,411,698</u>	<u>98.21%</u>	<u>2,358,958</u>	<u>98.68%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	25,550	1.08%	25,838	1.05%	20,076	0.84%
12 Media Services (Library)	2,187	0.09%	11,082	0.45%	2,950	0.12%
13 Curriculum and Staff Development	2,144	0.09%	1,924	0.08%	3,000	0.13%
23 School Leadership	4,512	0.19%	3,264	0.13%	3,700	0.15%
31 Guidance,Counseling and Evaluation	1,206	0.05%	1,133	0.05%	1,096	0.05%
36 Co/Extracurricular Activities	246	0.01%	-	0.00%	-	0.00%
52 Security and Monitoring Services	686	0.03%	676	0.03%	700	0.03%
	<u>36,531</u>	<u>1.54%</u>	<u>43,917</u>	<u>1.79%</u>	<u>31,522</u>	<u>1.32%</u>
<b>Total Annual Operating Budget</b>	<u>\$ 2,367,078</u>	<u>100.00%</u>	<u>\$ 2,455,615</u>	<u>100.00%</u>	<u>\$ 2,390,480</u>	<u>100.00%</u>

Estimated Enrollment	603	575	548
Total Budgeted Operating Cost per Student	\$ 3,926	\$ 4,271	\$ 4,362

North Riverside Elementary  
 7900 North Riverside Drive  
 Ft. Worth, Texas 76137  
 Organization 111

North Riverside Elementary is an great school, rated by the TEA as an "Academically Acceptable" school. We have about 596 kindergarten through fourth grade students who are hard working, respectful, and high achieving. We work hard to instill life principles in all our students. NRES is a school with a welcoming atmosphere. It is a student centered school, dedicated to the success of our students. We encompass a third of the districts bilingual education and we are a Title I school and received the Title I Distinguished School Award.



**Student Achievement**

**TAKS**  
 Percent Meeting Minimum Expectations

	Grade 3			Grade 4		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	98%	89%	89%	92%	84%	77%
Mathematics	79%	73%	79%	89%	83%	71%
Writing				95%	90%	83%
Social Studies						
Science						

Texas Education Agency Academic Excellence Indicator System Accountability Rating: 2008-09 Recognized  
 2009-10 Recognized  
 2010-11 Acceptable

Staffing (FTE's)	2010	2011	2012	2010	2011	2012
Instruction				School Leadership		
Professional	47.50	44.00	43.33	Professional	2.00	2.00
Support	6.00	5.00	5.00	Support	5.00	6.00
Media Services (Library)				Guidance/Counseling/Evaluation		
Professional	1.00	1.00	1.00	Professional	1.00	1.00
Support	0.00	0.00	0.00	Support	0.00	0.00
Curriculum and Staff Development						
Professional	0.34	0.00	0.00	<b>Total Staff</b>	<b>62.84</b>	<b>59.00</b>
Support	0.00	0.00	0.00			<b>55.33</b>



# North Riverside Elementary

## Strategic Priorities and Goals

	District Strategic Priorities/Goals
Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing.	1.1
Improve attendance rates.	1.1
Reduce discipline referrals with the implementation of "Watch Dog Program"	2.1

## Performance Measures

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 98%	95%	96%	98%
Implement "Watch Dog Program"	NO	NO	YES

## Financial Resources

\$21,811 for core subject general instructional materials  
 \$350 for implementation of "Watch Dog Program"

## General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 2,340,843	85.12%	\$ 2,550,596	86.28%	\$ 2,712,099	87.67%
12 Media Services (Library)	61,174	2.22%	62,339	2.11%	61,824	2.00%
13 Curriculum and Staff Development	16,912	0.61%	-	0.00%	-	0.00%
23 School Leadership	228,170	8.30%	225,659	7.63%	214,500	6.93%
31 Guidance, Counseling and Evaluation	63,439	2.31%	64,263	2.17%	63,471	2.05%
36 Co/Extracurricular Activities	374	0.01%	-	0.00%	369	0.01%
	<u>2,710,912</u>	<u>98.57%</u>	<u>2,902,857</u>	<u>98.19%</u>	<u>3,052,263</u>	<u>98.66%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	25,076	0.90%	34,010	1.17%	30,706	0.99%
12 Media Services (Library)	2,687	0.10%	11,344	0.38%	2,950	0.10%
13 Curriculum and Staff Development	3,226	0.12%	1,799	0.06%	1,800	0.06%
23 School Leadership	5,094	0.19%	3,629	0.12%	3,800	0.12%
31 Guidance, Counseling and Evaluation	2,133	0.08%	1,913	0.06%	1,192	0.04%
36 Co/Extracurricular Activities	289	0.01%	13	0.00%	350	0.01%
52 Security and Monitoring Services	695	0.03%	332	0.01%	350	0.01%
61 Community Services	-	0.00%	350	0.01%	350	0.01%
	<u>39,200</u>	<u>1.43%</u>	<u>53,390</u>	<u>1.81%</u>	<u>41,498</u>	<u>1.34%</u>
<b>Total Annual Operating Budget</b>	<u>\$ 2,750,112</u>	<u>100.00%</u>	<u>\$ 2,956,247</u>	<u>100.00%</u>	<u>\$ 3,093,761</u>	<u>100.00%</u>

Estimated Enrollment	674	556	596
Total Budgeted Operating Cost per Student	\$ 4,080	\$ 5,317	\$ 5,191







# Hidden Lakes Elementary

## Strategic Priorities and Goals

	District Strategic Priorities/Goals
Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing.	1.1
Improve attendance rates.	1.1
Reduce discipline referrals with the expansion of "Watch Dog Program"	2.1

## Performance Measures

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 99%	96%	97%	99%
Expand "Watch Dog Program" to a full year program	NO	NO	YES

## Financial Resources

\$21,811 for core subject general instructional materials  
\$1,000 for expansion of "Watch Dog Program"

## General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 2,183,296	83.66%	\$ 2,485,182	85.37%	\$ 2,339,256	87.41%
12 Media Services (Library)	55,792	2.14%	55,744	1.91%	55,175	2.06%
13 Curriculum and Staff Development	20,045	0.77%	-	0.00%	-	0.00%
23 School Leadership	244,099	9.35%	250,211	8.60%	241,016	9.01%
31 Guidance, Counseling and Evaluation	65,209	2.50%	66,560	2.29%	5,856	0.22%
36 Co/Extracurricular Activities	644	0.02%	-	0.00%	630	0.02%
	2,569,085	98.44%	2,857,697	98.17%	2,641,933	98.72%
<b>Non Payroll Cost by Function</b>						
11 Instruction	29,355	1.12%	34,957	1.21%	20,305	0.76%
12 Media Services (Library)	1,210	0.05%	9,784	0.34%	2,950	0.11%
13 Curriculum and Staff Development	2,701	0.10%	1,871	0.06%	2,950	0.11%
23 School Leadership	5,325	0.20%	4,212	0.14%	5,300	0.20%
31 Guidance, Counseling and Evaluation	989	0.04%	1,463	0.05%	1,180	0.04%
36 Co/Extracurricular Activities	540	0.02%	388	0.01%	850	0.03%
52 Security and Monitoring Services	693	0.03%	698	0.02%	700	0.03%
	40,813	1.56%	53,373	1.83%	34,235	1.28%
<b>Total Annual Operating Budget</b>	\$ 2,609,898	100.00%	\$ 2,911,070	100.00%	\$ 2,676,168	100.00%
 Estimated Enrollment	 733		 631		 590	
Total Budgeted Operating Cost per Student	\$ 3,561		\$ 4,613		\$ 4,536	

Lone Star Elementary  
4647 Shiver Road  
Keller, Texas 76248  
Organization 113

Lone Star Elementary has been a TEA rated "Exemplary" campus many times including the 2010-11 school year. We were distinguished as a National PTA parental involvement school of excellence. Our school mascot is the "Star Man", our school motto is "the place to be" and we have had some amazing programs such as the "Lone Star After Dark " program that provides after school activities taught by parents and teachers for students to learn.



**Student Achievement**

**TAKS**  
Percent Meeting Minimum Expectations

	Grade 3			Grade 4		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	99%	99%	99%	95%	97%	95%
Mathematics	98%	99%	96%	96%	96%	100%
Writing				98%	98%	98%
Social Studies						
Science						

Texas Education Agency Academic Excellence Indicator System Accountability Rating: 2008-09 Recognized  
2009-10 Exemplary  
2010-11 Exemplary

Staffing (FTE's)	2010	2011	2012		2010	2011	2012
Instruction				School Leadership			
Professional	46.50	45.00	40.95	Professional	2.00	2.00	2.00
Support	9.00	5.00	4.00	Support	5.00	6.00	3.00
Media Services (Library)				Guidance/Counseling/Evaluation			
Professional	1.00	1.00	1.00	Professional	1.00	1.00	1.00
Support	0.00	0.00	0.00	Support	0.00	0.00	0.00
Curriculum and Staff Development							
Professional	0.33	0.00	0.00	<b>Total Staff</b>	<b>64.83</b>	<b>60.00</b>	<b>51.95</b>
Support	0.00	0.00	0.00				



**Strategic Priorities and Goals**

District Strategic Priorities/Goals

Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STAARS) testing.	1.1
Improve attendance rates.	1.1

**Performance Measures**

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 98%	96%	97%	98%

**Financial Resources**

\$15,099 for core subject general instructional materials

**General Fund Budget**

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 2,402,819	85.15%	\$ 2,493,511	85.66%	\$ 2,370,218	85.42%
12 Media Services (Library)	54,658	1.94%	50,650	1.74%	54,816	1.98%
13 Curriculum and Staff Development	16,849	0.60%	-	0.00%	-	0.00%
23 School Leadership	244,450	8.66%	246,980	8.48%	241,776	8.71%
31 Guidance, Counseling and Evaluation	56,653	2.01%	56,850	1.95%	56,530	2.04%
36 Co/Extracurricular Activities	637	0.02%	-	0.00%	630	0.02%
	2,776,066	98.38%	2,847,991	97.83%	2,723,970	98.17%
<b>Non Payroll Cost by Function</b>						
11 Instruction	33,660	1.19%	41,814	1.44%	34,979	1.25%
12 Media Services (Library)	669	0.02%	10,542	0.36%	2,950	0.11%
13 Curriculum and Staff Development	2,856	0.10%	1,196	0.04%	2,200	0.08%
23 School Leadership	7,018	0.25%	7,725	0.27%	8,200	0.30%
31 Guidance, Counseling and Evaluation	809	0.03%	1,128	0.04%	1,456	0.05%
36 Co/Extracurricular Activities	210	0.01%	648	0.02%	700	0.03%
52 Security and Monitoring Services	463	0.02%	-	0.00%	350	0.01%
	45,685	1.62%	63,053	2.17%	50,835	1.83%
<b>Total Annual Operating Budget</b>	\$ 2,821,751	100.00%	\$ 2,911,044	100.00%	\$ 2,774,805	100.00%

Estimated Enrollment	750	754	728
Total Budgeted Operating Cost per Student	\$ 3,762	\$ 3,861	\$ 3,812





**Strategic Priorities and Goals**

District Strategic Priorities/Goals

- Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing. 1.1
- Improve attendance rates. 1.1

**Performance Measures**

Performance Measure	Projected		
	2009-10	2010-11	2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	N/A	N/A
Increase attendance rates to 99%	96%	97%	99%

**Financial Resources**

\$35,802 for core subject general instructional materials

**General Fund Budget**

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 3,952,868	85.81%	\$ 3,649,345	85.30%	\$ 3,534,624	84.07%
12 Media Services (Library)	61,516	1.34%	56,991	1.33%	61,548	1.46%
13 Curriculum and Staff Development	29,698	0.64%	-	0.00%	-	0.00%
23 School Leadership	346,745	7.53%	340,020	7.95%	391,763	9.32%
31 Guidance, Counseling and Evaluation	121,753	2.64%	121,477	2.84%	119,364	2.84%
36 Co/Extracurricular Activities	5,069	0.11%	3,379	0.08%	4,709	0.11%
	<u>4,517,649</u>	<u>98.07%</u>	<u>4,171,212</u>	<u>97.50%</u>	<u>4,112,008</u>	<u>97.80%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	63,322	1.37%	72,672	1.69%	61,562	1.46%
12 Media Services (Library)	2,862	0.06%	13,409	0.31%	3,450	0.08%
13 Curriculum and Staff Development	4,863	0.11%	2,424	0.06%	5,400	0.13%
23 School Leadership	14,448	0.31%	14,419	0.34%	17,460	0.42%
31 Guidance, Counseling and Evaluation	2,322	0.05%	2,919	0.07%	2,948	0.07%
33 Health Services	23	0.00%	30	0.00%	30	0.00%
36 Co/Extracurricular Activities	373	0.01%	196	0.00%	400	0.01%
52 Security and Monitoring Services	800	0.02%	756	0.02%	800	0.02%
61 Community Services	-	0.00%	300	0.01%	300	0.01%
	<u>89,013</u>	<u>1.93%</u>	<u>107,125</u>	<u>2.50%</u>	<u>92,350</u>	<u>2.20%</u>
<b>Total Annual Operating Budget</b>	<u>\$ 4,606,662</u>	<u>100.00%</u>	<u>\$ 4,278,337</u>	<u>100.00%</u>	<u>\$ 4,204,358</u>	<u>100.00%</u>
Estimated Enrollment	1,181		1,191		1,179	
Total Budgeted Operating Cost per Student	\$ 3,901		\$ 3,592		\$ 3,566	

South Keller Intermediate  
201 Bursey Road  
Keller, Texas 76248  
Organization 115

South Keller Intermediate is a TEA "Recognized" school. Since opening its doors in 2001 SKIS has earned "Exemplary and Recognized" ratings from the TEA. In addition, the TEA has acknowledged SKIS's work with more than 20 Gold Performance Acknowledgements for Math, Reading, Science, and Attendance performance. SKIS's mascot is the Cougar and our motto is "SKI School, Where We Make Learning Fun!"



**Student Achievement**

**TAKS**  
Percent Meeting Minimum Expectations

	Grade 5			Grade 6		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	98%	94%	99%	100%	98%	97%
Mathematics	92%	94%	97%	94%	98%	96%
Writing						
Social Studies						
Science	97%	97%	95%			

Texas Education Agency Academic Excellence Indicator System Accountability Rating: 2008-09 Recognized  
2009-10 Exemplary  
2010-11 Recognized

Staffing (FTE's)	2010	2011	2012		2010	2011	2012
Instruction				Guidance/Counseling/Evaluation			
Professional	51.83	50.00	47.25	Professional	2.00	2.00	2.00
Support	11.33	11.00	10.00	Support	0.00	0.00	0.00
Media Services (Library)							
Professional	1.00	1.00	1.00				
Support	0.00	0.00	0.00				
School Leadership							
Professional	3.00	3.00	3.00	<b>Total Staff</b>	<b>73.16</b>	<b>74.00</b>	<b>67.25</b>
Support	4.00	7.00	4.00				



# South Keller Intermediate

## Strategic Priorities and Goals

District Strategic Priorities/Goals

Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing.	1.1
Improve attendance rates.	1.1

## Performance Measures

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 99%	96%	97%	99%

## Financial Resources

\$35,802 for core subject general instructional materials

## General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 3,168,120	84.99%	\$ 3,063,891	83.88%	\$ 2,878,055	83.67%
12 Media Services (Library)	55,409	1.49%	56,626	1.55%	55,687	1.62%
23 School Leadership	305,788	8.20%	310,819	8.51%	300,527	8.74%
31 Guidance, Counseling and Evaluation	143,291	3.84%	143,727	3.93%	142,908	4.15%
36 Co/Extracurricular Activities	4,750	0.13%	-	0.00%	1,307	0.04%
11 Instruction	34,776	0.93%	50,831	1.39%	42,242	1.23%
	3,712,134	99.58%	3,625,894	99.26%	3,420,726	99.45%
<b>Non Payroll Cost by Function</b>						
12 Media Services (Library)	2,897	0.07%	13,358	0.36%	3,400	0.09%
13 Curriculum and Staff Development	2,075	0.06%	3,603	0.10%	4,000	0.12%
23 School Leadership	7,385	0.20%	6,036	0.17%	6,500	0.19%
31 Guidance, Counseling and Evaluation	1,841	0.05%	1,902	0.05%	2,168	0.06%
36 Co/Extracurricular Activities	672	0.02%	196	0.01%	1,000	0.03%
52 Security and Monitoring Services	800	0.02%	1,864	0.05%	1,950	0.06%
0	-	0.00%	-	0.00%	-	0.00%
	15,670	0.42%	26,959	0.74%	19,018	0.55%
<b>Total Annual Operating Budget</b>	\$ 3,727,804	100.00%	\$ 3,652,853	100.00%	\$ 3,439,744	100.00%
Estimated Enrollment	878		905		867	
Total Budgeted Operating Cost per Student	\$ 4,246		\$ 4,036		\$ 3,967	

Bluebonnet Elementary  
7000 Teal Drive  
Ft. Worth, Texas 76137  
Organization 116

Bluebonnet Elementary is rated "Recognized" by the TEA. We have received Gold performance awards for outstanding achievement on "Commended" scores in Reading/ELA, math, and writing and "Comparable Improvement" in Reading and Math on the Texas Assessment of Knowledge and Skills test. In addition, BES was named to the Texas Business and Education Coalition State Honor Roll for 2008-2009. BES is proud of the district to which it belongs and the community it serves. There is a strong relationship between the families and the school that promotes the success of the students and helps them understand the value of learning.



### Student Achievement

#### TAKS Percent Meeting Minimum Expectations

	Grade 3			Grade 4		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	98%	95%	91%	98%	91%	94%
Mathematics	93%	88%	87%	95%	88%	94%
Writing				98%	98%	99%
Social Studies						
Science						

Texas Education Agency Academic Excellence Indicator System Accountability Rating: 2008-09 Exemplary  
2009-10 Exemplary  
2010-11 Recognized

Staffing (FTE's)	2010	2011	2012	2010	2011	2012
Instruction				School Leadership		
Professional	45.50	42.00	37.95	Professional	2.00	2.00
Support	7.50	7.00	6.00	Support	5.00	6.00
Media Services (Library)				Guidance/Counseling/Evaluation		
Professional	1.00	1.00	1.00	Professional	1.00	1.00
Support	0.00	0.00	0.00	Support	0.00	0.00
Curriculum and Staff Development				<b>Total Staff</b>	<b>62.33</b>	<b>59.00</b>
Professional	0.33	0.00	0.00			<b>50.95</b>
Support	0.00	0.00	0.00			





# Bluebonnet Elementary

## Strategic Priorities and Goals

District Strategic Priorities/Goals

Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing. 1.1  
 Improve attendance rates. 1.1

## Performance Measures

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 97%	95%	96%	97%

## Financial Resources

\$27,200 for core subject general instructional materials

## General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 2,518,472	85.10%	\$ 2,460,545	85.03%	\$ 2,347,943	85.18%
12 Media Services (Library)	52,534	1.77%	46,446	1.60%	52,988	1.92%
13 Curriculum and Staff Development	17,873	0.60%	-	0.00%	-	0.00%
23 School Leadership	261,307	8.83%	267,543	9.24%	245,902	8.92%
31 Guidance, Counseling and Evaluation	63,889	2.16%	63,486	2.19%	62,760	2.28%
36 Co/Extracurricular Activities	641	0.02%	-	0.00%	630	0.02%
	<u>2,914,716</u>	<u>98.48%</u>	<u>2,838,020</u>	<u>98.06%</u>	<u>2,710,223</u>	<u>98.32%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	38,579	1.30%	40,171	1.40%	37,488	1.36%
12 Media Services (Library)	2,297	0.08%	10,537	0.36%	2,950	0.11%
13 Curriculum and Staff Development	319	0.01%	766	0.03%	-	0.00%
23 School Leadership	1,909	0.06%	2,942	0.10%	4,100	0.15%
31 Guidance, Counseling and Evaluation	1,093	0.04%	1,159	0.04%	1,284	0.05%
36 Co/Extracurricular Activities	203	0.01%	109	0.00%	100	0.00%
52 Security and Monitoring Services	699	0.02%	341	0.01%	350	0.01%
	<u>45,099</u>	<u>1.52%</u>	<u>56,025</u>	<u>1.94%</u>	<u>46,272</u>	<u>1.68%</u>
<b>Total Annual Operating Budget</b>	<u>\$ 2,959,815</u>	<u>100.00%</u>	<u>\$ 2,894,045</u>	<u>100.00%</u>	<u>\$ 2,756,495</u>	<u>100.00%</u>

Estimated Enrollment	677	660	642
Total Budgeted Operating Cost per Student	\$ 4,372	\$ 4,385	\$ 4,294

Freedom Elementary  
5401 Wall-Price  
Keller, Texas 76248  
Organization 117

Freedom Elementary's vision statement is "Where the freedom to learn, create, and investigate prevails daily." Our mascot is the Eagle. FRES serves a diverse population with students of various cultural, linguistic, socio-economic and academic needs. Freedom is an "Recognized" rated campus.



### Student Achievement

	TAKS					
	Percent Meeting Minimum Expectations					
	Grade 3			Grade 4		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	100%	98%	93%	88%	90%	95%
Mathematics	88%	98%	94%	94%	89%	92%
Writing				94%	93%	94%
Social Studies						
Science						

Texas Education Agency Academic Excellence Indicator System Accountability Rating: 2008-09 Exemplary  
2009-10 Exemplary  
2010-11 Recognized

Staffing (FTE's)	2010	2011	2012	2010	2011	2012
Instruction				School Leadership		
Professional	34.50	33.50	33.95	Professional	2.00	2.00
Support	6.50	5.00	4.00	Support	4.00	5.00
Media Services (Library)				Guidance/Counseling/Evaluation		
Professional	1.00	1.00	1.00	Professional	1.00	1.00
Support	0.00	0.00	0.00	Support	0.00	0.00
Curriculum and Staff Development						
Professional	0.33	0.00	0.00	<b>Total Staff</b>	<b>49.33</b>	<b>47.50</b>
Support	0.00	0.00	0.00			<b>43.95</b>



**Strategic Priorities and Goals**

District Strategic Priorities/Goals

Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing. 1.1  
 Improve attendance rates. 1.1

**Performance Measures**

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 97%	96%	96%	97%

**Financial Resources**

\$19,262 for core subject general instructional materials

**General Fund Budget**

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 1,520,249	78.88%	\$ 1,934,247	82.62%	\$ 1,952,010	83.91%
12 Media Services (Library)	57,129	2.96%	57,680	2.46%	57,172	2.46%
13 Curriculum and Staff Development	16,849	0.87%	-	0.00%	-	0.00%
23 School Leadership	228,737	11.87%	234,461	10.02%	210,455	9.05%
31 Guidance, Counseling and Evaluation	70,659	3.67%	70,772	3.02%	70,980	3.05%
36 Co/Extracurricular Activities	644	0.03%	393	0.02%	369	0.02%
	<u>1,894,267</u>	<u>98.28%</u>	<u>2,297,553</u>	<u>98.14%</u>	<u>2,290,986</u>	<u>98.49%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	23,197	1.20%	26,106	1.13%	23,094	0.99%
12 Media Services (Library)	3,672	0.19%	10,818	0.46%	2,950	0.13%
13 Curriculum and Staff Development	2,096	0.11%	500	0.02%	3,000	0.13%
23 School Leadership	2,898	0.15%	4,325	0.18%	4,500	0.19%
31 Guidance, Counseling and Evaluation	426	0.02%	998	0.04%	1,046	0.04%
36 Co/Extracurricular Activities	300	0.02%	298	0.01%	300	0.01%
52 Security and Monitoring Services	523	0.03%	412	0.02%	350	0.02%
	<u>33,112</u>	<u>1.72%</u>	<u>43,457</u>	<u>1.86%</u>	<u>35,240</u>	<u>1.51%</u>
<b>Total Annual Operating Budget</b>	<b>\$ 1,927,379</b>	<b>100.00%</b>	<b>\$ 2,341,010</b>	<b>100.00%</b>	<b>\$ 2,326,226</b>	<b>100.00%</b>
Estimated Enrollment	538		504		523	
Total Budgeted Operating Cost per Student	\$ 3,582		\$ 4,645		\$ 4,448	





# Bette Perot Elementary

## Strategic Priorities and Goals

District Strategic Priorities/Goals

Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing.	1.1
Improve attendance rates.	1.1

## Performance Measures

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 97%	96%	96%	97%

## Financial Resources

\$22,983 for core subject general instructional materials

## General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 2,101,865	83.51%	\$ 2,604,362	86.07%	\$ 2,568,425	87.33%
12 Media Services (Library)	54,379	2.16%	54,624	1.81%	54,112	1.84%
13 Curriculum and Staff Development	18,954	0.75%	-	0.00%	-	0.00%
23 School Leadership	240,138	9.54%	249,539	8.25%	203,536	6.92%
31 Guidance, Counseling and Evaluation	66,625	2.65%	68,049	2.25%	66,694	2.27%
36 Co/Extracurricular Activities	375	0.01%	-	0.00%	369	0.01%
	<u>2,482,336</u>	<u>98.62%</u>	<u>2,976,574</u>	<u>98.38%</u>	<u>2,893,136</u>	<u>98.37%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	25,738	1.01%	30,186	1.00%	38,533	1.32%
12 Media Services (Library)	2,394	0.10%	10,942	0.36%	2,950	0.10%
13 Curriculum and Staff Development	531	0.02%	3,167	0.10%	1,000	0.03%
23 School Leadership	3,476	0.14%	2,386	0.08%	3,000	0.10%
31 Guidance, Counseling and Evaluation	692	0.03%	1,386	0.05%	1,466	0.05%
36 Co/Extracurricular Activities	161	0.01%	240	0.01%	400	0.01%
52 Security and Monitoring Services	1,695	0.07%	668	0.02%	700	0.02%
	<u>34,687</u>	<u>1.38%</u>	<u>48,975</u>	<u>1.62%</u>	<u>48,049</u>	<u>1.63%</u>
<b>Total Annual Operating Budget</b>	<b>\$ 2,517,023</b>	<b>100.00%</b>	<b>\$ 3,025,549</b>	<b>100.00%</b>	<b>\$ 2,941,185</b>	<b>100.00%</b>
Estimated Enrollment	658		678		733	
Total Budgeted Operating Cost per Student	\$ 3,825		\$ 4,462		\$ 4,013	

Woodland Springs Elementary School  
 12120 Woodland Springs Blvd.  
 Keller, Texas 76248  
 Organization 119

We are the Woodland Springs Wildcats with a population of 648 students in our K-4 campus. The mission of WSES, in partnership with family and community support, is to provide high educational standards and expectations by challenging all students to succeed in academic excellence while fostering a strong social/emotional foundation. We are located on the north end of the Keller district and have been open for 7 years. We are very proud of our students, staff and parent support.



**Student Achievement**

**TAKS**  
 Percent Meeting Minimum Expectations

	Grade 3			Grade 4		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	100%	96%	94%	85%	93%	94%
Mathematics	88%	89%	89%	82%	96%	82%
Writing				88%	96%	94%
Social Studies						
Science						

Texas Education Agency Academic Excellence Indicator System Accountability Rating:

2008-09	Recognized
2009-10	Exemplary
2010-11	Acceptable

Staffing (FTE's)	2010	2011	2012		2010	2011	2012
Instruction				School Leadership			
Professional	45.50	44.00	36.45	Professional	2.00	2.00	2.00
Support	8.50	7.00	6.00	Support	5.00	6.00	3.00
Media Services (Library)				Guidance/Counseling/Evaluation			
Professional	1.00	1.00	1.00	Professional	1.00	1.00	1.00
Support	0.00	0.00	0.00	Support	0.00	0.00	0.00
Curriculum and Staff Development				<b>Total Staff</b>	<b>63.33</b>	<b>61.00</b>	<b>49.45</b>
Professional	0.33	0.00	0.00				
Support	0.00	0.00	0.00				



# Woodland Springs Elementary

## Strategic Priorities and Goals

District Strategic Priorities/Goals

Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing. 1.1  
 Improve attendance rates. 1.1

## Performance Measures

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 98%	96%	97%	98%

## Financial Resources

\$22,010 for core subject general instructional materials

## General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 2,326,139	84.77%	\$ 2,562,597	85.72%	\$ 2,458,799	86.50%
12 Media Services (Library)	54,730	1.99%	54,642	1.83%	54,542	1.92%
13 Curriculum and Staff Development	16,751	0.61%	-	0.00%	-	0.00%
23 School Leadership	242,956	8.85%	250,565	8.38%	223,827	7.87%
31 Guidance, Counseling and Evaluation	62,834	2.29%	63,987	2.14%	63,067	2.22%
36 Co/Extracurricular Activities	642	0.02%	392	0.01%	630	0.02%
	<u>2,704,052</u>	<u>98.53%</u>	<u>2,932,183</u>	<u>98.08%</u>	<u>2,800,865</u>	<u>98.53%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	28,601	1.02%	37,115	1.25%	29,741	1.05%
12 Media Services (Library)	2,378	0.09%	10,871	0.36%	2,950	0.10%
13 Curriculum and Staff Development	1,813	0.07%	851	0.03%	500	0.02%
23 School Leadership	5,415	0.20%	6,415	0.21%	6,580	0.23%
31 Guidance, Counseling and Evaluation	1,257	0.05%	1,302	0.04%	1,346	0.05%
36 Co/Extracurricular Activities	182	0.01%	178	0.01%	365	0.01%
52 Security and Monitoring Services	692	0.03%	687	0.02%	350	0.01%
	<u>40,338</u>	<u>1.47%</u>	<u>57,419</u>	<u>1.92%</u>	<u>41,832</u>	<u>1.47%</u>
<b>Total Annual Operating Budget</b>	<u>\$ 2,744,390</u>	<u>100.00%</u>	<u>\$ 2,989,602</u>	<u>100.00%</u>	<u>\$ 2,842,697</u>	<u>100.00%</u>

Estimated Enrollment	667	681	648
Total Budgeted Operating Cost per Student	\$ 4,115	\$ 4,390	\$ 4,387

Liberty Elementary School  
 1101 McDonwell School Road West  
 Colleyville, Texas 76034  
 Organization 120

Liberty Elementary opened in the fall of 2005. We are a TEA rated "Exemplary" school. We received Gold performance awards for Attendance, Commended Reading/ELA, Commended Writing, and Commended Math. Our mascot is the Eagle and the school colors are red, white and blue.



**Student Achievement**

**TAKS**  
 Percent Meeting Minimum Expectations

	Grade 3			Grade 4		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	100%	99%	98%	97%	99%	95%
Mathematics	100%	94%	96%	96%	99%	95%
Writing				99%	99%	96%
Social Studies						
Science						

Texas Education Agency Academic Excellence Indicator System Accountability Rating:      2008-09    Exemplary  
                                                                                                                                                  2009-10    Exemplary  
                                                                                                                                                  2010-11    Exemplary

Staffing (FTE's)	2010	2011	2012	2010	2011	2012
Instruction				School Leadership		
Professional	33.34	33.50	30.95	Professional	2.00	2.00
Support	5.00	4.00	5.00	Support	4.00	5.00
Media Services (Library)				Guidance/Counseling/Evaluation		
Professional	1.00	1.00	1.00	Professional	1.00	1.00
Support	0.00	0.00	0.00	Support	0.00	0.00
Curriculum and Staff Development				<b>Total Staff</b>	<b>46.68</b>	<b>46.50</b>
Professional	0.34	0.00	0.00			<b>41.95</b>
Support	0.00	0.00	0.00			





# Liberty Elementary

## Strategic Priorities and Goals

	District Strategic Priorities/Goals
Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing.	1.1
Improve attendance rates.	1.1
Reduce discipline referrals with the expansion of "Watch Dog Program"	2.1

## Performance Measures

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 99%	96%	97%	99%
Expand "Watch Dog Program" to a full year program	NO	NO	YES

## Financial Resources

\$18,852 for core subject general instructional materials  
\$200 for expansion of "Watch Dog Program"

## General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 1,664,571	80.39%	\$ 1,905,985	82.84%	\$ 1,880,850	83.50%
12 Media Services (Library)	61,238	2.96%	62,113	2.70%	61,516	2.73%
13 Curriculum and Staff Development	19,551	0.94%	-	0.00%	-	0.00%
23 School Leadership	234,861	11.34%	230,699	10.03%	216,029	9.59%
31 Guidance, Counseling and Evaluation	60,026	2.90%	62,275	2.71%	60,744	2.70%
36 Co/Extracurricular Activities	640	0.03%	-	0.00%	630	0.03%
	2,040,887	98.56%	2,261,072	98.28%	2,219,769	98.55%
<b>Non Payroll Cost by Function</b>						
11 Instruction	20,682	1.01%	23,072	1.00%	23,452	1.03%
12 Media Services (Library)	2,250	0.11%	10,860	0.47%	2,950	0.13%
13 Curriculum and Staff Development	1,885	0.09%	1,565	0.07%	1,800	0.08%
23 School Leadership	2,959	0.14%	2,219	0.10%	2,700	0.12%
31 Guidance, Counseling and Evaluation	841	0.04%	958	0.04%	1,034	0.05%
36 Co/Extracurricular Activities	400	0.02%	183	0.01%	400	0.02%
52 Security and Monitoring Services	699	0.03%	697	0.03%	350	0.02%
	29,716	1.44%	39,554	1.72%	32,686	1.45%
<b>Total Annual Operating Budget</b>	\$ 2,070,603	100.00%	\$ 2,300,626	100.00%	\$ 2,252,455	100.00%

Estimated Enrollment	439	468	517
Total Budgeted Operating Cost per Student	\$ 4,717	\$ 4,916	\$ 4,357

Independence Elementary  
11773 Bray Birch Lane  
Keller, Texas 76238  
Organization 121

Independence Elementary is a TEA "Recognized" campus that opened in the fall of 2006. Our current Maverick enrollment is 502 students. In 2009-2010 IES received four Gold Performance Acknowledgements in the areas of math, commended reading, commended math and commended writing. Our Motto is **I** - Inspiring Dreams **E** - Empowering Minds **S** - Strengthening Community



### Student Achievement

#### TAKS Percent Meeting Minimum Expectations

	Grade 3			Grade 4		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	99%	98%	94%	93%	97%	99%
Mathematics	91%	91%	92%	93%	99%	97%
Writing				94%	99%	96%
Social Studies						
Science						

Texas Education Agency Academic Excellence Indicator System Accountability Rating: 2008-09 Recognized  
2009-10 Exemplary  
2010-11 Recognized

Staffing (FTE's)	2010	2011	2012	2010	2011	2012
Instruction				School Leadership		
Professional	45.00	45.50	32.58	Professional	2.00	2.00
Support	5.00	5.00	5.00	Support	5.00	6.00
Media Services (Library)				Guidance/Counseling/Evaluation		
Professional	1.00	1.00	1.00	Professional	1.00	1.00
Support	0.00	0.00	0.00	Support	0.00	0.00
Curriculum and Staff Development				<b>Total Staff</b>	<b>59.33</b>	<b>60.50</b>
Professional	0.33	0.00	0.00			<b>43.58</b>
Support	0.00	0.00	0.00			



# Independence Elementary

## Strategic Priorities and Goals

District Strategic Priorities/Goals

Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing.	1.1
Improve attendance rates.	1.1

## Performance Measures

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 98%	96%	97%	98%

## Financial Resources

\$21,930 for core subject general instructional materials

## General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 1,998,374	82.70%	\$ 2,607,164	86.44%	\$ 2,582,787	87.21%
12 Media Services (Library)	53,797	2.23%	49,544	1.64%	53,430	1.80%
13 Curriculum and Staff Development	16,751	0.69%	-	0.00%	-	0.00%
23 School Leadership	241,471	9.99%	246,707	8.18%	234,850	7.93%
31 Guidance, Counseling and Evaluation	57,781	2.39%	57,536	1.91%	57,175	1.93%
36 Co/Extracurricular Activities	639	0.03%	-	0.00%	630	0.02%
	<u>2,368,813</u>	<u>98.03%</u>	<u>2,960,951</u>	<u>98.17%</u>	<u>2,928,872</u>	<u>98.89%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	36,473	1.51%	39,404	1.31%	24,825	0.85%
12 Media Services (Library)	2,391	0.10%	10,930	0.36%	2,950	0.10%
13 Curriculum and Staff Development	3,473	0.14%	416	0.01%	1,000	0.03%
23 School Leadership	2,853	0.12%	2,594	0.09%	2,500	0.08%
31 Guidance, Counseling and Evaluation	1,463	0.06%	1,438	0.05%	1,004	0.03%
36 Co/Extracurricular Activities	182	0.01%	158	0.01%	300	0.01%
52 Security and Monitoring Services	661	0.03%	123	0.00%	350	0.01%
	<u>47,496</u>	<u>1.97%</u>	<u>55,063</u>	<u>1.83%</u>	<u>32,929</u>	<u>1.11%</u>
<b>Total Annual Operating Budget</b>	<u>\$ 2,416,309</u>	<u>100.00%</u>	<u>\$ 3,016,014</u>	<u>100.00%</u>	<u>\$ 2,961,801</u>	<u>100.00%</u>
Estimated Enrollment	800		723		502	
Total Budgeted Operating Cost per Student	\$ 3,020		\$ 4,172		\$ 5,900	

Friendship Elementary  
 5400 Shiver Road  
 Ft. Worth, Texas 76137  
 Organization 122

Friendship Elementary will create a partnership with parents and community that will empower all students to achieve high standards of individual academic growth and excellence of character through diverse educational opportunities. Freddie the Falcon, Zero the Hero and Miss Fritzie will continue to support our instructional programs with their appearances. We have Math Rocks Rallies monthly and also allow our students and staff to continue to recognize our individualized success. 2011-2012 will see Friendship ROCK with Blue and Silver Falcons in Flight!



**Student Achievement**

**TAKS**  
 Percent Meeting Minimum Expectations

	Grade 3			Grade 4		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	96%	92%	85%	92%	86%	89%
Mathematics	93%	87%	88%	90%	79%	81%
Writing				98%	88%	88%
Social Studies						
Science						

Texas Education Agency Academic Excellence Indicator System Accountability Rating:  
 2008-09 Recognized  
 2009-10 Acceptable  
 2010-11 Acceptable

Staffing (FTE's)	2010	2011	2012		2010	2011	2012
Instruction				School Leadership			
Professional	42.50	42.50	36.03	Professional	2.00	2.00	2.00
Support	4.50	4.00	7.00	Support	5.00	6.00	2.00
Media Services (Library)				Guidance/Counseling/Evaluation			
Professional	1.00	1.00	1.00	Professional	1.00	1.00	1.00
Support	0.00	0.00	0.00	Support	0.00	0.00	0.00
Curriculum and Staff Development				<b>Total Staff</b>	<b>56.34</b>	<b>56.50</b>	<b>49.03</b>
Professional	0.34	0.00	0.00				
Support	0.00	0.00	0.00				



# Friendship Elementary

## Strategic Priorities and Goals

District Strategic Priorities/Goals

Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing.	1.1
Improve attendance rates.	1.1

## Performance Measures

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 97%	95%	96%	97%

## Financial Resources

\$23,860 for core subject general instructional materials

## General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 1,823,386	80.91%	\$ 2,354,358	85.22%	\$ 2,231,479	85.17%
12 Media Services (Library)	55,917	2.48%	55,684	2.02%	55,567	2.12%
13 Curriculum and Staff Development	17,359	0.77%	-	0.00%	-	0.00%
23 School Leadership	247,630	10.99%	227,201	8.22%	227,429	8.68%
31 Guidance, Counseling and Evaluation	65,333	2.90%	66,152	2.39%	65,316	2.49%
36 Co/Extracurricular Activities	644	0.03%	-	0.00%	630	0.02%
	2,210,269	98.08%	2,703,395	97.85%	2,580,421	98.48%
<b>Non Payroll Cost by Function</b>						
11 Instruction	31,029	1.37%	39,778	1.44%	29,260	1.12%
12 Media Services (Library)	2,196	0.10%	10,889	0.39%	2,900	0.11%
13 Curriculum and Staff Development	3,194	0.14%	2,866	0.10%	2,500	0.10%
23 School Leadership	4,215	0.19%	3,579	0.13%	3,000	0.11%
31 Guidance, Counseling and Evaluation	1,168	0.05%	1,312	0.05%	1,154	0.04%
36 Co/Extracurricular Activities	587	0.03%	538	0.02%	550	0.02%
52 Security and Monitoring Services	922	0.04%	333	0.01%	350	0.01%
61 Community Services	-	0.00%	140	0.01%	150	0.01%
	43,311	1.92%	59,435	2.15%	39,864	1.52%
<b>Total Annual Operating Budget</b>	\$ 2,253,580	100.00%	\$ 2,762,830	100.00%	\$ 2,620,285	100.00%

Estimated Enrollment	637	671	577
Total Budgeted Operating Cost per Student	\$ 3,538	\$ 4,117	\$ 4,541

Trinity Meadows Intermediate  
3500 Keller Hicks Road  
Keller, Texas 76248  
Organization 123

The 2011-12 school year will mark the sixth year of operation for Trinity Meadows Intermediate School. The campus is home of the Mustangs and opened its doors to students, families and staff members during the 2006-2007 school year. From an initial enrollment of 650 students the campus has grown to close to 1,000 students. A range of student services, such as Advanced Academics, Bilingual classrooms, as well as strong fine arts and physical education departments provide many opportunities for students to experience a variety of settings. After school opportunities such as art and fitness clubs as well as Honor Choir are offered to students as a means to extend the district's curriculum. Our motto is "We Must Achieve and Nurture Great Success". The campus has received the TEA "Recognized" rating and has received five out of the six possible "Gold Performance Acknowledgements".



**Student Achievement**

**TAKS**  
Percent Meeting Minimum Expectations

	Grade 5			Grade 6		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	98%	95%	99%	97%	96%	95%
Mathematics	91%	93%	98%	91%	94%	90%
Writing						
Social Studies						
Science	93%	95%	95%			

Texas Education Agency Academic Excellence Indicator System Accountability Rating: 2008-09 Recognized  
2009-10 Exemplary  
2010-11 Recognized

Staffing (FTE's)	2010	2011	2012		2010	2011	2012
Instruction				School Leadership			
Professional	65.60	54.00	53.68	Professional	3.00	3.00	3.00
Support	11.50	10.00	8.00	Support	5.00	6.00	3.00
Media Services (Library)				Guidance/Counseling/Evaluation			
Professional	1.00	1.00	1.00	Professional	2.00	2.00	2.00
Support	0.00	0.00	0.00	Support	0.00	0.00	0.00
Curriculum and Staff Development				<b>Total Staff</b>	<b>88.43</b>	<b>76.00</b>	<b>70.68</b>
Professional	0.33	0.00	0.00				
Support	0.00	0.00	0.00				



**Strategic Priorities and Goals**

District Strategic Priorities/Goals

Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing. 1.1  
 Improve attendance rates. 1.1

**Performance Measures**

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 98%	96%	96%	98%

**Financial Resources**

\$32,917 for core subject general instructional materials

**General Fund Budget**

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 3,741,641	85.86%	\$ 3,303,870	84.93%	\$ 2,988,874	84.52%
12 Media Services (Library)	63,815	1.46%	71,631	1.84%	84,854	2.40%
13 Curriculum and Staff Development	24,960	0.57%	-	0.00%	-	0.00%
23 School Leadership	329,153	7.55%	316,497	8.13%	296,200	8.38%
31 Guidance, Counseling and Evaluation	116,405	2.67%	106,306	2.73%	87,871	2.49%
36 Co/Extracurricular Activities	13,106	0.30%	11,356	0.29%	13,289	0.38%
	<u>4,289,080</u>	<u>98.41%</u>	<u>3,809,660</u>	<u>97.92%</u>	<u>3,471,088</u>	<u>98.17%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	49,415	1.13%	52,888	1.36%	46,937	1.33%
12 Media Services (Library)	2,594	0.06%	13,093	0.34%	3,100	0.09%
13 Curriculum and Staff Development	5,540	0.13%	4,007	0.10%	6,050	0.17%
23 School Leadership	7,754	0.18%	6,797	0.17%	5,270	0.15%
31 Guidance, Counseling and Evaluation	2,593	0.06%	3,409	0.09%	2,050	0.06%
33 Health Services	197	0.00%	43	0.00%	225	0.01%
36 Co/Extracurricular Activities	495	0.01%	468	0.01%	500	0.01%
52 Security and Monitoring Services	795	0.02%	370	0.01%	400	0.01%
	<u>69,383</u>	<u>1.59%</u>	<u>81,075</u>	<u>2.08%</u>	<u>64,532</u>	<u>1.83%</u>
<b>Total Annual Operating Budget</b>	<u>\$ 4,358,463</u>	<u>100.00%</u>	<u>\$ 3,890,735</u>	<u>100.00%</u>	<u>\$ 3,535,620</u>	<u>100.00%</u>
Estimated Enrollment	1,069		894		961	
Total Budgeted Operating Cost per Student	\$ 4,077		\$ 4,352		\$ 3,679	

Eagle Ridge Elementary  
4600 Alta Vista  
Keller, Texas 76248  
Organization 124

Eagle Ridge is rated an "Exemplary" campus by the TEA. We have been open for only four years and we earned the exemplary rating our first year and have maintained that rating. We received the small school trophy for a UIL contest. Our motto is Dream, Believe, Achieve. ERES's mission statement is "Eagle Ridge Elementary will soar to exceptional heights by intentionally building a family of lifelong learners through quality educational opportunities and character education for all students and staff."



**Student Achievement**

**TAKS**  
Percent Meeting Minimum Expectations

	Grade 3			Grade 4		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	98%	99%	98%	93%	95%	92%
Mathematics	94%	93%	92%	95%	93%	96%
Writing				99%	96%	98%
Social Studies						
Science						

Texas Education Agency Academic Excellence Indicator System Accountability Rating:

2008-09	Exemplary
2009-10	Exemplary
2010-11	Exemplary

Staffing (FTE's)	2010	2011	2012	2010	2011	2012
Instruction						
Professional	41.40	44.50	43.08			
Support	5.50	5.00	5.00			
Media Services (Library)						
Professional	1.00	1.00	1.00			
Support	0.00	0.00	0.00			
Curriculum and Staff Development						
Professional	0.33	0.00	0.00			
Support	0.00	0.00	0.00			
School Leadership						
Professional				2.00	2.00	2.00
Support				5.00	6.00	3.00
Guidance/Counseling/Evaluation						
Professional				1.00	1.00	1.00
Support				0.00	0.00	0.00
<b>Total Staff</b>				<b>56.23</b>	<b>59.50</b>	<b>55.08</b>



# Eagle Ridge Elementary

## Strategic Priorities and Goals

District Strategic Priorities/Goals

Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing.	1.1
Improve attendance rates.	1.1

## Performance Measures

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 97%	95%	96%	97%

## Financial Resources

\$28,071 for core subject general instructional materials

## General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 1,852,024	82.18%	\$ 2,517,567	85.70%	\$ 2,691,617	87.51%
12 Media Services (Library)	53,598	2.38%	54,966	1.87%	55,175	1.79%
13 Curriculum and Staff Development	18,397	0.82%	-	0.00%	-	0.00%
23 School Leadership	240,196	10.66%	239,638	8.16%	213,482	6.94%
31 Guidance, Counseling and Evaluation	48,027	2.13%	58,753	2.00%	62,122	2.02%
36 Co/Extracurricular Activities	266	0.01%	-	0.00%	630	0.02%
	<u>2,212,508</u>	<u>98.18%</u>	<u>2,870,924</u>	<u>97.73%</u>	<u>3,023,026</u>	<u>98.28%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	31,341	1.38%	42,726	1.45%	34,846	1.13%
12 Media Services (Library)	2,393	0.11%	12,857	0.44%	2,950	0.10%
13 Curriculum and Staff Development	2,409	0.11%	3,903	0.13%	5,000	0.16%
23 School Leadership	2,006	0.09%	3,687	0.13%	5,800	0.19%
31 Guidance, Counseling and Evaluation	1,283	0.06%	1,000	0.03%	1,518	0.05%
36 Co/Extracurricular Activities	800	0.04%	1,146	0.04%	1,150	0.04%
52 Security and Monitoring Services	700	0.03%	1,431	0.05%	1,500	0.05%
	<u>40,932</u>	<u>1.82%</u>	<u>66,750</u>	<u>2.27%</u>	<u>52,764</u>	<u>1.72%</u>
<b>Total Annual Operating Budget</b>	<u>\$ 2,253,440</u>	<u>100.00%</u>	<u>\$ 2,937,674</u>	<u>100.00%</u>	<u>\$ 3,075,790</u>	<u>100.00%</u>
Estimated Enrollment	606		669		759	
Total Budgeted Operating Cost per Student	\$ 3,719		\$ 4,391		\$ 4,052	





**Strategic Priorities and Goals**

District Strategic Priorities/Goals

Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing.	1.1
Improve attendance rates.	1.1
Reduce discipline referrals with the implementation of "Watch Dog Program"	2.1

**Performance Measures**

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 97%	95%	95%	97%
Implement "Watch Dog Program"	NO	NO	YES

**Financial Resources**

\$20,859 for core subject general instructional materials  
\$200 for implementation of "Watch Dog Program"

**General Fund Budget**

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 1,763,182	81.86%	\$ 2,206,998	85.01%	\$ 2,349,246	86.30%
12 Media Services (Library)	46,715	2.17%	54,229	2.09%	55,261	2.03%
13 Curriculum and Staff Development	17,257	0.80%	-	0.00%	-	0.00%
23 School Leadership	230,919	10.72%	220,984	8.51%	215,742	7.93%
31 Guidance,Counseling and Evaluation	58,913	2.74%	59,888	2.31%	59,615	2.19%
36 Co/Extracurricular Activities	263	0.01%	-	0.00%	630	0.02%
	2,117,249	98.30%	2,542,099	97.92%	2,680,494	98.47%
<b>Non Payroll Cost by Function</b>						
11 Instruction	24,716	1.16%	30,899	1.18%	27,159	1.00%
12 Media Services (Library)	2,191	0.10%	14,673	0.57%	3,900	0.14%
13 Curriculum and Staff Development	927	0.04%	810	0.03%	1,700	0.06%
23 School Leadership	5,572	0.26%	6,313	0.24%	6,500	0.24%
31 Guidance,Counseling and Evaluation	1,787	0.08%	675	0.03%	1,246	0.05%
33 Health Services	295	0.01%	171	0.01%	200	0.01%
36 Co/Extracurricular Activities	406	0.02%	174	0.01%	350	0.01%
52 Security and Monitoring Services	682	0.03%	284	0.01%	350	0.01%
61 Community Services	-	0.00%	-	0.00%	200	0.01%
	36,576	1.70%	53,999	2.08%	41,605	1.53%
<b>Total Annual Operating Budget</b>	\$ 2,153,825	100.00%	\$ 2,596,098	100.00%	\$ 2,722,099	100.00%
Estimated Enrollment	579		537		623	
Total Budgeted Operating Cost per Student	\$ 3,720		\$ 4,834		\$ 4,369	

Basswood Elementary  
 3100 Clay Mountain Trail  
 Ft. Worth, Texas 76137  
 Organization 126

Basswood Elementary, a partnership of community, parents, students and staff, is committed to an educational environment which empowers all students to achieve academic excellence. BWE first opened its doors in the fall of 2008. Our mascot is the Hawk and our school colors are red and black. Our school motto is "I am a Basswood Hawk, I believe in myself and will do my best to achieve my goals. I have Hawk Pride - Watch me Soar!" During our first few years we have been able to provide our students with a diverse assortment of experiences, academically, socially and emotionally. Our HAWKS are soaring to new heights each year. GO HAWKS!



**Student Achievement**

**TAKS**  
 Percent Meeting Minimum Expectations

	Grade 3			Grade 4		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	100%	96%	95%	72%	91%	81%
Mathematics	90%	93%	93%	68%	85%	67%
Writing				88%	97%	80%
Social Studies						
Science						

Texas Education Agency Academic Excellence Indicator System Accountability Rating: 2008-09 Recognized  
 2009-10 Exemplary  
 2010-11 Acceptable

Staffing (FTE's)	2010	2011	2012	2010	2011	2012
Instruction				School Leadership		
Professional	28.50	28.50	26.53	Professional	2.00	2.00
Support	6.50	4.00	3.00	Support	4.00	5.00
Media Services (Library)				Guidance/Counseling/Evaluation		
Professional	1.00	0.50	1.00	Professional	1.00	1.00
Support	0.00	0.00	0.00	Support	0.00	0.00
Curriculum and Staff Development				<b>Total Staff</b>	<b>43.33</b>	<b>41.00</b>
Professional	0.33	0.00	0.00			<b>35.53</b>
Support	0.00	0.00	0.00			



**Strategic Priorities and Goals**

District Strategic Priorities/Goals

Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing. 1.1  
 Improve attendance rates. 1.1

**Performance Measures**

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Increase attendance rates to 98%	96%	96%	98%

**Financial Resources**

\$16,914 for core subject general instructional materials

**General Fund Budget**

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 1,146,172	75.31%	\$ 1,554,902	80.33%	\$ 1,653,500	82.42%
12 Media Services (Library)	49,115	3.23%	49,529	2.56%	55,175	2.75%
13 Curriculum and Staff Development	16,415	1.08%	-	0.00%	-	0.00%
23 School Leadership	228,393	15.01%	233,973	12.09%	208,066	10.37%
31 Guidance,Counseling and Evaluation	62,848	4.13%	63,673	3.29%	62,760	3.13%
36 Co/Extracurricular Activities	268	0.02%	-	0.00%	630	0.03%
	<u>1,503,211</u>	<u>98.78%</u>	<u>1,902,077</u>	<u>98.27%</u>	<u>1,980,131</u>	<u>98.70%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	9,641	0.64%	18,766	0.96%	18,314	0.92%
12 Media Services (Library)	2,308	0.15%	10,751	0.56%	2,900	0.14%
13 Curriculum and Staff Development	809	0.05%	623	0.03%	500	0.02%
23 School Leadership	4,563	0.30%	2,064	0.11%	2,400	0.12%
31 Guidance,Counseling and Evaluation	728	0.05%	828	0.04%	850	0.04%
36 Co/Extracurricular Activities	212	0.01%	105	0.01%	600	0.03%
52 Security and Monitoring Services	243	0.02%	343	0.02%	350	0.02%
61 Community Services	-	0.00%	-	0.00%	200	0.01%
	<u>18,504</u>	<u>1.22%</u>	<u>33,480</u>	<u>1.73%</u>	<u>26,114</u>	<u>1.30%</u>
<b>Total Annual Operating Budget</b>	<u>\$ 1,521,715</u>	<u>100.00%</u>	<u>\$ 1,935,557</u>	<u>100.00%</u>	<u>\$ 2,006,245</u>	<u>100.00%</u>

Estimated Enrollment	332	391	404
Total Budgeted Operating Cost per Student	\$ 4,583	\$ 4,950	\$ 4,966

Keller Early Learning Center  
 10390 Old Denton Road  
 Ft Worth, Texas 76244  
 Organization 128

The Early Childhood Center opened in August of 2010. This campus is a center for pre-kindergarten students. The center offers regular and bilingual pre-kindergarten classes as well as Special Education classes for 3 and 4 year old students. The center offers either morning or afternoon classes. Enrollment for the this next year of operation is expected to be 544 half day students.



**Student Achievement**

**TAKS**  
 Percent Meeting Minimum Expectations

Students are not assessed using TAKS

Texas Education Agency Academic Excellence Indicator System Accountability Rating:	2008-09	N/A
	2009-10	N/A
	2010-11	N/A

Staffing (FTE's)	2010	2011	2012		2010	2011	2012
Instruction				School Leadership			
Professional	0.00	32.00	33.25	Professional	0.50	2.00	2.00
Support	0.00	26.00	23.00	Support	0.50	4.00	3.00
Media Services (Library)				Guidance/Counseling/Evaluation			
Professional	0.00	0.50	1.00	Professional	0.00	1.00	1.00
Support	0.00	0.00	0.00	Support	0.00	0.00	0.00
				<b>Total Staff</b>	<b>1.00</b>	<b>65.50</b>	<b>63.25</b>



**Strategic Priorities and Goals**

	District Strategic Priorities/Goals
Maintain research based instructional strategies	1.1
Improve attendance rates.	1.1

**Performance Measures**

Performance Measure	2009-10	2010-11	Projected
			2011-12
Increase TPRI results through professional development opportunities for teachers	N/A	Yes	Yes
Increase attendance rates to 95%	N/A	92%	95%

**Financial Resources**

\$18,576 for core subject general instructional materials  
 \$2,436 for staff development

**General Fund Budget**

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 162,923	62.10%	\$ 2,186,534	85.80%	\$ 2,019,086	84.67%
12 Media Services (Library)	2,313	0.88%	15,875	0.62%	55,175	2.31%
23 School Leadership	36,692	13.99%	223,118	8.76%	211,167	8.86%
31 Guidance, Counseling and Evaluation	5,209	1.99%	64,530	2.53%	61,838	2.59%
	<u>207,137</u>	<u>78.96%</u>	<u>2,490,057</u>	<u>97.71%</u>	<u>2,347,266</u>	<u>98.43%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	50,162	19.12%	38,678	1.51%	24,321	1.03%
12 Media Services (Library)	-	0.00%	8,418	0.33%	3,109	0.13%
13 Curriculum and Staff Development	559	0.21%	2,226	0.09%	2,436	0.10%
23 School Leadership	3,066	1.17%	7,089	0.28%	5,000	0.21%
31 Guidance, Counseling and Evaluation	1,288	0.49%	737	0.03%	1,088	0.05%
33 Health Services	-	0.00%	297	0.01%	300	0.01%
52 Security and Monitoring Services	135	0.05%	185	0.01%	350	0.01%
61 Community Services	-	0.00%	727	0.03%	730	0.03%
	<u>55,210</u>	<u>21.04%</u>	<u>58,357</u>	<u>2.29%</u>	<u>37,334</u>	<u>1.57%</u>
<b>Total Annual Operating Budget</b>	<b>\$ 262,347</b>	<b>100.00%</b>	<b>\$ 2,548,414</b>	<b>100.00%</b>	<b>\$ 2,384,600</b>	<b>100.00%</b>
Estimated Enrollment	-		521		544	
Total Budgeted Operating Cost per Student	\$ -		\$ 4,891		\$ 4,383	

Ridgeview Elementary School  
1601 Marshall Ridge  
Keller, Texas 76248  
Organization 129

Ridgeview elementary opened in August of 2011 and will be serving 417 students during its first year. Our mascot is the Rattlers and our school colors are red and black. We are proud to be the newest school in KISD which is an exceptional district in which to learn, work and live.



**Student Achievement**

**TAKS**

Percent Meeting Minimum Expectations

	Grade 3			Grade 4		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Reading/English Language Arts	N/A	N/A	N/A	N/A	N/A	N/A
Mathematics	N/A	N/A	N/A	N/A	N/A	N/A
Writing				N/A	N/A	N/A
Social Studies						
Science						

Texas Education Agency Academic Excellence Indicator System Accountability Rating: 2008-09 Not open  
2009-10 Not open  
2010-11 Not open

**Staffing (FTE's)**

2010 2011 2012 2010 2011 2012

Instruction				School Leadership			
Professional	0.00	0.00	26.53	Professional	0.00	0.50	2.00
Support	0.00	0.00	2.00	Support	0.00	0.50	2.00
Media Services (Library)				Guidance/Counseling/Evaluation			
Professional	0.00	0.00	1.00	Professional	0.00	0.00	1.00
Support	0.00	0.00	0.00	Support	0.00	0.00	0.00
				<b>Total Staff</b>	<b>0.00</b>	<b>1.00</b>	<b>34.53</b>





Ridgeview Elementary School  
Organization 129

**Strategic Priorities and Goals**

District Strategic Priorities/Goals

Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessment of Academic Readiness (STARRS) testing.	1.1
Begin with a high attendance rate.	1.1
Reduce discipline referrals with the implementation of "Watch Dog Program"	2.1

**Performance Measures**

Performance Measure	2009-10	2010-11	Projected 2011-12
Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%
Achieve an attendance rate of 98%	N/A	N/A	98%
Implement "Watch Dog Program"	N/A	N/A	YES

**Financial Resources**

\$10,795 for core subject general instructional materials

**General Fund Budget**

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ -	0.00%	\$ 98,031	52.44%	\$ 1,476,844	80.34%
12 Media Services (Library)	-	0.00%	-	0.00%	55,009	2.99%
23 School Leadership	-	0.00%	34,298	18.35%	223,268	12.14%
31 Guidance, Counseling and Evaluation	-	0.00%	5,626	3.01%	59,609	3.24%
	-	0.00%	137,955	73.80%	1,814,730	98.71%
<b>Non Payroll Cost by Function</b>						
11 Instruction	-	0.00%	35,790	19.14%	16,022	0.87%
12 Media Services (Library)	-	0.00%	-	0.00%	2,900	0.16%
13 Curriculum and Staff Development	-	0.00%	3,663	1.96%	1,000	0.05%
23 School Leadership	-	0.00%	7,797	4.17%	2,250	0.12%
31 Guidance, Counseling and Evaluation	-	0.00%	945	0.51%	834	0.05%
36 Co/Extracurricular Activities	-	0.00%	-	0.00%	400	0.02%
52 Security and Monitoring Services	-	0.00%	780	0.42%	350	0.02%
	-	0.00%	48,975	26.20%	23,756	1.29%
<b>Total Annual Operating Budget</b>	<b>\$ -</b>	<b>0.00%</b>	<b>\$ 186,930</b>	<b>100.00%</b>	<b>\$ 1,838,486</b>	<b>100.00%</b>
Estimated Enrollment	-		327		417	
Total Budgeted Operating Cost per Student	\$ -		\$ 572		\$ 4,409	



## Athletics Organization 036

The Athletic department oversees all UIL sports and their accompanying budgets. The overall program serves over 6,500 student athletes in the 4 high schools and 5 middle schools and one hybrid middle-intermediate school. The department employs approximately 195 coaches who are also teachers. Students in KISD's athletic program experience a higher level of academic success than students who are not involved in extra-curricular activities. Examples of this are: students in one or more sports are 21% more likely to pass all classes, students in one or more activity are 15% more successful on the TAKS. Students in one or more activities have 2 fewer absences per year. Some of our program successes include over 100 all-state recognized academic and athletic students and 43 playoff teams. All students, coaches and parents participate in substance abuse training.

### Strategic Priorities and Goals

	District Strategic Priorities/Goals
1. Maintain 90% success in passing all classes - middle school	1.1
2. Maintain 95% success in passing all classes - high school	1.1
3. Increase participation in extra-curricular activities - middle school	1.1
4. Increase participation in extra-curricular activities - high school	1.1
5. 100% of all athletic staff certified in CPR	4.1

### Financial Resources

- \$408,790 for middle school sports
- \$887,044 for high school sports

### General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 53,819	2.85%	\$ 71,175	2.82%	\$ 59,455	3.50%
13 Curriculum and Staff Development	1,494	0.08%	-	0.00%	-	0.00%
36 Co/Extracurricular Activities	353,678	18.71%	390,765	15.50%	289,232	17.02%
51 Facility Maintenance and Operations	-	0.00%	6,152	0.24%	3,064	0.18%
	<u>408,991</u>	<u>21.64%</u>	<u>468,092</u>	<u>18.56%</u>	<u>351,751</u>	<u>20.70%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	11,717	0.62%	415	0.02%	12,000	0.71%
13 Curriculum and Staff Development	855	0.05%	-	0.00%	5,400	0.32%
36 Co/Extracurricular Activities	1,434,916	75.92%	1,620,090	64.21%	1,295,834	76.26%
51 Facility Maintenance and Operations	1,800	0.10%	-	0.00%	-	0.00%
52 Security and Monitoring Services	24,544	1.30%	30,677	1.22%	30,000	1.77%
61 Community Services	7,082	0.37%	4,863	0.19%	4,000	0.24%
81 Facility Acquisition and Constructi	-	0.00%	398,500	15.80%	-	0.00%
	<u>1,480,914</u>	<u>78.36%</u>	<u>2,054,545</u>	<u>81.44%</u>	<u>1,347,234</u>	<u>79.30%</u>
<b>Total Annual Operating Budget</b>	<u>\$ 1,889,905</u>	<u>100.00%</u>	<u>\$ 2,522,637</u>	<u>100.00%</u>	<u>\$ 1,698,985</u>	<u>100.00%</u>

### Staffing (FTE's)

	2010	2011	2012
<b>Co/Extracurricular</b>			
Professional	2.00	2.00	1.00
Support	1.00	1.00	1.00
<b>Total Staff</b>	<u>3.00</u>	<u>3.00</u>	<u>2.00</u>

**Projected**

### Performance Measures

	2009-10	2010-11	2010-12
1. Percentage of students in extra-curricular activities passing all classes- middle school	90%	90%	90%
2. Percentage of students in extra-curricular activities passing all classes- high school	95%	95%	95%
3. Percentage participation in extra-curricular activities - middle school	65%	87%	85%
4. Percentage participation in extra-curricular activities - high school	50%	74%	70%
5. Maintain percentage of athletic staff certified in CPR	100%	100%	100%



## Superintendent Organization 701

The Superintendent of Schools is the educational leader and chief executive officer of the district. In addition to performing statutory duties, the Superintendent has locally defined responsibilities such as curriculum, personnel management, fiscal and facility management, student services management, professional growth and development of staff, school-community relations and Board-Superintendent relations as defined in local policy. In addition, the superintendent leads the district-wide initiative of continuous improvement using the Baldrige Framework for Performance Excellence.

### Strategic Priorities and Goals

	District Strategic Priorities/Goals
1. Transition the district to the STAAR accountability program.	1.1
2. Align written processes with specific motto, mission, vision and values of the District.	3.1
3. Identify key leadership positions in which succession management processes are needed.	4.5

### Financial Resources

- \$122,896 for Education Service Center and various co-op fees.
- \$10,517 for superintendent training.

### General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 852	0.16%	\$ -	0.00%	\$ 1,800	0.27%
41 General Administration	\$ 315,364	59.55%	\$ 325,110	52.71%	\$ 291,677	44.54%
	<u>316,216</u>	<u>59.71%</u>	<u>325,110</u>	<u>52.71%</u>	<u>293,477</u>	<u>44.81%</u>
<b>Non Payroll Cost by Function</b>						
12 Media Services (Library)	70,143	13.25%	74,196	12.03%	74,963	11.45%
13 Curriculum and Staff Development	9,820	1.85%	10,387	1.68%	11,154	1.70%
21 Instructional Leadership	25,399	4.80%	27,051	4.39%	34,563	5.28%
41 General Administration	107,978	20.39%	180,051	29.19%	240,771	36.76%
	<u>213,340</u>	<u>40.29%</u>	<u>291,685</u>	<u>47.29%</u>	<u>361,451</u>	<u>55.19%</u>
<b>Total Annual Operating Budget</b>	<u>\$ 529,556</u>	<u>100.00%</u>	<u>\$ 616,795</u>	<u>100.00%</u>	<u>\$ 654,928</u>	<u>100.00%</u>

Staffing (FTE's)	2010	2011	2012
General Administration			
Professional	1.00	1.00	1.00
Support	1.00	1.00	1.00
	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
<b>Total Staff</b>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>

Performance Measures	2009-10	2010-11	Projected 2010-12
1. Percentage of transition to the STAAR accountability program completed.	N/A	10%	100%
2. Percentage of written processes aligned with specific motto, mission, vision and values of the District.	N/A	50%	100%
3. Percentage of key management positions identified for which succession management processes are needed.	N/A	25%	100%



Board of Trustees  
Organization 702

The Keller Independent School District is a public educational agency operating under the applicable laws and regulations of the State of Texas. It is governed by a seven member Board of Trustees who set the direction for the district with a primary focus on the education and well-being of the students. In addition, the Board translates the needs of the students into policies, plans and goals that will be supported by the community, and represent the public interest. Responsibilities of the Board include hiring and evaluating the superintendent, approving the district's budget, levying and collecting taxes and issuing bonds.

**Strategic Priorities and Goals**

	District Strategic Priorities/Goals
1. Aid and support the transition to the STAAR accountability program.	1.1
2. Receive Honor Board status	2.1
3. Actively support a legislative platform of education finance reform.	5.1, 5.4, 5.5

**Financial Resources**

- \$50,750 for election costs.

**General Fund Budget**

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Non Payroll Cost by Function</b>						
41 General Administration	34,121	100.00%	86,601	100.00%	53,415	100.00%
<b>Total Annual Operating Budget</b>	\$ 34,121	100.00%	\$ 86,601	100.00%	\$ 53,415	100.00%

**Staffing (FTE's)**                                          2010   2011   2012

The Trustees are not compensated for their time; therefore, there are no staffing associated with this organization.

Performance Measures	2009-10	2010-11	Projected 2011-12
1. Percentage of transition to STAARS accountability program completed.	N/A	10%	100%
2. Honor Board status achieved.	NO	NO	YES
3. Resolution of Acknowledgement Making Education a Priority passed.	N/A	NO	YES



## In-House Counsel Organization 739

The In-House Council provides legal services and guidance to all departments of the district. Broad areas of responsibility include overseeing legal compliance in personnel/employee matters, student issues, special education and 504, policy and administrative regulations, contracts, real estate and open government. The legal department strives to incorporate preventative law into its core functions by providing appropriate training and information regarding legal matters to employees.

### Strategic Priorities and Goals

#### District Strategic Priorities/Goals

- |                                                                           |     |
|---------------------------------------------------------------------------|-----|
| 1. Legal requests completed within 14 days.                               | 3.2 |
| 2. Provide legal/ethical learning opportunities to KISD workforce weekly. | 4.3 |

### Financial Resources

- 1. \$750 for legal subscriptions for research on current issues.
  
- 1. \$1,000 for membership dues to legal organizations.
  
- 1. \$1,500 for travel expenses to legal conferences dealing with current issues.

### General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
41 General Administration	\$ 148,491	85.08%	\$ 154,795	91.02%	\$ 156,443	93.09%
	148,491	85.08%	154,795	91.02%	156,443	93.09%
<b>Non Payroll Cost by Function</b>						
41 General Administration	26,038	14.92%	15,281	8.98%	11,606	6.91%
	26,038	14.92%	15,281	8.98%	11,606	6.91%
<b>Total Annual Operating Budget</b>	\$ 174,529	100.00%	\$ 170,076	100.00%	\$ 168,049	100.00%

### Staffing (FTE's)

	2010	2011	2012
General Administration			
Professional	1.00	1.00	1.00
Support	1.00	0.50	0.50
	2.00	1.50	1.50
<b>Total Staff</b>	2.00	1.50	1.50

### Performance Measures

	2009-10	2010-11	Projected 2011-12
1. Percentage of legal requests completed within 14 days.	50%	85%	100%
2. Provide legal/ethics learning opportunities to KISD workforce weekly.	50%	85%	100%



Business Operations  
Organization 740

The Assistant Superintendent of the Business Function provides guidance and oversight for the Maintenance, Operations, Distribution, Construction, Planning, Child Nutrition and Transportation departments. These departments provide customer service and support for the District at all levels.

**Strategic Priorities and Goals**

	District Strategic Priorities/Goals
1. Pilot program for the Customer Relationship Management System	3.2
2. Increase the number of online auctions to dispose of used/surplus equipment	3.6, 5.5
3. Prepare quarterly energy comparison charts with cost and KWH usage	3.6, 5.5

**Financial Resources**

- \$50,000 for supplies for maintenance requested by campuses.
- \$129,500 for supplies for emergency or unanticipated maintenance or renovation.

**General Fund Budget**

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
41 General Administration	\$ 172,761	59.03%	\$ 157,124	53.14%	\$ 47,510	14.43%
	172,761	59.03%	157,124	53.14%	47,510	14.43%
<b>Non Payroll Cost by Function</b>						
11 Instruction	49,907	17.05%	32,979	11.15%	50,000	15.19%
41 General Administration	41,181	14.08%	75,003	25.37%	102,186	31.04%
81 Facility Acquisition and Constructi	28,804	9.84%	30,582	10.34%	129,500	39.34%
	119,892	40.97%	138,564	46.86%	281,686	85.57%
<b>Total Annual Operating Budget</b>	<b>\$ 292,653</b>	<b>100.00%</b>	<b>\$ 295,688</b>	<b>100.00%</b>	<b>\$ 329,196</b>	<b>100.00%</b>

**Staffing (FTE's)**

	2010	2011	2012
General Administration			
Professional	1.00	1.00	0.00
Support	1.00	1.00	1.00
<b>Total Staff</b>	<b>2.00</b>	<b>2.00</b>	<b>1.00</b>

**Performance Measures**

	2009-10	2010-11	Projected 2011-12
1. Percent of completion of pilot program (D3) for the Customer Relationship Management System.	N/A	10%	100%
2. Number of online auctions held to dispose of used/surplus equipment.	1	4	5
3. Percent of quarterly energy comparison charts prepared quarterly.	N/A	25%	100%



## Planning Organization 741

The Planning and Demographics department provides guidance on district demographics. This includes reporting, forecasting and advising newcomers to the district on their home campuses. In prior years, the demographics function was included with the Security function; however, these functions will be separated for the 2011-12 year.

### Strategic Priorities and Goals

#### District Strategic Priorities/Goals

1. Project KISD enrollment within 1% of actual district enrollment.

District Goal 5.3, 5.5

### Financial Resources

1. \$10,263 for attendance zone maps

### General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
41 General Administration	\$ 121,517	9.81%	\$ 55,839	43.85%	\$ 38,261	72.97%
52 Security and Monitoring Services	120,155	9.71%	19,953	15.67%	-	0.00%
	241,672	19.52%	75,792	59.52%	38,261	72.97%
<b>Non Payroll Cost by Function</b>						
41 General Administration	52,981	4.28%	51,538	40.48%	14,172	27.03%
52 Security and Monitoring Services	943,207	76.20%	-	0.00%	-	0.00%
	996,188	80.48%	51,538	40.48%	14,172	27.03%
<b>Total Annual Operating Budget</b>	\$ 1,237,860	100.00%	\$ 127,330	100.00%	\$ 52,433	100.00%

### Staffing (FTE's)

2010    2011    2012

General Administration			
Professional	1.00	1.00	0.25
Support	1.00	1.00	0.50
Security			
Professional	1.00	1.00	0.00
Support	1.00	1.00	0.00
<b>Total Staff</b>	4.00	4.00	0.75

### Performance Measures

	2009-10	2010-11	Projected 2011-12
1. KISD enrollment projected within 1% of actual district enrollment.	1.84%	1.48%	1.00%



Communications  
Organization 742

The Communications department manages all public relations for the district, media inquires, and district/campus information for Keller ISD.

**Strategic Priorities and Goals**

	District Strategic Priorities/Goals
1. Increase to 80% the number of positive KISD stories in the press.	2.1, 2.2
2. Achieve 100% positive results in the Community survey for the KISD website.	2.1, 2.2
3. Achieve 100% positive results in the Community survey for KISD internal/ external communications.	2.1, 2.2

**Financial Resources**

- \$5,444, KISD promotional travel and memberships to community organizations.
- \$12,379 for communication supplies and software upgrades.
- \$12,275 for publishing and postage costs of internal and external district documents.

**General Fund Budget**

	<u>Audited 2009-2010</u>	<u>% of Total</u>	<u>Projected Actual 2010-2011</u>	<u>% of Total</u>	<u>Adopted Budget 2011-2012</u>	<u>% of Total</u>
<b>Payroll Cost by Function</b>						
41 General Administration	\$ 269,421	84.00%	\$ 251,209	84.03%	\$ 235,690	84.70%
	<u>269,421</u>	<u>84.00%</u>	<u>251,209</u>	<u>84.03%</u>	<u>235,690</u>	<u>84.70%</u>
<b>Non Payroll Cost by Function</b>						
41 General Administration	51,312	16.00%	47,744	15.97%	42,563	15.30%
	<u>51,312</u>	<u>16.00%</u>	<u>47,744</u>	<u>15.97%</u>	<u>42,563</u>	<u>15.30%</u>
<b>Total Annual Operating Budget</b>	<u>\$ 320,733</u>	<u>100.00%</u>	<u>\$ 298,953</u>	<u>100.00%</u>	<u>\$ 278,253</u>	<u>100.00%</u>

**Staffing (FTE's)**

	2010	2011	2012
General Administration			
Professional	2.00	3.00	2.50
Support	2.00	3.00	1.00
	<u>4.00</u>	<u>6.00</u>	<u>3.50</u>
Total Staff	<u>4.00</u>	<u>6.00</u>	<u>3.50</u>

**Performance Measures**

	<u>2009-10</u>	<u>2010-11</u>	<u>Projected 2011-12</u>
1. Percentage of positive KISD stories in the press.	50%	75%	80%
2. Percentage of positive results in the Community survey for the KISD website.	40%	60%	90%
3. Percentage of positive results in the Community survey for KISD internal/ external communications.	50%	80%	90%





## Deputy Superintendent Organization 743

The Deputy Superintendent oversees the Finance function and works closely with other governmental entities that affect KISD, as well as with key community and state leaders. A major initiative for the Deputy Superintendent in 2011-12 is to work with these leaders to effect a reform of the state public school finance system.

### Strategic Priorities and Goals

#### District Strategic Priorities/Goals

- |                                                                                                                |     |
|----------------------------------------------------------------------------------------------------------------|-----|
| 1. Identify and pursue non-traditional revenue sources                                                         | 5.4 |
| 2. Participate in and help guide the multi-district effort to impact the legislature regarding school funding. | 5.1 |
| 3. Coordinate efforts with Leadership and Learning to keep the ERG efficiency rating between 0 and 20.         | 5.1 |

### Financial Resources

- \$800 for contract services.
- \$1,000 for research materials.
- \$15,000 for supplies.

### General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
41 General Administration	\$ 197,162	59.12%	\$ 176,609	88.90%	\$ 167,782	89.53%
	197,162	59.12%	176,609	88.90%	167,782	89.53%
<b>Non Payroll Cost by Function</b>						
41 General Administration	11,147	3.34%	22,046	11.10%	19,624	10.47%
52 Security and Monitoring Services	200	0.06%	-	0.00%	-	0.00%
61 Community Services	125,000	37.48%	-	0.00%	-	0.00%
	136,347	40.88%	22,046	11.10%	19,624	10.47%
<b>Total Annual Operating Budget</b>	<b>\$ 333,509</b>	<b>100.00%</b>	<b>\$ 198,655</b>	<b>100.00%</b>	<b>\$ 187,406</b>	<b>100.00%</b>

Staffing (FTE's)	2010	2011	2012
General Administration			
Professional	1.00	1.00	1.00
Support	1.00	0.50	0.50
<b>Total Staff</b>	<b>2.00</b>	<b>1.50</b>	<b>1.50</b>

Performance Measures	2009-10	2010-11	Projected 2011-12
1. Number of non-traditional revenue sources successfully pursued.	2	2	4
2. Percentage completion of project to impact the legislature on school finance..	N/A	10%	50%
3. ERG efficiency ranking between 0 - 20.	YES	YES	YES



## Purchasing Organization 744

The Purchasing department is responsible for order processing, bids and proposals, P-Card administration and vendor maintenance. In addition, Purchasing facilitates the opening of new campuses by ordering all furniture, equipment and school start up supplies with the assistance of the Construction department.

### Strategic Priorities and Goals

#### District Strategic Priorities/Goals

- |                                                                                 |     |
|---------------------------------------------------------------------------------|-----|
| 1. Turnaround of purchase orders will be within two working days.               | 5.5 |
| 2. Annual purchasing training conducted for KISD employees.                     | 3.2 |
| 3. 100% of staff will be certified with the Texas Association of School Boards. | 4.3 |

### Financial Resources

- \$11,600 for TASBO certification training for staff, TASBO membership costs, and TASBO certification fees.

### General Fund Budget

	<b>Audited 2009-2010</b>	<b>% of Total</b>	<b>Projected Actual 2010-2011</b>	<b>% of Total</b>	<b>Adopted Budget 2011-2012</b>	<b>% of Total</b>
<b>Payroll Cost by Function</b>						
41 General Administration	\$ 327,514	91.68%	\$ 296,184	93.29%	\$ 288,081	93.71%
	327,514	91.68%	296,184	93.29%	288,081	93.71%
<b>Non Payroll Cost by Function</b>						
41 General Administration	29,738	8.32%	21,293	6.71%	19,348	6.29%
	29,738	8.32%	21,293	6.71%	19,348	6.29%
<b>Total Annual Operating Budget</b>	<b>\$ 357,252</b>	<b>100.00%</b>	<b>\$ 317,477</b>	<b>100.00%</b>	<b>\$ 307,429</b>	<b>100.00%</b>

### Staffing (FTE's)

	2010	2011	2012
General Administration			
Professional	2.00	2.00	2.00
Support	6.00	4.00	3.00
Total Staff	8.00	6.00	5.00

### Performance Measures

	<b>2009-10</b>	<b>2010-11</b>	<b>Projected 2011-12</b>
1. Percentage of purchase orders processed within two working days.	95%	95%	96%
2. Annual purchasing training conducted for KISD employees.	YES	YES	YES
3. Percentage of staff certified with the Texas Association of School Boards.	30%	50%	60%



**Risk Management and Facilities Rentals  
Organization 746**

The Risk and Facilities Management department oversees the safety training for the Operations, Maintenance, and other district departments. Property and Casualty claims and incident reporting are processed through this department. This department also oversees the rental of the district's facilities to other districts or members of the community.

**Strategic Priorities and Goals**

	District Strategic Priorities/Goals
1. Develop the Workers Compensation Preventative Training program.	3.1, 3.2
2. Develop the White Fleet District Training program in conjunction with PCAT.	3.1, 3.2
3. Develop the White Fleet/Vehicle use regulations	3.1, 3.2, 3.6
4. Implement campus risk management inspections	3.1, 3.2, 3.6

**Financial Resources**

All budget for the 2011-12 year will be used for the payment of property/casualty insurance premiums and deductibles. All operating expenses for the Risk Manager are paid from the District's self-insured workers compensation fund.

**General Fund Budget**

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Non Payroll Cost by Function</b>						
51 Facility Maintenance and Operations	1,146,161	100.00%	1,038,871	100.00%	1,172,140	100.00%
<b>Total Annual Operating Budget</b>	<b>\$ 1,146,161</b>	<b>100.00%</b>	<b>\$ 1,038,871</b>	<b>100.00%</b>	<b>\$ 1,172,140</b>	<b>100.00%</b>

**Staffing (FTE's)**

2010 2011 2012

The Risk manager's salary is paid from the District's self-insured workers' compensation fund. No other staffing units are budgeted for this organization.

<b>Performance Measures</b>	<b>2009-10</b>	<b>2010-11</b>	<b>Projected 2011-12</b>
1. Percentage of Worker's Compensation Preventative Training program completion.	40%	50%	100%
2. Percentage of White Fleet District Training program completion.	30%	100%	100%
3. Percentage of Completion of the White Fleet/ Vehicle Use regulations.	N/A	70%	100%
4. Percentage of Completion of campus risk management inspections.	N/A	10%	100%



## Textbooks Organization 747

The Textbook department is the custodian for the inventory, distribution and care of the state adopted textbooks used by KISD. The Textbook department manages the Instructional Materials allotment, which applies to electronic materials as well.

### Strategic Priorities and Goals

District Strategic Priorities/Goals

- |                                                                                         |     |
|-----------------------------------------------------------------------------------------|-----|
| 1. 100% of campuses will requisition textbooks via the textbook inventory system.       | 5.5 |
| 2. 100% of textbooks will be on campus by the first day of school.                      | 3.2 |
| 3. 100% of textbooks will be reconciled and audited by 9/30 each year.                  | 5.5 |
| 4. 100% of "out of adoption" textbooks will be purged from inventory by 11/1 each year. | 5.5 |

### Financial Resources

1. \$3,360 for summer help distributing textbooks.
2. \$11,000 for textbook system maintenance.

### General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
41 General Administration	\$ 40,942	92.33%	\$ 32,869	61.64%	\$ 33,386	63.37%
	40,942	92.33%	32,869	61.64%	33,386	63.37%
<b>Non Payroll Cost by Function</b>						
11 Instruction	724	1.63%	-	0.00%	-	0.00%
41 General Administration	2,676	6.03%	20,451	38.36%	19,297	36.63%
	3,400	7.67%	20,451	38.36%	19,297	36.63%
<b>Total Annual Operating Budget</b>	\$ 44,342	100.00%	\$ 53,320	100.00%	\$ 52,683	100.00%

<b>Staffing (FTE's)</b>	2010	2011	2012
Professional	0.00	0.00	0.00
Support	1.00	1.00	1.00
<b>Total Staff</b>	1.00	1.00	1.00

<b>Performance Measures</b>	2009-10	2010-11	Projected 2011-12
1. Percentage of campuses that requisition textbooks via the textbook inventory system.	98%	100%	100%
2. Percentage of textbooks on campus by the first day of school.	93%	90%	100%
3. Percentage of textbooks audited and reconciled by 9/30 of each year.	97%	97%	100%
4. Percentage of "out of adoption" textbooks purged from inventory by 11/1.	80%	98%	100%



## Human Resources Organization 748

The purpose of the Human Resources department is to ensure legally sound and effective human resource management practices, including wage and salary administration, employee benefits, employee orientation, recruitment and staffing, and employee relations and communications. Human Resources interprets and recommends personnel policies and regulations for the district as well as develops, articulates and implements standard operating procedures for effective human resource operations.

### Strategic Priorities and Goals

	District Strategic Priorities/Goals
1. Complete development and implementation of Position Control system.	4.1
2. Implement new hiring tool for teachers district wide.	4.1
3. Ensure employees' job duties and responsibilities align appropriately for position.	4.4

### Financial Resources

- \$13,435 for supplies.
- \$21,355 for contract services.
- \$56,876 for contracted maintenance

### General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
41 General Administration	\$ 714,958	85.47%	\$ 696,846	84.45%	\$ 627,472	81.46%
	<u>714,958</u>	<u>85.47%</u>	<u>696,846</u>	<u>84.45%</u>	<u>627,472</u>	<u>81.46%</u>
<b>Non Payroll Cost by Function</b>						
41 General Administration	121,515	14.53%	128,269	15.55%	142,809	18.54%
	<u>121,515</u>	<u>14.53%</u>	<u>128,269</u>	<u>15.55%</u>	<u>142,809</u>	<u>18.54%</u>
<b>Total Annual Operating Budget</b>	<u>\$ 836,473</u>	<u>100.00%</u>	<u>\$ 825,115</u>	<u>100.00%</u>	<u>\$ 770,281</u>	<u>100.00%</u>

Staffing (FTE's)	2010	2011	2012
General Administration			
Professional	5.00	5.00	3.50
Support	9.00	9.00	7.00
	<u>14.00</u>	<u>14.00</u>	<u>10.50</u>
Total Staff	14.00	14.00	10.50

Performance Measures	2009-10	2010-11	Projected 2011-12
1. Percentage completion of Position Control system implementation.	70%	75%	100%
2. ZeroRisk Hiring System tool implemented for teachers district wide	N/A	N/A	100%
3. Percentage of job descriptions reviewed for accuracy annually	N/A	N/A	20%



## Finance Organization 749

The Finance department is responsible for accounting and financial reporting, budget preparation and monitoring, cash and debt management, payroll, grant reporting, accounts payable and the investments of the district. Finance prepares the Annual Budget and the Comprehensive Annual Financial Report. It is the responsibility of Finance to ensure that the District's financial operations and systems provide timely and accurate financial information and to maintain proper internal controls to ensure fiscal responsibility and accountability.

### Strategic Priorities and Goals

#### District Strategic Priorities/Goals

- |                                                                                                                                                                                                                  |     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| 1. Consistently achieve rating of "Superior" with the Financial Integrity Rating System of Texas (FIRST).                                                                                                        | 5.5 |
| 2. Prepare the Budget Document and the Comprehensive Annual Financial Report (CAFR) in format necessary to earn the Association of School Business Officials and Government Finance Officers Association awards. | 5.5 |
| 3. External audit will result in minimal findings.                                                                                                                                                               | 5.5 |

### Financial Resources

1. \$5,100 for TASBO Legislative Update agreement.
2. \$3,500 for application costs for ASBO and GFOA awards.
3. \$11,818 for training for staff.
4. \$62,000 for audit costs.

### General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 5,473,284	55.61%	\$ (7,535)	-0.32%	\$ -	0.00%
12 Media Services (Library)	118,520	1.20%	-	0.00%	-	0.00%
13 Curriculum and Staff Development	84,890	0.86%	-	0.00%	-	0.00%
21 Instructional Leadership	96,793	0.98%	-	0.00%	-	0.00%
23 School Leadership	600,924	6.11%	(6,819)	-0.29%	-	0.00%
31 Guidance, Counseling and Evaluation	352,549	3.58%	-	0.00%	-	0.00%
32 Social Work Services	4,972	0.05%	-	0.00%	-	0.00%
33 Health Services	98,904	1.01%	-	0.00%	-	0.00%
36 Co/Extracurricular Activities	211,383	2.15%	(403)	-0.02%	-	0.00%
41 General Administration	1,108,843	11.27%	1,013,116	43.10%	897,474	38.88%
51 Facility Maintenance and Operations	417,165	4.24%	17,783	0.76%	-	0.00%
52 Security and Monitoring Services	6,167	0.06%	17,903	0.76%	-	0.00%
53 Data Processing Services	59,470	0.60%	-	0.00%	-	0.00%
61 Community Services	24,721	0.25%	2,413	0.10%	-	0.00%
81 Facility Acquisition and Constructi	11,195	0.11%	-	0.00%	-	0.00%
	8,669,780	88.12%	1,036,458	44.09%	897,474	38.88%
<b>Non Payroll Cost by Function</b>						
11 Instruction	46,010	0.47%	8,003	0.34%	-	0.00%
36 Co/Extracurricular Activities	-	0.00%	-	0.00%	197,342	8.55%
41 General Administration	1,122,701	11.41%	1,306,218	55.57%	1,213,573	52.57%
	1,168,711	11.88%	1,314,221	55.91%	1,410,915	61.12%
<b>Total Annual Operating Budget</b>	\$ 9,838,491	100.00%	\$ 2,350,679	100.00%	\$ 2,308,389	100.00%

### Staffing (FTE's)

	2010	2011	2012
<b>General Administration</b>			
Professional	5.00	8.00	8.00
Support	11.00	10.00	8.00
	16.00	18.00	16.00

### Performance Measures

	2009-10	2010-11	Projected 2011-12
1. Rating from the Financial Integrity Rating System of Texas.	Superior	Superior	Superior
2. Budget award - ASBO.	Not submitted	Yes	Yes
3. Budget award - GFOA.	Yes	Yes	Yes
4. CAFR award - ASBO.	Yes	Yes	Yes
5. CAFR award - GFOA.	Yes	Yes	Yes
6. Number of findings in external audit.	0	unknown	0



## Facilities Construction Organization 805

The Facilities Construction department is not normally funded through the general fund. An amount was approved by the Board of Trustees in 2009-10 to assist with the construction of the District's fourth high school.

### Strategic Priorities and Goals

### Financial Resources

There was no funding provided for Facilities Construction from the general fund in the 2011-12 budget.

### General Fund Budget

	<u>Audited 2009-2010</u>	<u>% of Total</u>	<u>Projected Actual 2010-2011</u>	<u>% of Total</u>	<u>Adopted Budget 2011-2012</u>	<u>% of Total</u>
<b>Non Payroll Cost by Function</b>						
81 Facility Acquisition and Constructi	1,485,799	0.00%	-	0.00%	-	0.00%
<b>Total Annual Operating Budget</b>	<u>\$ 1,485,799</u>	<u>0.00%</u>	<u>\$ -</u>	<u>0.00%</u>	<u>\$ -</u>	<u>0.00%</u>

### Staffing (FTE's)                      2010   2011   2012

There was no staffing units funded for Facilities Construction in the 2011-12 general fund budget.

### Performance Measures



## Natorium Organization 896

The Natatorium serves the school district and community by providing a practice and competition facility for KISD high school and middle school swim teams as well as neighboring school districts. The facility is the area's primary provider of swim lessons, water aerobics, KISD's Waterproof Kids program, long and short course club programs and competitions.

### Strategic Priorities and Goals

	District Strategic Priorities/Goals
1. Host at least 6 high profile swim meets throughout the year to promote the facility and offset operational costs.	2.1, 3.6, 5.4, 5.5
2. Earn revenue to offset at least 70% of total operational costs.	3.6, 5.4, 5.5
3. Implement the Waterproof Kids program to all 1st, 3rd and 6th grade KISD students.	1.1, 1.2

### Financial Resources

- \$1,000 for program marketing
- \$4,000 for supplies for and transportation to WaterProof Kids program
- \$23,500 for operational support

### General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
51 Facility Maintenance and Operations	79,790	10.44%	71,858	11.02%	121,337	13.55%
61 Community Services	377,491	49.38%	354,400	54.36%	479,161	53.50%
	<u>457,281</u>	<u>59.82%</u>	<u>426,258</u>	<u>65.38%</u>	<u>600,498</u>	<u>67.05%</u>
<b>Non Payroll Cost by Function</b>						
51 Facility Maintenance and Operations	60,191	7.87%	55,834	8.56%	60,389	6.74%
52 Security and Monitoring Services	-	0.00%	-	0.00%	600	0.07%
61 Community Services	76,838	10.05%	68,138	10.45%	93,180	10.41%
93 Shared Services Arrangements	170,114	22.26%	101,757	15.61%	140,876	15.73%
	<u>307,143</u>	<u>40.18%</u>	<u>225,729</u>	<u>34.62%</u>	<u>295,045</u>	<u>32.95%</u>
<b>Total Annual Operating Budget</b>	<u>\$ 764,424</u>	<u>100.00%</u>	<u>\$ 651,987</u>	<u>100.00%</u>	<u>\$ 895,543</u>	<u>100.00%</u>

Staffing (FTE's)	2010	2011	2012
Community Services			
Professional	2.50	2.50	2.50
Support	9.00	9.00	9.00
<b>Total Staff</b>	<u>11.50</u>	<u>11.50</u>	<u>11.50</u>

Performance Measures	2009-10	2010-11	Projected 2011-12
1. Number of high profile swim meets hosted throughout year.	22	29	31
2. Percentage of total operational costs offset by revenue.	60%	70%	70%
3. Percentage of 1st, 3rd and 6th grade students provided the Waterproof Kids program.	95%	100%	100%





Transportation  
Organization 934

A Pay-For-Ride transportation program was implemented for school year 2011-12 as a cost saving measure. Free home-to-school transportation is no longer provided for regular education students. Home-to-school transportation is still provided to special education students free of charge. Students attending bilingual and pre-kindergarten programs at a campus other than their home campus receive free transportation from their home campus to their bilingual or pre-kindergarten campus. The district was able to save approximately \$2.4 million of expenditures by implementing this measure. In addition, the district estimates it will receive approximately \$900,000 in revenue for the Pay-For-Ride program.

**Strategic Priorities and Goals**

District Strategic Priorities/Goals

- 1. Transform the current transportation system into a total pay for ride system district wide. 3.1 3.2
- 2. Provide training to campuses and drivers on pay for ride system. 3.1, 3.2
- 3. Collaborate with Technology department to develop an improved system to manage pay for ride. 3.2

**Financial Resources**

\$ 3,535,924 for transportation services.  
\$ 543,571 for fuel.

**General Fund Budget**

	<u>Audited 2009-2010</u>	<u>% of Total</u>	<u>Projected Actual 2010-2011</u>	<u>% of Total</u>	<u>Adopted Budget 2011-2012</u>	<u>% of Total</u>
<b>Non Payroll Cost by Function</b>						
34 Student Transportation	6,094,750	100.00%	6,528,361	100.00%	4,079,495	100.00%
<b>Total Annual Operating Budget</b>	<u>\$ 6,094,750</u>	<u>100.00%</u>	<u>\$ 6,528,361</u>	<u>100.00%</u>	<u>\$ 4,079,495</u>	<u>100.00%</u>

**Staffing (FTE's)** 2010 2011 2012

No staffing units are budgeted for this organization as all transportation services are provided by Durham Transportation, Inc.

**Performance Measures** 2009-10 2010-11 Projected  
2011-12

- 1. Percentage of transportation system transformed to pay for ride. N/A      10%      100%
- 2. Percentage of campuses and drivers trained on pay for ride system. N/A      10%      100%
- 3. Percentage completion of system development to manage pay for ride. N/A      10%      75%



## Special Services Organization 935

This department is responsible for locating, evaluating and providing specially designed instruction, supports and supplementary aides and services to eligible students with disabilities within the KISD boundaries. Other activities include administrative support of Special Olympics and pre-school programming.

### Strategic Priorities and Goals

	District Strategic Priorities/Goals
1. Maintain district LRE status at or below the state 125% average ratio.	1.1
2. Ensure 100% maintenance of effort to supplement IDEA formula funds.	5.5
3. Continue to reduce the number of TEA complaints.	3.2

### Financial Resources

- \$44,882 in supplies to support campuses special education staff.

### General Fund Budget

	<u>Audited</u> <u>2009-2010</u>	<u>% of</u> <u>Total</u>	<u>Projected</u> <u>Actual</u> <u>2010-2011</u>	<u>% of</u> <u>Total</u>	<u>Adopted</u> <u>Budget</u> <u>2011-2012</u>	<u>% of</u> <u>Total</u>
<b>Non Payroll Cost by Function</b>						
21 Instructional Leadership	25,124	100.00%	48,434	100.00%	63,921	100.00%
<b>Total Annual Operating Budget</b>	<u>\$ 25,124</u>	<u>100.00%</u>	<u>\$ 48,434</u>	<u>100.00%</u>	<u>\$ 63,921</u>	<u>100.00%</u>

### Staffing (FTE's) 2010 2011 2012

No staffing units are budgeted for this organization, as it exists mainly in support of the Special Education department.

<b>Performance Measures</b>	<u>2009-10</u>	<u>2010-11</u>	<u>Projected</u> <u>2011-12</u>
1. District LRE status at or below the state 125% average ratio.	-0.0108	-0.01	-0.01
2. Maintain percentage of maintenance of effort.	100%	100%	100%
3. Number of TEA complaints.	2	1	0



Special Education Organization 936

The Special Education Department is responsible for locating, evaluating, and providing specially designed instruction, supports and supplementary aides and services to eligible students with disabilities attending school, including private schools located within the KISD boundaries.

**Strategic Priorities and Goals**

	District Strategic Priorities/Goals
1. Maintain district LRE status at or below the state 125% average ratio.	1.1
2. Ensure 100% maintenance of effort to supplement IDEA formula funds.	5.5
3. Continue to reduce the number of TEA complaints.	3.2

**Financial Resources**

- \$10,265 for student travel and transportation..
- \$6,454 for consulting with specialists.
- \$12,500 for diagnostician and special education counselor expenses.
- \$10,500 for Special Olympics.
- \$252,000 for shared service agreement with Regional Day School for the Deaf.

**General Fund Budget**

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 729,274	23.36%	\$ 810,003	25.20%	\$ 1,120,110	32.08%
12 Media Services (Library)	-	0.00%	-	0.00%	47,680	1.37%
13 Curriculum and Staff Development	3,774	0.12%	-	0.00%	-	0.00%
21 Instructional Leadership	620,550	19.86%	545,306	16.96%	484,739	13.89%
31 Guidance, Counseling and Evaluation	1,488,904	47.66%	1,504,647	46.79%	1,471,026	42.15%
32 Social Work Services	50,115	1.60%	50,265	1.56%	50,308	1.44%
36 Co/Extracurricular Activities	115	0.00%	2,285	0.07%	3,399	0.10%
	<u>2,892,732</u>	<u>92.60%</u>	<u>2,912,506</u>	<u>90.58%</u>	<u>3,177,262</u>	<u>91.03%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	25,634	0.82%	27,747	0.86%	24,100	0.70%
13 Curriculum and Staff Development	5,026	0.16%	5,365	0.17%	7,500	0.21%
21 Instructional Leadership	1,000	0.03%	500	0.02%	6,454	0.18%
31 Guidance, Counseling and Evaluation	10,201	0.33%	12,362	0.38%	12,500	0.36%
36 Co/Extracurricular Activities	9,421	0.30%	4,935	0.15%	10,500	0.30%
93 Shared Services Arrangements	180,000	5.76%	252,000	7.84%	252,000	7.22%
	<u>231,282</u>	<u>7.40%</u>	<u>302,909</u>	<u>9.42%</u>	<u>313,054</u>	<u>8.97%</u>
	<u>\$ 3,124,014</u>	<u>100.00%</u>	<u>\$ 3,215,415</u>	<u>100.00%</u>	<u>\$ 3,490,316</u>	<u>100.00%</u>

**Staffing (FTE's)**

	2010	2011	2012
<b>Instruction</b>			
Professional	12.00	13.00	13.00
Support	0.00	0.00	0.00
<b>Instructional Leadership</b>			
Professional	6.00	6.00	5.00
Support	3.00	3.00	3.00
<b>Guidance, Counseling and Evaluation</b>			
Professional	25.00	23.50	23.50
Support	0.00	0.00	0.00
<b>Social Work Services</b>			
Professional	1.00	1.00	1.00
Support	0.00	0.00	0.00
<b>Total Staff</b>	<u>46.00</u>	<u>46.50</u>	<u>45.50</u>

**Performance Measures**

	2009-10	2010-11	Projected 2011-12
1. District LRE status at or below the state 125% average ratio.	-0.0108	-0.01	-0.01
2. Maintain percentage of maintenance of effort.	100%	100%	100%
3. Number of TEA complaints.	2	1	0



## Language Acquisition Organization 937

The Language Acquisition Department is responsible for the Spanish and Vietnamese Bilingual programs for PK through 6th grade as well as the ESL (English as a Second language) programs for PK through 12th grade. LOTE staff development, curriculum and resources are managed through this department. Testing, placement, services, curriculum, and staff development for both of these programs are a part of the Language Acquisition Department responsibilities as well.

### Strategic Priorities and Goals

#### District Strategic Priorities/Goals

- |                                                                                                                         |     |
|-------------------------------------------------------------------------------------------------------------------------|-----|
| 1. Develop ESL curriculum to include best practices strategies.                                                         | 1.1 |
| 2. Expand summer school opportunities for bilingual students in grades 1-6 and ESL Newcomers in grades 1-9.             | 1.1 |
| 3. Provide supplemental content area materials for LEP students PK-12 with a focus on math and technology integration.. | 1.3 |

### Financial Resources

- \$53,373 for curriculum development resources.
- \$267,959 for campus resources..

### General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 32,999	8.78%	\$ 32,789	7.00%	\$ 42,242	8.18%
13 Curriculum and Staff Development	63,193	16.81%	59,410	12.68%	65,238	12.63%
21 Instructional Leadership	107,869	28.70%	114,966	24.54%	111,085	21.51%
	<u>204,061</u>	<u>54.30%</u>	<u>207,165</u>	<u>44.23%</u>	<u>218,565</u>	<u>42.32%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	113,647	30.24%	193,366	41.28%	229,379	44.41%
13 Curriculum and Staff Development	41,039	10.92%	37,397	7.98%	41,503	8.04%
21 Instructional Leadership	17,090	4.55%	30,469	6.50%	27,000	5.23%
	<u>171,776</u>	<u>45.70%</u>	<u>261,232</u>	<u>55.77%</u>	<u>297,882</u>	<u>57.68%</u>
<b>Total Annual Operating Budget</b>	<b>\$ 375,837</b>	<b>100.00%</b>	<b>\$ 468,397</b>	<b>100.00%</b>	<b>\$ 516,447</b>	<b>100.00%</b>

### Staffing (FTE's)

	2010	2011	2012
<b>Curriculum and Staff Development</b>			
Professional	1.50	1.00	0.00
Support	1.25	0.00	0.00
<b>Instructional Leadership</b>			
Professional	0.50	1.00	1.00
Support	0.25	1.00	1.00
<b>Total Staff</b>	<b>3.50</b>	<b>3.00</b>	<b>2.00</b>

### Performance Measures

	2009-10	2010-11	Projected 2011-12
1. Percentage of ESL curriculum developed to include best practices strategies.	N/A	65%	100%
2. Percentage increase of summer school opportunities for bi-lingual and ESL Newcomer students..	N/A	85%	100%
3. Amount provided for supplemental content area materials.	\$32,000	\$209,346	\$267,959



## Dyslexia Organization 938

The Dyslexia department is responsible for supporting campuses in the evaluation and identification of eligible students, and in the delivery of specialized instruction. The District employs 39 dyslexia specialists to provide these services for the 2011-12 school year.

### Strategic Priorities and Goals

#### District Strategic Priorities/Goals

- |                                                                                                                     |          |
|---------------------------------------------------------------------------------------------------------------------|----------|
| 1. Provide support to campuses for implementation of the MTA program for K-6                                        | 1.1, 1.2 |
| 2. Provide support to campuses for the implementation of the Texas Scottish Rite Hospital Literacy Program for 7-12 | 1.1, 1.2 |
| 3. Provide Professional development to 100% of dyslexia specialists annually                                        | 4.3      |

### Financial Resources

1. \$17,900 for dyslexia testing materials.
2. \$10,000 for professional development

### General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
13 Curriculum and Staff Development	\$ 40,924	53.63%	\$ 64,382	65.69%	\$ 80,179	72.63%
	40,924	53.63%	64,382	65.69%	80,179	72.63%
<b>Non Payroll Cost by Function</b>						
11 Instruction	26,660	34.94%	19,791	20.19%	19,900	18.02%
13 Curriculum and Staff Development	8,725	11.43%	13,840	14.12%	10,321	9.35%
	35,385	46.37%	33,631	34.31%	30,221	27.37%
<b>Total Annual Operating Budget</b>	\$ 76,309	100.00%	\$ 98,013	100.00%	\$ 110,400	100.00%

### Staffing (FTE's)

	2010	2011	2012
Curriculum and Staff Development			
Professional	0.50	0.50	1.00
Support	0.25	0.25	0.13
	0.75	0.75	1.13
<b>Total Staff</b>	0.75	0.75	1.13

### Performance Measures

	2009-10	2010-11	Projected 2011-12
1. Percentage of MTA program for K-6 program implemented.	25%	90%	100%
2. Percentage of Texas Scottish Rite Literacy program for 7-12 implemented.	25%	90%	100%
3. Percentage of dyslexia specialists trained on annual basis.	85%	99%	100%



## Fine Arts Organization 939

The Fine Arts department is committed to the belief that all students K-12 shall be provided with a balanced, comprehensive, sequential and rigorous program of instruction in the fine arts disciplines to instill the basic knowledge, skills, and appreciation of the fine arts inspiring students to become life-long participants and supporters of the arts.

### Strategic Priorities and Goals

#### District Strategic Priorities/Goals

- |                                                                              |          |
|------------------------------------------------------------------------------|----------|
| 1. Increase middle/high school students participating in fine arts courses.  | 1.1, 1.3 |
| 2. Increase teacher participation in extra-curricular activities.            | 2.3      |
| 3. Provide continuing professional education for 100% of fine arts teachers. | 4.3      |

### Financial Resources

1. \$100,337 to subsidize band and choir competition expenses.
2. \$315,568 for supplies for fine arts classes.
3. \$12,700 for teacher training.

### General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 18,496	2.93%	\$ 15,802	2.18%	\$ 14,451	2.22%
21 Instructional Leadership	139,132	22.07%	136,027	18.76%	138,527	21.28%
36 Co/Extracurricular Activities	1,352	0.21%	260	0.04%	385	0.06%
	158,980	25.21%	152,089	20.98%	153,363	23.56%
<b>Non Payroll Cost by Function</b>						
11 Instruction	316,240	50.15%	404,763	55.81%	378,609	58.17%
13 Curriculum and Staff Development	9,024	1.43%	4,321	0.60%	12,700	1.95%
21 Instructional Leadership	2,488	0.39%	5,786	0.80%	6,221	0.96%
36 Co/Extracurricular Activities	143,941	22.82%	158,121	21.81%	99,952	15.36%
	471,693	74.79%	572,991	79.02%	497,482	76.44%
<b>Total Annual Operating Budget</b>	\$ 630,673	100.00%	\$ 725,080	100.00%	\$ 650,845	100.00%

### Staffing (FTE's)

	2010	2011	2012
Instructional Leadership			
Professional	1.00	1.00	1.00
Support	1.00	1.00	1.00
	2.00	2.00	2.00
<b>Total Staff</b>	2.00	2.00	2.00

### Performance Measures

	2009-10	2010-11	Projected 2011-12
1. Percentage of middle/high school students participating in fine arts courses,	60%	57%	65%
2. Percentage of teachers participating in extra curricular activities.	94%	85%	90%
3. Percentage of fine arts teachers provided continuing professional education.	95%	98%	100%





## Counseling Organization 943

The Keller ISD Guidance and Counseling department believes in promoting the holistic development of all students through a four-component delivery system, as recognized by the Texas Education Agency, in partnership with the parents, staff and community. Through the four-quadrant model outlined by the American School Counseling Association, which includes foundation, management, delivery and accountability, the school counselors of KISD strive to promote academic success for each of our students.

### Strategic Priorities and Goals

#### District Strategic Priorities/Goals

- |                                                                                                                          |     |
|--------------------------------------------------------------------------------------------------------------------------|-----|
| 1. Campus counseling programs will be aligned to national model structure of the American School Counseling Association. | 1.3 |
| 2. 100% of Campus counselors will utilize data to demonstrate programmatic impact on student performance.                | 1.3 |
| 3. 100% of Counselors will make data-based decisions when evaluating and planning future program services.               | 1.3 |

### Financial Resources

1. \$5,806 for additional costs of tracking student information for data analysis.
2. \$2,075 for community related expenditures.

### General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ -	0.00%	\$ -	0.00%	\$ 8	0.01%
31 Guidance, Counseling and Evaluation	40,979	15.27%	40,996	15.47%	83,016	57.01%
	40,979	15.27%	40,996	15.47%	83,024	57.02%
<b>Non Payroll Cost by Function</b>						
31 Guidance, Counseling and Evaluation	103,004	38.39%	101,508	38.29%	54,010	37.08%
32 Social Work Services	115,000	42.86%	120,000	45.27%	-	0.00%
41 General Administration	-	0.00%	-	0.00%	4,000	2.75%
52 Security and Monitoring Services	7,047	2.63%	999	0.38%	2,500	1.72%
61 Community Services	2,291	0.85%	1,567	0.59%	2,075	1.43%
	227,342	84.73%	224,074	84.53%	62,585	42.98%
<b>Total Annual Operating Budget</b>	\$ 268,321	100.00%	\$ 265,070	100.00%	\$ 145,609	100.00%

### Staffing (FTE's)

2010   2011   2012

Guidance, Counseling and Evaluation			
Professional	2.00	2.00	1.00
Support	1.00	1.00	0.00
Total Staff	3.00	3.00	1.00

### Performance Measures

	2009-10	2010-11	Projected 2011-12
1. Percentage of campus counseling programs aligned to national model structure of the American School Counseling Association.	0%	95%	100%
2. Percentage of campus counselors using data to show program goal completion.	0%	90%	100%
3. Number of data samples used by each campus in needs assessment for 2011-2012 school year.	0	1	2





## Administrative Assistant to the Superintendent Organization 944

The Assistant to the Superintendent acts as a liaison to the Board of Trustees. This part-time position prepares agendas for all Board of Trustees meetings, Citizen Bond Oversight Committee meetings, and other special meetings. This budget will be absorbed by the Superintendent budget next year.

### Strategic Priorities and Goals

#### District Strategic Priorities/Goals

- |                                                                     |          |
|---------------------------------------------------------------------|----------|
| 1. Post 100% of Board meetings according to legal requirements .    | 2.1, 2.2 |
| 2. Prepare and post 100% of agendas and minutes for Board meetings. | 2.1, 2.2 |

### Financial Resources

- \$32,345 for salary expenses for the administrative assistant.

### General Fund Budget

	<u>Audited 2009-2010</u>	<u>% of Total</u>	<u>Projected Actual 2010-2011</u>	<u>% of Total</u>	<u>Adopted Budget 2011-2012</u>	<u>% of Total</u>
<b>Payroll Cost by Function</b>						
41 General Administration	\$ 30,280	98.03%	\$ 55,761	99.57%	\$ 32,345	100.00%
	<u>30,280</u>	<u>98.03%</u>	<u>55,761</u>	<u>99.57%</u>	<u>32,345</u>	<u>100.00%</u>
<b>Non Payroll Cost by Function</b>						
41 General Administration	608	1.97%	238	0.43%	-	0.00%
	<u>608</u>	<u>1.97%</u>	<u>238</u>	<u>0.43%</u>	<u>-</u>	<u>0.00%</u>
<b>Total Annual Operating Budget</b>	<u>\$ 30,888</u>	<u>100.00%</u>	<u>\$ 55,999</u>	<u>100.00%</u>	<u>\$ 32,345</u>	<u>100.00%</u>

### Staffing (FTE's)

2010    2011    2012

General Administration			
Professional	0.00	0.00	0.00
Support	1.00	1.00	1.00
	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Staff	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>

### Performance Measures

2009-10    2010-11    Projected  
2011-12

- |                                                                      |      |      |      |
|----------------------------------------------------------------------|------|------|------|
| 1. 100% of Board meetings legally posted.                            | 100% | 100% | 100% |
| 2. 100% of agenda and minutes for Board meeting prepared and posted. | 100% | 100% | 100% |



## Intervention Support Organization 945

The Director of Intervention Services assists the district's goals by carrying out responsibilities that are associated with selected federal and state grants, as well as local programs that are directed towards students who are considered at risk. The submission and compliance requirements of the Elementary and Secondary School Education grant (NCLB), State Compensatory Education Funds provide money to the district that is used to carry out program activities for selected campuses and students who meet specific eligibility characteristics. As well as monitoring the effectiveness and compliance of grants, the director is responsible for overseeing the district's Response to Intervention framework, student 504 compliance, general homebound services to identified students, summer intervention programs and serves as the district's

### Strategic Priorities and Goals

	District Strategic Priorities/Goals
1. Increase the number of eligible grants awarded	5.4
2. Yearly compliance review of Title I, II and III	5.2
3. Assessment of Title students who meet GOC and STAAR goals.	1.1

### Financial Resources

\$71,000 for homebound services  
\$519,058 for summer intervention programs.

### General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ -	0.00%	\$ 282,627	48.09%	\$ 645,418	29.37%
13 Curriculum and Staff Development	\$ -	0.00%	\$ 411	0.07%	\$ -	0.00%
21 Instructional Leadership	\$ 21,786	73.58%	\$ 132,338	22.52%	\$ 127,081	5.78%
23 School Leadership	\$ -	0.00%	\$ 26,527	4.51%	\$ 16,748	0.76%
33 Health Services	\$ -	0.00%	\$ 4,057	0.69%	\$ -	0.00%
	21,786	73.58%	445,960	75.88%	789,247	35.91%
<b>Non Payroll Cost by Function</b>						
11 Instruction	-	0.00%	106,516	18.12%	1,283,295	58.39%
13 Curriculum and Staff Development	-	0.00%	237	0.04%	64,000	2.91%
21 Instructional Leadership	7,822	26.42%	5,740	0.98%	6,840	0.31%
33 Health Services	-	0.00%	10	0.00%	-	0.00%
34 Student Transportation	-	0.00%	29,252	4.98%	54,448	2.48%
	7,822	26.42%	141,755	24.12%	1,408,583	64.09%
<b>Total Annual Operating Budget</b>	\$ 29,608	100.00%	\$ 587,715	100.00%	\$ 2,197,830	100.00%

### Staffing (FTE's)

	2010	2011	2012
<b>Instructional Leadership</b>			
Professional	0.00	1.00	1.00
Support	0.00	1.00	1.00
	0.00	2.00	2.00
<b>Total Staff</b>	0.00	2.00	2.00

### Performance Measures

	2009-10	2010-11	Projected 2011-12
1. Stage of completion of annual compliance review for Title I, II and III	N/A	Stage 1	Stage 0
2. Stage of completion of performance based measuring assessment report of Title students who meet GOC and STARR goals	N/A	Stage 0	Stage 0



## Organizational Improvement Organization 946

The Professional Development department coordinates and facilitates professional development trainings for district personnel, supports the district continuous improvement initiatives, and monitors and supports first year teachers through a beginning teacher mentoring program. In addition, this department is responsible for the administrative retreat, convocation and New Teacher Week.

### Strategic Priorities and Goals

	District Strategic Priorities/Goals
1. Teacher retention will increase as measured by first year teacher retention rates.	4.3
2. The District will achieve an exemplary status as measured by the Texas Educations Agency (TEA) accountability ratings.	1.1
3. Through the District's continuous improvement deployment plan, administrator knowledge and comfort with Baldrige processes will increase as measured by periodic status checks.	3.1

### Financial Resources

1. \$118,804 for staff development.
2. \$40,500 for administrator training in Baldrige processes.

### General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 22,472	6.68%	\$ 26,307	8.71%	\$ 33,365	9.15%
13 Curriculum and Staff Development	148,175	44.03%	\$ 141,641	46.87%	\$ 166,120	45.55%
21 Instructional Leadership	137	0.04%	-	0.00%	-	0.00%
	170,784	50.75%	167,948	55.58%	199,485	54.70%
<b>Non Payroll Cost by Function</b>						
13 Curriculum and Staff Development	106,276	31.58%	75,732	25.07%	100,854	27.65%
23 School Leadership	24,420	7.26%	17,968	5.95%	23,883	6.55%
31 Guidance, Counseling and Evaluation	549	0.16%	-	0.00%	-	0.00%
41 General Administration	34,500	10.25%	40,500	13.40%	40,500	11.10%
	165,745	49.25%	134,200	44.42%	165,237	45.30%
<b>Total Annual Operating Budget</b>	\$ 336,529	100.00%	\$ 302,148	100.00%	\$ 364,722	100.00%

### Staffing (FTE's)

	2010	2011	2012
<b>Professional Development</b>			
Professional	1.00	1.00	1.00
Support	1.00	1.00	1.50
	2.00	2.00	2.50
<b>Total Staff</b>	2.00	2.00	2.50

### Performance Measures

	2009-10	2010-11	Projected 2011-12
1. Percentage of first year teacher retention.	90%	93%	95%
2. District will achieve "Exemplary" status.	Recognized	Acceptable	N/A
3. Percentage of administrator knowledge and comfort with Baldrige processes.	23%	80%	95%



Section 504  
Organization 947

The Section 504 department was absorbed by the Director of Intervention Support in 2010-11.

**Strategic Priorities and Goals**

**Financial Resources**

**General Fund Budget**

	<b>Audited 2009-2010</b>	<b>% of Total</b>	<b>Projected Actual 2010-2011</b>	<b>% of Total</b>	<b>Adopted Budget 2011-2012</b>	<b>% of Total</b>
<b>Payroll Cost by Function</b>						
21 Instructional Leadership	\$ 40,923	67.44%	\$ -	0.00%	\$ -	0.00%
	40,923	67.44%	-	0.00%	-	0.00%
<b>Non Payroll Cost by Function</b>						
11 Instruction	5,789	9.54%	-	0.00%	-	0.00%
13 Curriculum and Staff Development	13,091	21.56%	-	0.00%	-	0.00%
21 Instructional Leadership	875	1.44%	-	0.00%	-	0.00%
	19,755	32.56%	-	0.00%	-	0.00%
<b>Total Annual Operating Budget</b>	<b>\$ 60,678</b>	<b>100.00%</b>	<b>\$ -</b>	<b>0.00%</b>	<b>\$ -</b>	<b>0.00%</b>

<b>Staffing (FTE's)</b>	2010	2011	2012
Instructional Leadership			
Professional	0.50	0.00	0.00
Support	0.25	0.00	0.00
<b>Total Staff</b>	<b>0.75</b>	<b>0.00</b>	<b>0.00</b>

**Performance Measures**



## Assistant Superintendent of Curriculum and Instruction Organization 948

The KISD Curriculum and Instruction Department is dedicated to providing service, leadership and products to support curriculum, instruction, assessment, and professional development through collaborative evaluation with stakeholders, which enhances learning and results in improved achievement for all students. The Assistant Superintendent is also responsible for instructional coaching of principals, the Distinguished Achievement Program, grading guidelines, instructional practices and resources, and campus and Schoolview walkthroughs.

### Strategic Priorities and Goals

	District Strategic Priorities/Goals
1. Pilot innovative instructional planning process at selected campuses.	1.1
2. Design menu of appropriate uses and integration opportunities of available classroom technology to transform student learning.	1.4
3. Analyze data for improving instructional practices.	1.1

### Financial Resources

1. \$70,000 for testing materials to assist in planning process.
2. \$310,000 for technology hardware.
3. \$272,000 for technology software.

### General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 183,272	8.63%	\$ 16,488	0.64%	\$ 6,662	0.54%
13 Curriculum and Staff Development	241,746	11.39%	187,537	7.25%	280,193	22.51%
21 Instructional Leadership	164,582	7.75%	94,711	3.67%	89,839	7.22%
23 School Leadership	8,614	0.41%	-	0.00%	-	0.00%
	598,214	28.18%	298,736	11.56%	376,694	30.27%
<b>Non Payroll Cost by Function</b>						
11 Instruction	1,239,127	58.36%	2,139,190	82.80%	467,773	37.58%
13 Curriculum and Staff Development	235,981	11.12%	121,417	4.70%	369,987	29.73%
21 Instructional Leadership	34,642	1.63%	24,408	0.94%	30,091	2.42%
23 School Leadership	1,136	0.05%	-	0.00%	-	0.00%
34 Student Transportation	13,559	0.64%	-	0.00%	-	0.00%
52 Security and Monitoring Services	330	0.02%	-	0.00%	-	0.00%
	1,524,775	71.82%	2,285,015	88.44%	867,851	69.73%
<b>Total Annual Operating Budget</b>	\$ 2,122,989	100.00%	\$ 2,583,751	100.00%	\$ 1,244,545	100.00%

### Staffing (FTE's) 2010 2011 2012

<b>Curriculum and Staff Development</b>			
Professional	0.50	0.50	0.50
Support	0.50	0.50	0.50
<b>Instructional Leadership</b>			
Professional	0.50	0.50	0.50
Support	0.50	0.50	0.50
<b>Total Staff</b>	2.00	2.00	2.00

### Performance Measures

	2009-10	2010-11	Projected 2011-12
1. Percentage completion of innovative instructional planning process pilot.	8%	80%	100%
2. Percentage completion of menu design for classroom technology opportunities.	8%	80%	100%
3. Percentage of data analyzed for improving instructional practices.	8%	80%	100%



## Technology Organization 949

The mission of the Technology Department is to ensure that information technology and technology instruction are available to support learning for students, teachers and administrators for the purpose of enhancing career potential and the ability to be life-long learners. The Keller ISD Technology department endeavors to prepare students for a future of change and increasing dependence on information technology.

### Strategic Priorities and Goals

District Strategic Priorities/Goals

- |                                                                                                                 |     |
|-----------------------------------------------------------------------------------------------------------------|-----|
| 1. Develop and implement process to align acquisition of technologies to support district teaching and learning | 3.4 |
| 2. Develop and implement process to identify potential automation of work activities.                           | 3.4 |
| 3. Pilot current and new technologies at selected campuses.                                                     | 1.4 |

### Financial Resources

1. \$40,000 for maintenance fees for student systems.
2. \$840,407 for maintenance fees for non-instructional systems.
3. \$378,872 for technology equipment.

### General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 876,197	19.36%	\$ 755,647	12.42%	\$ 172,664	2.99%
53 Data Processing Services	\$ 1,184,088	26.16%	\$ 1,031,665	16.95%	\$ 928,036	16.08%
	2,060,285	45.52%	1,787,312	29.37%	1,100,700	19.07%
<b>Non Payroll Cost by Function</b>						
11 Instruction	1,286,669	28.43%	1,302,890	21.41%	1,111,808	19.26%
21 Instructional Leadership	1,313	0.03%	-	0.00%	-	0.00%
41 General Administration	84,365	1.86%	83,185	1.37%	61,463	1.06%
51 Facility Maintenance and Operations	484,555	10.71%	498,149	8.18%	304,686	5.28%
53 Data Processing Services	608,607	13.45%	2,414,660	39.67%	3,194,415	55.33%
	2,465,509	54.48%	4,298,884	70.63%	4,672,372	80.93%
<b>Total Annual Operating Budget</b>	\$ 4,525,794	100.00%	\$ 6,086,196	100.00%	\$ 5,773,072	100.00%

### Staffing (FTE's)

	2010	2011	2012
<b>Instruction</b>			
Professional	4.00	4.00	1.00
Support	26.00	21.00	0.00
<b>Data Processing Services</b>			
Professional	7.00	9.00	9.00
Support	10.66	10.00	5.50
<b>Total Staff</b>	47.66	44.00	15.50

### Performance Measures

	2009-10	2010-11	Projected 2011-12
1. Percentage completion of development and implementation of process to align acquisition of technologies to support district teaching and learning.	N/A	10%	100%
2. Percentage completion of development and implementation of process to identify potential automation of work activities.	N/A	10%	100%
3. Number of technologies piloted at selected campuses.	N/A	3	2



## Facility Maintenance Organization 951

The Facility Maintenance department is responsible for the repair and replacement and overall appearance of all mechanical electrical equipment, lawns, athletic facilities and building conditions throughout the district.

### Strategic Priorities and Goals

#### District Strategic Priorities/Goals

- |                                                                                     |          |
|-------------------------------------------------------------------------------------|----------|
| 1. Raise the approval rating by campus administrators and staff on district survey. | 3.2      |
| 2. Reduce energy usage resulting in lower energy cost.                              | 5.5, 3.6 |
| 3. Fill hard-to-fill positions in department.                                       | 3.6      |

### Financial Resources

- \$1,487,640 for maintenance and repair costs.
- \$455,641 for maintenance supplies.
- \$26,000 for staff training and licensing.

### General Fund Budget

	<u>Audited 2009-2010</u>	<u>% of Total</u>	<u>Projected Actual 2010-2011</u>	<u>% of Total</u>	<u>Adopted Budget 2011-2012</u>	<u>% of Total</u>
<b>Payroll Cost by Function</b>						
51 Facility Maintenance and Operations	\$ 2,760,164	20.73%	\$ 2,990,019	21.36%	\$ 2,532,305	22.03%
	2,760,164	20.73%	2,990,019	21.36%	2,532,305	22.03%
<b>Non Payroll Cost by Function</b>						
51 Facility Maintenance and Operations	6,964,143	52.31%	8,319,304	59.43%	6,009,837	52.27%
93 Shared Services Arrangements	3,589,087	26.96%	2,689,387	19.21%	2,954,177	25.70%
	10,553,230	79.27%	11,008,691	78.64%	8,964,014	77.97%
<b>Total Annual Operating Budget</b>	<b>\$ 13,313,394</b>	<b>100.00%</b>	<b>\$ 13,998,710</b>	<b>100.00%</b>	<b>\$ 11,496,319</b>	<b>100.00%</b>

### Staffing (FTE's)

	2010	2011	2012
Operations			
Professional	3.00	3.00	2.00
Support	72.00	87.00	72.00
<b>Total Staff</b>	<b>75.00</b>	<b>90.00</b>	<b>74.00</b>

### Performance Measures

	<u>2009-10</u>	<u>2010-11</u>	<u>Projected 2011-12</u>
1. Increased amount in approval rating.	N/A	+10%	+25%
2. Energy usage decrease resulting in lower energy cost.	\$6.59 m	\$6.00 m	\$5.58 m
3. Percentage occupied rate in hard - to - fill positions..	N/A	94%	100%



## Operations Organization 952

The Operations department oversees the custodial services for all of the districts facilities, provides support during extracurricular and rental activities after hours and oversees the indoor air quality (IAQ) program for the district. The department received the EPA Great Start award in 2007, the EPA Leadership Award in 2008, the EPA National Excellence Leadership Award in 2009 and the EPA National Model of Sustained Excellence Award in 2010.

The JIT inventory system used for custodial supplies has been a great success in reducing total inventory and increasing inventory turns. An agreement with Staples, reduced the total inventory carried by the district to emergency stock levels only. With the right equipment and supplies in the right place at the right time, productivity will increase, enabling a 4% reduction in labor hours per square foot for 2011-12.

### Strategic Priorities and Goals

	District Strategic Priorities/Goals
1. Increase labor hours per square foot on an annual basis by 4%.	3.2
2. Implement Baldrige practices throughout the department.	3.1
3. increase focus on personnel development and training.	4.3

### Financial Resources

1. \$646,050 for custodial and operation supplies.
2. \$12,725 for employee training costs and memberships to professional organizations.
3. \$301,987 for waste costs.

### General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
51 Facility Maintenance and Operations	\$ 5,281,050	80.87%	\$ 5,606,923	82.74%	\$ 5,625,196	80.78%
	<u>5,281,050</u>	<u>80.87%</u>	<u>5,606,923</u>	<u>82.74%</u>	<u>5,625,196</u>	<u>80.78%</u>
<b>Non Payroll Cost by Function</b>						
51 Facility Maintenance and Operations	1,249,036	19.13%	1,169,445	17.26%	1,338,317	19.22%
	<u>1,249,036</u>	<u>19.13%</u>	<u>1,169,445</u>	<u>17.26%</u>	<u>1,338,317</u>	<u>19.22%</u>
<b>Total Annual Operating Budget</b>	<b>\$ 6,530,086</b>	<b>100.00%</b>	<b>\$ 6,776,368</b>	<b>100.00%</b>	<b>\$ 6,963,513</b>	<b>100.00%</b>

<b>Staffing (FTE's)</b>	2010	2011	2012
<b>Operations</b>			
Professional	3.00	4.00	2.00
Support	<u>199.00</u>	<u>221.25</u>	<u>222.00</u>
<b>Total Staff</b>	<u>202.00</u>	<u>225.25</u>	<u>224.00</u>

<b>Performance Measures</b>	<b>2009-10</b>	<b>2010-11</b>	<b>Projected 2011-12</b>
1. Decrease labor hours by 4%.	N/A	80%	100%
2. Percentage of Baldrige practices implemented.	N/A	10%	70%
3. Percentage of personnel trained.	5%	75%	100%





## Health Services Organization 953

The mission of the KISD Health Services Department is to support student success by helping each student we touch reach his/her maximum health potential. We accomplish this by conducting health screenings; providing emergency first aid; evaluating and assessing the health needs of the students and employees; implementing and monitoring student compliance with state immunization laws; health related classroom presentations; evaluating and monitoring communicable diseases and providing health resources for the staff.

### Strategic Priorities and Goals

#### District Strategic Priorities/Goals

- |                                                                                                                                                 |     |
|-------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| 1. 100% of campuses will track and provide appropriate follow-up for students referred for vision, hearing, scoliosis and acanthosis nigricans. | 3.2 |
| 2. Increase the number of campus parental involvement in Community Health Education programs impacting student health.                          | 2.1 |
| 3. All unlicensed employees covering clinics will be provided emergency first aid certification                                                 | 3.2 |

### Financial Resources

2. \$50,922 for clinic supplies
3. \$43,365 for other training of district staff.

### General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
33 Health Services	\$ 1,943,037	96.60%	\$ 2,039,366	95.58%	\$ 2,143,431	94.43%
	1,943,037	96.60%	2,039,366	95.58%	2,143,431	94.43%
<b>Non Payroll Cost by Function</b>						
33 Health Services	62,415	3.10%	94,325	4.42%	126,510	5.57%
93 Shared Services Arrangements	6,000	0.30%	-	0.00%	-	0.00%
	68,415	3.40%	94,325	4.42%	126,510	5.57%
<b>Total Annual Operating Budget</b>	\$ 2,011,452	100.00%	\$ 2,133,691	100.00%	\$ 2,269,941	100.00%

<b>Staffing (FTE's)</b>	2010	2011	2012
Health Services			
Professional	41.00	43.00	43.00
Support	0.50	0.50	1.00
	41.50	43.50	44.00
<b>Total Staff</b>	41.50	43.50	44.00

### Performance Measures

	2009-10	2010-11	Projected 2011-12
1. Percentage of campuses that track and provide appropriate follow-up for students referred for vision, hearing, scoliosis and acanthosis nigricans.	75%	90%	100%
2. Number of campuses promoting Community Health Education programs and development of "Healthy Home Connection".	25%	50%	75%
3. Percentage of office aides will be provided training for basic emergency first aid.	N/A	85%	100%



Library/Media Services  
Organization 955

The Library/Media Services department oversees thirty six campus library/media centers. The department ensures that each library provides support for all curriculum, TEKS for TAKS and other assessment tools. It also provides teaching materials for classroom instruction for teachers and staff and strives to instill a lifetime love of reading in each student. The department supervises the daily operating of library facilities, circulation software and materials and informational databases.

**Strategic Priorities and Goals**

District Strategic Priorities/Goals

- |                                                                           |          |
|---------------------------------------------------------------------------|----------|
| 1. Maintain a collection of at least 12,000 books for elementary schools. | 1.2, 1.3 |
| 2. Maintain at least 18 items per student at middle school level.         | 1.2, 1.3 |
| 3. Maintain at least 16 items per student at high school level.           | 1.2, 1.3 |

**Financial Resources**

- \$69,849 for library substitutes, extra duty and stipends.
- \$46,609 for library contracts.

**General Fund Budget**

	<u>Audited</u> <u>2009-2010</u>	<u>% of</u> <u>Total</u>	<u>Projected</u> <u>Actual</u> <u>2010-2011</u>	<u>% of</u> <u>Total</u>	<u>Adopted</u> <u>Budget</u> <u>2011-2012</u>	<u>% of</u> <u>Total</u>
<b>Payroll Cost by Function</b>						
12 Media Services (Library)	\$ 153,173	56.92%	\$ 113,165	47.68%	\$ 69,849	35.62%
	153,173	56.92%	113,165	47.68%	69,849	35.62%
<b>Non Payroll Cost by Function</b>						
12 Media Services (Library)	108,101	40.16%	118,889	50.10%	112,770	57.50%
13 Curriculum and Staff Development	7,849	2.92%	5,271	2.22%	13,483	6.88%
	115,950	43.08%	124,160	52.32%	126,253	64.38%
<b>Total Annual Operating Budget</b>	<u>\$ 269,123</u>	<u>100.00%</u>	<u>\$ 237,325</u>	<u>100.00%</u>	<u>\$ 196,102</u>	<u>100.00%</u>

**Staffing (FTE's)**

2010 2011 2012

Media Services (Library)			
Professional	1.00	1.00	0.00
Support	1.00	0.50	0.00
<b>Total Staff</b>	<u>2.00</u>	<u>1.50</u>	<u>0.00</u>

**Performance Measures**

2009-10 2010-11 Projected  
2011-12

- |                                                                 |        |        |        |
|-----------------------------------------------------------------|--------|--------|--------|
| 1. Number of books in elementary collection.                    | 12,000 | 12,000 | 12,000 |
| 2. Number of items provided per student at middle school level. | 15.5   | 15.5   | 18     |
| 3. Number of items provided per student at high school level.   | 15.2   | 15.2   | 16     |



Career and Technical Programs  
Organization 956

The mission of the KISD Career and Technical Program department is to offer a challenging academic and technical skills program that will prepare young people to function as successful citizens of the community.

**Strategic Priorities and Goals**

District Strategic Priorities/Goals

- |                                                                               |     |
|-------------------------------------------------------------------------------|-----|
| 1. Consistently meet the statewide target for federal accountability in math. | 1.1 |
| 2. Increase graduation rates in CTE courses.                                  | 1.1 |
| 3. Increase student completion in nontraditional CTE courses.                 | 1.1 |

**Financial Resources**

- \$66,883 for professional development for teachers..
- \$29,009 for CTE reading materials for the classroom.
- \$393,040 for CTE student tuition.

**General Fund Budget**

	<b>Audited 2009-2010</b>	<b>% of Total</b>	<b>Projected Actual 2010-2011</b>	<b>% of Total</b>	<b>Adopted Budget 2011-2012</b>	<b>% of Total</b>
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 45,904	3.54%	\$ 21,213	2.21%	\$ 20,955	2.20%
13 Curriculum and Staff Development	20,674	1.60%	24,442	2.55%	31,263	3.29%
21 Instructional Leadership	132,382	10.21%	112,983	11.78%	89,652	9.42%
36 Co/Extracurricular Activities	-	0.00%	2,199	0.23%	-	0.00%
	<u>198,960</u>	<u>15.35%</u>	<u>160,837</u>	<u>16.77%</u>	<u>141,870</u>	<u>14.91%</u>
<b>Non Payroll Cost by Function</b>						
11 Instruction	1,036,194	79.97%	679,052	70.81%	706,972	74.30%
13 Curriculum and Staff Development	32,429	2.50%	58,507	6.10%	35,620	3.74%
21 Instructional Leadership	12,242	0.94%	4,373	0.46%	6,840	0.72%
31 Guidance, Counseling and Evaluation	10,250	0.79%	1,756	0.18%	1,824	0.19%
36 Co/Extracurricular Activities	-	0.00%	54,496	5.68%	58,474	6.14%
51 Facility Maintenance and Operations	5,770	0.45%	-	0.00%	-	0.00%
	<u>1,096,885</u>	<u>84.65%</u>	<u>798,184</u>	<u>83.23%</u>	<u>809,730</u>	<u>85.09%</u>
<b>Total Annual Operating Budget</b>	<b>\$ 1,295,845</b>	<b>100.00%</b>	<b>\$ 959,021</b>	<b>100.00%</b>	<b>\$ 951,600</b>	<b>100.00%</b>

**Staffing (FTE's)**

2010 2011 2012

Instructional Leadership			
Professional	1.00	1.00	1.00
Support	1.00	1.00	0.00
<hr/>			
Total Staff	2.00	2.00	1.00

**Performance Measures**

**2009-10**      **2010-11**      **Projected  
2011-12**

- |                                                                    |       |     |     |
|--------------------------------------------------------------------|-------|-----|-----|
| 1. Maintain percentage of federal accountability in math.          | 95%   | 95% | 95% |
| 2. Percentage of graduation rates in CTE courses.                  | 94.8% | 95% | 97% |
| 3. Percentage of student completion in nontraditional CTE courses. | 45%   | 47% | 50% |



## Learning Coordinators Organizations 957, 958, 960, 961, 962, 964, 967

The Learning Coordinators support campus personnel with coordination of curriculum, on-going assessment of that curriculum, and professional development utilizing current research based strategies to enhance the instruction for our KISD students in the areas of math, science, social studies, language arts, advanced academics and intervention support.

### Strategic Priorities and Goals

District Strategic Priorities/Goals

1. Develop and implement curriculum to accommodate the transition from TAKS to the new State of Texas Assessments of Academic Readiness (STAARS) testing. 1.1

### Financial Resources

1. \$10,884 for training costs.
2. \$2,572 for supplies

### General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 6,304	0.67%	\$ 2,533	0.28%	\$ 2,475	0.34%
13 Curriculum and Staff Development	634,259	67.77%	887,174	97.92%	697,547	96.96%
	640,563	68.44%	889,707	98.20%	700,022	97.30%
<b>Non Payroll Cost by Function</b>						
11 Instruction	151,139	16.15%	1,310	0.14%	3,350	0.47%
13 Curriculum and Staff Development	144,196	15.41%	15,011	1.66%	16,050	2.23%
	295,335	31.56%	16,321	1.80%	19,400	2.70%
<b>Total Annual Operating Budget</b>	\$ 935,898	100.00%	\$ 906,028	100.00%	\$ 719,422	100.00%

### Staffing (FTE's)

	2010	2011	2012
Curriculum and Staff Development			
Professional	8.00	7.00	5.00
Support	1.75	0.91	0.87
	9.75	7.91	5.87
<b>Total Staff</b>	9.75	7.91	5.87

### Performance Measures

	2009-10	2010-11	Projected 2011-12
1. Percentage of curriculum developed and implemented to accommodate the transition from TAKS to STAARS	N/A	15%	100%



## Technology Integration Organization 963

The Technology Integration department supervises the Technology Facilitators and oversees the TXVSN. The Technology facilitators visit campuses to provide training and support for students and staff. The department provides virtual education for students, virtual professional development for staff, as well as researching and recommending hardware and software purchases of emerging technologies.

### Strategic Priorities and Goals

#### District Strategic Priorities/Goals

- |                                                                                                                                                                                        |     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| 1. Provide training materials, technology integration support, and resources prepared and provided by the TI department to 100% of teachers.                                           | 1.4 |
| 2. Provide 100% of stakeholders in the Keller ISD community with access to current and innovative technology and any additional resources needed for a technology-infused environment. | 3.4 |

### Financial Resources

- \$31,394 for technology integration facilitator.

### General Fund Budget

	<b>Audited 2009-2010</b>	<b>% of Total</b>	<b>Projected Actual 2010-2011</b>	<b>- % of Total</b>	<b>Adopted Budget 2011-2012</b>	<b>% of Total</b>
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 478	0.37%	\$ -	0.00%	\$ -	0.00%
13 Curriculum and Staff Development	1,752	1.37%	-	0.00%	-	0.00%
21 Instructional Leadership	117,299	91.67%	115,257	91.55%	31,394	100.00%
	<u>119,529</u>	<u>93.41%</u>	<u>115,257</u>	<u>91.55%</u>	<u>31,394</u>	<u>100.00%</u>
<b>Non Payroll Cost by Function</b>						
13 Curriculum and Staff Development	5,111	3.98%	6,582	5.23%	-	0.00%
21 Instructional Leadership	3,317	2.59%	4,056	3.22%	-	0.00%
	<u>8,428</u>	<u>6.59%</u>	<u>10,638</u>	<u>8.45%</u>	<u>-</u>	<u>0.00%</u>
<b>Total Annual Operating Budget</b>	<b>\$ 127,957</b>	<b>100.00%</b>	<b>\$ 125,895</b>	<b>100.00%</b>	<b>\$ 31,394</b>	<b>100.00%</b>

### Staffing (FTE's)

	2010	2011	2012
<b>Instructional Leadership</b>			
Professional	1.00	1.00	0.00
Support	1.00	1.00	1.00
<b>Total Staff</b>	<u>2.00</u>	<u>2.00</u>	<u>1.00</u>

### Performance Measures

	<b>2009-10</b>	<b>2010-11</b>	<b>Projected 2011-12</b>
1. Percentage of teachers with access to training materials, technology integration support and resources prepared and provided by TI.	85%	90%	95%
2. Percentage of stakeholders in the Keller ISD community with access to current and innovative technology and any additional resources needed to provide a technology infused environment.	80%	85%	95%



Distribution Center  
Organization 965

The Distribution department is the storage and inventory facility for goods utilized by the district, including teaching supplies, custodial supplies, food service supplies and textbooks. This department fills orders upon request for distribution to all KISD campuses and support facilities. Additionally, this department collects surplus assets for auction, relocates teachers from campus to campus and provides mail delivery and bulk copying services for all district locations.

**Strategic Priorities and Goals**

	District Strategic Priorities/Goals
1. Increase percentage of work orders with same day response.	3.2
2. Increase percentage of surplus items removed within 10 days of request.	3.2
3. Increase number of warehouse inventories per year.	5.5

**Financial Resources**

- \$46,000 for rental of postage machine.
- \$5,100 for copying supplies.

**General Fund Budget**

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	- % of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
51 Facility Maintenance and Operations	\$ 241,650	80.31%	\$ 260,765	81.22%	\$ 209,631	74.38%
	241,650	80.31%	260,765	81.22%	209,631	74.38%
<b>Non Payroll Cost by Function</b>						
51 Facility Maintenance and Operations	59,240	19.69%	60,292	18.78%	72,192	25.62%
	59,240	19.69%	60,292	18.78%	72,192	25.62%
<b>Total Annual Operating Budget</b>	<b>\$ 300,890</b>	<b>100.00%</b>	<b>\$ 321,057</b>	<b>100.00%</b>	<b>\$ 281,823</b>	<b>100.00%</b>

**Staffing (FTE's)**

	2010	2011	2012
Operations			
Professional	0.00	0.00	0.00
Support	7.00	8.00	7.00
<b>Total Staff</b>	<b>7.00</b>	<b>8.00</b>	<b>7.00</b>

**Performance Measures**

	2009-10	2010-11	Projected 2011-12
1. Percent of work orders with same day response.	25%	50%	90%
2. Percent of surplus items removed within 10 days of request.	10%	90%	100%
3. Number of warehouse inventories per year.	2	3	4



Records Management\Fixed Assets  
Organization 966

The Records Management/Fixed Assets department collects and stores all District records in accordance with state guidelines and responds to requests for transcripts and other records. In addition, this department tracks and inventories all capital assets and technology equipment, and works in tandem with the Distribution department to identify and collect surplus items for auction.

**Strategic Priorities and Goals**

	District Strategic Priorities/Goals
1. Increase percentage of work orders with same day response.	3.2
2. Increase percentage of surplus items removed within 10 days of request.	3.2
3. Increase number of fixed asset inventories per year.	5.5

**Financial Resources**

1. Seasonal help for fixed asset inventories - \$6,159
2. Annual licensing and software support fees - \$2,941

**General Fund Budget**

	<u>Audited</u> <u>2009-2010</u>	<u>% of</u> <u>Total</u>	<u>Projected</u> <u>Actual</u> <u>2010-2011</u>	<u>-</u> <u>% of</u> <u>Total</u>	<u>Adopted</u> <u>Budget</u> <u>2011-2012</u>	<u>% of</u> <u>Total</u>
<b>Payroll Cost by Function</b>						
41 General Administration	\$ -	0.00%	\$ 1,389	0.00%	\$ 6,159	33.71%
	-	0.00%	1,389	0.00%	6,159	33.71%
<b>Non Payroll Cost by Function</b>						
41 General Administration	-	0.00%	7,575	0.00%	12,109	66.29%
	-	0.00%	7,575	0.00%	12,109	66.29%
<b>Total Annual Operating Budget</b>	<u>\$ -</u>	<u>0.00%</u>	<u>\$ 8,964</u>	<u>0.00%</u>	<u>\$ 18,268</u>	<u>100.00%</u>

**Staffing (FTE's)**

	2010	2011	2012
General Administration			
Professional	0.00	0.00	0.00
Support	0.00	1.00	1.00
<b>Total Staff</b>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>

**Performance Measures**

	<u>2009-10</u>	<u>2010-11</u>	<u>Projected</u> <u>2011-12</u>
1. Percent of work orders with same day response.	25%	50%	90%
2. Percent of surplus items removed within 10 days of request.	10%	90%	100%
3. Number of fixed asset inventories per year.	2	3	4



Media Production Organization 970

The mission of the Media Production department is to offer video programming and services of the highest quality to KISD in the interest of promoting education, effective conveyance of information, and positive community relations in support of the districts goals.

**Strategic Priorities and Goals**

	District Strategic Priorities/Goals
1. Regularly update KSTV with information and content.	2.2
2. Support and facilitate campus media programs and students.	2.3
3. Provide event coverage to KISD employees and generate revenue.	5.4

**Financial Resources**

- \$10,767 for media supplies and equipment.

**General Fund Budget**

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	- % of Total	Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
61 Community Services	\$ 113,355	0.00%	\$ 111,681	91.21%	\$ 70,769	86.79%
	<u>113,355</u>	<u>0.00%</u>	<u>111,681</u>	<u>91.21%</u>	<u>70,769</u>	<u>86.79%</u>
<b>Non Payroll Cost by Function</b>						
61 Community Services	13,744	0.00%	10,764	8.79%	10,767	13.21%
	<u>13,744</u>	<u>0.00%</u>	<u>10,764</u>	<u>8.79%</u>	<u>10,767</u>	<u>13.21%</u>
<b>Total Annual Operating Budget</b>	<u>\$ 127,099</u>	<u>0.00%</u>	<u>\$ 122,445</u>	<u>100.00%</u>	<u>\$ 81,536</u>	<u>100.00%</u>

**Staffing (FTE's)**

	2010	2011	2012
Community Services			
Professional	2.00	2.00	1.00
Support	0.00	0.00	0.00
	<u>2.00</u>	<u>2.00</u>	<u>1.00</u>
<b>Total Staff</b>	<u>2.00</u>	<u>2.00</u>	<u>1.00</u>

**Performance Measures**

	2009-10	2010-11	Projected 2011-12
1. Regularly update KSTV with information and content.	Yes	Yes	Yes
2. Support and facilitate campus media programs and students.	Yes	Yes	Yes
3. Percent of expenditure budget recovered through event coverage.	98%	66.46%	100%





## Leadership Organization 971

The mission of the KISD Leadership function is to create and maintain systemic administrative and instructional processes through the development of campus leadership, collaborative communication and high levels of accountability for performance, innovation and excellence. The Leadership function oversees campus leaders, Fine Arts, Athletics, Library Services, Health Services and Safety and Security.

### Strategic Priorities and Goals

#### District Strategic Priorities/Goals

- |                                                                                                                            |     |
|----------------------------------------------------------------------------------------------------------------------------|-----|
| 1. Complete analysis of data for improving student engagement in co-curricular activities.                                 | 1.2 |
| 2. Review campus plans and produce cumulative expectations of all campuses related to engaging parents in campus projects. | 2.1 |

### Financial Resources

1. \$52,480 for student support.
2. \$21,524 for campus leadership support.

### General Fund Budget

	Audited 2009-2010	% of Total	Projected Actual 2010-2011	% of Total	- Adopted Budget 2011-2012	% of Total
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 104,295	11.05%	\$ 6,551	0.75%	\$ 5,987	0.60%
13 Curriculum and Staff Development	208	0.02%	-	0.00%	-	0.00%
21 Instructional Leadership	534,450	56.64%	537,712	61.75%	591,189	59.26%
23 School Leadership	34,419	3.65%	8,333	0.96%	18,500	1.85%
31 Guidance, Counseling and Evaluation	3,181	0.34%	-	0.00%	-	0.00%
32 Social Work Services	45,346	4.81%	56,292	6.47%	55,868	5.60%
	721,899	76.51%	608,888	69.93%	671,544	67.31%
<b>Non Payroll Cost by Function</b>						
11 Instruction	112,609	11.93%	35,500	4.08%	46,493	4.65%
13 Curriculum and Staff Development	-	0.00%	-	0.00%	250	0.03%
21 Instructional Leadership	39,131	4.15%	54,043	6.21%	65,322	6.55%
23 School Leadership	1,541	0.16%	1,340	0.15%	3,024	0.30%
31 Guidance, Counseling and Evaluation	260	0.03%	-	0.00%	-	0.00%
32 Social Work Services	48,099	5.10%	45,927	5.27%	83,757	8.40%
34 Student Transportation	20,000	2.12%	-	0.00%	-	0.00%
61 Community Services	-	0.00%	125,000	14.36%	125,000	12.53%
95 Juvenile Justice Alternative Educat	-	0.00%	-	0.00%	2,307	0.23%
	221,640	23.49%	261,810	30.07%	326,153	32.69%
<b>Total Annual Operating Budget</b>	\$ 943,539	100.00%	\$ 870,698	100.00%	\$ 997,697	100.00%

### Staffing (FTE's)

	2010	2011	2012
<b>Instructional Leadership</b>			
Professional	1.00	1.00	3.00
Support	1.00	1.00	2.00
<b>Social Work Services</b>			
Professional	0.00	0.00	1.00
Support	0.00	0.00	0.00
<b>Total Staff</b>	2.00	2.00	6.00

### Performance Measures

	2009-10	2010-11	Projected 2011-12
1. Completion of student engagement in extra-curricular activities data analysis	N/A	33%	100%
2. Completion of campus plan review and production of expectations related to parent engagement in campus projects.	N/A	0%	100%



PEIMS  
Organization 973

The PEIMS department provides continuous review of district data to ensure accurate reporting for the Public Education Information Management System (PEIMS). This department ensures the validity of the data as well as district compliance with TEA requirements and accountability standards. In addition, the PEIMS department assists in the development of administrative regulations related to data standards and student attendance.

**Strategic Priorities and Goals**

	District Strategic Priorities/Goals
1. Attain 100% accuracy on discipline data validation audits	5.5
2. Attain CTSBO certification status.	4.3
3. Project the Cohort list three years in advance.	3.2

**Financial Resources**

1. \$4,000 for contracted maintenance..
2. \$1,000 for supplies
3. \$2,500 for training costs.

**General Fund Budget**

	<u>Audited 2009-2010</u>	<u>% of Total</u>	<u>Projected Actual 2010-2011</u>	<u>% of Total</u>	<u>Adopted Budget 2011-2012</u>	<u>% of Total</u>
<b>Payroll Cost by Function</b>						
53 Data Processing Services	\$ -	0.00%	\$ 73,634	92.32%	\$ 90,540	91.88%
	-	0.00%	73,634	92.32%	90,540	91.88%
<b>Non Payroll Cost by Function</b>						
53 Data Processing Services	-	0.00%	6,126	7.68%	8,000	8.12%
	-	0.00%	6,126	7.68%	8,000	8.12%
<b>Total Annual Operating Budget</b>	<u>\$ -</u>	<u>0.00%</u>	<u>\$ 79,760</u>	<u>100.00%</u>	<u>\$ 98,540</u>	<u>100.00%</u>

**Staffing (FTE's)**

	2010	2011	2012
Data Processing Services			
Professional	0.00	1.00	1.00
Support	0.00	0.00	0.50
<b>Total Staff</b>	<u>0.00</u>	<u>1.00</u>	<u>1.50</u>

**Performance Measures**

	<u>2009-10</u>	<u>2010-11</u>	<u>Projected 2011-12</u>
1. % of discipline data accuracy	N/A	Discipline 80%	Discipline 100%
2. % of CTSBO certification attained.	0%	50%	100%
3. % of Cohort list projected three years in advance	N/A	60%	100%



Safety and Security Organization 975

The Safety and Security department strives to provide the most secure environment possible for KISD students and staff. Responsibilities include all in-District security, remote security, crisis management, compliance with state and federal security mandates, and regulation of campus visits.

**Strategic Priorities and Goals**

District Strategic Priorities/Goals

- 1. All campus safety and security personnel will be trained in the use of Rapture system, video camera system, first aide, CPR and AED. 4.3
- 2. All campus safety and security personnel will be trained in basic conflict resolution, campus emergency drills and building security and supervision. 4.3

**Financial Resources**

- 1. \$100,000 for additional security cameras
- 2. \$545,579 for contract maintenance of security systems and fire alarms.

**General Fund Budget**

	<u>Audited 2009-2010</u>	<u>% of Total</u>	<u>Projected Actual 2010-2011</u>	<u>- % of Total</u>	<u>Adopted Budget 2011-2012</u>	<u>% of Total</u>
<b>Non Payroll Cost by Function</b>						
52 Security and Monitoring Services	\$ -	0.00%	242,068	17.37%	194,174	19.65%
	-	0.00%	242,068	17.37%	194,174	19.65%
<b>Non Payroll Cost by Function</b>						
51 Facility Maintenance and Operations	-		3,054	0.22%	-	0.00%
52 Security and Monitoring Services	-		1,148,840	82.41%	794,052	80.35%
	-		1,151,894	82.63%	794,052	80.35%
<b>Total Annual Operating Budget</b>	\$ -	0.00%	\$ 1,393,962	100.00%	\$ 988,226	100.00%

**Staffing (FTE's)** 2010 2011 2012

Security			
Professional	0.00	0.00	1.00
Support	0.00	0.00	3.00
<b>Total Staff</b>	<b>0.00</b>	<b>0.00</b>	<b>4.00</b>

**Performance Measures**

2009-10 2010-11 Projected  
2011-12

- 1. Percentage of campus safety and security personnel trained in the use of Rapture system, video cameral system, first aide, CPR and AED . N/A N/A 100%
- 2. Percentage of campus safety and security personnel trained in basic conflict resolution, campus emergency drills and building security and supervision. N/A N/A 100%



## High School Allotment Organization 997

The High School allotment is promulgated by the Texas Education Agency House Bill 1 and provides \$275 per high school student to districts to prepare students to go on to higher education, encourage students to take advanced academic course work, increase the rigor of academic course work, align secondary and post-secondary curriculum and support high school completion and success initiatives in grades 6-12.

### Strategic Priorities and Goals

#### District Strategic Priorities/Goals

- |                                                                                                                   |          |
|-------------------------------------------------------------------------------------------------------------------|----------|
| 1. Increase the percentage of students achieving higher education readiness qualifying for English Language arts. | 1.2, 1.3 |
| 2. Increase the percentage of students achieving higher education readiness qualifying for Math.                  | 1.2, 1.3 |

### Financial Resources

- \$403,090 for AVID professional development and field trips, credit recovery, PSAT fees for 11th graders, PSAT summer preparation program for 10th graders and extra duty pay for tutoring.

### General Fund Budget

	<b>Audited 2009-2010</b>	<b>% of Total</b>	<b>Projected Actual 2010-2011</b>	<b>- % of Total</b>	<b>Adopted Budget 2011-2012</b>	<b>% of Total</b>
<b>Payroll Cost by Function</b>						
11 Instruction	\$ 46,754	17.54%	\$ 59,735	17.45%	\$ 48,700	12.08%
	46,754	17.54%	59,735	17.45%	48,700	12.08%
<b>Non Payroll Cost by Function</b>						
11 Instruction	182,943	68.63%	156,705	45.79%	244,849	60.75%
13 Curriculum and Staff Development	19,191	7.20%	98,852	28.88%	66,571	16.52%
21 Instructional Leadership	132	0.05%	160	0.05%	3,000	0.74%
23 School Leadership	4,212	1.58%	2,136	0.62%	5,220	1.29%
31 Guidance, Counseling and Evaluation	13,315	5.00%	24,674	7.21%	34,750	8.62%
	219,793	82.46%	282,527	82.55%	354,390	87.92%
<b>Total Annual Operating Budget</b>	<b>\$ 266,547</b>	<b>100.00%</b>	<b>\$ 342,262</b>	<b>100.00%</b>	<b>\$ 403,090</b>	<b>100.00%</b>

### Staffing (FTE's)

2010 2011 2012

No staffing units for this organization. Payroll costs are for extra duty pay.

### Performance Measures

	<b>2009-10</b>	<b>2010-11</b>	<b>Projected 2011-12</b>
1. Percentage Increase in students achieving higher education readiness qualifying for English Language Arts.	80%	71%	83%
2. Percentage Increase in students achieving higher education readiness qualifying for Math.	74%	76%	79%



## District Wide Organization 999

The District-Wide organizational unit is used to budget for campus expenditures that cannot be attributable to a specific campus. Also included are expenditures that are not required to be recorded at the campus level, such as end of the year accruals.

### Strategic Priorities and Goals

District Strategic Priorities/Goals

### Financial Resources

#### General Fund Budget

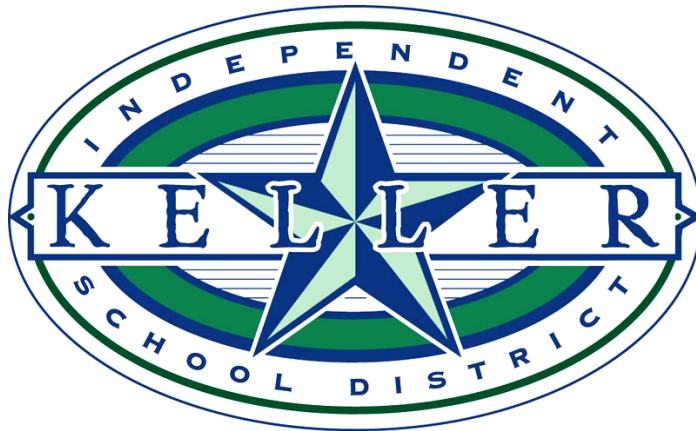
	<b>Audited 2009-2010</b>	<b>% of Total</b>	<b>Projected Actual 2010-2011</b>	<b>- % of Total</b>	<b>Adopted Budget 2011-2012</b>	<b>% of Total</b>
<b>Payroll Cost by Function</b>						
11 Instruction	\$ -	0.00%	\$ 551	0.03%	\$ 817,762	25.20%
12 Media Services (Library)	-	0.00%	-	0.00%	4,683	0.14%
13 Curriculum and Staff Development	103	0.01%	-	0.00%	170,744	5.26%
21 Instructional Leadership	-	0.00%	-	0.00%	204,969	6.31%
23 School Leadership	19,624	1.00%	5,127	0.29%	22,913	0.71%
31 Guidance, Counseling and Evaluation	2,139	0.11%	1,947	0.11%	11,846	0.36%
41 General Administration	103	0.01%	-	0.00%	105,918	3.26%
52 Security and Monitoring Services	-	0.00%	-	0.00%	104	0.00%
53 Data Processing Services	4	0.00%	-	0.00%	55,061	1.70%
61 Community Services	-	0.00%	-	0.00%	306	0.01%
	<u>21,973</u>	<u>1.13%</u>	<u>7,625</u>	<u>0.43%</u>	<u>1,394,306</u>	<u>42.95%</u>
<b>Non Payroll Cost by Function</b>						
97 Tax Increment Fund (TIF)	1,925,666	98.87%	1,750,904	99.57%	1,851,674	57.05%
	<u>1,925,666</u>	<u>98.87%</u>	<u>1,750,904</u>	<u>99.57%</u>	<u>1,851,674</u>	<u>57.05%</u>
<b>Total Annual Operating Budget</b>	<b>\$ 1,947,639</b>	<b>100.00%</b>	<b>\$ 1,758,529</b>	<b>100.00%</b>	<b>\$ 3,245,980</b>	<b>100.00%</b>

#### Staffing (FTE's)

2010 2011 2012

Payroll costs in this organization are for substitute and extra-duty costs for which the intended organization is not known at this time.

#### Performance Measures

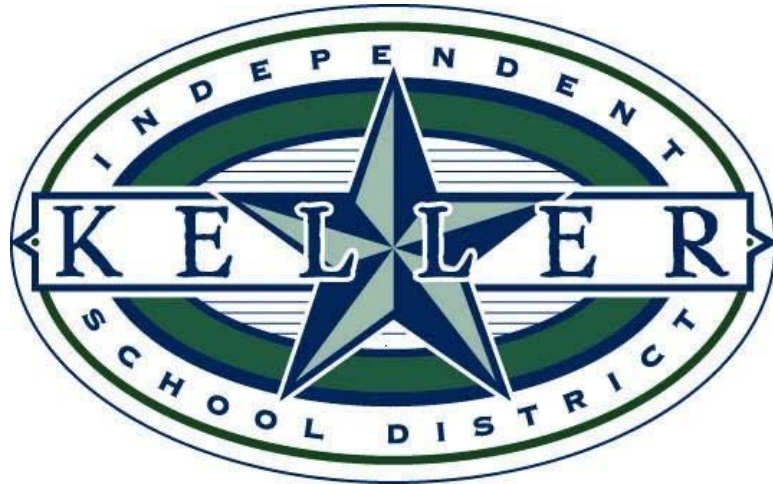


KELLER ISD  
Intentionally  Exceptional

# *Debt Service Fund*



Artwork Provided by:  
Payton Cimiro  
Fossil Ridge High School



KELLER ISD  
Intentionally  Exceptional



## **DEBT SERVICE FUND OVERVIEW**

The Debt Service Fund accounts for payments of principal, interest, and related fees on the District's General Obligation bonds. Under Texas Law, only these Debt Service payments can be charged to this fund. A majority of funding is derived from a designated allocation of the property tax rate. Current requirements for principal and interest expenditures are accounted for in the Debt Service Fund. Proceeds of long-term issues are reflected as "Other Resources" in the operating statement of the recipient fund.

As of August 31, 2011, the District had \$712,856,767 in outstanding long-term debt. The general obligation bond requirements to maturity equal \$1,275,446,131. The District issued \$9,445,000 of Unlimited Tax Refunding Bonds on April 19, 2011, with interest rates between 5.25% and 5.50% to advance refund \$9,445,000 of series 2001 bonds. The refunding reduced the District's total debt service payments over the next 20 years by approximately \$1,877,670 to obtain an economic gain (difference between the present value of the debt service payments on the old and new debt) of approximately \$1,442,090.

The District has no authorized but unissued bonds.

## **DEBT SERVICE EXPENDITURES**

The budget consists of the following amounts: \$12,694,743 for bond principal payments, \$44,244,356 for bond interest payments, and \$150,000 for paying agent fees. Detailed Debt Service requirements are located within this section of the budget document.

The District continues to retire existing debt at a steady pace, but continued enrollment growth has required issuance of new debt at a similar pace. Although enrollment has slowed, District personnel continually work with the community through the Citizens Bond Advisor Committee to review the facility needs of the District. This Board-appointed committee makes recommendations to the Board of Trustees for needs that will be addressed through additional debt issuance, while minimizing the financial impact on the taxpayer. As new construction slows and significantly fewer bonds are issued, the district's annual debt requirements will decrease as well. This would eventually lead to decreases in the debt service portion of the tax rate.

Historically, the District's administration and Board have followed the advice of our financial advisors (First Southwest Company) and structured debt with a principal retirement schedule that allows the District to continue to issue bonds without significantly increasing the Debt Service tax rate and with a minimal repayment schedule in terms of years.

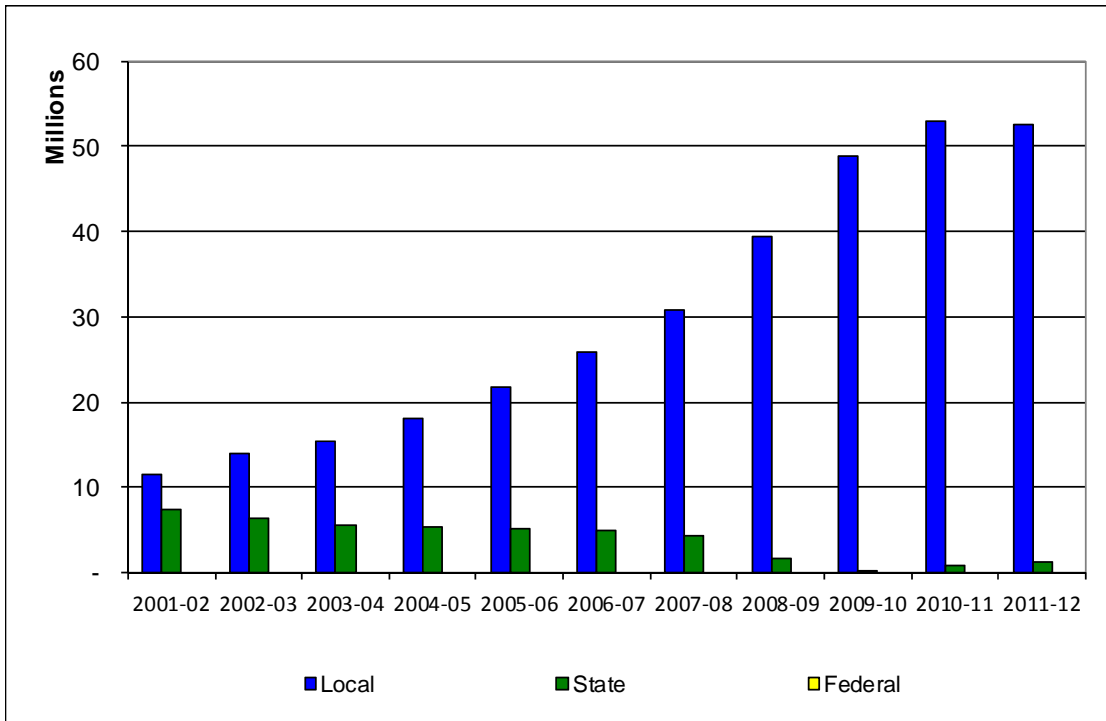
The Debt Service tax rate will be \$0.500 per \$100 valuation.

**KELLER ISD 2011-2012 BUDGET**

Debt Service is a major area of cost due to the District's building program which is primarily financed by the sale of general obligation bonds. The ratio of net bonded debt to assessed value for the District was 6.37% at August 31, 2011.

The following graph depicts the change in Keller ISD's Debt Service Fund revenue sources, 2002-2012.

**DEBT SERVICE REVENUE SOURCES**

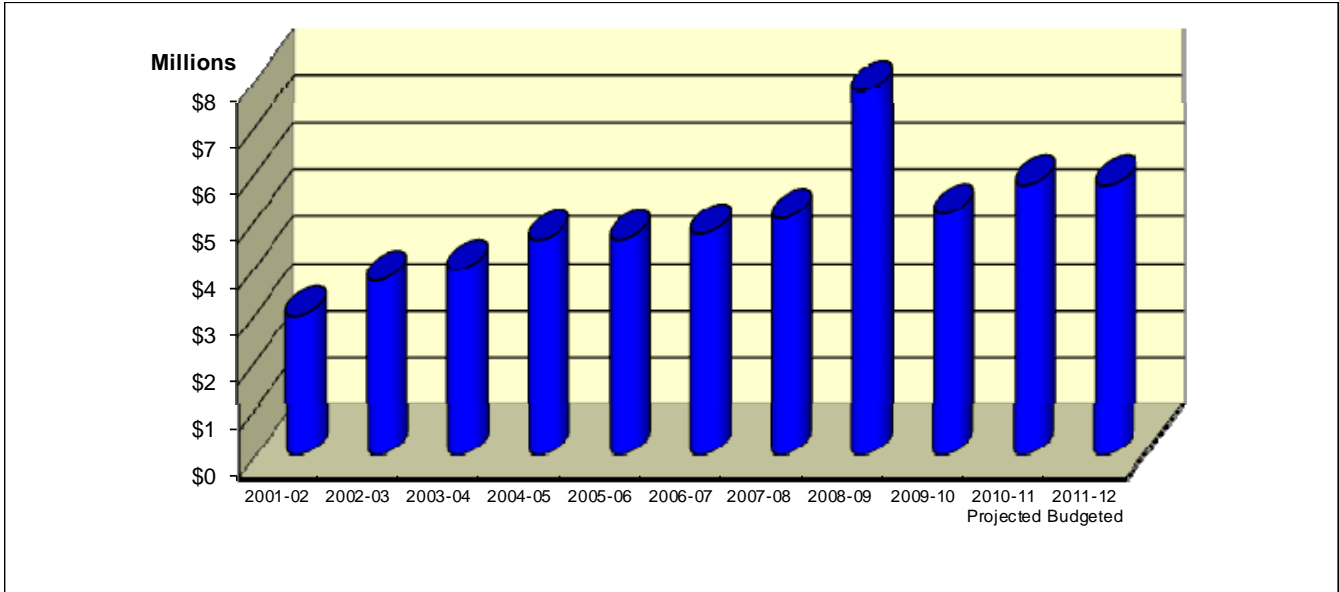


<u>Year</u>	<u>Local</u>	<u>State</u>	<u>Federal</u>
2001-02	9,096,990	7,363,784	0
2002-03	11,566,853	6,401,241	0
2003-04	13,950,625	5,566,193	0
2004-05	15,340,826	5,270,178	0
2005-06	18,086,452	5,201,057	0
2006-07	21,710,060	4,953,187	0
2007-08	25,867,344	4,264,854	0
2008-09	30,869,545	1,542,827	0
2009-10	39,442,048	261,674	0
2010-11	53,001,754	862,247	0
2011-12	52,663,888	1,119,288	0

**KELLER ISD 2011-2012 BUDGET**

The graph below indicates the Debt Service Fund balance at the end of each fiscal year from 2001-02 to 2009-10 and a projection of the fund balance for the 2010-11 and the 2011-12 budget years.

**DEBT SERVICE FUND BALANCE**



<u>Year</u>	<u>Fund Balance</u>
2001-02	2,993,954
2002-03	3,744,659
2003-04	3,977,470
2004-05	4,608,114
2005-06	4,608,114
2006-07	4,741,309
2007-08	5,066,051
2008-09	7,771,284
2009-10	5,167,382
2010-11 Projected	5,769,005
2011-12 Budgeted	5,769,005

**KELLER ISD 2011-2012 BUDGET**

**KELLER INDEPENDENT SCHOOL DISTRICT  
DEBT SERVICE FUND**

**FIVE YEAR SUMMARY OF REVENUES AND EXPENDITURES  
YEARS ENDED AUGUST 31, 2007 - AUGUST 31, 2011 (BUDGETED)**

	<u>Audited 2007-08</u>	<u>Audited 2008-09</u>	<u>Audited 2009-10</u>	<u>Projected Actual 2010-11</u>	<u>Adopted Budget 2011-12</u>
<b>Revenue</b>					
Local Sources	\$ 30,869,535	\$ 39,442,048	\$ 48,779,858	\$ 53,001,754	\$ 52,663,888
State Sources	4,264,854	1,542,827	261,674	862,247	1,119,288
<b>Total Revenues</b>	<u>35,134,389</u>	<u>40,984,875</u>	<u>49,041,532</u>	<u>53,864,001</u>	<u>53,783,176</u>
<b>Expenditures</b>					
Debt Service	41,412,463	44,610,580	52,109,811	55,378,182	57,089,099
<b>Total Expenditures</b>	<u>41,412,463</u>	<u>44,610,580</u>	<u>52,109,811</u>	<u>55,378,182</u>	<u>57,089,099</u>
<b>Revenue Over (Under) Expenditures</b>	<u>(6,278,074)</u>	<u>(3,625,705)</u>	<u>(3,068,279)</u>	<u>(1,514,181)</u>	<u>(3,305,923)</u>
<b>Other Financing Resources (Uses)</b>					
Other Resources	6,602,816	17,562,890	31,969,812	2,115,804	3,305,923
Other Uses	-	(11,231,952)	(31,505,435)	-	-
<b>Total Other Financing Resources (Uses)</b>	<u>6,602,816</u>	<u>6,330,938</u>	<u>464,377</u>	<u>2,115,804</u>	<u>3,305,923</u>
<b>Revenues and Other Resources Over (Under) Expenditures</b>	<u>324,742</u>	<u>2,705,233</u>	<u>(2,603,902)</u>	<u>601,623</u>	<u>-</u>
<b>Beginning Fund Balance, 9/1</b>	<u>4,741,309</u>	<u>5,066,051</u>	<u>7,771,284</u>	<u>5,167,382</u>	<u>5,769,005</u>
<b>Ending Fund Balance, 8/31</b>	<u>\$ 5,066,051</u>	<u>\$ 7,771,284</u>	<u>\$ 5,167,382</u>	<u>\$ 5,769,005</u>	<u>\$ 5,769,005</u>

**DEBT LIMITATIONS**

Under state law, there is no explicit bonded indebtedness limitation, although a tax rate test effectively imposes a limit on the incurrence of debt. Chapter 45 of the Texas Education Code, as amended, requires a district to demonstrate to the Texas Attorney General that, with respect to the proposed issuance, it has the projected ability to pay debt service on a proposed issue of bonds, together with debt service on all previously issued bonds of the district, from a tax levied at a rate of \$0.50 per \$100 of assessed valuation, before bonds may be issued. In demonstrating the ability to pay debt service at a rate of \$0.50, a district may take into account allotments from the state which effectively reduces the district's local share of debt service, such as the Instructional Facilities Allotment and the Existing Debt Allotment. The payment structure for the entire bond issue is projected so that the tax rate never exceeds \$0.50 over the time frame of the bonds, although the District can make the assumption of increased property values in the projection.

Once the prospective ability to pay such tax has been shown and the bonds are issued, a district may levy an unlimited tax to pay debt service.

**TAX ADEQUACY WITH RESPECT TO THE DISTRICT'S OUTSTANDING BONDS**

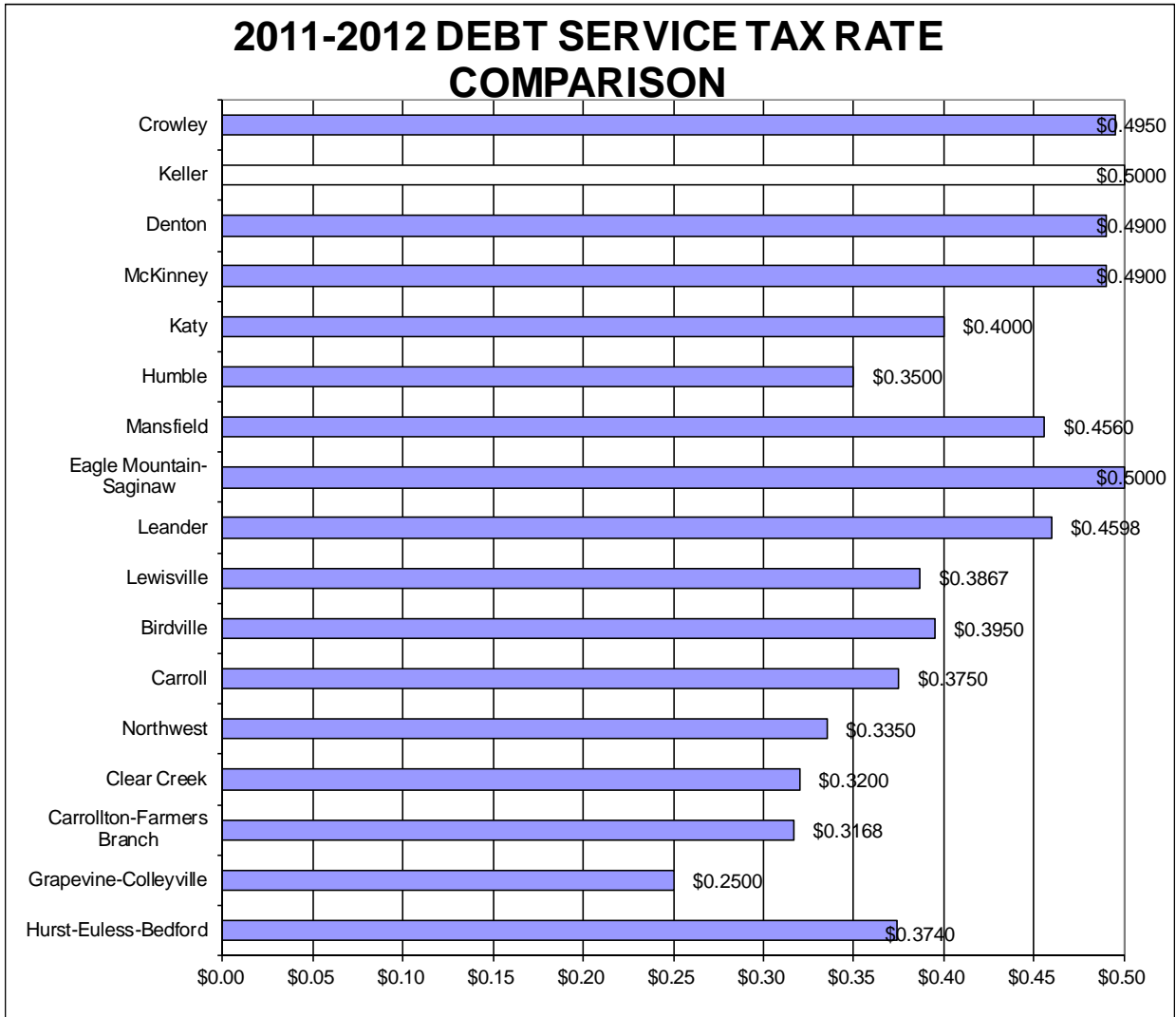
Local Taxable Assessed Value (2011-12)	\$11,200,638,123
Total Collection Percentage	99%
Computed Tax Revenue at \$0.50 Tax Rate	\$55,443,159
Current Max Annual Debt Service per Debt Retirement Schedule	\$62,587,163

For the 2011-12 fiscal year, the maximum annual debt service permitted is \$55,443,159. The maximum annual debt service payment is currently \$62,587,163, occurring in the fiscal year ending 8/31/2030. The amount of new debt that may be issued may not include an annual debt service payment of more than \$55,443,159 when combined with existing debt with the current assessed taxable value. The 2011-12 debt payment is \$56,939,098.

**2011-12 TOTAL TAX RATE RANKING  
COMPARABLE DISTRICTS - REGIONAL AND STATE**

<u>District</u>	<u>M &amp; O</u>	<u>I &amp; S</u>	<u>Total Rate</u>
Hurst-Eules-Bedford	\$ 1.0400	\$0.3740	\$ 1.4140
Grapevine-Colleyville	\$ 1.0400	\$0.2500	\$ 1.2900
Carrollton-Farmers Branch	\$ 1.0400	\$0.3168	\$ 1.3568
Clear Creek	\$ 1.0400	\$0.3200	\$ 1.3600
Northwest	\$ 1.0400	\$0.3350	\$ 1.3750
Carroll	\$ 1.0400	\$0.3750	\$ 1.4150
Birdville	\$ 1.0400	\$0.3950	\$ 1.4350
Lewisville	\$ 1.0400	\$0.3867	\$ 1.4267
Leander	\$ 1.0400	\$0.4598	\$ 1.4998
Eagle Mountain-Saginaw	\$ 0.9958	\$0.5000	\$ 1.4958
Mansfield	\$ 1.0400	\$0.4560	\$ 1.4960
Humble	\$ 1.1700	\$0.3500	\$ 1.5200
Katy	\$ 1.1266	\$0.4000	\$ 1.5266
McKinney	\$ 1.0400	\$0.4880	\$ 1.5280
Denton	\$ 1.0400	\$0.4900	\$ 1.5300
<b>Keller</b>	<b>\$ 1.0400</b>	<b>\$0.5000</b>	<b>\$ 1.5400</b>
Crowley	\$ 1.0400	\$0.4950	\$ 1.5350

The graph below depicts comparable regional and state districts' Debt Service tax rates for 2011-2012.



**KELLER ISD 2011-2012 BUDGET**

**KELLER INDEPENDENT SCHOOL DISTRICT**

**DEBT SERVICE FUND**

**DEBT SERVICE FUND BOND SCHEDULE**

Description	Interest Rate Payable	Amounts Original Issue	Amount Outstanding 9/1/2010	Issued Current Year	Retired Current Year
Refunding and School Building Bonds	5.625%	\$ 29,245,000	\$ 534,311	\$ -	\$ 192,564
to					
Series 1992 & 1992A	6.25%				
Refunding and School Building Bonds	3.50%	31,065,000	315,000	-	-
to					
Series 1993 & 1993A	6.25%				
Unlimited Tax School Building Bonds	3.60%	59,539,931	14,998,643	-	479,161
to					
Bonds Series 1996A	5.90%				
Unlimited Tax School Building Bonds	3.85%	29,698,013	4,019,995	-	-
to					
Bonds Series 1997A	6.00%				
Unlimited Tax School Building Bonds	4.20%	90,610,038	2,450,767	-	2,100,000
to					
Bonds Series 1998	5.00%				
Unlimited Tax School Building Bonds	4.00%	30,190,000	265,002	-	50,000
to					
Bonds Series 1999	4.90%				
Unlimited Tax School Building Bonds	4.90%	83,961,810	1,805,161	-	1,805,161
to					
Bonds Series 2000	6.00%				
Unlimited Tax School Building Bonds	5.25%	117,068,480	17,624,566	(9,550,000)	1,155,458
to					
Bonds Series 2001	5.50%				
Unlimited Tax Refunding Bonds	3.00%	7,184,997	805,000	-	220,000
to					
Bonds Series 2002	4.20%				
Unlimited Tax Refunding Bonds	4.15%	98,339,961	95,029,961	-	2,575,000
to					
Bonds Series 2005	5.00%				
Unlimited Tax School Building and Refunding Bonds	4.00%	117,165,000	115,725,000	-	935,000
to					
Bonds Series 2005A	5.00%				
Unlimited Tax School Refunding Bonds	4.00%	89,844,973	88,694,973	-	315,000
to					
Bonds Series 2006	5.00%				
Unlimited Tax School Refunding Bonds	4.00%	64,749,980	63,957,568	-	13,807
to					
Bonds Series 2006A	4.60%				
Unlimited Tax School Refunding Bonds	4.00%	136,470,000	135,725,000	-	1,165,000
to					
Bonds Series 2007	5.00%				
Unlimited Tax School Refunding Bonds	4.39%	142,299,951	142,299,951	-	1,330,000
to					
Bonds Series 2009	5.00%				
Unlimited Tax School Refunding Bonds	3.00%	11,199,999	10,885,000	-	295,000
to					
Bonds Series 2009	4.63%				
Unlimited Tax School Refunding Bonds	3.50%	22,419,992	22,377,612	-	5,594
to					
Bonds Series 2009A	4.50%				
Unlimited Tax School Refunding Bonds	2.00%	8,389,999	8,204,999	-	44,999
to					
Bonds Series 2010	4.125%				
Unlimited Tax School Refunding Bonds	2.00%	9,445,000	-	9,445,000	75,000
to					
Bonds Series 2011	4.000%				
<b>Total Bonded Indebtedness</b>			<b>\$ 725,718,509</b>	<b>\$ (105,000)</b>	<b>\$ 12,756,744</b>

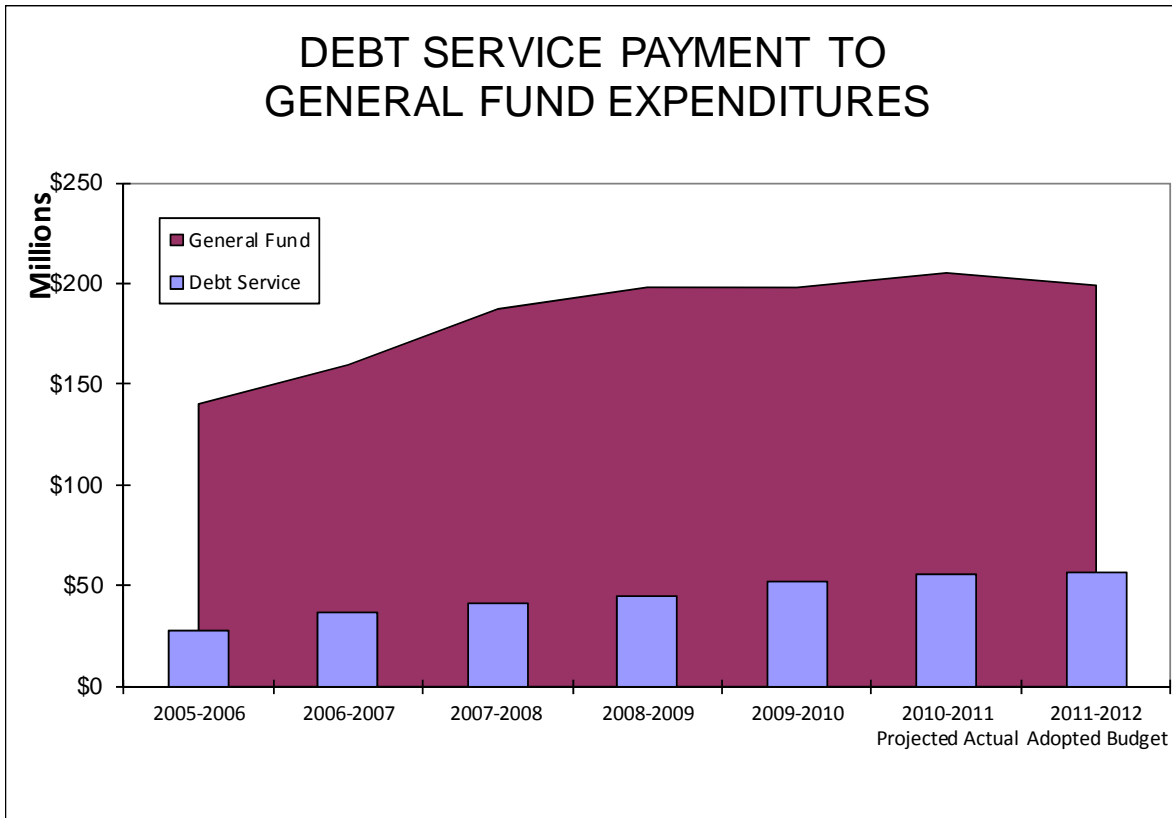


## KELLER ISD 2011-2012 BUDGET

Amount Outstanding 8/31/2011	Requirements		Requirements		9/1/2011 To Maturity Interest
	Year Ending 8/31/2012		Year Ending 8/31/2013		
	Principal	Interest	Principal	Interest	
\$ 341,747	\$ 178,083	\$ 1,936,917	\$ 163,664	\$ 1,916,336	\$ 3,853,253
315,000	-	-	197,346	1,562,654	-
14,519,482	654,836	965,164	701,389	1,163,611	48,580,517
4,019,995	-	241,200	-	241,200	2,328,000
350,767	350,767	4,224,250	-	-	4,224,250
215,002	85,000	435,000	45,000	725,000	2,645,000
-	-	-	-	-	-
6,919,108	2,697,585	3,492,109	1,436,523	2,177,171	8,184,811
585,000	270,000	24,030	315,000	13,230	37,260
92,454,961	790,000	4,425,338	1,979,961	7,949,701	52,740,836
114,790,000	2,245,000	5,455,894	1,075,000	5,343,644	70,093,286
88,379,973	330,000	4,230,694	310,000	4,217,494	64,539,417
63,943,761	8,016	3,011,648	4,653	3,021,011	48,399,452
134,560,000	1,090,000	6,558,625	-	6,515,024	100,991,025
140,969,951	3,375,000	7,204,556	6,285,000	6,979,931	127,091,896
10,590,000	230,000	377,650	1,515,000	351,475	2,101,700
22,373,020	5,472	1,022,738	5,305	1,022,905	16,891,888
8,160,000	320,000	293,644	140,000	289,044	3,972,672
9,370,000	65,000	338,900	335,000	337,600	3,364,100
\$ 712,857,767	\$ 12,694,759	\$ 44,238,357	\$ 14,508,841	\$ 43,827,031	\$ 560,039,363

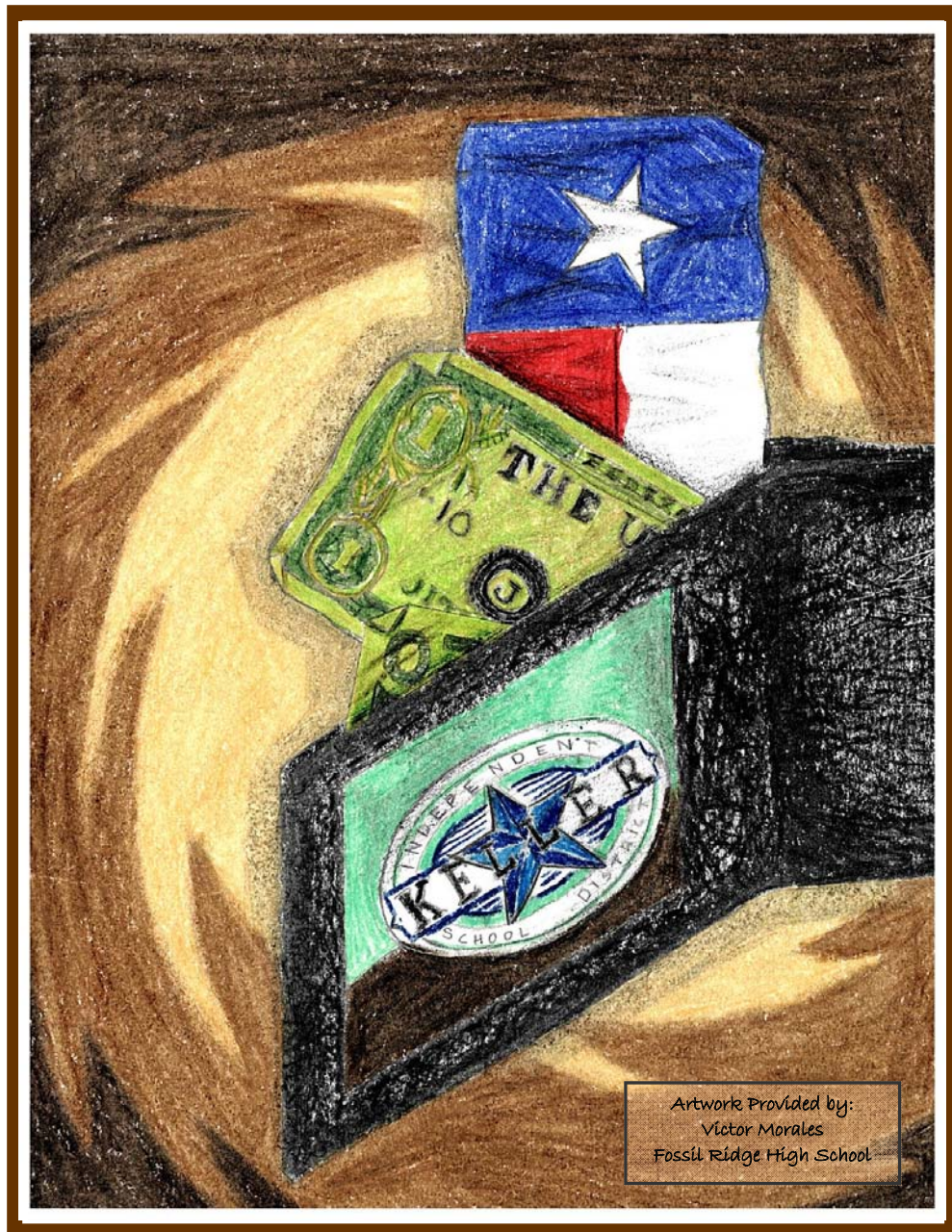
**KELLER ISD 2011-2012 BUDGET**

The graph below depicts a comparison of Keller ISD's General Fund expenditures and Debt Service expenditures. In all years but one, the rate of increase in Debt Service expenditures has far exceeded the rate of increase for General Fund expenditures. The increase in Debt Service expenditures is easily explained by the fact that the District has opened fourteen campuses since 2005-06 - nine elementary schools, one intermediate school, two middle schools, one high school and an Early Learning Center. The fact that the general fund expenditures to open and operate these campuses have increased at a much lesser rate than debt service expenditures attests to the District's efficiency in managing their resources.

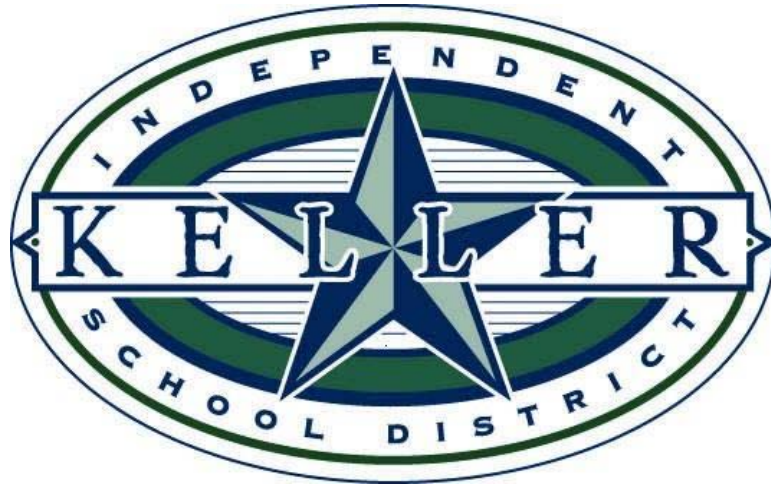


Year	General Fund		Debt Service Fund	
	General Fund	% Increase Over Prior Year	Debt Service	% Increase Over Prior Year
2005-2006	140,268,250	11.30%	28,182,817	17.57%
2006-2007	159,675,578	13.84%	37,146,702	31.81%
2007-2008	187,382,466	17.35%	41,412,463	11.48%
2008-2009	198,150,292	5.75%	44,610,580	7.72%
2009-2010	198,073,529	-0.04%	52,109,811	16.81%
2010-2011 Projected Actual	205,281,451	3.64%	55,378,182	6.27%
2011-2012 Adopted Budget	199,105,846	-3.01%	57,089,099	3.09%

# *Child Nutrition Fund*



Artwork Provided by:  
Victor Morales  
Fossil Ridge High School



KELLER ISD  
Intentionally  Exceptional

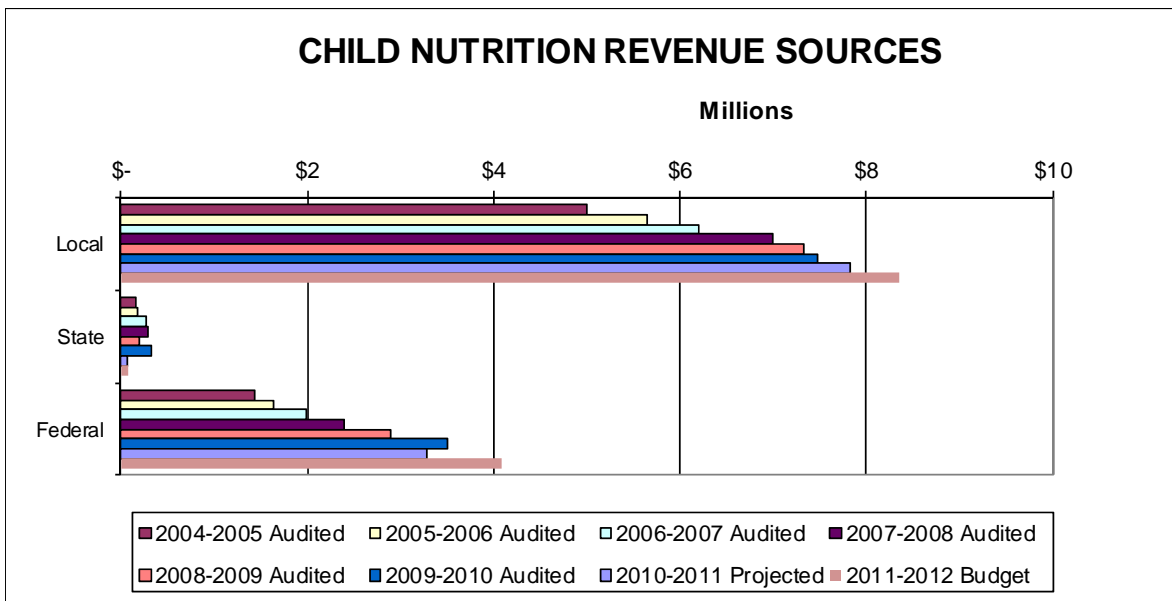
**CHILD NUTRITION SPECIAL REVENUE FUND OVERVIEW**

The District’s food service operations are accounted for in the Child Nutrition Special Revenue Fund. Although Special Revenue Funds are generally not included in the annual budget adopted by the Board of Trustees, the TEA regulations require inclusion of the Child Nutrition Fund. Approximately 33.22% of the projected 2011-12 revenue in this fund is received from the United States Department of Agriculture (USDA) under the National School Lunch Program, the School Breakfast Program, and the Food Distribution Program. The remaining revenue is primarily generated from user fees – i.e. student payments for meals.

The price charged for student lunches will increase in the 2011-12 school year. The Healthy, Hunger-Free Kids Act of 2010 requires schools to charge students for paid meals at a price on average equal to the difference between free meal reimbursement and paid meal reimbursement. Schools that currently charge less are required to gradually increase their prices over time until they meet the requirement. The average price for a paid student lunch in Keller ISD was \$2.25 during the 2010-11 school year and the reimbursement for a free lunch is \$2.72. In order to comply with Section 205 of the Healthy, Hunger-Free Kids Act of 2010, Keller ISD will increase the lunch cost to \$2.35 for lunches served at elementary and intermediate schools and \$2.45 for middle and high schools.

Child Nutrition expenditures for 2011-12 consist of payroll (36.03%), contracted services (8.18%), supplies and materials (54.56%), capital outlay (0.69%), and other operating expenditures (.54%).

The District began using an outside vendor to manage the Child Nutrition program in the 2003-04 fiscal year. The current provider is Sodexo, Inc. Fund balance has increased from \$1,306,903 at August 31, 2003 to a projected balance of \$3,393,673 at August 31, 2011, an increase of \$2,086,770. The ending fund balance for 2011-12 is projected to be \$4,193,673, which is an increase from 2010-11 of \$800,000. This increase is due to guaranteed income from the District’s food service management company.



Year	Local	State	Federal
2004-2005 Audited	5,007,170	153,301	1,437,445
2005-2006 Audited	5,642,397	178,482	1,640,374
2006-2007 Audited	6,206,732	273,149	1,985,730
2007-2008 Audited	6,999,777	288,962	2,388,359
2008-2009 Audited	7,335,907	188,147	2,901,555
2009-2010 Audited	7,468,930	326,702	3,500,740
2010-2011 Projected	7,832,977	64,463	3,279,422
2011-2012 Budget	8,360,948	72,458	4,087,486



## Child Nutrition Organization 954

The Child Nutrition department, in partnership with Sodexo School Services and the greater school community, is committed to meeting the nutritional, educational and health needs of our students. Our goal is to have a positive impact on the wellness of children by involvement with the Student Health Advisory Council and by serving as a resource for parents, school nurses and the Keller ISD community.

### Goals and Objectives

#### District Strategic Priorities/Goals

1. Determine percent of campuses that are not staffed appropriately based on meals per labor hour.	5.5
2. Sustain increased growth each year in average daily participation (ADP) in the School Breakfast Program	1.2
3. Maintain food cost below budget	5.3

### Financial Resources

\$5,682,792 for food  
\$4,223,100 for labor

### Child Nutrition Fund Budget

	Audited	% of	Projected	% of	Adopted	% of
	2009-2010	Total	Actual	Total	Budget	Total
<b>Payroll Cost by Function</b>						
35 Food Services	\$ 4,000,245	37.73%	\$ 3,827,901	37.54%	\$ 4,223,100	36.03%
	4,000,245	37.73%	3,827,901	37.54%	4,223,100	36.03%
<b>Non Payroll Cost by Function</b>						
35 Food Services	6,600,802	62.27%	6,368,195	62.46%	7,497,792	63.97%
	6,600,802	62.27%	6,368,195	62.46%	7,497,792	63.97%
<b>Total Annual Operating Budget</b>	\$10,601,047	100.00%	\$10,196,096	100.00%	\$11,720,892	100.00%

### Staffing (FTE's)

	2010	2011	2012
Professional	1.00	1.00	1.00
Support	250.00	256.00	271.00
<b>Total Staff</b>	251.00	257.00	272.00

### Performance Measures

	2009-2010	2010-2011	2011-2012
1. Number of schools inappropriately staffed based on meals per labor hour	40% over 31% under	30/30	25/25
2. % increase from prior year in breakfast and lunch meals served.	breakfast .03% Lunch 93%	breakfast .20% Lunch 2.0%	breakfast .25% Lunch 2.5%
3. Food cost per meal as compared to budget..	\$1.15	\$1.11	\$1.26

**KELLER ISD 2011-2012 BUDGET**

**KELLER INDEPENDENT SCHOOL DISTRICT  
CHILD NUTRITION FUND**

**FIVE YEAR SUMMARY OF REVENUES AND EXPENDITURES  
YEARS ENDED AUGUST 31, 2008—AUGUST 31, 2012 (ADOPTED BUDGET)**

	<b>Audited 2007-2008</b>	<b>Audited 2008-2009</b>	<b>Audited 2009-2010</b>	<b>Projected Actual 2010-2011</b>	<b>Adopted Budget 2011-2012</b>
<b>Revenues</b>					
Local sources	\$ 6,999,777	\$ 7,335,907	\$ 7,468,930	\$ 7,832,977	\$ 8,360,948
State sources	288,962	188,147	326,702	64,463	72,458
Federal sources	2,388,359	2,901,555	3,500,740	3,279,422	4,087,486
<b>Total Revenues</b>	<b>9,677,098</b>	<b>10,425,609</b>	<b>11,296,372</b>	<b>11,176,862</b>	<b>12,520,892</b>
<b>Expenditures</b>					
Food Services	9,669,282	9,862,263	10,601,047	10,196,096	11,720,892
<b>Total Expenditures</b>	<b>9,669,282</b>	<b>9,862,263</b>	<b>10,601,047</b>	<b>10,196,096</b>	<b>11,720,892</b>
<b>Revenues Over Expenditures</b>	<b>7,816</b>	<b>563,346</b>	<b>695,325</b>	<b>980,766</b>	<b>800,000</b>
<b>Fund Balance beginning, 9/1</b>	1,146,420	1,154,236	1,717,582	2,412,907	3,393,673
<b>Fund Balance ending, 8/31</b>	<b>\$ 1,154,236</b>	<b>\$ 1,717,582</b>	<b>\$ 2,412,907</b>	<b>\$ 3,393,673</b>	<b>\$ 4,193,673</b>

KELLER ISD 2011-2012 BUDGET

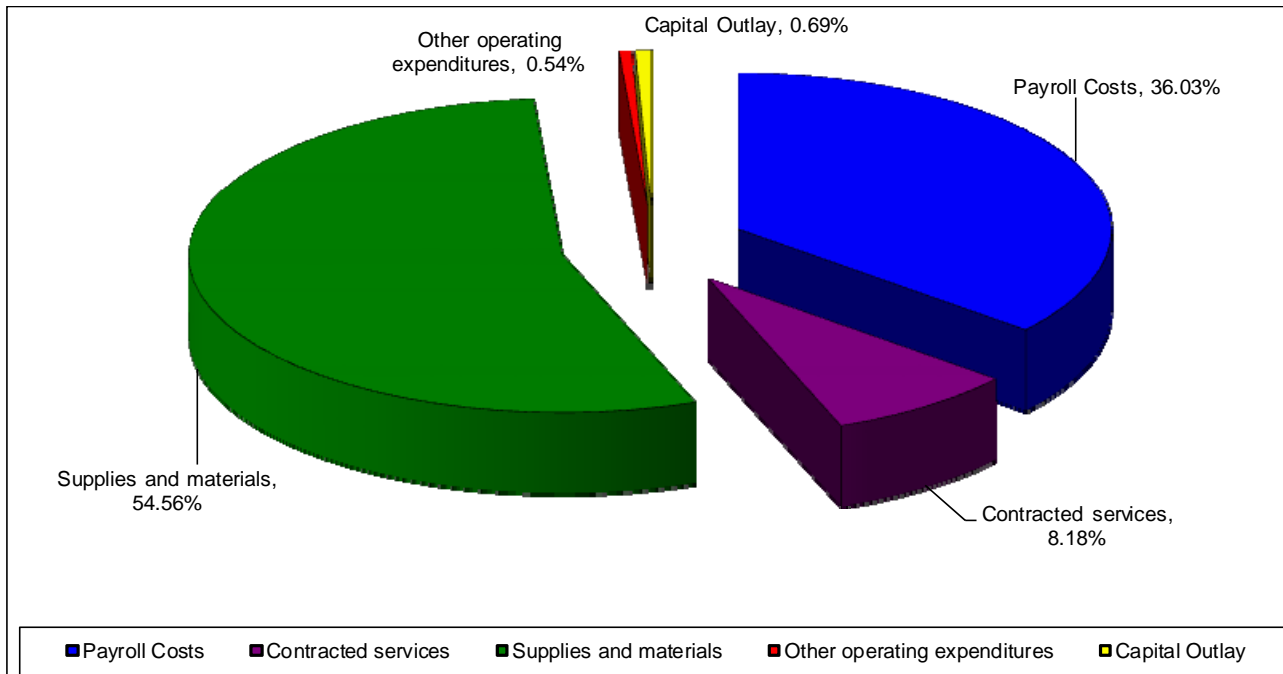
KELLER INDEPENDENT SCHOOL DISTRICT  
CHILD NUTRITION FUND

BUDGET SUMMARY: 2011-2012

REVENUE AND EXPENDITURE SUMMARY BY MAJOR OBJECT

	<u>Audited 2008-2009</u>	<u>Audited 2009-2010</u>	<u>Projected Actual 2010-2011</u>	<u>Adopted Budget 2011-2012</u>	<u>Percent of Total</u>
<b>Revenues</b>					
Local sources	\$ 7,335,907	\$ 7,468,930	\$ 7,832,977	\$ 8,360,948	66.78%
State sources	188,147	326,702	64,463	72,458	0.58%
Federal sources	2,901,555	3,500,740	3,279,422	4,087,486	32.64%
<b>Total Revenues</b>	<b>10,425,609</b>	<b>11,296,372</b>	<b>11,176,862</b>	<b>12,520,892</b>	<b>100.00%</b>
<b>Expenditures by object</b>					
Payroll Costs	3,597,123	4,000,245	3,827,901	4,223,100	36.03%
Contracted services	766,354	709,770	763,851	959,000	8.18%
Supplies and materials	5,474,624	5,700,856	5,426,407	6,394,992	54.56%
Other operating expenditures	11,762	12,633	10,633	63,800	0.54%
Capital Outlay	12,400	177,543	167,304	80,000	0.69%
<b>Total Expenditures</b>	<b>9,862,263</b>	<b>10,601,047</b>	<b>10,196,096</b>	<b>11,720,892</b>	<b>100.00%</b>
<b>Excess of Revenues Over Expenditures</b>	<b>\$ 563,346</b>	<b>\$ 695,325</b>	<b>\$ 980,766</b>	<b>\$ 800,000</b>	

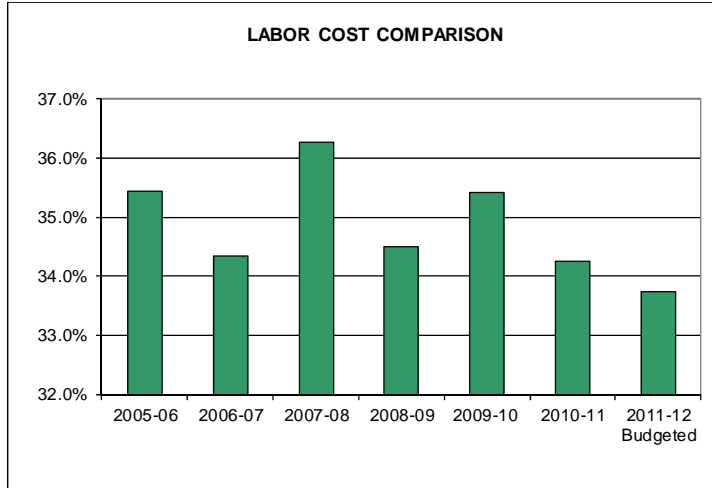
The graph below depicts the Child Nutrition expenditure budget for 2011-2012 by Major Object.





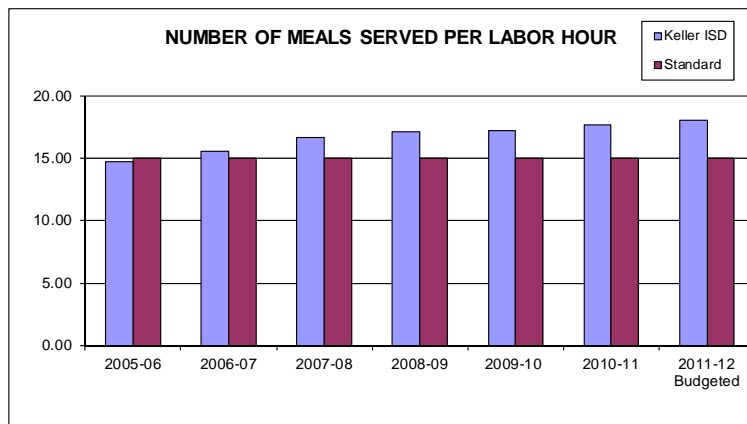
**KELLER ISD 2011-2012 BUDGET**

**CHILD NUTRITION FUND  
INDUSTRY COMPARISON**



Year	Revenue	Labor Costs	Percentage
2005-06	7,461,253	2,643,733	35.4%
2006-07	8,465,613	2,906,696	34.3%
2007-08	9,677,098	3,508,674	36.3%
2008-09	10,425,609	3,597,123	34.5%
2009-10	11,296,372	4,000,245	35.4%
2010-11	11,176,862	3,827,901	34.2%
2011-12 Budgeted	12,520,892	4,223,100	33.7%

The above graph illustrates the labor costs over seven years as a percentage of revenue. As demonstrated by the graph, 2011-12 labor costs are projected to be approximately 33.73%. The Child Nutrition department projects revenue to increase in 2011-2012 from the prior year by 12.03%, due mainly to higher program participation and the mandated paid lunch price increase, while projecting an increase in labor costs of 10.32%.



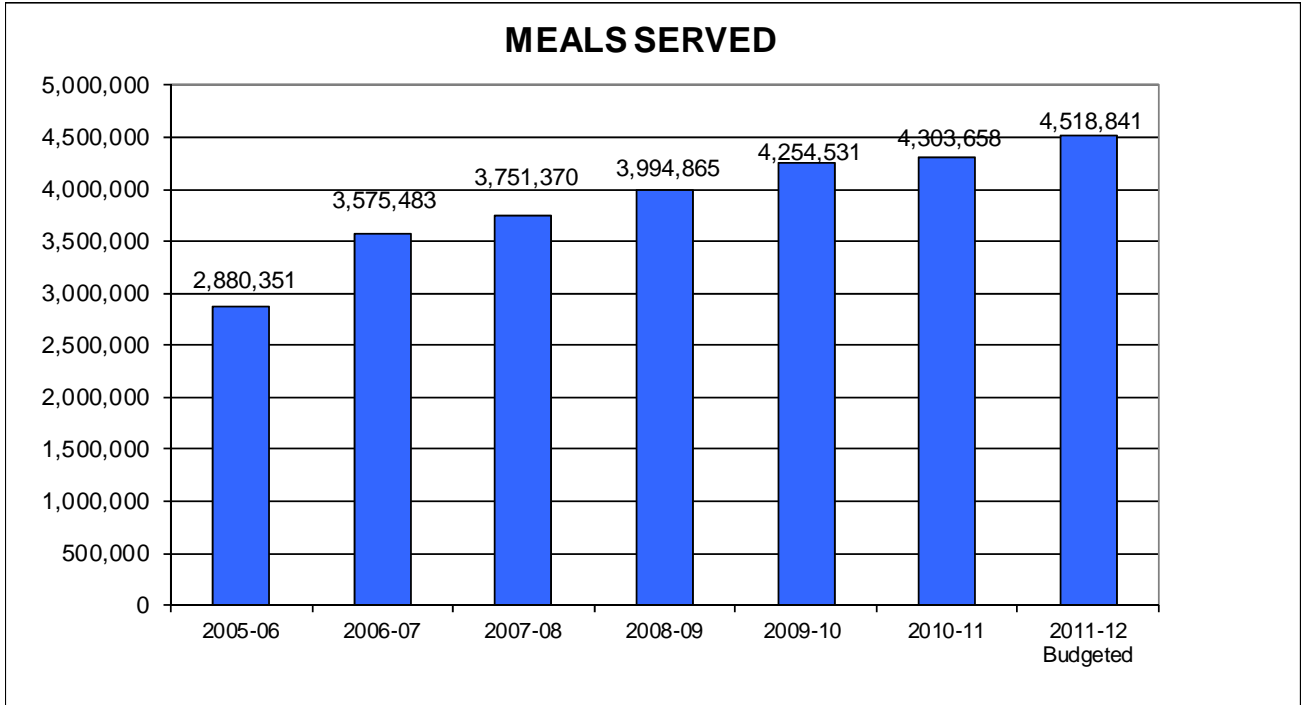
Year	Meals	Labor Hours	Meals per Labor Hour
2005-06	2,880,351	195,231	14.75
2006-07	3,575,483	229,392	15.59
2007-08	3,751,370	224,790	16.69
2008-09	3,994,865	232,740	17.16
2009-10	4,254,531	239,730	17.75
2010-11	4,303,658	243,360	17.68
2011-12 Budgeted	4,518,841	252,068	17.93

One of the industry's measures of efficiency is the number of meals served per labor hour. Generally, 15-17 meals per hour is considered an accepted standard. Keller ISD estimates 17.93 meals served per labor hour for fiscal year 2011-12.

## KELLER ISD 2011-2012 BUDGET

The number of meals served is projected to increase by 56.89% from 2005-2006 to 2011-2012. This is due to increased enrollment as well as increased student participation in the meal programs. Enrollment has grown 29.80% over the same time period.

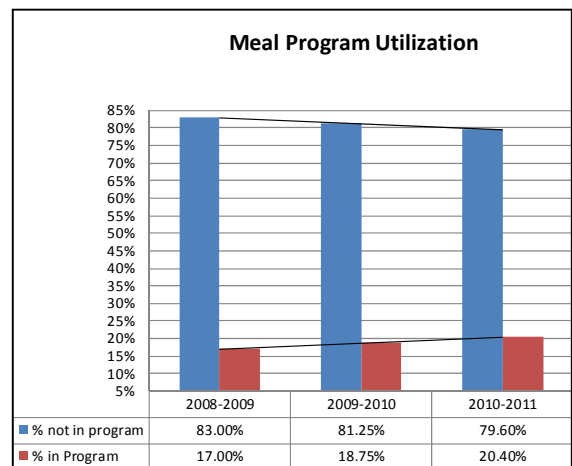
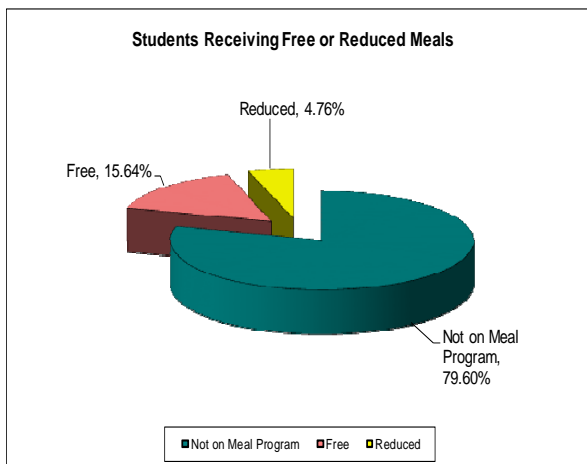
The number of meals served is projected to increase by 5.0% during the 2011-2012 school year from prior year.

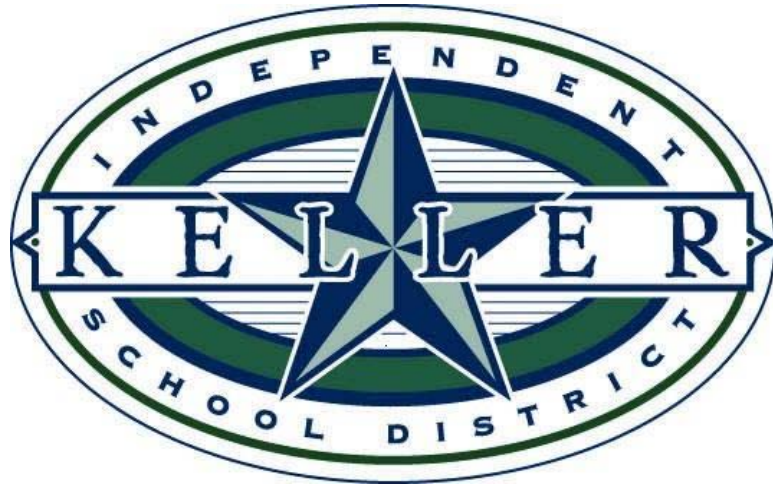


# KELLER ISD 2011-2012 BUDGET

## Child Nutrition Fund Meal Program Students by Campus

Campus	Free	Reduced	Number in Program	Percent Meal Program Students
1 Keller High	96	27	123	4.62%
2 Fossil Ridge High	561	167	728	32.66%
4 Central High	321	88	409	15.99%
5 Timber Creek High	300	135	435	19.58%
39 Keller Learning Center	10	2	12	19.35%
41 Keller Middle	48	10	58	6.82%
42 Fossil Hill Middle	288	91	379	41.15%
43 Hillwood Middle	178	61	239	20.24%
44 Indian Springs Middle	105	25	130	14.71%
45 Trinity Springs Middle	167	61	228	23.73%
46 Timberview Middle	106	39	145	13.69%
101 Keller-Harvel Elementary	78	22	100	21.01%
102 Florence Elementary	12	12	24	4.40%
103 Parkview Elementary	258	62	320	48.85%
104 Bear Creek Intermediate	48	9	57	6.83%
105 Whitley Road Elementary	169	49	218	44.95%
106 Heritage Elementary	155	55	210	33.76%
107 Chisholm Trail Intermediate	289	88	377	40.02%
108 Shady Grove Elementary	19	4	23	4.58%
109 Park Glen Elementary	54	27	81	13.19%
110 Willis Lane Elementary	45	12	57	10.33%
111 North Riverside Elementary	277	49	326	56.89%
112 Hidden Lakes Elementary	2	0	2	0.36%
113 Lone Star Elementary	59	23	82	11.22%
114 Parkwood Hill Intermediate	198	65	263	22.79%
115 South Keller Intermediate	101	22	123	14.17%
116 Bluebonnet Elementary	130	37	167	28.40%
117 Freedom Elementary	74	14	88	17.92%
118 Bette Perot Elementary	57	24	81	11.11%
119 Woodland Springs	58	30	88	14.94%
120 Liberty Elementary	16	1	17	3.50%
121 Independence Elementary	41	14	55	10.32%
122 Friendship Elementary	136	39	175	32.17%
123 Trinity Meadows Intermediate	194	75	269	26.22%
124 Eagle Ridge Elementary	48	25	73	9.89%
125 Caprock Elementary	219	47	266	41.89%
126 Basswood Elementary	114	27	141	37.11%
128 Keller Early Learning Center	169	30	199	31.79%
129 Ridgeview Elementary	36	25	61	14.56%

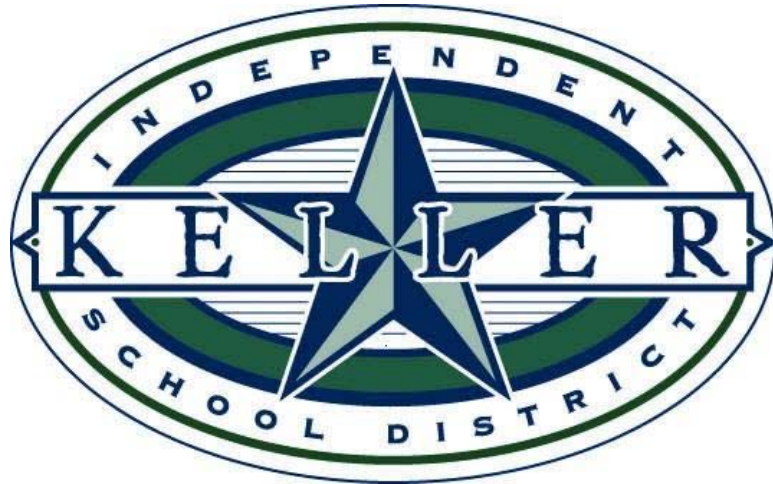




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# Capital Projects





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**CAPITAL PROJECTS FUND OVERVIEW**

The Capital Projects Fund is used to account for the proceeds, related interest earnings, and expenditures of General Obligation bonds for the construction and renovations of school district facilities.

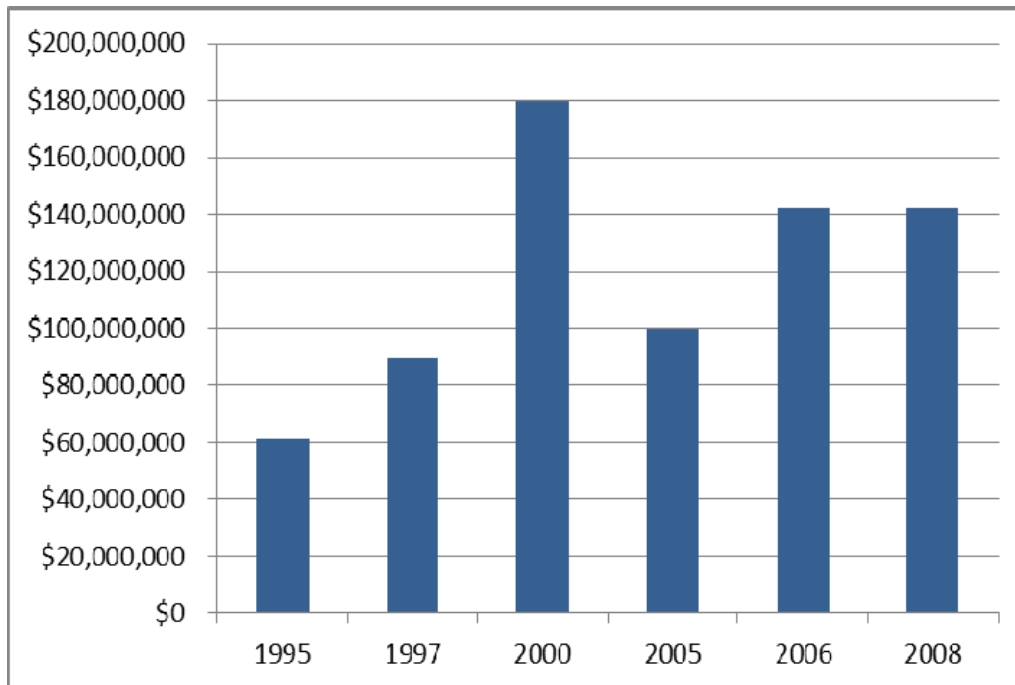
The Board of Trustees does not formally adopt the Capital Project Fund budget annually. The budget is prepared on a project basis based on the proceeds available from the bond issue and planned expenditures outlined in the applicable bond ordinances. Each construction contract is approved based on the availability of bond proceeds and/or approved but unissued bonds. The impact of the Capital Project Funds' budgets must be considered during the development of the annual budgets for all other funds. Future operating costs associated with capital improvements and new facilities must be projected and included in the General Fund budget. Repayment of bonds issued for capital projects must be included in the Debt Service Fund projections.

The 2008 bond program was approved by the voters on November 4, 2008 for \$142,300,000. On April 28, 2009 the District issued \$142,299,951 of unlimited tax school building bonds. The projects approved in the bond election are listed on the following page. All campuses included in the 2008 bond program have been constructed. Funds were included in the bond program for the purchase of land for a 23<sup>rd</sup> elementary school. Currently, there is no date for the construction of this campus. A bond election will be required for the construction costs of this campus when the need for this campus is determined.

The following is a history of past bond sales:

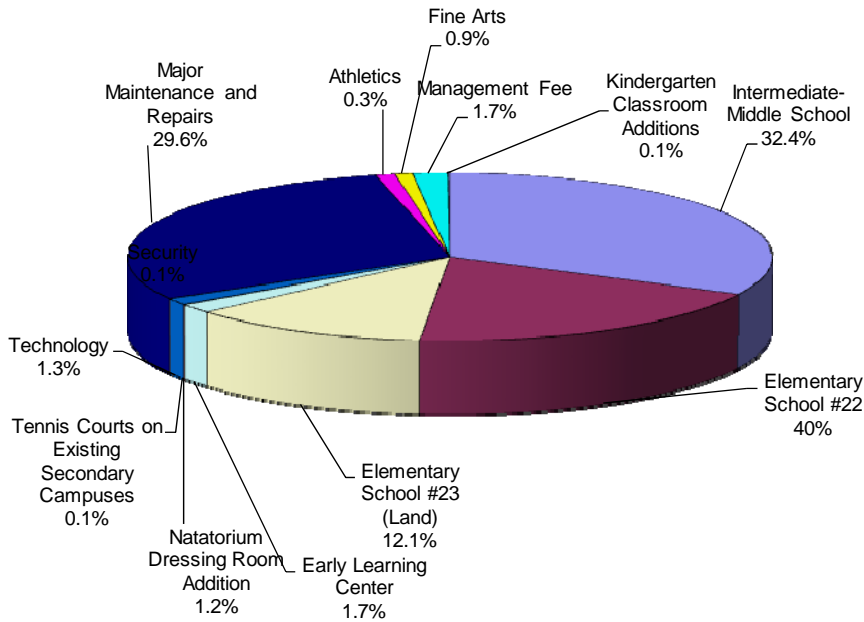
1995	\$ 61,535,000
1997	\$ 89,700,000
2000	\$179,795,000
2005	\$ 99,750,000
2006	\$142,250,000
2008	\$142,300,000

A graph showing a history of the bond elections is below.



**KELLER INDEPENDENT SCHOOL DISTRICT  
CAPITAL PROJECTS SCHEDULE  
FOR FISCAL YEAR 2011-12**

	<b>Budget at Inception</b>	<b>Budget Remaining</b>
<b>Facilities</b>		
Intermediate-Middle School	\$ 55,985,900	\$ 7,973,187
Elementary School #22	23,500,920	4,697,263
Elementary School #23 (Land)	3,000,000	2,970,000
Early Learning Center	10,118,400	430,853
<b>Facility Upgrades</b>		
Natatorium Dressing Room Addition	1,190,400	5,787
Tennis Courts on Existing Secondary Campuses	1,300,000	18,086
<b>Technology</b>	22,827,000	314,334
<b>Security</b>	1,247,500	19,250
<b>Major Maintenance and Repairs</b>	16,360,000	7,278,117
<b>Athletics</b>	2,950,000	246,448
<b>Fine Arts</b>	3,033,400	215,015
<b>Kindergarten Classroom Additions</b>		21,657
<b>Management Fee</b>	786,480	430,277
<b>Total Bond Issuance</b>	<b>\$ 142,300,000</b>	<b>\$ 24,620,274</b>



Descriptions of the open projects are shown on the following pages.



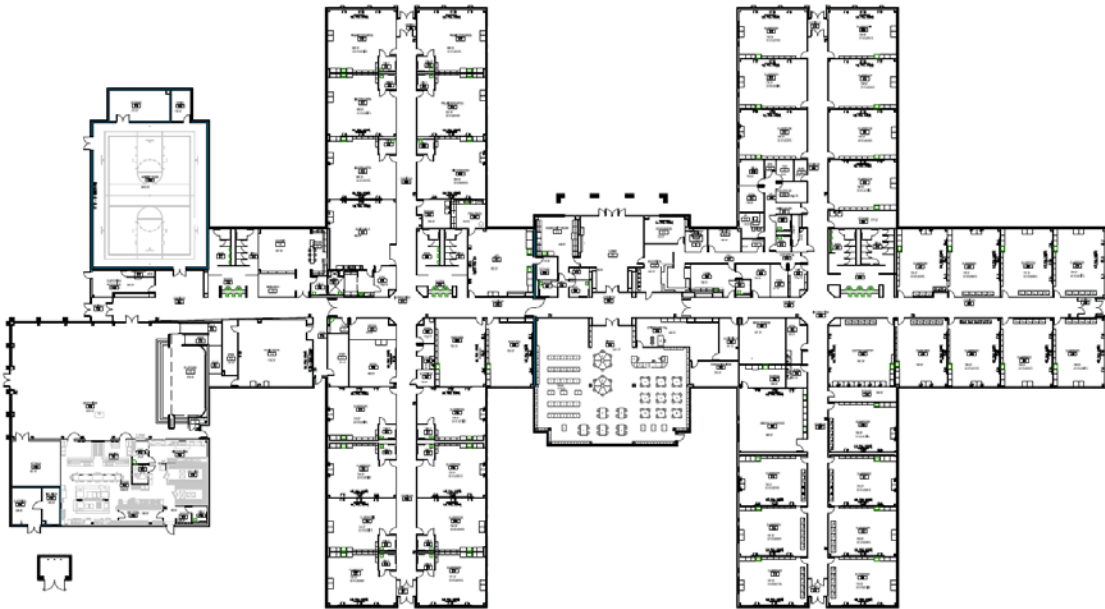
**Elementary School #22**

Original Project Budget: \$23,500,920

Description of Project: Funding for the completion of a new elementary school that opened in August 2011.

Reason for Project: Increased enrollment and fast growth in school district.

Operating Budget Impact: The 2010-11 budget included \$50,000 for start-up supplies and materials not provided in the bond issue. The impact on the 2011-2012 operating budget is included in the operating budget for campus number 129 Ridgeview Elementary. The remaining project budget is allocated to minor completion projects.



**Elementary School #23**

Original Project Budget: \$3,000,000

Description of Project: Funding for the purchase of land for a new elementary school.

Reason for Project: Increased enrollment and fast growth in school district.

Operating Budget Impact: These is was no impact on the 2010-11 as well as no impact on the 2011-12 operating budget for this project. The amount included in the 2008 bond issue is for the land purchase only. Opening date of this school is undecided and bonds will be sold when a construction date is determined.



**KELLER ISD 2011-2012 BUDGET**

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The miscellaneous projects and their remaining budget are designated as follows:

**Technology**

\$	31,462	District-wide computer replacement
	190,332	Campus projectors
	4,385	Security
	19,221	Cisco upgrades
	22,922	Data warehouse
	1,079	Data and archive storage
	38,555	Server upgrades
	6,378	NOC fire suppression upgrade
	<hr/>	
\$	314,334	

**Security**

\$	19,250	Vistor Panel Software
\$	<hr/>	
\$	19,250	

**Major Maintenance and Repairs**

\$	1,887,103	Flooring/Tile replacement
	982,265	HVAC upgrades
	930,116	Roof replacement
	1,633,637	Cooler/freezer replacement
	889,606	Parking lot resurfacing
	601,645	Interior campus renovations
	97,919	Replacement vehicles
	172,677	Flooring/asphalt
	25,000	Storage equipment
	7,421	Education Center Renovations
	18,193	Education Center Parking
	10,500	Bus Parking
	22,035	Exterior Campus Renovations
	<hr/>	
\$	7,278,117	

**Athletics**

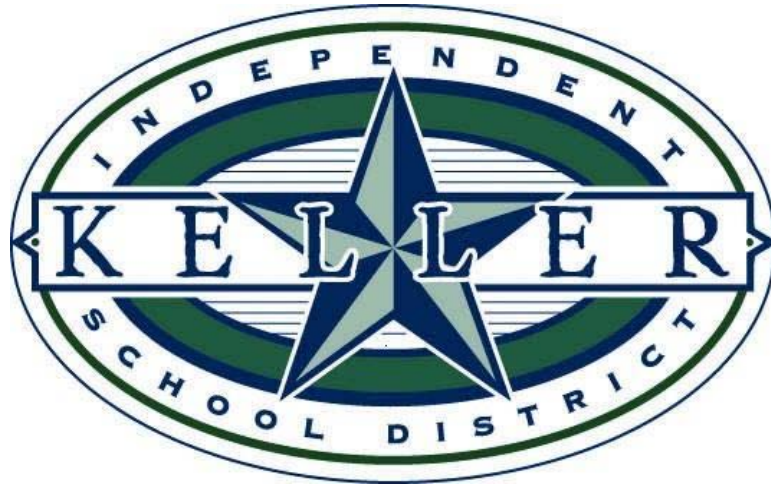
\$	200,000	Batting cage covers - all fields
	10,659	Field House Addition
	31,054	Field House Locker improvements
	4,735	Bleacher Improvements
	<hr/>	
\$	246,448	

**Fine Arts**

\$	207,508	Theater addition
	7,507	Band Instrument Lockers
	<hr/>	
\$	215,015	

**Classrooms**

\$	21,657	Kindergarten Classroom Additions
\$	<hr/>	
\$	21,657	



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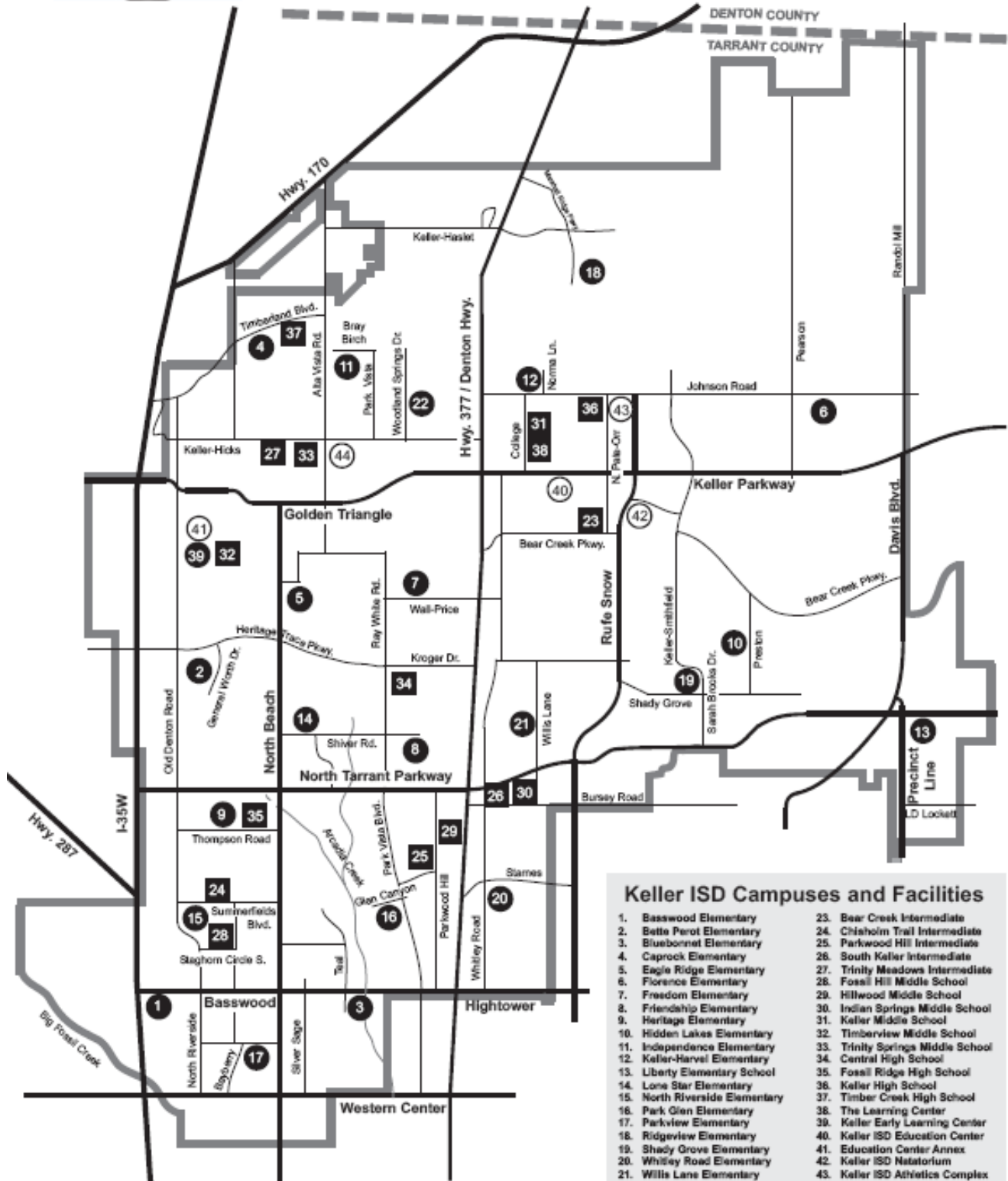
# *Informational Section*



Artwork Provided by:  
Salena Byme  
Fossil Ridge High School



# 2011-12 School Locator Map



**Keller ISD Campuses and Facilities**

1. Basswood Elementary	25. Bear Creek Intermediate
2. Bette Perot Elementary	26. Chisholm Trail Intermediate
3. Bluebonnet Elementary	27. Parkwood Hill Intermediate
4. Caprock Elementary	28. South Keller Intermediate
5. Eagle Ridge Elementary	29. Trinity Meadows Intermediate
6. Florence Elementary	30. Fossil Hill Middle School
7. Freedom Elementary	31. Hillwood Middle School
8. Friendship Elementary	32. Indian Springs Middle School
9. Heritage Elementary	33. Keller Middle School
10. Hidden Lakes Elementary	34. Timberview Middle School
11. Independence Elementary	35. Trinity Springs Middle School
12. Keller-Harvel Elementary	36. Central High School
13. Liberty Elementary School	37. Fossil Ridge High School
14. Lone Star Elementary	38. Keller High School
15. North Riverside Elementary	39. Timber Creek High School
16. Park Glen Elementary	40. The Learning Center
17. Parkview Elementary	41. Keller Early Learning Center
18. Ridgeview Elementary	42. Keller ISD Education Center
19. Shady Grove Elementary	43. Keller ISD Education Annex
20. Whitley Road Elementary	44. Keller ISD Natatorium
21. Willis Lane Elementary	45. Keller ISD Athletics Complex
22. Woodland Springs Elementary	46. Maintenance and Operations

This map is intended as an overview and is not drawn to exact scale.

[www.KellerISD.net](http://www.KellerISD.net)

# Keller ISD Schools

## Grades 9 - 12 (High School)

<b>Central High</b> 9450 Ray White Rd. Keller, TX 76248 817-744-2000 Fax 817-744-2252	<b>Fossil Ridge High</b> 4101 Thompson Rd. Keller, TX 76248 817-744-1700 Fax 817-337-3407	<b>Keller High School</b> 601 N. Pate-Orr Rd. Keller, TX 76248 817-744-1400 Fax 817-337-3362	<b>Timber Creek High School</b> 12350 Timberland Blvd. Fort Worth, TX 76248 817-744-2300	<b>The Learning Center</b> 250 College St. Keller, TX 76248 817-744-4465 Fax 817-744-4464
---------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------

## Grades 7 - 8 (Middle School)

<b>Fossil Hill</b> 3821 Staghorn Circle S. Fort Worth, TX 76137 817-744-3050 Fax 817-847-6990	<b>Hillwood</b> 8250 Parkwood Hill Blvd. Fort Worth, TX 76137 817-744-3350 Fax 817-581-1810	<b>Indian Springs</b> 305 Bursley Rd. Keller, TX 76248 817-744-3200 Fax 817-431-4432	<b>Keller Middle</b> 300 N. College Keller, TX 76248 817-744-2900 Fax 817-337-3512	<b>Timberview Middle (5-8)</b> 10300 Old Denton Rd. Fort Worth, TX 76248 817-744-2600	<b>Trinity Springs</b> 3550 Keller-Hicks Rd. Keller, TX 76248 817-744-3500 Fax 817-741-6353
-----------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------

## Grades 5 - 6 (Intermediate School)

<b>Bear Creek</b> 801 Bear Creek Pkwy. Keller, TX 76248 817-744-3650 Fax 817-337-5200	<b>Chisholm Trail</b> 3901 Summerfields Blvd. Fort Worth, TX 76137 817-744-3800 Fax 817-306-8393	<b>Parkwood Hill</b> 8201 Parkwood Hill Blvd. Fort Worth, TX 76137 817-744-4000 Fax 817-581-0085	<b>South Keller</b> 201 Bursley Rd. Keller, TX 76248 817-744-4150 Fax 817-431-6616	<b>Timberview Middle (5-8)</b> 10300 Old Denton Rd. Fort Worth, TX 76248 817-744-2600	<b>Trinity Meadows</b> 3500 Keller-Hicks Rd. Keller, TX 76248 817-744-4300 817-741-6923
---------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------

## Grades K - 4 (Elementary School)

<b>Basswood</b> 3100 Clay Mountain Trail Fort Worth, TX 76137 817-744-6500 Fax 817-750-5168	<b>Bette Perot</b> 9345 General Worth Dr. Fort Worth, TX 76244 817-744-4600 Fax 817-741-3659	<b>Bluebonnet</b> 7000 Teal Dr. Fort Worth, TX 76137 817-744-4500 Fax 817-581-3441	<b>Caprock</b> 12301 Grey Twig Dr. Fort Worth, TX 76244 817-744-6400 Fax 817-741-5803	<b>Eagle Ridge</b> 4600 Alta Vista Road Fort Worth, TX 76244 817-744-6300 Fax 817-741-2856
<b>Florence</b> 3095 Johnson Road Southlake, TX 76092 817-744-4700 Fax 817-337-3607	<b>Freedom</b> 5401 Wall-Price Fort Worth, TX 76244 817-744-4800 Fax 817-741-9913	<b>Friendship</b> 5400 Shiver Rd. Fort Worth, TX 76244 817-744-6200 Fax 817-741-5853	<b>Heritage</b> 4001 Thompson Rd. Fort Worth, TX 76244 817-744-4900 Fax 817-337-3656	<b>Hidden Lakes</b> 900 Preston Lane Keller, TX 76248 817-744-5000 Fax 817-741-1260
<b>Independence</b> 11773 Bray Birch Lane Fort Worth, TX 76244 817-744-6100 Fax 817-741-6338	<b>Keller-Harvel</b> 635 Norma Lane Keller, TX 76248 817-744-5100 Fax 817-337-3551	<b>Liberty</b> 1101 McDonwell School Rd. Colleyville, TX 76034 817-744-6000 Fax 817-743-0314	<b>Lone Star</b> 4647 Shiver Rd. Fort Worth, TX 76244 817-744-5200 Fax 817-379-6231	<b>North Riverside</b> 7900 N. Riverside Dr. Fort Worth, TX 76137 817-744-5300 Fax 817-306-1474
<b>Park Glen</b> 5100 Glen Canyon Rd. Fort Worth, TX 76137 817-744-5400 Fax 817-485-2067	<b>Parkview</b> 6900 Bayberry Fort Worth, TX 76137 817-744-5500 Fax 817-232-8693	<b>Ridgeview</b> 1601 Marshall Ridge Pkwy. Keller, TX 76248 817-744-6600	<b>Shady Grove</b> 1400 Sarah Brooks Dr. Keller, TX 76248 817-744-5600 Fax 817-428-2895	<b>Whitley Road</b> 7600 Whitley Rd. Watauga, TX 76148 817-744-5800 Fax 817-281-4023
<b>Willis Lane</b> 1620 Willis Lane Keller, TX 76248 817-744-5700 Fax 817-337-3830	<b>Woodland Springs</b> 12120 Woodland Springs Dr. Fort Worth, TX 76244 817-744-5900 Fax 817-741-0354	<b>Keller ISD Early Learning Center</b> 10310 Old Denton Rd. Fort Worth, TX 76244 817-744-6700		

## District Facilities

<b>Keller ISD Education Center</b> 350 Keller Pkwy. Keller, TX 76248 817-744-1000 Fax 817-337-3261	<b>Keller ISD Athletic Complex</b> 500 N. Pate-Orr Rd. Keller, TX 76248 817-744-1325	<b>Maintenance and Operations</b> 11300 Alta Vista Keller, TX 76248 817-744-3950 Fax 817-337-3728
<b>Education Center Annex</b> 10310 Old Denton Rd Fort Worth, TX 76244 817-744-6900	<b>Keller ISD Natatorium</b> 1000 Bear Creek Pkwy. Keller, TX 76248 817-744-1350 Fax 817-745-1707	<b>Durham School Services (Transportation)</b> 11300 Alta Vista Keller, TX 76248 817-744-1300 Fax 817-337-1762

Information as of April 2011

**2011-2012 KISD Instructional Calendar**

JULY						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24 31	25	26	27	28	29	30

AUGUST						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	NT	NT	NT	NT	NT	13
14	SD	SD	SD	SD	TP	20
21	[22	23	24	25	26	27
28	29	30	31			

SEPTEMBER						
S	M	T	W	T	F	S
				1	2	3
4	H	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

OCTOBER						
S	M	T	W	T	F	S
						1
2	3	4	5	6	ER	8
9	SD	11	12	13	14	15
16	17	18	19	20	21	22
23 30	24 31	25	26	27	28	29

NOVEMBER						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	ER	19
20	EQ	H	H	H	H	26
27	28	29	30			

DECEMBER						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	ER	ER	ER]	17
18	H	H	H	H	H	24
25	H	H	H	H	H	31

**2012**

JANUARY						
S	M	T	W	T	F	S
1	TP	[3	4	5	6	7
8	9	10	11	12	13	14
15	H	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

FEBRUARY						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	ER	18
19	SD	21	22	23	24	25
26	27	28	29			

MARCH						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	H	H	H	H	H	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

APRIL						
S	M	T	W	T	F	S
1	2	3	4	5		7
8	9	10	11	12	ER	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

MAY						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	H	ER	ER	ER]		

JUNE						
S	M	T	W	T	F	S
						2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

Key

- NT
  - SD
  - EQ
  - TP
  - H
  - State Testing Dates
  - ER
  - ER
  - ER
- NT New Teacher Staff Development  
 SD Staff Development  
 EQ Professional Development Equivalency/Student Holiday  
 TP Teacher Prep/Student Holiday  
 H Holiday  
 State Testing Dates  
 ER Early Release **K-8 Students Only**  
 ER Early Release **9-12 Students Only**  
 ER Early Release **ALL STUDENTS**

*Board Approved 3-12-09*

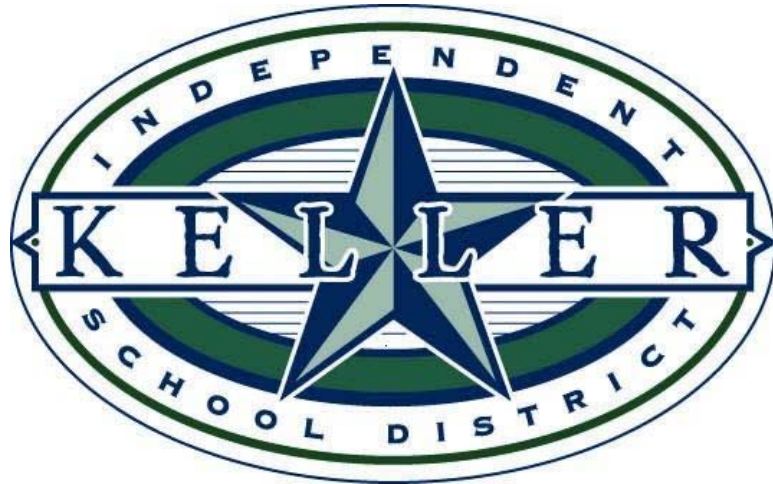


## Dates at a Glance

August 8-12	New Teacher Week
August 15-18	Staff Development
August 19	Teacher Prep Day
August 22	First Day of School
September 5	Holiday
October 7	Early Release K-8 Students Only Parent/Teacher Conferences
October 10	Staff Development/Student Holiday
November 18	Early Release K-8 Students Only Campus Based Staff Development
November 21	Equivalency Day/Student Holiday
November 22-25	Holiday (Thanksgiving)
December 14,15	Early Release 9-12 Students Only
December 16	Early Release ALL STUDENTS Campus Based Staff Development
December 19-30	Holiday
January 2	Teacher Prep Day/Student Holiday
January 16	Holiday
February 17	Early Release K-8 Students Only Campus Based Staff Development
February 20	Staff Development/Student Holiday
March 12-16	Spring Break
April 6	Holiday/Bad Weather Make Up
April 13	Early Release K-8 Students Only Campus Based Staff Development
May 28	Holiday
May 29, 30	Early Release 9-12 Students Only
May 31	Last Day of School/Early Release ALL STUDENTS
June 1	Teacher Prep/Bad Weather Make Up
June 2	Teacher Prep - If June 1 is used for Bad Weather

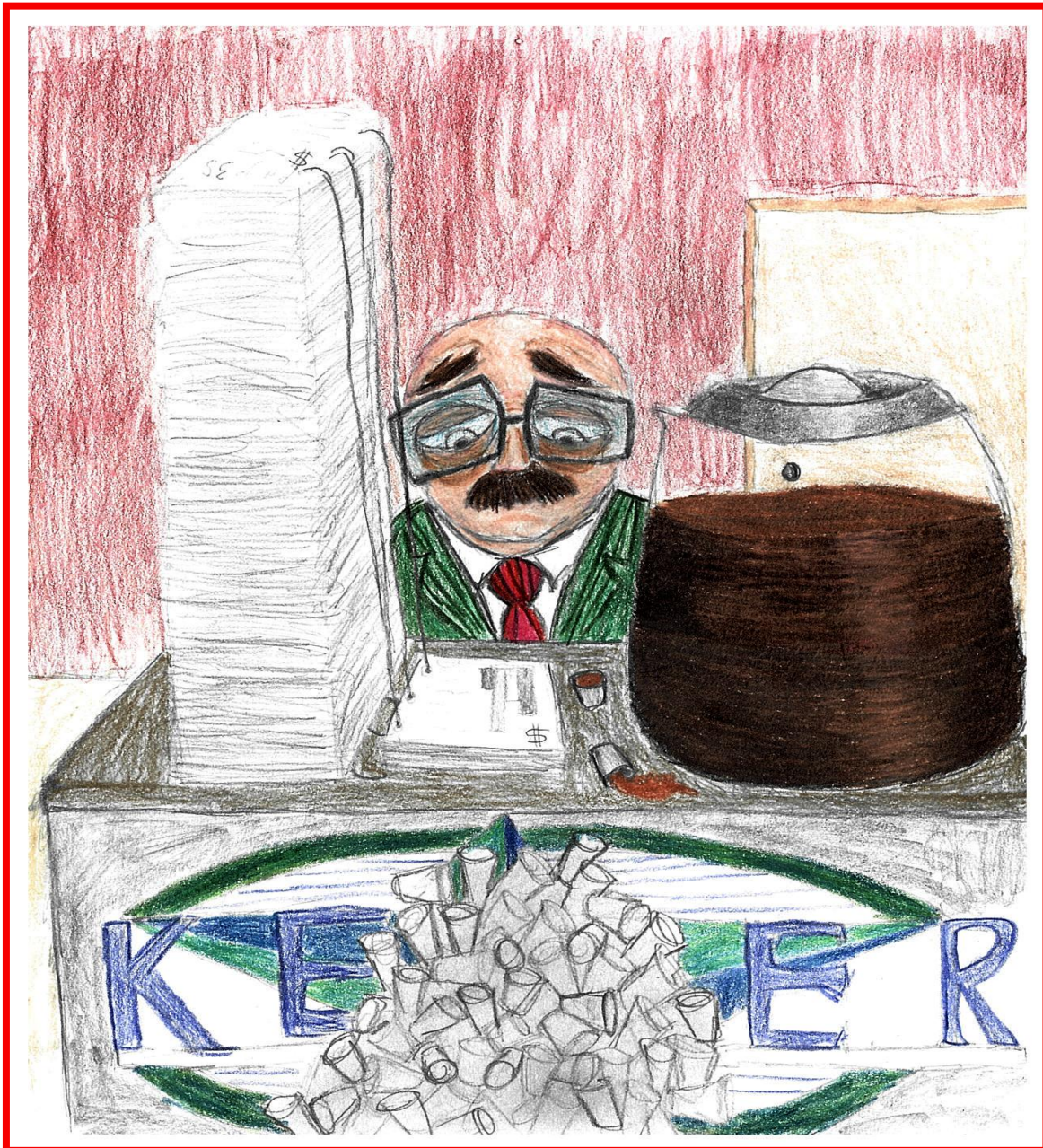
### Grading Periods

First Semester	Aug. 22 - Dec.16 (78 Days)
Second Semester	Jan. 3 - May 31 (99 Days)



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# *Long Range Financial*



Artwork Provided by:  
Chris Livesay  
Fossil Ridge High School

## LONG RANGE FINANCIAL FORECASTS

The following financial forecasts are used to determine the impact of current financial decisions on subsequent fiscal years. The model used for the General and Debt Service Funds is much more detailed than the one used for the Child Nutrition Special Revenue Fund, since many more factors and assumptions are involved. Review and evaluation of these plans, in conjunction with the budget development process, ensures that short-term financial decisions are made only after consideration of the long-term consequences.

A special session of the 79th Texas Legislature mandated that a district's tax rate will be set at the lesser of the effective rate or \$1.00 plus \$0.04 or \$1.04 for the 2011-12 year. Another thirteen cents may be added with voter approval.

For purposes of the projections presented on the next few pages, it is assumed that:

- KISD will not be subject to Chapter 41 recapture
- State funding calculations are based on funding formulas resulting from the special session of the legislature using worksheets provided by Region 11 service center and Moak, Casey & Associates.
- Average Daily Attendance for 2011-12 will be 31,780. Subsequent years will increase based on enrollment projections prepared by the Director of Planning and using historical average daily attendance data.
- Estimated taxable value will increase by approximately 2% beginning in 2013 through 2015.
- The Maintenance and Operation tax rate will be \$1.04 per \$100 valuation thru 2014-15.

## GENERAL AND DEBT SERVICE FORECAST

### Projection Model Summary

Throughout this model future revenue and expenditures have been projected by reviewing past trends.

Amounts for bond expenditures from the 2008 Bond Election are included.

Discussion of each component of the projection model is included in the following section.

## PROJECTION MODEL COMPONENTS

### Summary

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

## KELLER ISD 2011-2012 BUDGET

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### Projected Revenue

This worksheet combines data reflected on the State Revenue and current tax collection worksheets. Also included are estimates for other categories based on historical trends.

### Projected Current Tax Collections

This worksheet estimates the amount of tax revenue to be generated from the current levy by predicting taxable values, collection rates, and tax rates. It is anticipated that a Maintenance and Operations tax rate of \$1.04 per \$100 valuation will be maintained through 2014-15. The estimated tax collection rate will remain at 98% through the forecast period.

### State Revenue Estimate Worksheets

The calculation of state revenue for the 2011-12 through 2014-15 year is estimated at the 2006-07 target revenue calculation per WADA applied to the forecast year's WADA estimate as per the funding formulas resulting from the special session of the legislature. This will essentially limit revenue growth to increases in the tax rate and student growth.

### Projected Expenditures

This worksheet includes data from actual debt schedules and estimates other categories based on historical trends. Salary increases are budgeted at 3% for years 2012-13 and 2014-15. Student growth is funded at approximately \$5,000 per student.

### Debt Service

Debt service expenditures are forecasted based on current repayment patterns and estimated future bond sales.

### Enrollment

Enrollment projections are one of the most significant factors in the budget development and long range financial planning process. Enrollment projections are prepared by the Director of Demographics and Security in conjunction with an outside demographic consultant.

## **CHILD NUTRITION FUND FORECAST**

Forecasts for this fund are based on past trends with increases for student growth and inflation. Capital outlay projections are based on estimated opening dates of new facilities and capital outlay replacement requirements at existing facilities.

**KELLER ISD 2011-2012 BUDGET**

**KELLER INDEPENDENT SCHOOL DISTRICT  
REVENUE, EXPENDITURE AND FUND BALANCE FORECAST  
GENERAL FUND AND DEBT SERVICE FUND**

	<b>Projected Actual 2010-2011</b>	<b>Adopted Budget 2011-2012</b>	<b>Projected Budget 2012-2013</b>	<b>Projected Budget 2013-2014</b>	<b>Projected Budget 2014-2015</b>
<b>General Fund</b>					
Estimated Revenues	\$ 208,742,232	\$ 200,914,640	\$ 200,553,679	\$ 204,993,591	\$ 209,144,018
Estimated Expenditures	205,281,451	199,105,846	215,237,246	208,534,246	215,129,246
Revenue & Other Resources Over (Under) Expenditures	3,460,781	1,808,794	(14,683,567)	(3,540,655)	(5,985,228)
Other Financing Resources					
Other Resources	-	4,882,550	-	-	-
Revenues and Other Resources Over (Under) Expenditures	3,460,781	6,691,344	(14,683,567)	(3,540,655)	(5,985,228)
Beginning Fund Balance, 9/1	46,505,811	49,966,592	56,657,936	41,974,369	38,433,714
<b>Ending Fund Balance, 8/31</b>	<b>\$ 49,966,592</b>	<b>\$ 56,657,936</b>	<b>\$ 41,974,369</b>	<b>\$ 38,433,714</b>	<b>\$ 32,448,486</b>
General Fund Tax Rate	1.04	1.04	1.04	1.04	1.04
<b>Debt Service</b>					
Estimated Revenues	\$ 53,864,001	\$ 53,783,176	\$ 54,605,094	\$ 56,032,348	\$ 57,217,657
Estimated Expenditures	55,378,182	57,089,099	58,481,873	61,409,318	58,452,786
Revenue & Other Resources Over (Under) Expenditures	(1,514,181)	(3,305,923)	(3,876,779)	(5,376,970)	(1,235,129)
Other Financing Resources (Uses)					
Other Resources	2,115,804	3,305,923	3,876,779	5,376,970	1,235,129
Other (Uses)	-	-	-	-	-
Revenues and Other Resources Over (Under) Expenditures	601,623	-	-	-	-
Beginning Fund Balance, 9/1	5,167,382	5,769,005	5,769,005	5,769,005	5,769,005
<b>Ending Fund Balance, 8/31</b>	<b>\$ 5,769,005</b>	<b>\$ 5,769,005</b>	<b>\$ 5,769,005</b>	<b>\$ 5,769,005</b>	<b>\$ 5,769,005</b>
Debt Service Tax Rate	0.4906	0.500	0.500	0.500	0.500
<b>Total Tax Rate</b>	<b>\$ 1.5306</b>	<b>\$ 1.5400</b>	<b>\$ 1.5400</b>	<b>\$ 1.5400</b>	<b>\$ 1.5400</b>

**KELLER ISD 2011-2012 BUDGET**

**GENERAL FUND AND DEBT SERVICE FUND**

**PROJECTED REVENUES**

	<b>Projected Actual 2010-2011</b>	<b>Adopted Budget 2011-2012</b>	<b>Projected Budget 2012-2013</b>	<b>Projected Budget 2013-2014</b>	<b>Projected Budget 2014-2015</b>
<b>General Fund Local Revenues</b>					
Current Taxes	\$ 111,233,450	\$ 108,188,086	\$ 108,812,886	\$ 111,005,144	\$ 113,241,247
Delinquent Taxes and Penalties/Interest	1,305,124	1,424,800	800,000	800,000	800,000
Tuition and Fees	333,657	161,700	200,000	200,000	200,000
Investment Earnings	165,052	200,000	200,000	200,000	200,000
Facility Rental	548,467	587,914	600,000	600,000	600,000
Other Revenue from Local Sources	852,210	3,160,674	3,108,860	3,608,860	3,608,860
Athletic Activities	550,635	365,790	400,000	400,000	400,000
Tax Collection CED	37	-	-	-	-
<b>Total General Fund Local Revenues</b>	<b>114,988,632</b>	<b>114,088,964</b>	<b>114,121,746</b>	<b>116,814,004</b>	<b>119,050,107</b>
<b>General Fund State Revenues</b>					
Per Capita Apportionment	9,895,736	7,153,670	8,326,415	9,138,012	10,116,336
Foundation School Fund	83,654,060	79,339,224	77,805,518	78,741,575	79,677,575
Miscellaneous State Revenue	32,782	32,782	-	-	-
<b>Total General Fund State Revenues</b>	<b>93,582,578</b>	<b>86,525,676</b>	<b>86,131,933</b>	<b>87,879,587</b>	<b>89,793,911</b>
<b>General Fund Federal Revenues</b>					
Federal Revenue Distributed by TEA	171,022	200,000	200,000	200,000	200,000
Federal Revenue Distributed by Other	-	100,000	100,000	100,000	100,000
<b>Total Federal Revenues</b>	<b>171,022</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>
<b>Total General Fund Revenues</b>	<b>\$ 208,742,232</b>	<b>\$ 200,914,640</b>	<b>\$ 200,553,679</b>	<b>\$ 204,993,591</b>	<b>\$ 209,144,018</b>
<b>Debt Service Local Revenues</b>					
Current Taxes	\$ 52,472,229	\$ 52,253,888	\$ 52,567,411	\$ 53,618,759	\$ 54,691,134
Delinquent Taxes and Penalties/Interest	485,247	350,000	280,000	280,000	280,000
Investment Earnings	44,278	60,000	60,000	60,000	60,000
Other Revenue from Local Sources	-	-	-	-	-
<b>Total Debt Service Local Revenues</b>	<b>53,001,754</b>	<b>52,663,888</b>	<b>52,907,411</b>	<b>53,958,759</b>	<b>55,031,134</b>
<b>Debt Service State Revenues</b>					
Foundation School Fund	860,510	1,076,549	1,633,740	2,005,961	2,114,234
IFA	1,737	42,739	63,943	67,628	72,289
<b>Total Debt Service State Revenues</b>	<b>862,247</b>	<b>1,119,288</b>	<b>1,697,683</b>	<b>2,073,589</b>	<b>2,186,523</b>
<b>Total Debt Service Revenues</b>	<b>\$ 53,864,001</b>	<b>\$ 53,783,176</b>	<b>\$ 54,605,094</b>	<b>\$ 56,032,348</b>	<b>\$ 57,217,657</b>

**KELLER ISD 2011-2012 BUDGET**

**Keller Independent School District  
General Fund  
Projected State Revenues**

	<b>2010-11 Projected Actual</b>	<b>2011-12 Projected Budget</b>	<b>2012-13 Projected Budget</b>	<b>2013-14 Projected Budget</b>	<b>2014-15 Projected Budget</b>
Average Daily Attendance	31,112	31,780	32,236	32,603	33,005
Tier I State Aid	\$ 75,635,832	\$ 67,799,687	\$ 68,138,685	\$ 69,569,597	\$ 71,100,128
Available School Fund	9,895,736	7,653,670	7,691,938	7,853,469	8,026,245
Additional State Aid for Tax Reduction	1,223,787	4,653,065	3,849,960	3,869,693	3,935,799
Staff Salary Allotment	-	-	-	-	-
Tier II State Aid	6,827,223	6,419,254	6,451,350	6,586,828	6,731,738
Teacher pay increase (\$23.63 per WADA)	-	-	-	-	-
Added Aid Under HB1 (WADA x \$110)	-	-	-	-	-
<b>Total General Fund State Revenue</b>	<b>\$ 93,582,578</b>	<b>\$ 86,525,676</b>	<b>\$ 86,131,933</b>	<b>\$ 87,879,587</b>	<b>\$ 89,793,911</b>

Note: Above information does not include adjustments for under/overpayments from prior years.

Above information does not include TRS on behalf contribution.



**KELLER ISD 2011-2012 BUDGET**

**KELLER INDEPENDENT SCHOOL DISTRICT  
GENERAL FUND AND DEBT SERVICE FUND  
PROJECTED TAX COLLECTION**

	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>
	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
Estimated Taxable Value	10,838,009,000	11,200,638,123	11,200,638,123	11,424,650,885	11,653,143,903
Collection Rate	92%	98%	98%	98%	98%
Projected General Fund Tax Rate	1.04	1.04	1.04	1.04	1.04
General Fund Frozen Value Collections	1,642,464	1,599,695	1,599,695	1,650,000	1,650,000
<b>Estimated General Fund Current Collections on Current Year Levy</b>	111,471,550	109,612,886	109,612,886	111,805,144	114,041,247
Projected Debt Service Rate	0.4906	0.5	0.5	0.5	0.5
Debt Service Frozen Value Collections	774,801	769,084	1,012,607	1,229,085	1,290,539
<b>Estimated Debt Service Collections on Current Year Levy</b>	52,584,560	52,603,888	52,847,411	53,898,759	54,971,134

**KELLER ISD 2011-2012 BUDGET**

**KELLER INDEPENDENT SCHOOL DISTRICT  
GENERAL FUND AND DEBT SERVICE FUND  
PROJECTED EXPENDITURES**

	<b>Audited 2009-2010</b>	<b>Projected Actual 2010-2011</b>	<b>Adopted Budget 2011-2012</b>	<b>Projected Budget 2012-2013</b>	<b>Projected Budget 2013-2014</b>	<b>Projected Budget 2014-2015</b>
<b>Payroll Costs</b>						
Substitute Teachers	\$ 2,768,814	\$ 2,626,929	\$ 2,886,139	\$ 4,686,139	\$ 2,886,139	\$ 2,886,139
Extra Duty/Stipends Professional	3,825,654	3,935,213	3,572,858	3,644,258	3,644,258	4,077,058
Professional Salaries	115,769,160	126,930,779	126,332,849	133,892,835	136,892,835	145,999,620
Extra Duty Pay and Overtime	92,433	122,180	202,900	202,900	202,900	202,900
Support Personnel Substitutes	88,820	108,740	223,761	223,761	223,761	223,761
Extra Duty Pay Other	155,030	165,624	145,360	145,360	145,360	145,360
Support Salaries	17,686,981	17,856,677	17,074,314	19,927,543	20,792,543	22,376,319
Employee Allowance	-	190,072	-	-	-	-
<b>Total Payroll Costs</b>	<b>140,386,892</b>	<b>151,936,214</b>	<b>150,438,181</b>	<b>162,722,796</b>	<b>164,787,796</b>	<b>175,911,157</b>
<b>Employee Benefits</b>						
FIMM/FICA	1,933,403	2,082,904	2,159,850	2,339,698	2,339,698	2,409,889
Group Health Insurance	5,902,916	6,874,327	6,395,036	10,895,036	9,195,036	10,895,036
Workers Compensation	1,103,641	1,187,843	1,199,730	1,199,730	1,199,730	1,235,722
TRS On-Behalf	7,692,075	-	-	-	-	-
Unemployment Payments	79,628	100,939	65,000	65,000	65,000	65,000
TRS	3,122,890	2,508,120	3,613,114	3,613,114	3,613,114	3,721,507
<b>Total Employee Benefits</b>	<b>19,834,553</b>	<b>12,754,133</b>	<b>13,432,730</b>	<b>18,112,578</b>	<b>16,412,578</b>	<b>18,327,154</b>
<b>Total Payroll and Related Benefits</b>	<b>160,221,445</b>	<b>164,690,347</b>	<b>163,870,911</b>	<b>180,835,374</b>	<b>181,200,374</b>	<b>194,238,312</b>
<b>Organization(non-payroll and non-fixed costs)</b>	<b>15,808,590</b>	<b>19,421,119</b>	<b>16,178,713</b>	<b>14,231,650</b>	<b>7,148,370</b>	<b>688,672</b>
<b>Fixed Costs</b>						
Utilities	8,938,522	7,910,470	7,548,930	7,548,930	7,548,930	7,548,930
Tarrant Appraisal District	879,735	1,014,475	968,920	968,920	968,920	968,920
Durham Transportation	5,532,176	5,745,120	3,535,924	4,645,924	4,661,204	4,677,964
Copy Machines	1,131,396	1,198,059	643,737	643,737	643,737	643,737
Education Service Center, Region 11	106,812	113,084	122,896	122,896	122,896	122,896
Liability Insurance	1,118,943	991,966	1,172,140	1,172,140	1,172,140	1,172,140
Technology Maintenance Agreement	2,282,965	2,250,746	2,998,744	3,002,744	3,002,744	3,002,744
Legal Services	67,879	143,161	148,950	148,950	148,950	148,950
Financial Auditor	59,400	52,000	62,000	62,000	62,000	62,000
JJAEP	-	-	2,307	2,307	2,307	2,307
Tax Increment Fund	1,925,666	1,750,904	1,851,674	1,851,674	1,851,674	1,851,674
<b>Total Other Fixed Costs</b>	<b>22,043,494</b>	<b>21,169,985</b>	<b>19,056,222</b>	<b>20,170,222</b>	<b>20,185,502</b>	<b>20,202,262</b>
<b>General Fund Total Expenditures</b>	<b>\$ 198,073,529</b>	<b>\$ 205,281,451</b>	<b>\$ 199,105,846</b>	<b>\$ 215,237,246</b>	<b>\$ 208,534,246</b>	<b>\$ 215,129,246</b>
<b>Debt Service Fund</b>						
Expenditures	52,109,811	55,378,182	57,089,099	58,481,873	61,409,318	58,452,786
<b>Debt Service Fund Total Expenditures</b>	<b>\$ 52,109,811</b>	<b>\$ 55,378,182</b>	<b>\$ 57,089,099</b>	<b>\$ 58,481,873</b>	<b>\$ 61,409,318</b>	<b>\$ 58,452,786</b>

**KELLER ISD 2011-2012 BUDGET**

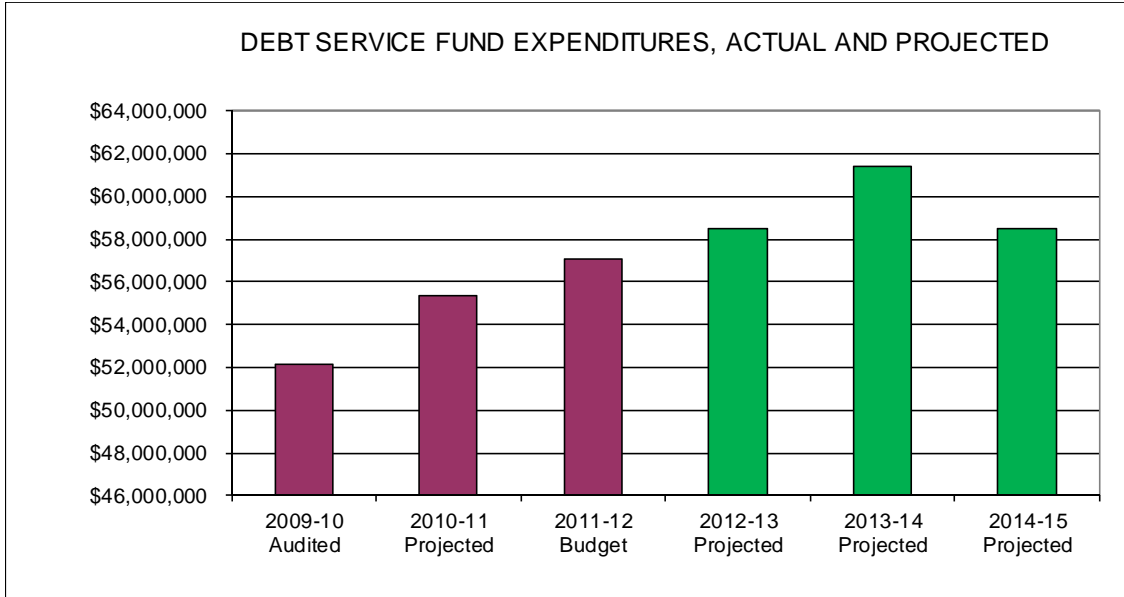
The following schedule and graph depict the District's Debt Service Retirement Schedule and the 2008-2009 Debt Service actual expenditures and projected expenditure budgets through fiscal year 2031-2032.

**KELLER INDEPENDENT SCHOOL DISTRICT  
DEBT SERVICE FUND  
DEBT RETIREMENT SCHEDULE**

Fiscal Year Ended August 31	Principal	Interest	Total	Percent Retired
<b>2012</b>	12,694,743	44,244,356	56,939,099	0.0178
<b>2013</b>	14,508,842	43,823,031	58,331,873	0.0382
<b>2014</b>	25,099,769	36,159,549	61,259,318	0.0734
<b>2015</b>	17,300,069	41,002,718	58,302,787	0.0976
<b>2016</b>	13,777,090	41,645,985	55,423,075	0.1170
<b>2017</b>	16,712,172	39,270,996	55,983,168	0.1404
<b>2018</b>	21,049,820	35,480,907	56,530,727	0.1699
<b>2019</b>	18,447,531	38,655,489	57,103,020	0.1958
<b>2020</b>	23,602,658	34,074,395	57,677,053	0.2289
<b>2021</b>	25,084,073	33,176,815	58,260,888	0.2641
<b>2022</b>	33,375,000	25,463,229	58,838,229	0.3109
<b>2023</b>	35,570,000	23,865,493	59,435,493	0.3608
<b>2024</b>	37,980,000	22,127,399	60,107,399	0.4141
<b>2025</b>	40,465,000	20,251,338	60,716,338	0.4709
<b>2026</b>	43,000,000	18,242,387	61,242,387	0.5312
<b>2027</b>	45,715,000	16,149,657	61,864,657	0.5953
<b>2028</b>	48,545,000	13,935,170	62,480,170	0.6634
<b>2029</b>	50,925,000	11,659,937	62,584,937	0.7349
<b>2030</b>	53,360,000	9,227,163	62,587,163	0.8097
<b>2031</b>	52,440,000	6,505,662	58,945,662	0.8833
<b>2032</b>	39,570,000	3,958,106	43,528,106	0.9388
<b>2033</b>	13,765,000	2,004,181	15,769,181	0.9581
<b>2034</b>	14,525,000	1,243,413	15,768,413	0.9785
<b>2035</b>	15,345,000	421,988	15,766,988	1.0000
	<u>712,856,767</u>	<u>562,589,364</u>	<u>1,275,446,131</u>	

## KELLER ISD 2011-2012 BUDGET

The graph shown below depicts the actual debt services fund expenditures for 2009-10, the projected actual expenditures through 2010-11, the projected expenditures for the current budgeted year 2011-2012 and the projected expenditures for future budget years 2012-2013 through 2014-2015. Debt Service expenditures are expected to increase by 3.09% during 2011-2012 over the 2010-2011 school year.



**KELLER ISD 2011-2012 BUDGET**

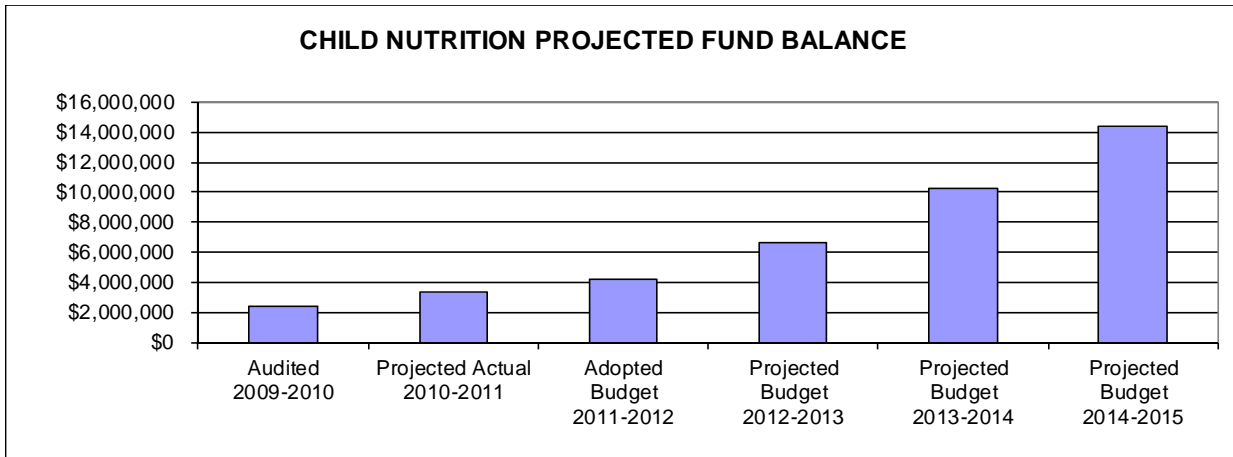
**KELLER INDEPENDENT SCHOOL DISTRICT**

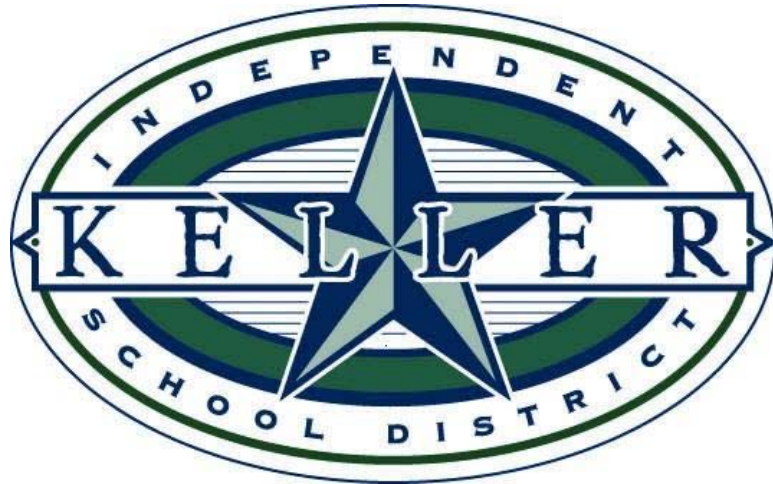
**CHILD NUTRITION FUND**

**REVENUE, EXPENDITURE, AND FUND BALANCE FORECAST**

**YEARS ENDED AUGUST 31, 2010—AUGUST 31, 2015**

	<b>Audited 2009-2010</b>	<b>Projected Actual 2010-2011</b>	<b>Adopted Budget 2011-2012</b>	<b>Projected Budget 2012-2013</b>	<b>Projected Budget 2013-2014</b>	<b>Projected Budget 2014-2015</b>
<b>Revenue</b>						
Local Sources	\$ 7,468,930	\$ 7,832,977	\$ 8,360,948	\$ 9,769,390	\$ 10,590,019	\$ 11,479,580
State Sources	326,702	64,463	72,458	\$88,422	\$95,850	\$103,901
Federal Sources	3,500,740	3,279,422	4,087,486	4,545,099	4,926,887	5,340,746
<b>Total Revenue</b>	<b>11,296,372</b>	<b>11,176,862</b>	<b>12,520,892</b>	<b>14,402,911</b>	<b>15,612,756</b>	<b>16,924,227</b>
<b>Expenditures</b>						
Food Services	10,601,047	10,196,096	11,720,892	11,898,947	12,106,609	12,716,851
<b>Total Expenditures</b>	<b>10,601,047</b>	<b>10,196,096</b>	<b>11,720,892</b>	<b>11,898,947</b>	<b>12,106,609</b>	<b>12,716,851</b>
<b>Excess</b>	<b>695,325</b>	<b>980,766</b>	<b>800,000</b>	<b>2,503,964</b>	<b>3,506,147</b>	<b>4,207,376</b>
Fund Balance beginning 9/1	1,717,582	2,412,907	3,393,673	4,193,673	6,697,637	10,203,784
<b>Fund Balance ending 8/31</b>	<b>\$ 2,412,907</b>	<b>\$ 3,393,673</b>	<b>\$ 4,193,673</b>	<b>\$ 6,697,637</b>	<b>\$ 10,203,784</b>	<b>\$ 14,411,160</b>



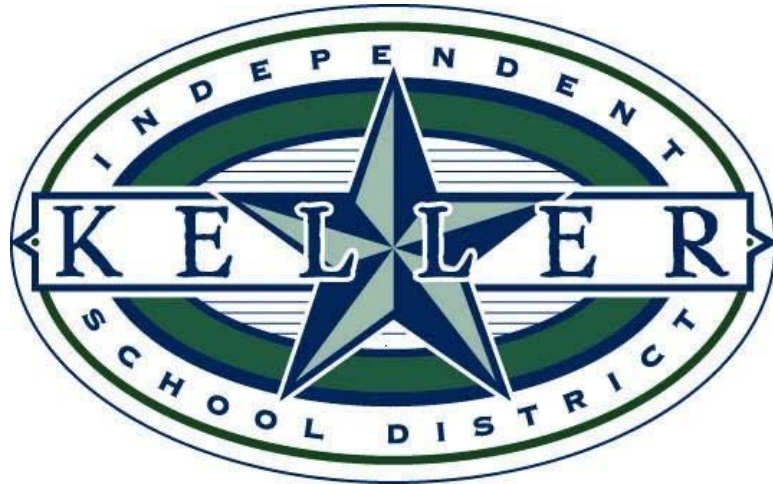


KELLER ISD  
Intentionally  Exceptional

# *Property Tax Information*



Artwork Provided by:  
Allyson Schroy  
Fossil Ridge High School



KELLER ISD  
Intentionally  Exceptional

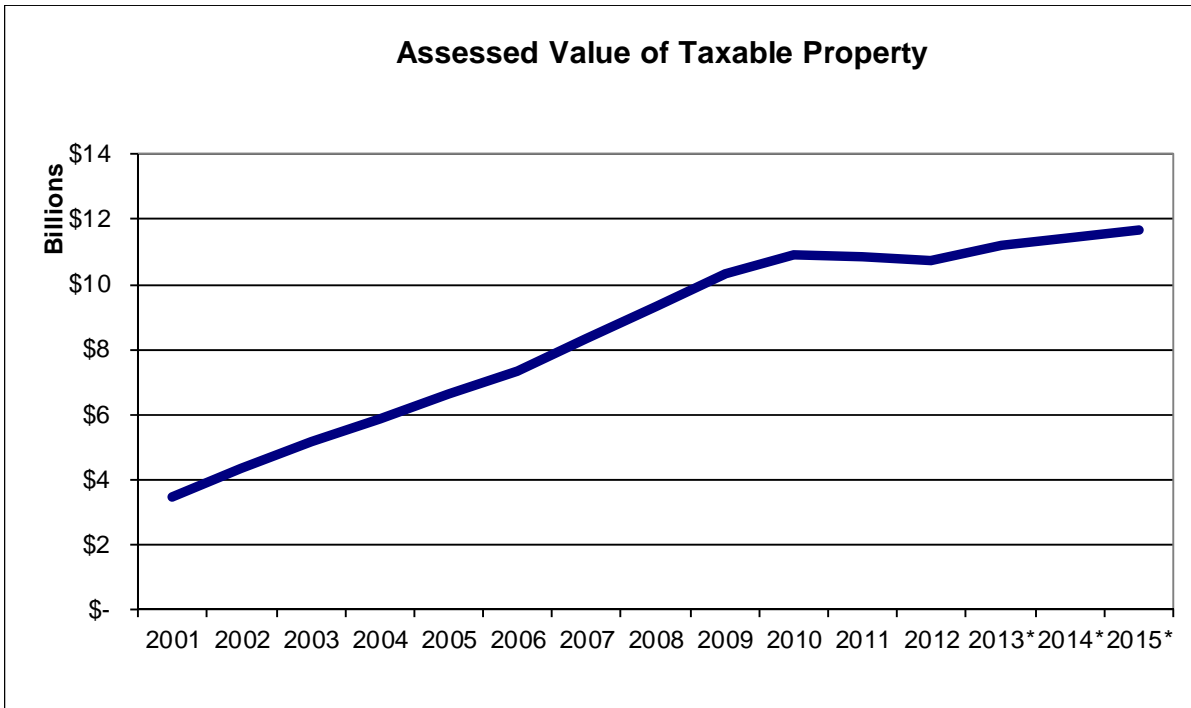


**KELLER ISD 2011-2012 BUDGET**

**ASSESSED AND ESTIMATED VALUE OF TAXABLE PROPERTY  
FIFTEEN FISCAL YEARS**

<u>Fiscal</u>	<u>Freeze Adjusted</u>	<u>Change over</u>	<u>% Change</u>
2001	\$ 3,456,116,638	\$ 590,443,927	20.46%
2002	\$ 4,368,831,855	\$ 912,715,217	26.41%
2003	\$ 5,188,548,506	\$ 819,716,651	18.76%
2004	\$ 5,897,543,422	\$ 708,994,916	13.66%
2005	\$ 6,630,965,629	\$ 733,422,207	12.44%
2006	\$ 7,316,146,304	\$ 685,180,675	10.33%
2007	\$ 8,327,342,933	\$1,011,196,629	13.82%
2008	\$ 9,320,666,258	\$ 993,323,325	11.93%
2009	\$10,318,067,707	\$ 997,401,449	10.70%
2010	\$10,933,757,345	\$ 615,689,638	5.97%
2011	\$10,838,009,000	\$ (95,748,345)	-0.88%
2012	\$10,750,214,490	\$ (87,794,510)	-0.81%
2013*	\$11,200,638,123	\$ 450,423,633	4.19%
2014*	\$11,424,650,885	\$ 224,012,762	2.00%
2015*	\$11,653,143,903	\$ 228,493,018	2.00%

\* Projected



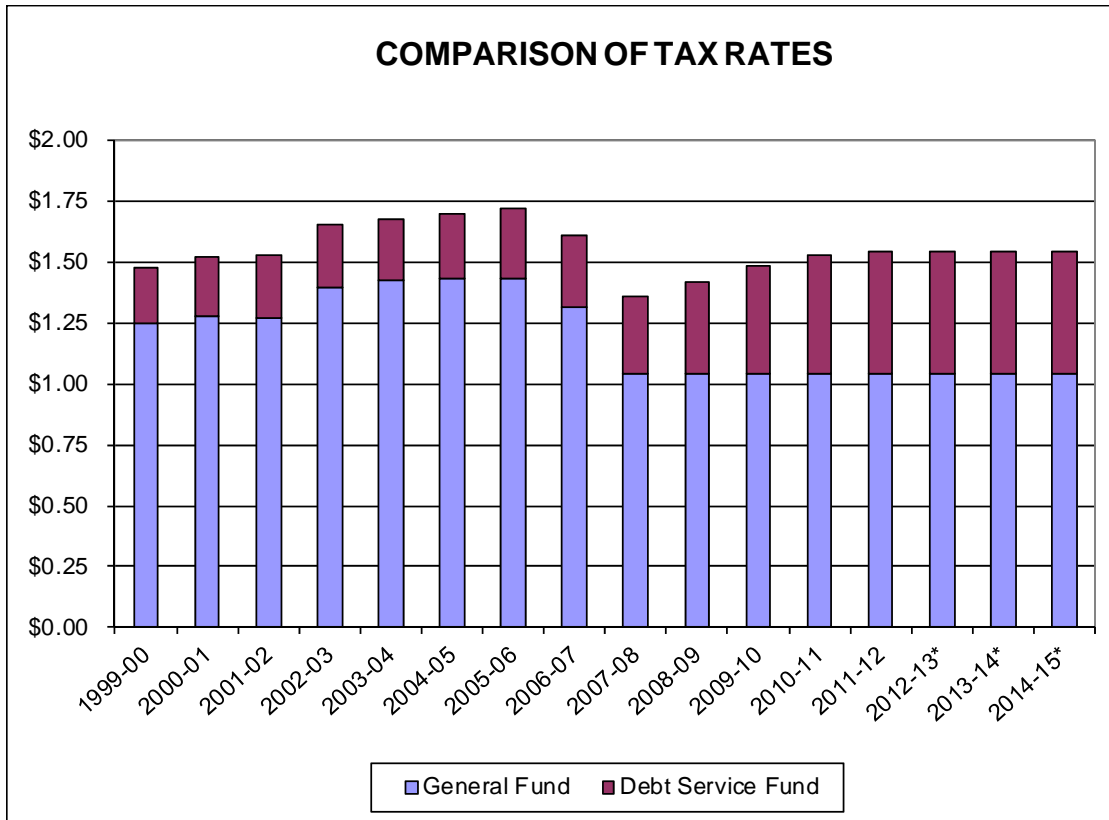
\* Projected

**KELLER ISD  
COMPARISON OF TAX RATES**

<u>Year</u>	<u>General Fund Rate</u>	<u>Debt Service Rate</u>	<u>Total Rate</u>
1999-00	1.2450	0.2300	1.4750
2000-01	1.2732	0.2495	1.5227
2001-02	1.2730	0.2559	1.5289
2002-03	1.3926	0.2593	1.6519
2003-04	1.4213	0.2549	1.6762
2004-05	1.4336	0.2639	1.6975
2005-06	1.4336	0.2822	1.7158
2006-07	1.3111	0.2969	1.6080
2007-08	1.0400	0.3174	1.3574
2008-09	1.0400	0.3769	1.4169
2009-10	1.0400	0.4463	1.4863
2010-11	1.0400	0.4906	1.5306
2011-12	1.0400	0.5000	1.5400
2012-13*	1.0400	0.5000	1.5400
2013-14*	1.0400	0.5000	1.5400
2014-15*	1.0400	0.5000	1.5400

\* Projected

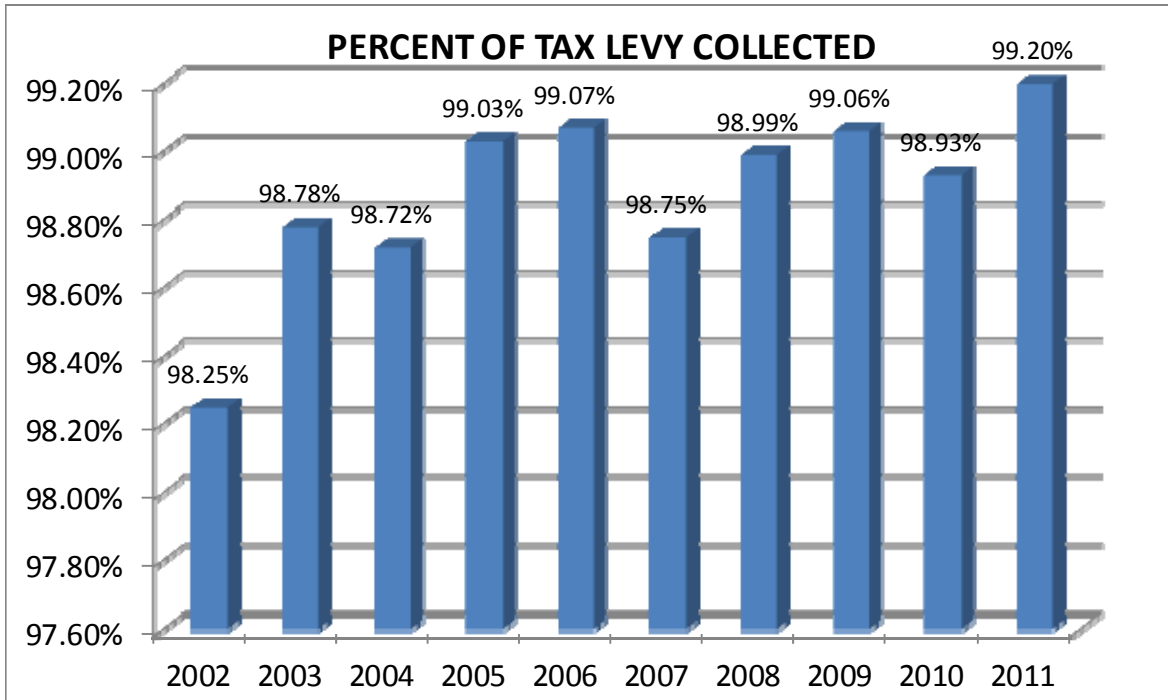
Note: Tax rates are per \$100 of assessed valuation.



\* Projected

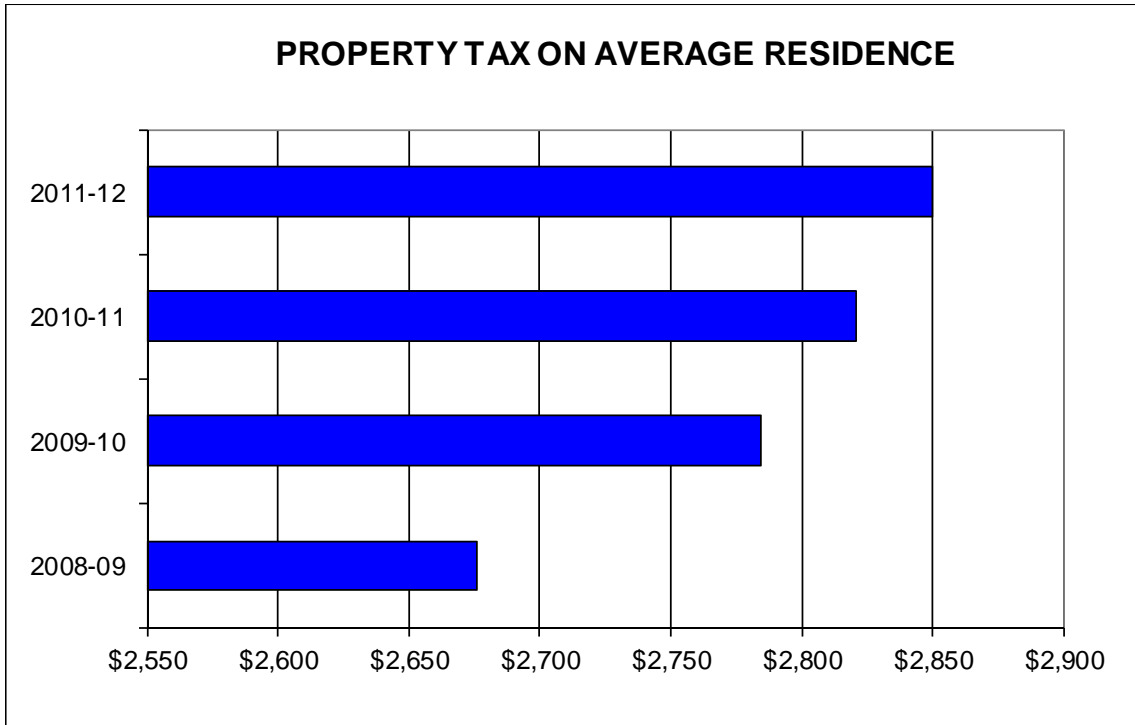
**Keller Independent School District  
Comparison of Total Tax Collections to Levy  
Ten Years**

Fiscal Year	Taxes Levied for the Fiscal Year	Current Tax Collections	Percent of Levy Collected	Delinquent Tax Collections
2002	66,895,128	65,725,235	98.25%	1,061,009
2003	86,314,432	85,265,190	98.78%	1,485,313
2004	99,145,959	97,873,929	98.72%	1,190,318
2005	112,524,886	111,436,784	99.03%	1,778,781
2006	127,413,041	126,233,010	99.07%	1,174,544
2007	135,001,309	133,308,212	98.75%	1,468,438
2008	127,758,173	126,471,104	98.99%	2,429,393
2009	147,374,611	145,996,374	99.06%	935,724
2010	162,025,597	160,286,383	98.93%	748,747
2011	165,224,552	163,908,760	99.20%	1,195,797



**KELLER INDEPENDENT SCHOOL DISTRICT  
PROPERTY TAXES ON AVERAGE RESIDENCES**

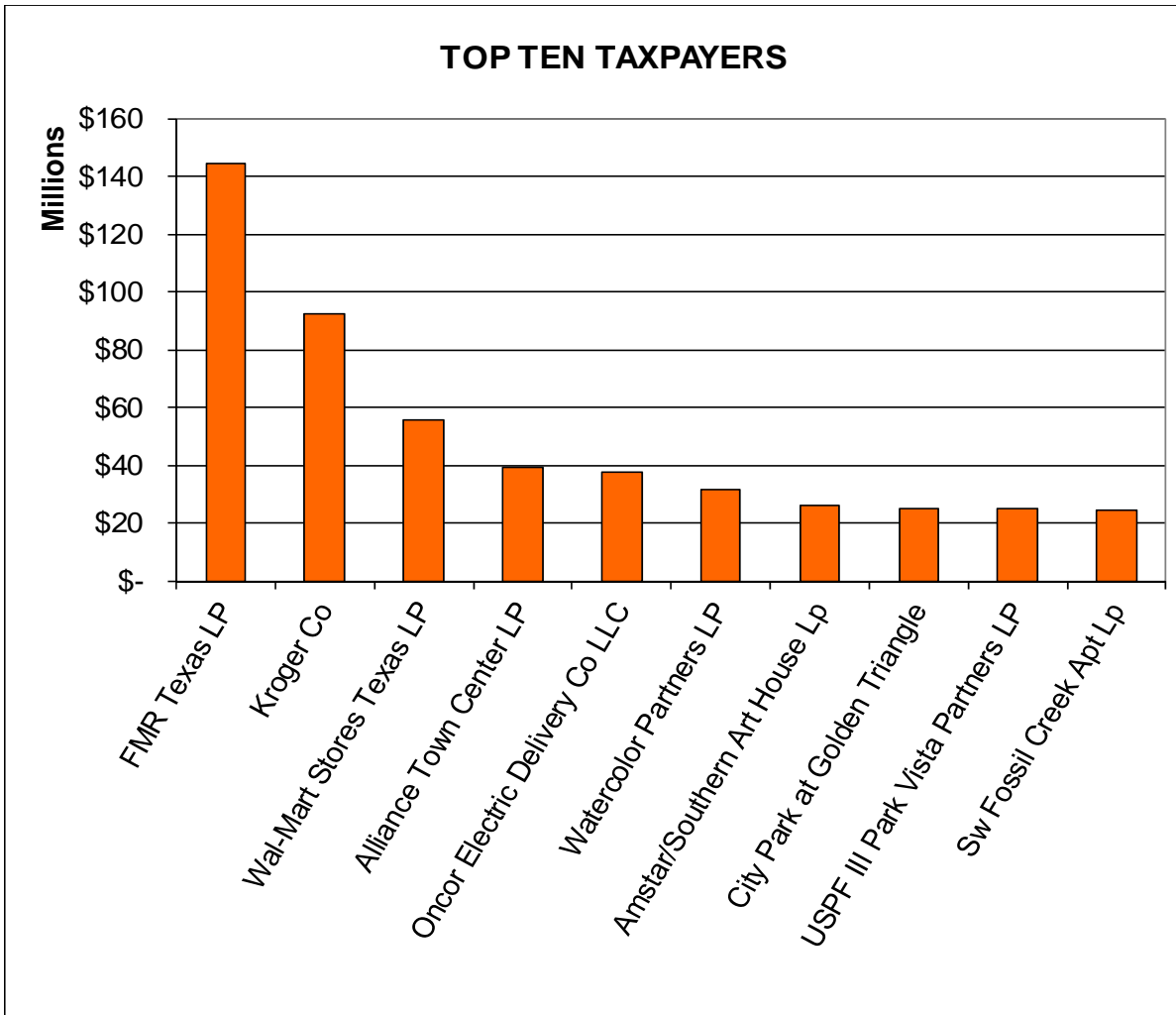
	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Average Market Value of Residences	\$ 199,963	\$ 202,342	\$ 199,270	\$ 200,060
Homestead Exemption	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Average Taxable Value of Residences	\$ 184,963	\$ 187,342	\$ 184,270	\$ 185,060
Total Property Tax Rate	\$ 1.4169	\$ 1.4863	\$ 1.5306	\$ 1.5400
Taxes Due on Average Residence	\$ 2,621	\$ 2,784	\$ 2,820	\$ 2,850
(Decrease) From Prior Year	10.02%	6.25%	1.29%	1.05%

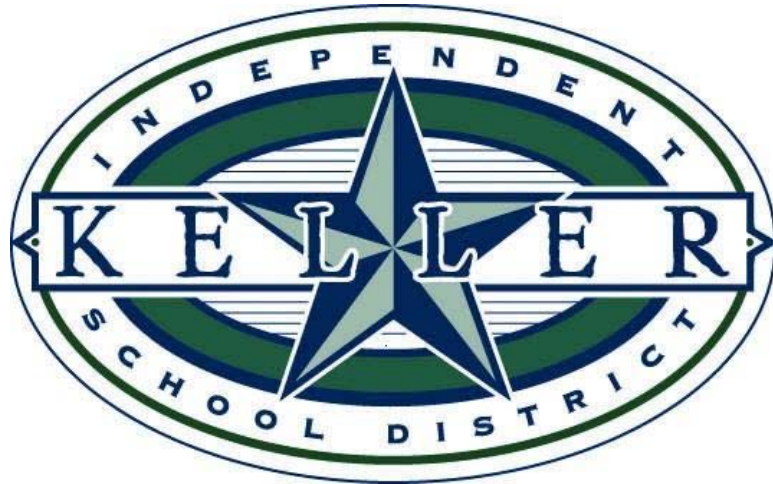


**TOP TEN TAXPAYERS**

**2011-2012**

<u>Taxpayer's Name</u>	<u>Total Taxable Value</u>
FMR Texas LP	\$ 144,264,040
Kroger Co	92,151,856
Wal-Mart Stores Texas LP	55,762,852
Alliance Town Center LP	39,277,630
Oncor Electric Delivery Co LLC	37,532,118
Watercolor Partners LP	31,652,360
Amstar/Southern Art House Lp	26,000,000
City Park at Golden Triangle	24,960,000
USPF III Park Vista Partners LP	24,894,000
Sw Fossil Creek Apt Lp	24,608,900
<b>Total</b>	<b>\$ 501,103,756</b>





KELLER ISD  
Intentionally  Exceptional

# Personnel



PERSONNEL

**Salary Increase 2011-2012**

The budgeted compensation package for 2011-12 did not include a pay increase for any district staff. The salary schedule for teachers does provide for differing amounts based on years of experience and degree type.

**New Positions 2011-2012**

Keller ISD saw a net decrease of (254.63) positions for 2011-12. However, due to the restructuring of district priorities and other factors, the addition of 15.50 general fund positions is embedded within the net decrease. KISD determined that hiring employees for campus security was more cost effective than paying for local police service; hence the hiring of 14.00 security specialists for the middle and high schools. An additional librarian was needed for the new elementary campus as well. The Child Nutrition fund added 15.00 workers to staff the new elementary campus and to expand the Timber Creek High School cafeteria for the addition of a senior class.

**Added Positions - General Fund**

14.00 Security Specialist	420,000
0.50 Director of Health Services Secretary	16,000
1.00 Librarian	46,100
<b>15.5 TOTAL</b>	<b><u>\$482,100</u></b>

**Added Positions - Child Nutrition Fund**

15.00 Child Nutrition Workers	202,500
<b>15.00 TOTAL</b>	<b><u>\$202,500</u></b>



**Employee Benefits**

Benefits provided to employees include health insurance, workers' compensation, Medicare, unemployment and TRS benefits. Employee benefits are expected to increase slightly due salary increases for selected employee groups.

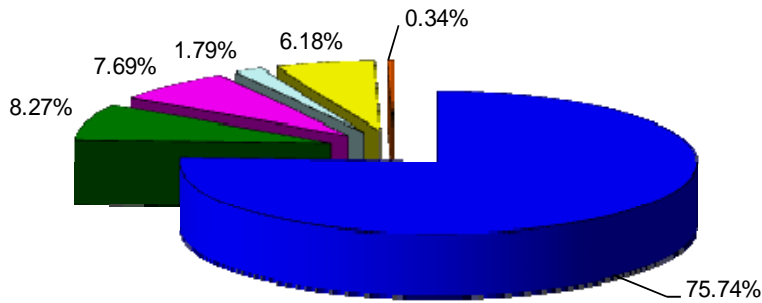
**KELLER INDEPENDENT SCHOOL DISTRICT  
GENERAL FUND  
SCHEDULE OF PAYROLL EXPENDITURES BY OBJECT**

	<b>Audited</b>	<b>Audited</b>	<b>Audited</b>	<b>Projected</b>	<b>Adopted</b>
	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>Actual</b>	<b>Budget</b>
	<b>2010-2011</b>	<b>2011-2012</b>			
6112 Substitute Teachers	\$ 2,167,528	\$ 2,404,312	\$ 2,768,814	\$ 2,626,929	\$ 2,886,139
6118 Extra Duty/Stipends Professional	3,160,605	3,250,796	3,825,654	3,935,213	3,572,858
6119 Professional Salaries	109,419,684	117,647,706	115,769,160	126,930,779	126,332,849
6121 Overtime	858,824	353,317	92,433	122,180	202,900
6122 Support Personnel Substitutes	-	39,329	88,820	108,740	223,761
6127 Student Workers	-	-	-	5,192	-
6128 Extra Duty Pay Support Personnel	111,918	114,492	155,030	160,432	145,360
6129 Support Salaries	16,953,163	17,530,131	17,686,981	17,856,677	17,074,314
6131 Contract Buyout	-	-	-	149,750	-
6139 Employee Allowances	-	165	-	40,322	-
6141 FIMM/FICA	1,828,592	1,936,927	1,933,403	2,082,904	2,159,850
6142 Group Health Insurance	5,404,740	5,869,045	5,902,916	6,874,327	6,395,036
6143 Workers Compensation	1,053,326	1,100,767	1,103,641	1,187,843	1,199,730
6144 TRS On-Behalf	7,022,107	7,518,253	7,692,075	-	-
6145 Unemployment Payments	13,916	90,112	79,628	100,939	65,000
6146 TRS	2,827,550	3,010,889	3,122,890	2,508,120	3,613,114
	<b>\$ 150,821,953</b>	<b>\$ 160,866,241</b>	<b>\$ 160,221,445</b>	<b>\$ 164,690,347</b>	<b>\$ 163,870,911</b>

**KELLER INDEPENDENT SCHOOL DISTRICT  
GENERAL FUND  
SCHEDULE OF PAYROLL EXPENDITURES BY FUNCTION**

	<b>Audited 2007-2008</b>	<b>Audited 2008-2009</b>	<b>Audited 2009-2010</b>	<b>Projected Actual 2010-2011</b>	<b>Adopted Budget 2011-2012</b>
11 Instruction	\$ 107,323,865	\$ 115,156,128	\$ 114,181,344	\$ 119,351,318	\$ 120,168,775
12 Media Services (Library)	2,672,452	3,007,817	2,428,739	2,258,114	2,345,450
13 Curriculum and Staff Development	1,637,643	1,572,805	1,709,217	1,426,069	1,605,088
21 Instructional Leadership	1,963,348	1,976,220	1,975,903	1,789,300	1,868,475
23 School Leadership	11,045,466	12,074,684	12,207,521	12,176,569	11,679,676
31 Guidance, Counseling and Evaluation	6,706,292	7,310,638	7,163,855	7,334,632	7,021,259
32 Social Work Services	96,115	113,294	100,433	106,557	106,176
33 Health Services	1,684,386	1,916,771	2,041,941	2,043,423	2,143,431
36 Co/Extracurricular Activities	3,616,742	3,645,971	4,288,671	4,173,400	3,326,999
41 General Administration	3,085,790	3,452,935	3,447,356	3,216,851	2,928,198
51 Facility Maintenance and Operations	9,206,255	8,812,237	8,779,819	8,953,500	8,491,533
52 Security and Monitoring Services	119	86,945	126,322	286,821	561,978
53 Data Processing Services	1,386,005	1,268,717	1,243,562	1,105,299	1,073,637
61 Community Services	380,991	463,833	515,567	468,494	550,236
81 Facility Acquisition and Construction	16,484	7,246	11,195	-	-
	<b>\$ 150,821,953</b>	<b>\$ 160,866,241</b>	<b>\$ 160,221,445</b>	<b>\$ 164,690,347</b>	<b>\$ 163,870,911</b>

**2011-2012 PAYROLL BUDGET BY FUNCTIONAL CATEGORY**



<span style="color: blue;">■</span> Instruction	<span style="color: green;">■</span> School Leadership	<span style="color: magenta;">■</span> Student Support
<span style="color: grey;">■</span> Administrative Support	<span style="color: yellow;">■</span> Non Student Support	<span style="color: orange;">■</span> Community Support

**KELLER ISD 2011-2012 BUDGET**

**KELLER INDEPENDENT SCHOOL DISTRICT  
PERSONNEL DISTRIBUTION - FOUR YEAR COMPARISON  
GENERAL FUND AND CHILD NUTRITION FUND**

<b>Distribution of Personnel and Function Code</b>	<b>General Fund</b>	<b>Child Nutrition Fund</b>	<b>2011-12 Totals</b>	<b>Increase (Decrease)</b>	<b>2010-11 Totals</b>	<b>2009-10 Totals</b>	<b>2008-09 Totals</b>
<b>Instruction (11)</b>							
Professional	1,925.62	-	1,925.62	(97.63)	2,023.25	1,993.10	1,938.96
Support	264.50	-	264.50	(28.50)	293.00	295.50	260.00
<b>Media Services (Library) (12)</b>							
Professional	38.00	-	38.00	1.00	37.00	36.00	35.00
Support	-	-	-	(7.00)	7.00	7.50	31.50
<b>(13)</b>							
Professional	7.50	-	7.50	(11.00)	18.50	19.50	12.50
Support	3.00	-	3.00	(0.50)	3.50	3.75	5.75
<b>Instructional Administration (21)</b>							
Professional	12.50	-	12.50	(2.00)	14.50	14.50	13.50
Support	9.50	-	9.50	(3.00)	12.50	11.75	12.75
<b>School Administration (23)</b>							
Professional	103.00	-	103.00	(0.50)	103.50	98.00	102.00
Support	139.00	-	139.00	(76.50)	215.50	185.00	202.50
<b>Evaluation Services (31)</b>							
Professional	104.50	-	104.50	(0.50)	105.00	101.50	106.50
Support	11.00	-	11.00	(4.00)	15.00	14.00	18.00
<b>Social Work Services (32)</b>							
Professional	2.00	-	2.00	-	2.00	2.00	1.00
Support	-	-	-	-	-	-	-
<b>Health Services (33)</b>							
Professional	43.00	-	43.00	-	43.00	41.00	40.00
Support	1.00	-	1.00	0.50	0.50	0.50	0.50
<b>Food Services (35)</b>							
Professional	-	1.00	1.00	-	1.00	1.00	1.00
Support	-	271.00	256.00	15.00	256.00	250.00	247.00
<b>Co Curricular Activities (36)</b>							
Professional	9.00	-	9.00	(3.50)	12.50	12.00	11.00
Support	1.00	-	1.00	-	1.00	1.00	1.00
<b>General Administration (41)</b>							
Professional	19.25	-	19.25	(3.75)	23.00	20.00	21.00
Support	25.50	-	25.50	(7.50)	33.00	36.00	36.00
<b>Maintenance/Custodial (51)</b>							
Professional	4.00	-	4.00	(3.00)	7.00	6.00	4.00
Support	301.00	-	301.00	(7.25)	308.25	283.75	271.75
<b>Security (52)</b>							
Professional	1.00	-	1.00	-	1.00	1.00	-
Support	17.00	-	17.00	16.00	1.00	1.00	-
<b>Data Processing (53)</b>							
Professional	10.00	-	10.00	(1.00)	11.00	9.00	12.00
Support	6.00	-	6.00	(4.00)	10.00	10.66	12.00
<b>Community Services (61)</b>							
Professional	3.50	-	3.50	(1.00)	4.50	4.50	1.00
Support	9.00	-	9.00	-	9.00	9.00	9.00
	<b>3,070.37</b>	<b>272.00</b>	<b>3,342.37</b>	<b>(229.63)</b>	<b>3,572.00</b>	<b>3,468.51</b>	<b>3,407.21</b>

\* Transfers of positions are included on this schedule

**KELLER INDEPENDENT SCHOOL DISTRICT  
2011-2012  
TEACHER SALARY SCHEDULE**

<b>STEP</b>	<b>BACHELORS</b>	<b>MASTERS</b>
0	\$ 46,000	\$ 47,000
1	46,143	\$ 47,143
2	46,693	47,693
3	47,298	48,298
4	47,908	48,908
5	48,303	49,303
6	48,819	49,819
7	49,363	50,363
8	49,663	50,663
9	49,963	50,963
10	50,263	51,263
11	50,563	51,563
12	50,863	51,863
13	51,213	52,213
14	51,527	52,527
15	51,827	52,827
16	52,613	53,613
17	52,913	53,913
18	53,513	54,513
19	53,863	54,863
20	54,388	55,388
21	55,263	56,263
22	56,138	57,138
23	56,463	57,463
24	57,163	58,163
25	58,107	59,107
26	58,777	59,777
27	59,095	60,095
28	59,764	60,764
29	60,444	61,444
30	61,107	62,107

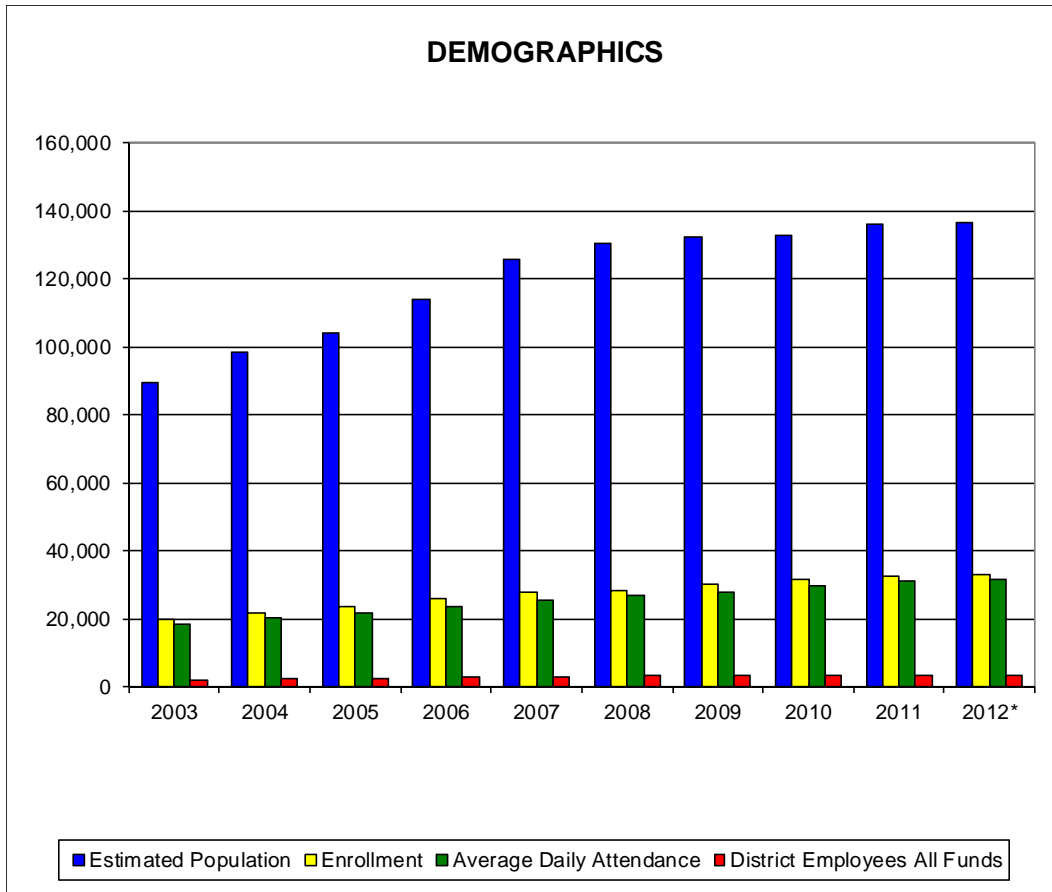
This schedule includes nurses, librarians, and speech therapists. Annual salaries are based upon a 187 day contract. Supplements do not increase with extended contracts. This schedule is for the 2011-2012 school year only. Salaries paid to employees in prior years and to be paid in future years cannot be established from a review of this schedule. For Doctorate degrees add a stipend of \$1000 per year.

The "Entry" column is used when an applicant first comes to work for KISD. It is equal to the number of years of experience with which they come to the district. After the first year, all employees move to the "Step" schedule. For example, a teacher straight out of college, with no previous experience, will begin with the entry level "0". After the first year, that same employee would move to the "Step" schedule on Step one. Similarly, a teacher with 26 years experience, coming to KISD for the first time, would begin on the "Entry" schedule at "25-26". The following year they would move up to step "26" on the "Step" schedule.

**KELLER INDEPENDENT SCHOOL DISTRICT  
DEMOGRAPHIC DATA  
LAST TEN FISCAL YEARS (UNAUDITED)**

<b>Fiscal Year Ended August</b>	<b>Estimated Population</b>	<b>Enrollment</b>	<b>Average Daily Attendance</b>	<b>District Employees All Funds</b>
2003	89,744	20,109	18,400	1,934
2004	98,501	21,804	20,259	2,512
2005	104,074	23,757	21,862	2,512
2006	114,114	25,873	23,791	2,894
2007	125,764	27,905	25,706	3,166
2008	130,309	28,200	27,074	3,464
2009	132,430	30,299	28,057	3,407
2010	132,705	31,558	29,678	3,469
2011	136,038	32,796	31,112	3,572
2012*	136,518	33,188	31,780	3,342

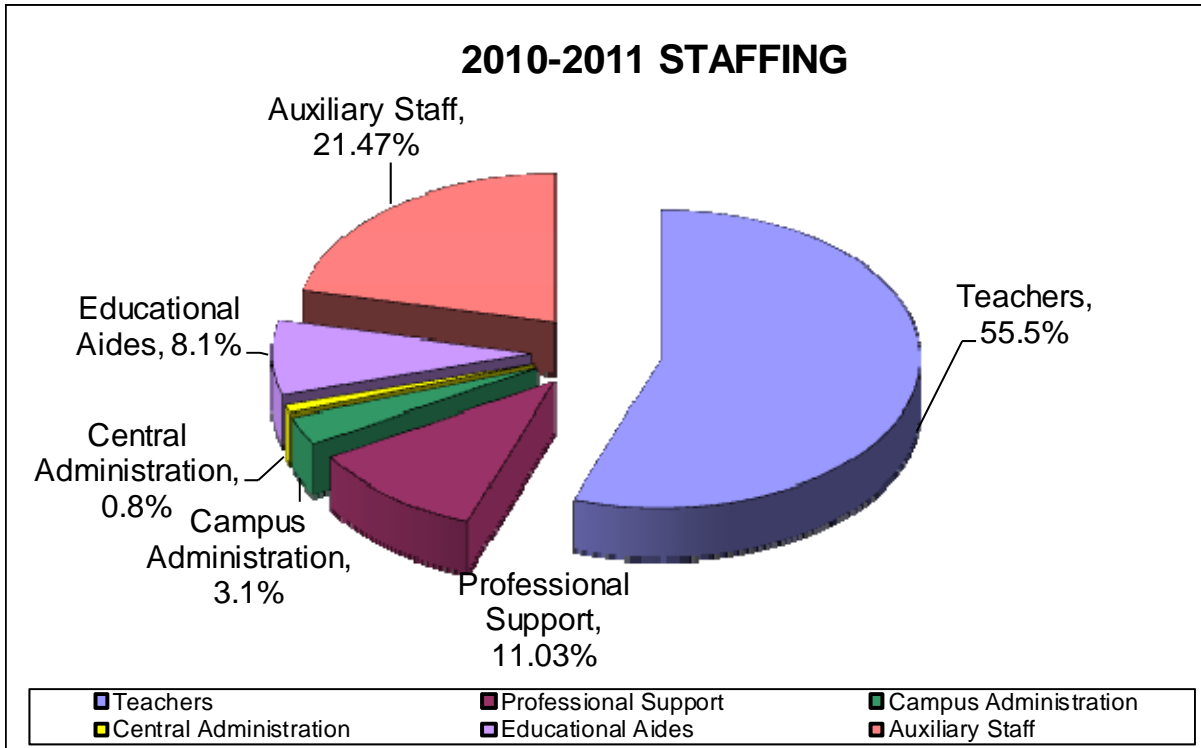
\*Budgeted



Source of Information: AEIS Reports, PEIMS Reports and the Chamber of Commerce

**KELLER INDEPENDENT SCHOOL DISTRICT  
SUMMARY OF STAFFING- ALL FUNDS**

	<b>2008-09</b>	<b>2009-10</b>	<b>2010-2011</b>	<b>Percent</b>
Teachers	1,908.7	1,952.4	1,981.7	55.5%
Professional Support	288.5	357.4	394.0	11.03%
Campus Administration	99.8	101.8	111.8	3.1%
Central Administration	33.0	35.0	30.0	0.8%
Educational Aides	260.6	281.3	291.7	8.1%
Auxiliary Staff	816.6	740.6	762.8	21.47%
<b>Total Staff</b>	<b>3,407.2</b>	<b>3,468.5</b>	<b>3,572.0</b>	<b>100.0%</b>

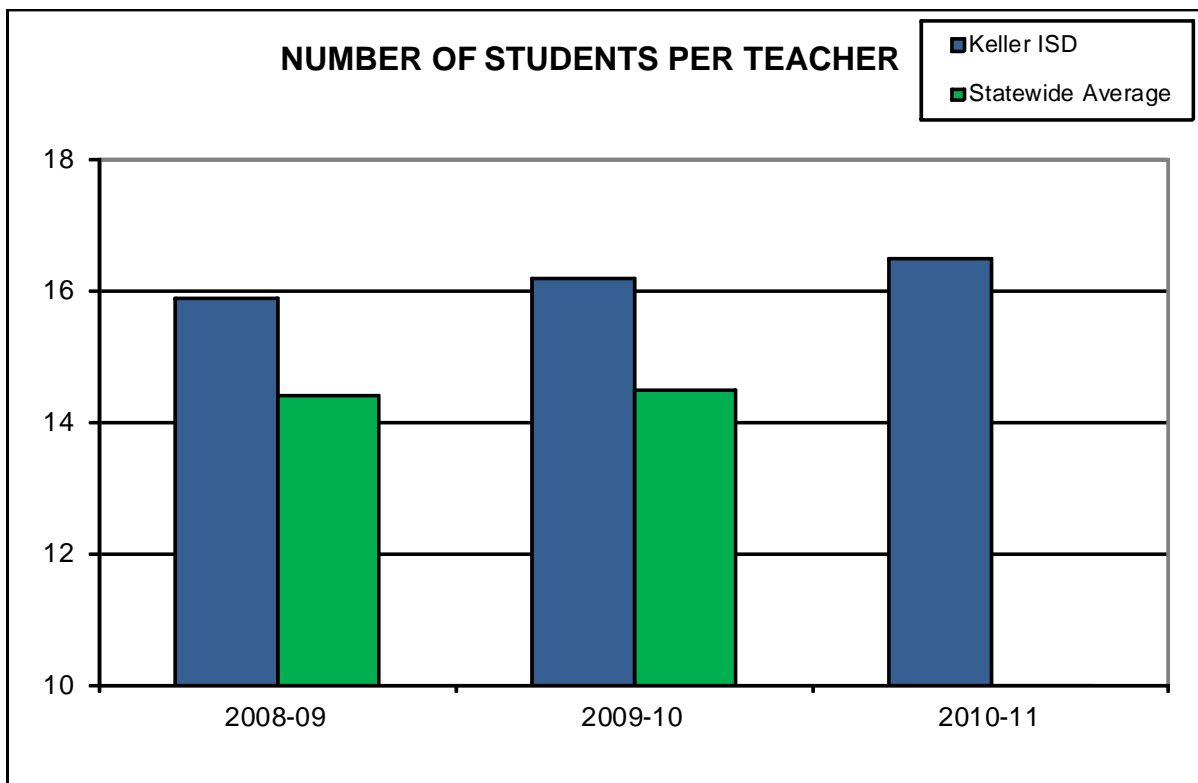


Source of Information: AEIS Reports, PEIMS Reports

**KELLER INDEPENDENT SCHOOL DISTRICT  
NUMBER OF STUDENTS PER TEACHER**

	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>
Keller ISD	15.9	16.2	16.5
Statewide Average	14.4	14.5	*

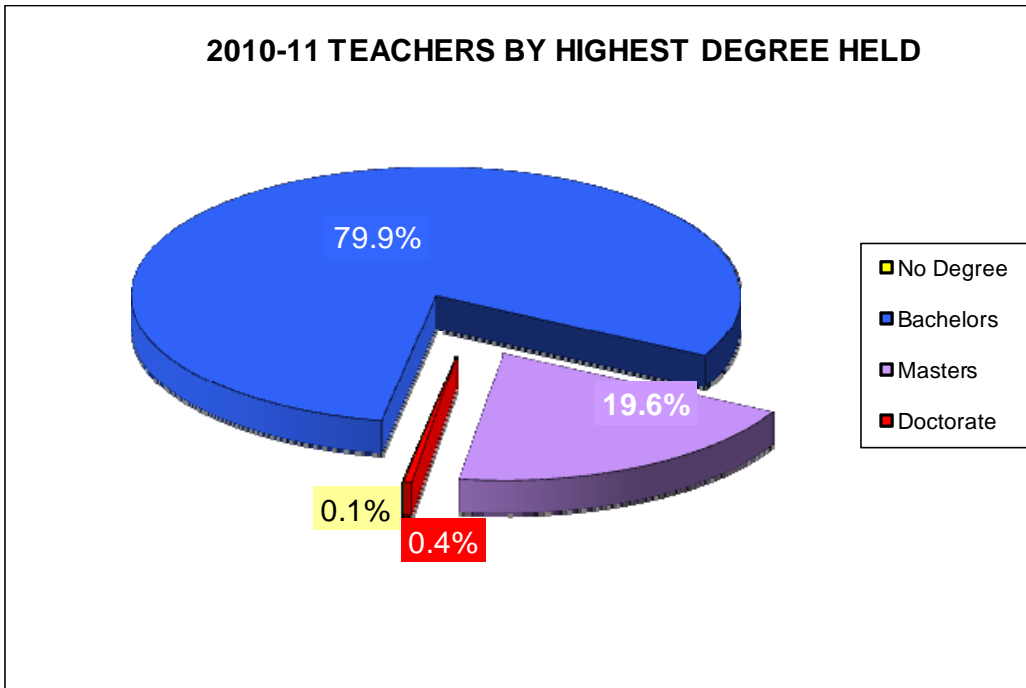
\*not available at time of publication



Source of Information: AEIS Reports, PEIMS Reports

**KELLER INDEPENDENT SCHOOL DISTRICT  
TEACHERS BY HIGHEST DEGREE HELD**

	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>
No Degree	2.0	1.0	1.0
Bachelors	1,559.5	1,591.7	1,583.3
Masters	341.2	353.7	388.9
Doctorate	6.0	6.0	8.5

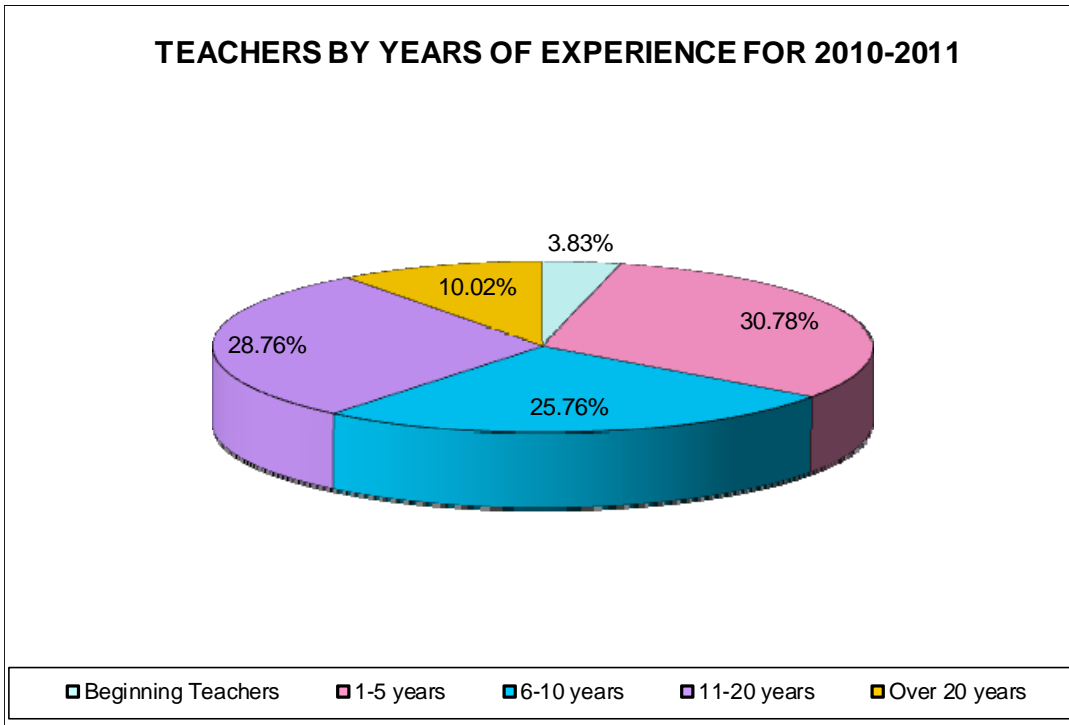


Source of Information: AEIS Reports, PEIMS Reports



**KELLER INDEPENDENT SCHOOL DISTRICT  
TEACHERS BY YEARS OF EXPERIENCE**

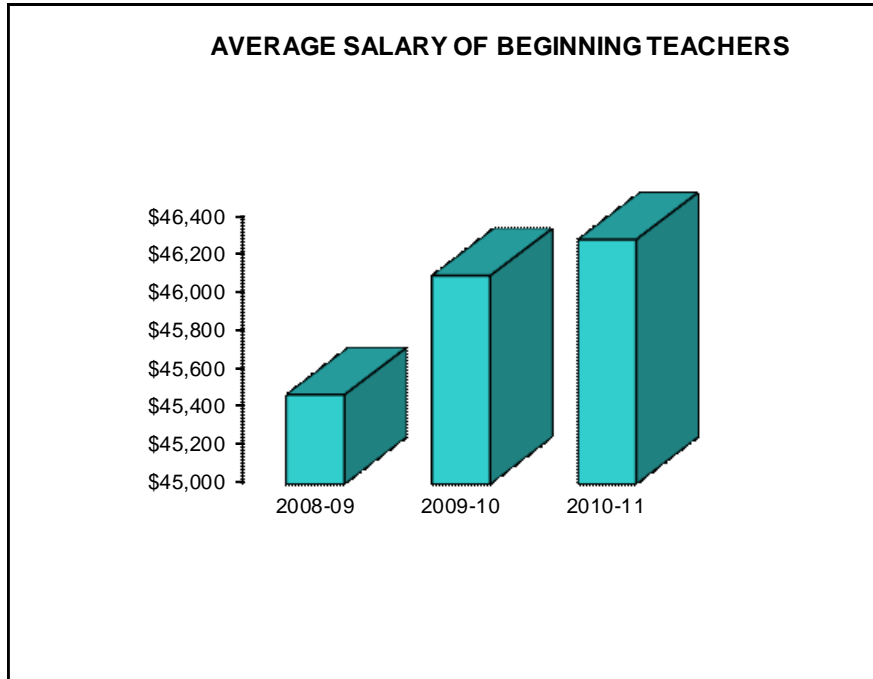
	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>
Beginning Teachers	133.8	95.3	75.9
1-5 years	617.2	656.4	609.9
6-10 years	515.6	503.1	527.4
11-20 years	457.2	498.0	570.0
Over 20 years	184.8	199.7	198.6



Source of Information: AEIS Reports, PEIMS Reports

**KELLER INDEPENDENT SCHOOL DISTRICT  
AVERAGE TEACHER SALARY BY YEARS OF EXPERIENCE**

	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>
Beginning Teachers	45,467	46,089	46,277
1-5 years	46,957	48,062	47,672
6-10 years	49,161	50,165	49,944
11-20 years	51,967	52,913	52,563
Over 20 years	59,606	60,885	60,509



Source of Information: AEIS Reports, PEIMS Reports

# *Economic/ Demographic*



Artwork Provided by:  
Sydney Schnedorf  
Timber Creek High School

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**KELLER ISD ECONOMIC/DEMOGRAPHIC CONDITIONS**

The Keller Independent School District, strategically situated in the northeast section of Tarrant County, lies within one of the fastest growing areas in Texas. Keller's 51 square miles lies 17 miles due north of downtown Fort Worth. Keller's enrollment growth has slowed slightly from 1,500 - 2,000 students per year in previous years to approximately 1,163 students for the current year. The projected maximum for the student population is 40,000 students. Keller ISD is expected to remain the largest district in Northeast Tarrant County through build out and the fourth largest district in Tarrant County. The maximum enrollment is expected to be achieved in 2014.

Keller ISD's local economy remains vibrant and strong. The diversity of the businesses located here and the range of housing available combined with the transportation grid and proximity to Dallas-Fort Worth and Alliance airports provide a degree of protection from the economic cycles that is not available to most school districts. The recent housing problems have not had a great impact on the area due to the lower valuations of the homes as compared to the rest of the nation. This coupled with a lower unemployment rate suggests that the area continues to weather the financial storms of the nation more easily than most parts of the country.

**Area Development**

**Alliance Town Center.** The Alliance Town Center was built to support the needs of the fast growing area in northeast Tarrant County. Phase I included 600,000 SF of retail, cinema, bookstore and offices centered on a public square. Developed by Trademark Property Company and Hillwood, Alliance Town Center now includes the HCA medical campus, Monterra Village, over 40 companies including banks, restaurants, and retail stores. Covering 500 acres Alliance Town Center is poised to become one of the largest retail anchored mixed-use developments in Texas.

**Housing.** Major housing developments that contribute to the fast growth of the District are slowing but are at a greater pace compared to national housing start data. Keller ISD is currently ranked third in the DFW Metroplex, with 822 projected housing starts and 876 projected closings by the end of 2011, while foreclosures have declined 14.5% since 12/31/10. The Villages of Woodland Springs and Heritage are both master plan communities that will each contribute approximately 4,000 homes when completed. Both are less than 1,000 homes from completion. Approximately 2,900 vacant developed lots and lots for future development remain in the District's top ten developments; however, this only accounts for about 60% of all available land in the district. Marshall Ridge, Keller's last large master planned community, has 351 completed homes, with 179 remaining for immediate construction and 438 available for future development. KISD opened Ridgeview Elementary in August, 2011, mainly due to the development of Marshall Ridge.

Contributing to the growth of the area are multifamily units that could contribute approximately 8,000 units in the future to KISD. Of these multifamily units some will be upscale lifestyle apartments that will have minimal effect on the District's student population but will increase taxable property values. Monterra at Hillwood is an example of this type of apartment community. Monterra's phase I has produced 288 units with a completion of all phases producing 1,000 units. The apartment occupancy rate in Keller ISD is currently 92.5%.

**Employment.** The northeast Tarrant County job outlook has improved significantly from 8.5% unemployment in 2010 to 7.2% at the end of 2011. This is the lowest unemployment rate for Tarrant County since April, 2009. The national average was 8.3% at the close of 2011. Keller continues to outperform the state and national economy with a healthy 5.4% unemployment rate for the year ended August 2010.

The Texas Work Force Commission reports the following employment statistics for Tarrant County

**EMPLOYMENT STATUS**

	<u>Tarrant County</u>		<u>State of Texas</u>	
	<u>August 2010</u>	<u>August 2011</u>	<u>August 2010</u>	<u>August 2011</u>
Total Civilian				
Labor Force	917,388	923,778	12,190,800	12,318,000
Total Employment	838,995	844,402	11,169,100	11,241,156
Total Unemployment	78,393	79,376	1,021,700	1,076,844

**UNEMPLOYMENT RATES**

	<u>August 2010</u>	<u>August 2011</u>
Tarrant County**	8.5%	8.6%
State of Texas*	8.3%	8.7%
United States*	9.6%	9.3%

Source of information: Texas Work Force Commission, Austin Texas

The district's largest taxpayer is only 1.33% of the taxable value of the district. This lack of dependence on a single employer or business segment means that the loss of even a large business will not negatively impact the education of children; or imperil the future payment of obligations. The following chart details KISD's principal employers.

**KISD PRINCIPAL EMPLOYERS**

**KISD Principal Employers**

<u>Name of Company</u>	<u># of Employees</u>
AMR Corporation	78,250
Gamestop	17,500
Sabre Corporation	9,000
Bell Helicopter	7,025
Keller ISD	3,461
Fidelity Investments	2,700
BNSF Railway	2,500
Dallas/Fort Worth Airport	1,800
Gaylord Texan Resort	1,500
Transportation Security Admin	1,410
Daimler Chrysler	1,400
Motorola	1,275
Healthmarkets	800
	<hr/>
	128,621
	<hr/>

The district has previously elected to provide the "Freeport Exemption" for qualifying businesses. This tax incentive has resulted in the attraction of new businesses bringing value and jobs to the district. It is believed that this will continue to be a positive force for the district and will insure that businesses needing the facilities of DFW and Alliance airports will consider, and select, Keller ISD for their new plants and their plant expansions.

**KELLER ISD 2011-2012 BUDGET**

**KELLER ISD DEMOGRAPHICS**

**Existing Population Distribution**

	Colleyville		Fort Worth		Haltom City	
	Number	Percent	Number	Percent	Number	Percent
Less than 19 years	7,587	32.10%	216,281	31.40%	12,821	29.50%
20-24 years	709	3.00%	50,282	7.30%	3,086	7.10%
25-34 years	1,654	7.00%	106,763	15.50%	6,780	15.60%
35-54 years	8,839	37.40%	178,397	25.90%	11,213	25.80%
55+	4,845	20.50%	137,070	19.90%	9,561	22.00%
Total Population	23,634		688,793		43,461	

**Existing Population: Race and Ethnicity**

	Colleyville		Fort Worth		Haltom City	
	Number	Percent	Number	Percent	Number	Percent
White	16,922	71.60%	205,949	29.90%	19,817	45.60%
Black or African American	1,465	6.20%	113,651	16.50%	2,868	6.60%
American Indian and Alaska native	189	0.80%	6,199	0.90%	435	1.00%
Asian and Pacific Islander	874	3.70%	24,108	3.50%	2,912	6.70%
Hispanic or Latino	3,711	15.70%	256,921	37.30%	13,429	30.90%
Other Races	473	2.00%	81,966	11.90%	3,998	9.20%
Total Population	23,634		688,793		43,461	

**Existing Population: Income by Household**

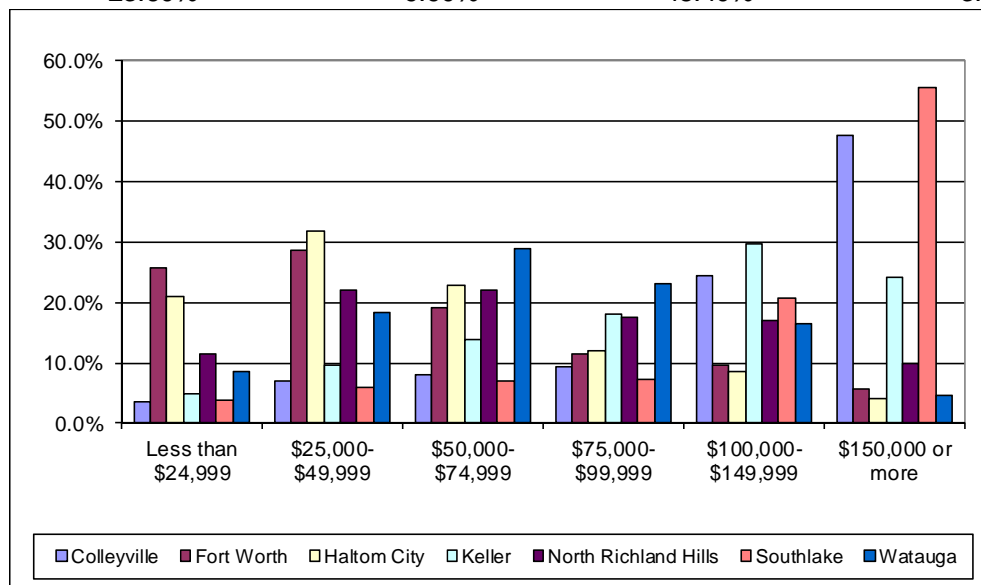
Household Income	Colleyville	Fort Worth	Haltom City
Less than \$24,999	2.80%	24.50%	22.50%
\$25,000-\$49,999	4.90%	26.40%	30.50%
\$50,000-\$74,999	6.90%	19.20%	20.70%
\$75,000-\$99,999	11.30%	12.10%	11.20%
\$100,000-\$149,999	30.90%	11.10%	10.80%
\$150,000 or more	43.20%	6.70%	4.30%

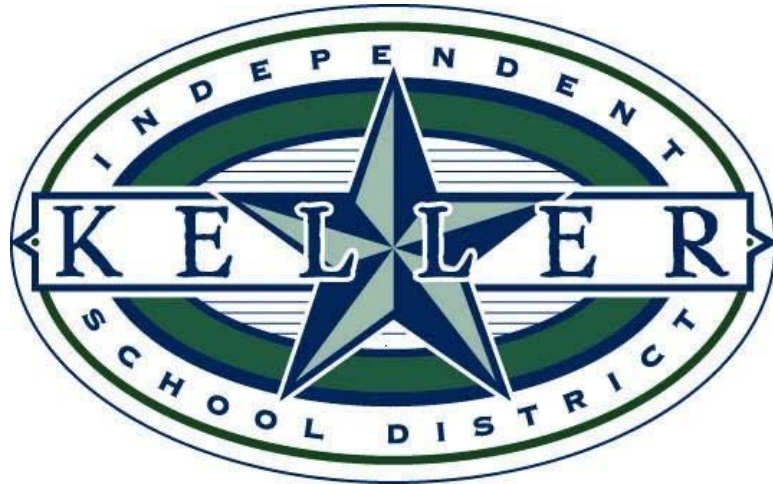
## KELLER ISD 2011-2012 BUDGET

Keller		North Richland Hills		Southlake		Watauga	
Number	Percent	Number	Percent	Number	Percent	Number	Percent
13,846	34.10%	19,457	29.90%	10,045	37.00%	8,164	34.10%
1,421	3.50%	3,969	6.10%	760	2.80%	1,197	5.00%
4,669	11.50%	8,785	13.50%	2,036	7.50%	3,759	15.70%
13,928	34.30%	19,587	30.10%	10,425	38.40%	7,135	29.80%
6,740	16.60%	13,275	20.40%	3,882	14.30%	3,687	15.40%
40,604		65,073		27,148		23,942	

Keller		North Richland Hills		Southlake		Watauga	
Number	Percent	Number	Percent	Number	Percent	Number	Percent
28,221	69.50%	40,086	61.60%	19,085	70.30%	14,174	59.20%
2,517	6.20%	4,555	7.00%	1,710	6.30%	1,604	6.70%
284	0.70%	586	0.90%	244	0.90%	239	1.00%
1,137	2.80%	2,343	3.60%	787	2.90%	1,030	4.30%
7,228	17.80%	14,576	22.40%	4,589	16.90%	5,578	23.30%
1,218	3.00%	2,928	4.50%	733	2.70%	1,317	5.50%
40,604		65,073		27,148		23,942	

Keller	North Richland Hills	Southlake	Watauga
4.60%	11.90%	2.40%	8.00%
8.30%	20.80%	4.00%	20.70%
14.60%	22.20%	5.90%	31.10%
20.10%	17.10%	10.10%	20.80%
28.80%	18.10%	29.20%	15.80%
23.60%	9.90%	48.40%	3.60%





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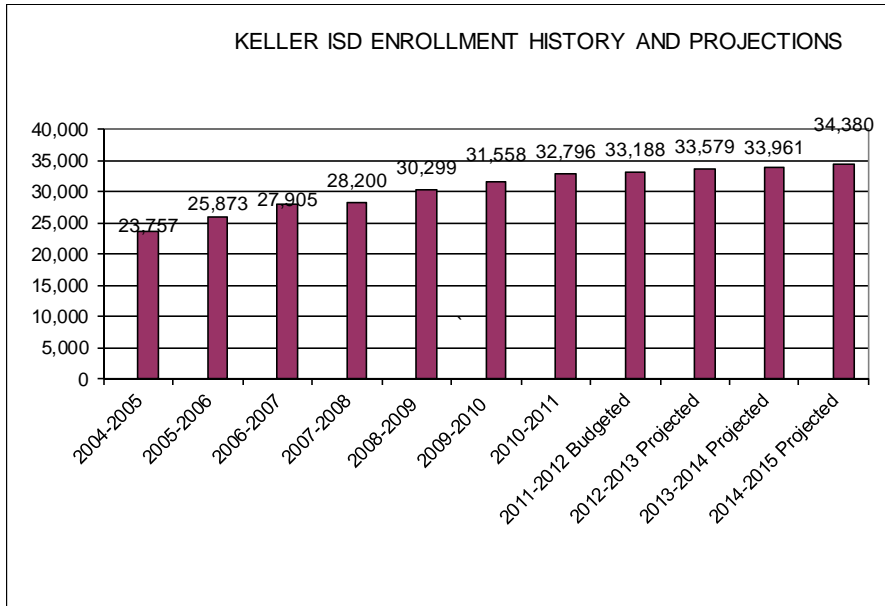
# *Other Information*



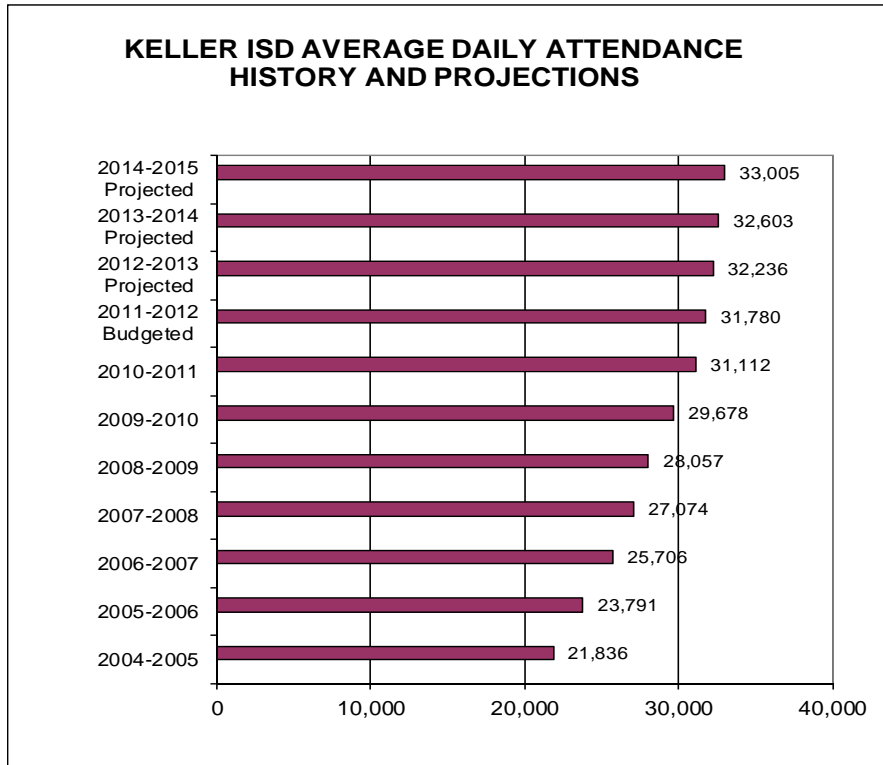
**KELLER ISD 2011-2012 BUDGET**

**ENROLLMENT PROJECTIONS AND AVERAGE DAILY ATTENDANCE**

The graph below depicts the Keller ISD enrollment actual and projected.

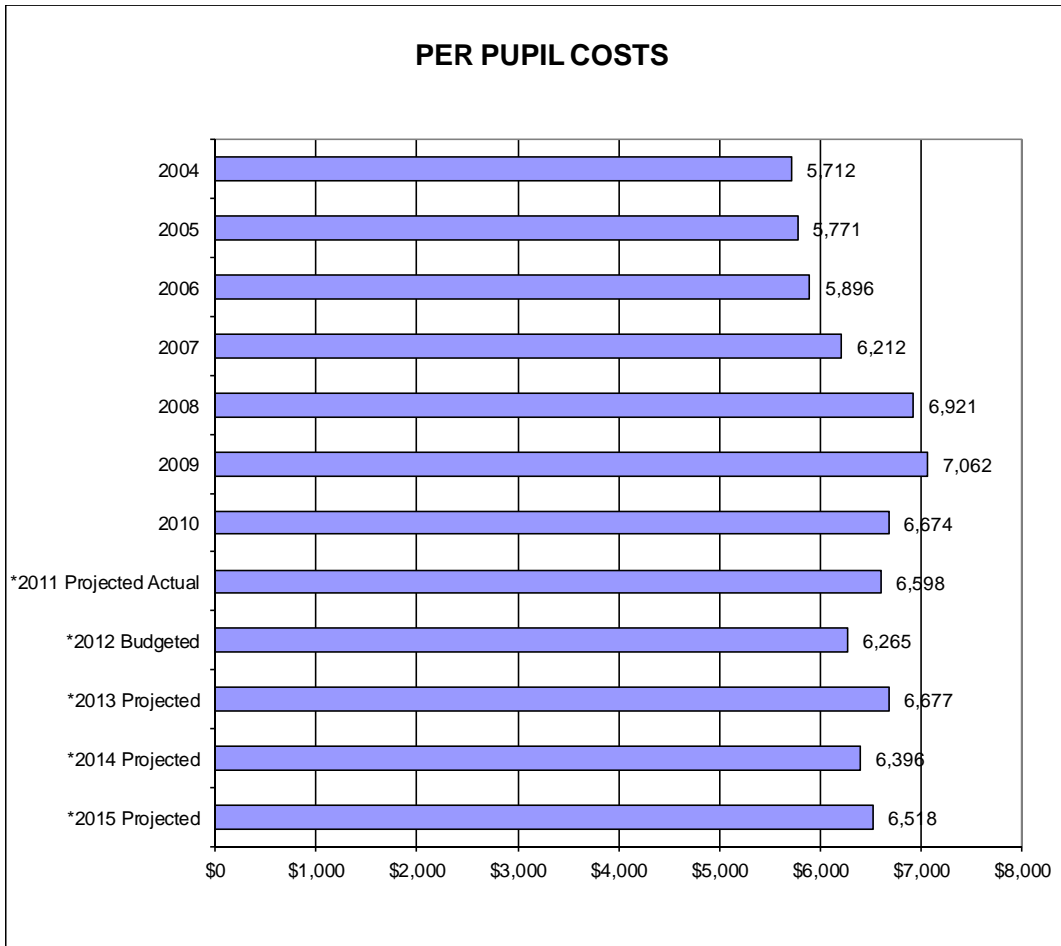


The graph below depicts the District's Average Daily Attendance.



**KELLER ISD  
GENERAL FUND EXPENDITURES, AVERAGE DAILY ATTENDANCE  
AND GENERAL FUND PER PUPIL COST**

<u>Fiscal Year Ended August 31</u>	<u>General Fund Expenditures</u>	<u>Average Daily Attendance</u>	<u>Per Pupil Cost</u>
*2015 Projected	215,129,246	33,005	6,518
*2014 Projected	208,534,246	32,603	6,396
*2013 Projected	215,237,246	32,236	6,677
*2012 Budgeted	199,105,846	31,780	6,265
*2011 Projected Actual	205,281,451	31,112	6,598
2010	198,073,529	29,678	6,674
2009	198,150,292	28,057	7,062
2008	187,382,466	27,074	6,921
2007	159,675,578	25,706	6,212
2006	140,268,250	23,791	5,896
2005	126,023,363	21,836	5,771
2004	115,728,878	20,259	5,712



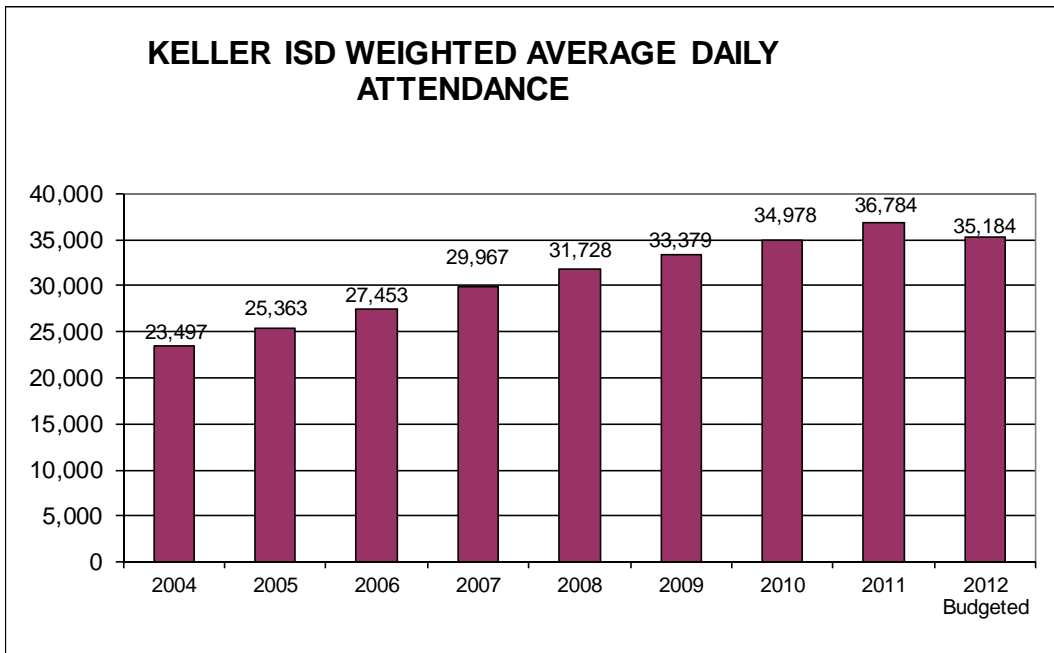
**KELLER ISD 2011-2012 BUDGET**

Shown on the table below are the Average Daily Attendance percentages for each campus. These percentages were captured for the annual Texas Education Agency snapshot date. This date is typically in late October of each year.

<b>Campus</b>	<b>2011-12</b>	<b>2010-11</b>	<b>2009-10</b>	
001	Keller High	94.97	94.87	96.25
002	Fossil Ridge High	94.21	93.61	95.38
004	Central High	95.39	95.07	94.22
005	Timber Creek High	95.73	95.26	96.25
039	Learning Center	92.59	100	94.44
041	Keller Middle	94.82	97.08	96.92
042	Fossil Hill Middle	97.14	96.28	95.72
043	Hillwood Middle	96.41	97.37	97.77
044	Indian Springs Middle	96.28	97.09	97.34
045	Trinity Springs Middle	96.13	97.65	97.28
046	Timberview Middle	96.63	98.32	N/A
101	Keller-Harvel	96.58	96.55	97.05
102	Florence	98.17	98.13	96.51
103	Parkview	95.57	96.97	94.87
104	Bear Creek Intermediate	97.72	97.4	97.99
105	Whitley Road	97.28	96.31	96.94
106	Heritage	97.05	98.03	95.41
107	Chisholm Trail Intermediate	96.36	96.88	96.69
108	Shady Grove	96.24	98.07	97.58
109	Park Glen	98.69	97.1	96.95
110	Willis Lane	97.63	97.24	96.56
111	North Riverside	96.34	95.06	96.4
112	Hidden Lakes	96.95	98.28	96.7
113	Lone Star	97.67	97.11	97.07
114	Parkwood Hill Intermediate	97.55	97.36	96.01
115	South Keller Intermediate	96.39	97.33	98.16
116	Bluebonnet	96.41	96.75	97.15
117	Freedom	96.55	94.45	95.31
118	Bette Perot	95.76	92.19	95.9
119	Woodland Springs	97.44	96.14	96.04
120	Liberty	96.71	99.38	98.82
121	Independence	97.92	96.77	96.37
122	Friendship	96.6	96.62	97.07
123	Trinity Meadows	96.13	96.25	96.88
124	Eagle Ridge	97.01	97.42	96.03
125	Caprock	94.86	97.5	96.54
126	Basswood	97.44	97.88	96.97
128	Early Learning Center	92.66	94.86	N/A
129	Ridgeview	96.1	N/A	N/A

**WEIGHTED AVERAGE DAILY ATTENDANCE**

To treat school districts fairly in funding, weighted average daily attendance (WADA) is used to measure the extent students are participating in special programs. The concept of WADA in effect converts all of a school district's students with their different weights to a calculated number of regular students required to raise the same amount of Tier I revenue. A school district's WADA will be greater than its ADA. The greater the number of students eligible for special entitlements, the greater a school district's WADA will be. WADA is a key component in calculating the district's wealth level used for purposes of equalization.



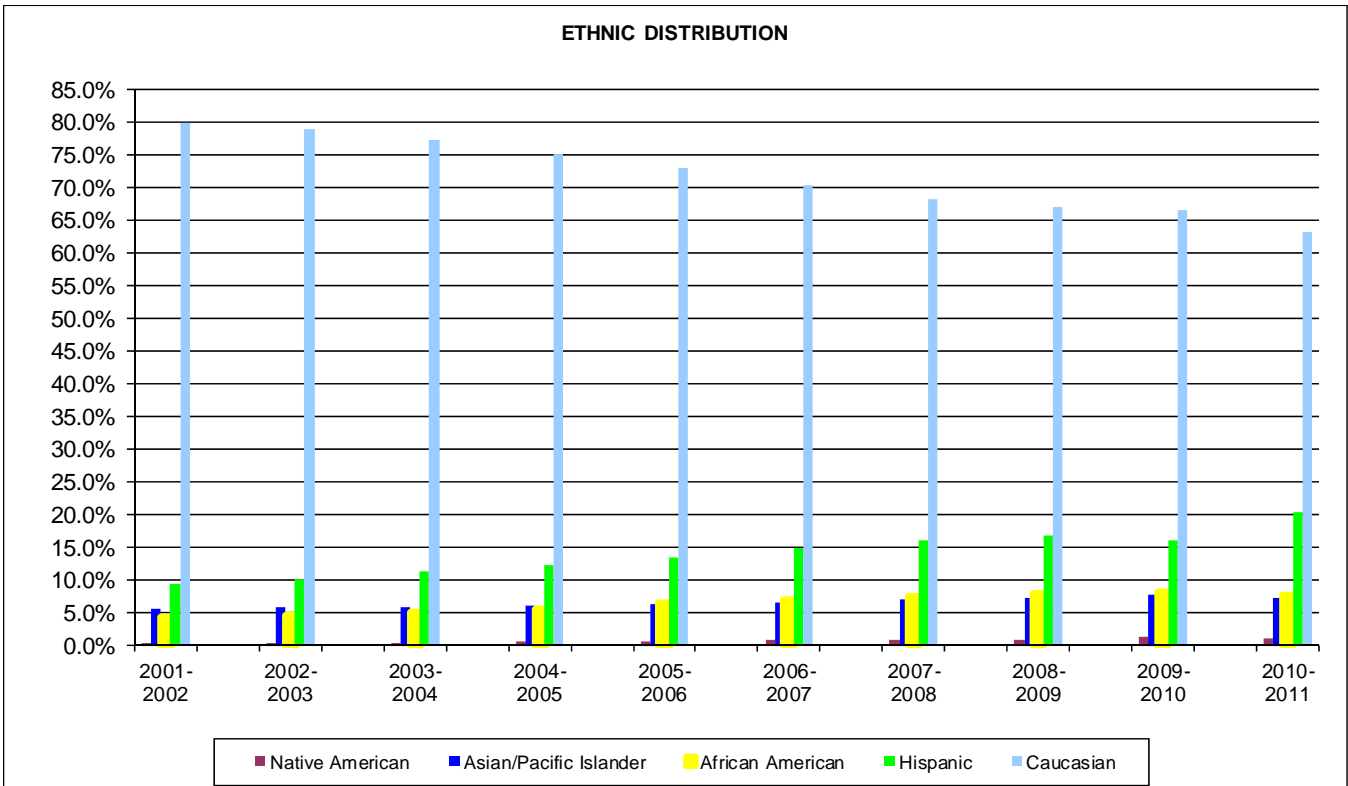
# KELLER ISD 2011-2012 BUDGET

## STUDENT POPULATION STUDENT POPULATION BY GRADE LEVEL

Grade	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
Early Education	0	0	0	1	0	0	0	193	197	225
Pre-Kindergarten	103	169	170	206	247	260	284	348	381	339
Kindergarten	1,251	1,502	1,525	1,641	1,807	1,883	1,852	1,910	2,269	2,482
Grade 1	1,426	1,521	1,744	1,827	1,971	2,124	2,271	2,375	2,301	2,455
Grade 2	1,395	1,517	1,613	1,843	1,946	2,084	2,197	2,489	2,467	2,410
Grade 3	1,360	1,444	1,583	1,681	1,958	2,129	2,188	2,471	2,585	2,524
Grade 4	1,382	1,480	1,555	1,717	1,828	2,106	2,224	2,477	2,544	2,668
Grade 5	1,347	1,477	1,575	1,668	1,837	2,045	2,249	2,479	2,544	2,573
Grade 6	1,397	1,462	1,593	1,735	1,813	2,003	2,198	2,466	2,535	2,637
Grade 7	1,407	1,510	1,606	1,720	1,866	1,955	2,140	2,480	2,512	2,590
Grade 8	1,331	1,472	1,606	1,691	1,829	1,986	2,058	2,345	2,532	2,572
Grade 9	1,436	1,495	1,676	1,854	1,927	2,045	2,290	2,439	2,606	2,716
Grade 10	1,182	1,366	1,450	1,572	1,815	1,892	1,973	2,169	2,245	2,434
Grade 11	1,042	1,163	1,237	1,424	1,547	1,701	1,735	1,904	2,048	2,111
Grade 12	992	1,044	1,179	1,264	1,425	1,554	1,645	1,754	1,803	2,010

## ETHNIC DISTRIBUTION

	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
Native American	0.4%	0.4%	0.4%	0.6%	0.6%	0.8%	1.0%	0.9%	1.4%	1.2%
Asian/Pacific Islander	5.7%	5.8%	5.9%	6.2%	6.4%	6.7%	7.1%	7.4%	7.7%	7.4%
African American	4.4%	4.6%	5.1%	5.6%	6.4%	7.0%	7.5%	7.9%	8.1%	7.7%
Hispanic	9.5%	10.2%	11.3%	12.4%	13.5%	15.0%	16.2%	16.7%	16.2%	20.4%
Caucasian	80.0%	79.0%	77.3%	75.2%	73.1%	70.5%	68.2%	67.1%	66.6%	63.4%



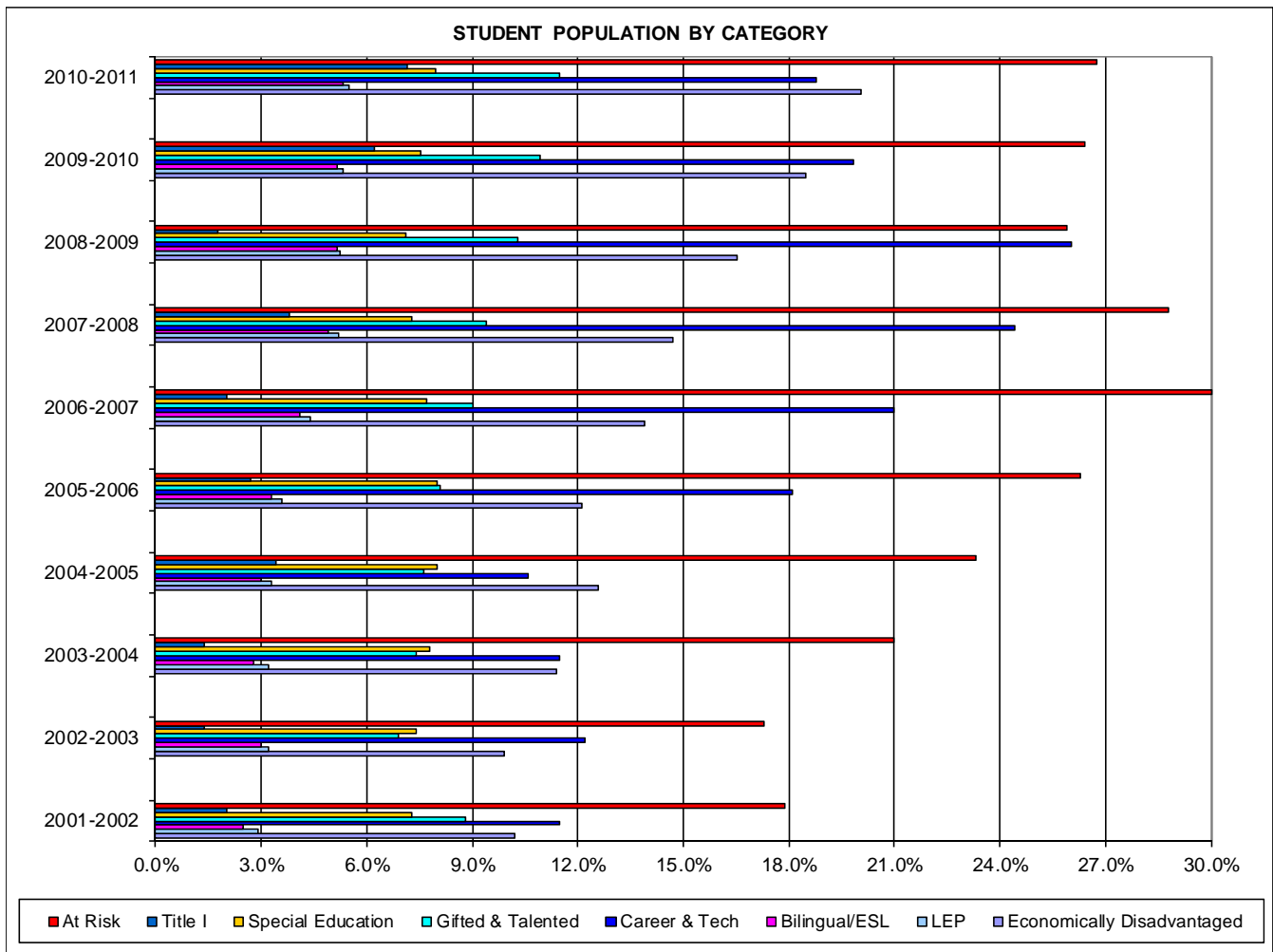
# KELLER ISD 2011-2012 BUDGET

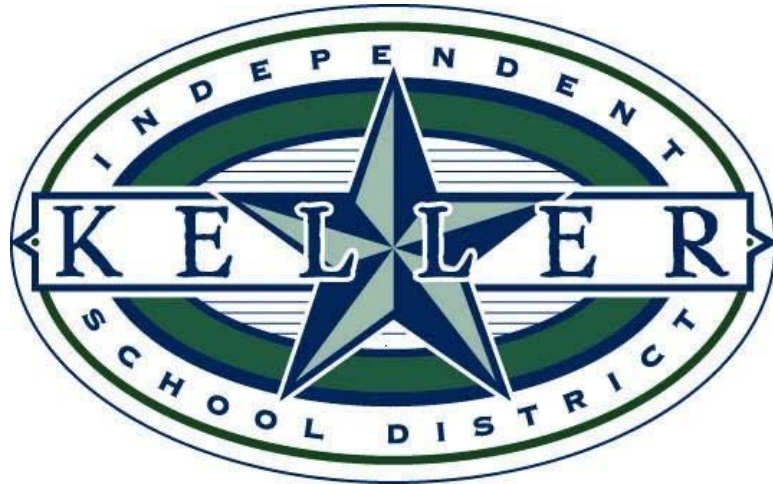
## SPECIAL POPULATION BY CATEGORY STUDENT COUNT

	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
Economically Disadvantaged	1,872	1,986	2,494	3,002	3,143	3,887	4,339	5,009	5,834	6,562
LEP	537	645	705	778	943	1,222	1,519	1,590	1,686	1,809
Bilingual/ESL	461	595	604	705	844	1,144	1,445	1,557	1,633	1,748
Career & Tech	2,113	2,461	2,505	2,530	4,686	5,850	7,198	7,890	6,261	6,153
Gifted & Talented	1,614	1,384	1,613	1,813	2,102	2,503	2,761	3,115	3,443	3,763
Special Education	1,345	1,487	1,691	1,912	2,057	2,138	2,154	2,156	2,382	2,609
Title I	373	277	312	807	703	550	1,118	537	1,954	2,341
At Risk	3,285	3,484	4,584	5,533	6,798	8,382	8,491	7,841	8,343	8,757

## PERCENTAGES

	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
Economically Disadvantaged	10.2%	9.9%	11.4%	12.6%	12.1%	13.9%	14.7%	16.5%	18.5%	20.0%
LEP	2.9%	3.2%	3.2%	3.3%	3.6%	4.4%	5.2%	5.3%	5.3%	5.5%
Bilingual/ESL	2.5%	3.0%	2.8%	3.0%	3.3%	4.1%	4.9%	5.1%	5.2%	5.3%
Career & Tech	11.5%	12.2%	11.5%	10.6%	18.1%	21.0%	24.4%	26.0%	19.8%	18.8%
Gifted & Talented	8.8%	6.9%	7.4%	7.6%	8.1%	9.0%	9.4%	10.3%	10.9%	11.5%
Special Education	7.3%	7.4%	7.8%	8.0%	8.0%	7.7%	7.3%	7.1%	7.6%	8.0%
Title I	2.0%	1.4%	1.4%	3.4%	2.7%	2.0%	3.8%	1.8%	6.2%	7.2%
At Risk	17.9%	17.3%	21.0%	23.3%	26.3%	30.0%	28.8%	25.9%	26.4%	26.7%





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# *Performance Indicators*



Artwork Provided by:  
Hanna Schroy  
Fossil Ridge High School

# KELLER ISD 2011-2012 BUDGET

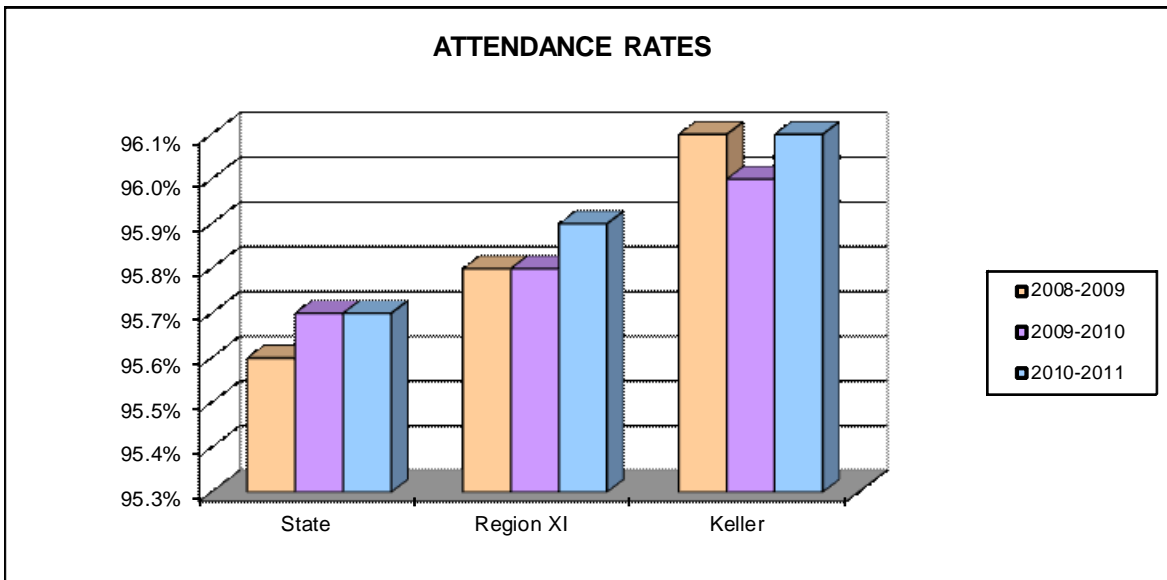
## ATTENDANCE RATES

The District offers various attendance programs at campuses to encourage student attendance. Training is provided for administrators and attendance personnel on attendance requirements and techniques for improving attendance. Keller ISD's attendance rate compares favorably to region and state rates as evidenced by the graph below.

Note: Drop-out rates are provided by AEIS and 2010-11 information is not available at the time of publication.

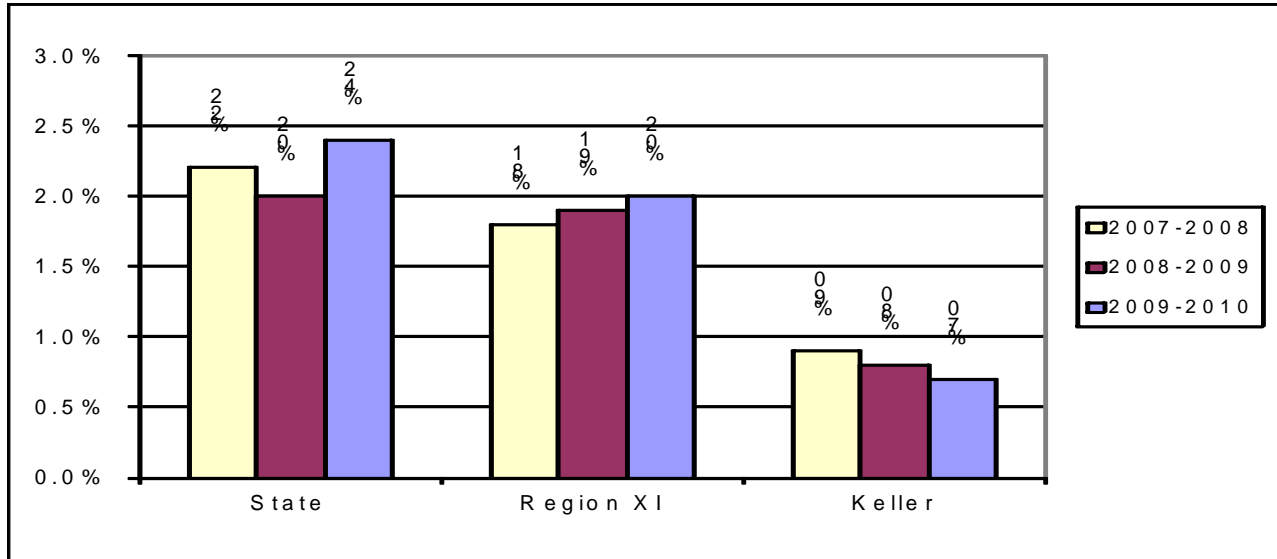
### KELLER ISD ATTENDANCE RATES

<u>Year</u>	<u>State</u>	<u>Region XI</u>	<u>Keller</u>
2010-2011	95.7%	95.9%	96.1%
2009-2010	95.7%	95.8%	96.0%
2008-2009	95.6%	95.8%	96.1%



**Keller ISD Dropout Rates**

<u>Year</u>	<u>State</u>	<u>Region XI</u>	<u>Keller</u>
2009-2010	2.4%	2.0%	0.7%
2008-2009	2.0%	1.9%	0.8%
2007-2008	2.2%	1.8%	0.9%



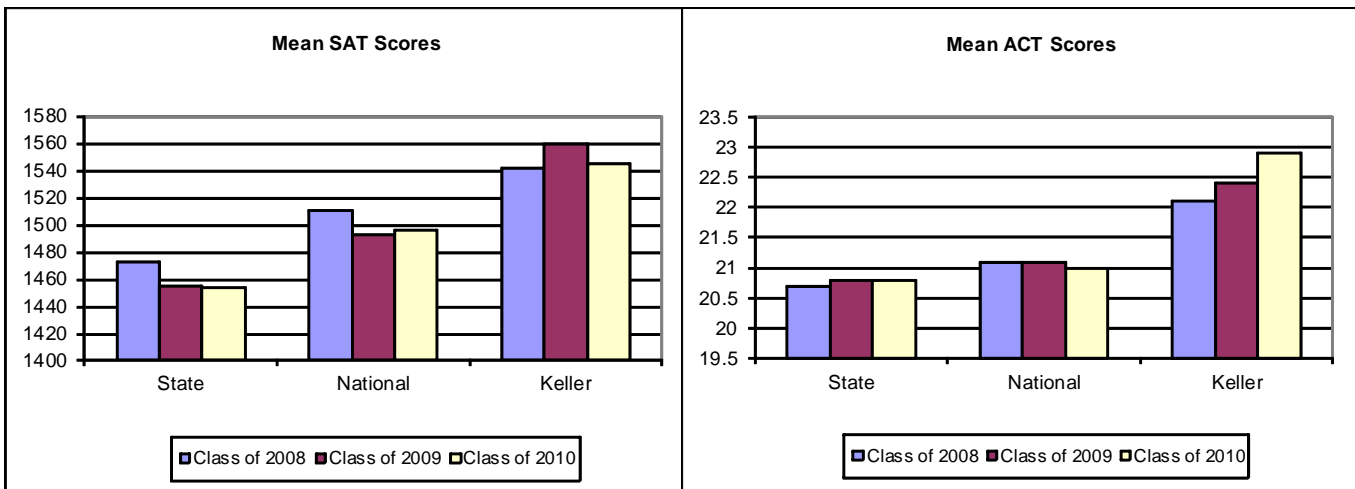
**SAT / ACT RESULTS**

**Mean SAT Results**

<u>Year</u>	<u>State</u>	<u>National</u>	<u>Keller</u>
Class of 2008	1473	1511	1542
Class of 2009	1455	1493	1560
Class of 2010	1454	1497	1546

**Mean ACT Scores**

<u>Year</u>	<u>State</u>	<u>National</u>	<u>Keller</u>
Class of 2008	20.7	21.1	22.1
Class of 2009	20.8	21.1	22.4
Class of 2010	20.8	21.0	22.9



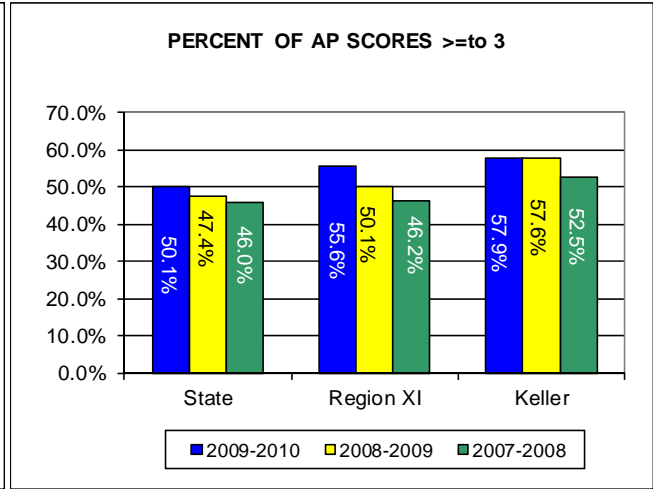
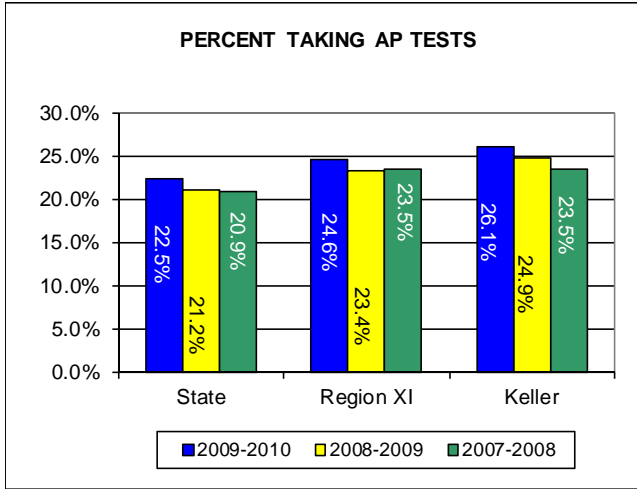
**ADVANCED PLACEMENT RESULTS**

**PERCENT TAKING AP TESTS**

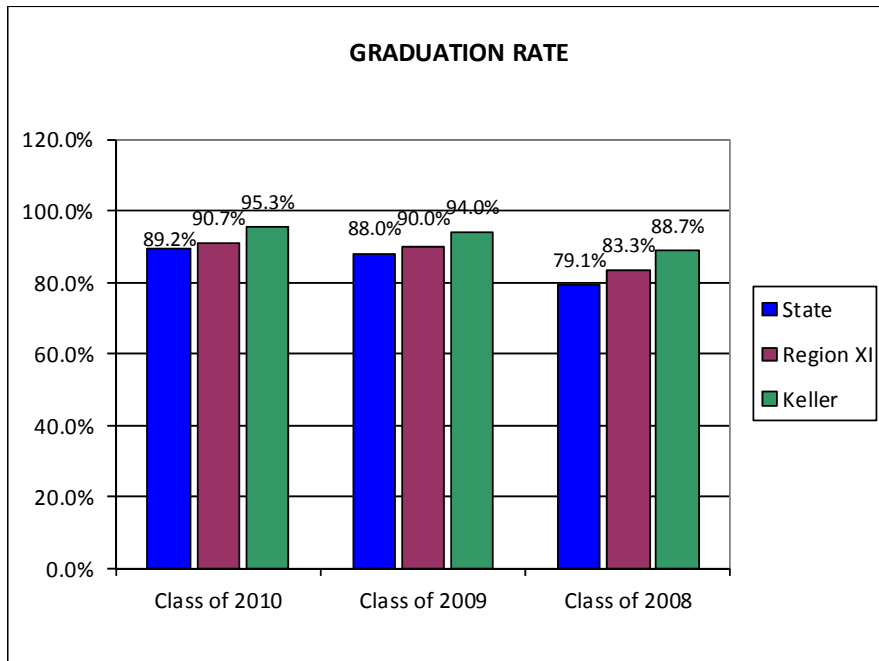
<u>Year</u>	<u>State</u>	<u>Region XI</u>	<u>Keller</u>
2009-2010	22.5%	24.6%	26.1%
2008-2009	21.2%	23.4%	24.9%
2007-2008	20.9%	23.5%	23.5%

**PERCENT OF AP SCORES >= to 3**

<u>Year</u>	<u>State</u>	<u>Region XI</u>	<u>Keller</u>
2009-2010	50.1%	55.6%	57.9%
2008-2009	47.4%	50.1%	57.6%
2007-2008	46.0%	46.2%	52.5%



The graph below indicates the percentage of a class that received their high school diploma on time or earlier. This information excludes students that received a GED. Keller ISD continues to perform better than the region and state.



## THE ACADEMIC EXCELLENCE INDICATOR SYSTEM

The Academic Excellence Indicator System (AEIS) pulls together a wide range of information on the performance of students in each school and district in Texas every year. This information is put into the annual AEIS reports, which are available each year in the fall. The performance indicators include:

- Results of Texas Assessment of Knowledge and Skills (TAKS); by grade, by subject, and by all grades tested;
- Results of State-Developed Alternative Assessment II (SDAA II);
- Progress of Prior Year TAKS Failers;
- Results of Student Success Initiative;
- Results of Texas Assessment of Knowledge and Skills-Inclusive (TAKS-I); by subject;
- Progress of English Language Learners (ELL);
- Performance-Based Monitoring (PBM) Special Education Monitoring Results Status;
- Attendance Rates;
- Annual Dropout Rates (grades 7-8 and grades 7-12);
- Completion Rates (4-year longitudinal);
- Completion of Advanced / Dual Enrollment Courses;
- Completion of the Recommended High School Program or Distinguished Achievement Program;
- Participation and Performance on Advanced Placement (AP) and International Baccalaureate (IB) Examinations;
- Texas Success Initiative (TSI) – Higher Education Readiness Component; and

Performance on each of these indicators is shown disaggregated by ethnicity, sex, special education, low income status, limited English proficient status. The reports also provide extensive information on school and district staff, finances, programs and demographics.

\*The TAKS (Texas Assessment of Knowledge and Skills) replaced the TAAS (Texas Assessment of Academic Skills) in the 2002-03 school year as the state-administered assessment. AEIS reports prior to 2002-03 show performance on the TAAS test.

### Origins

The origins of the AEIS go back to 1984, when the Texas Legislature for the first time sought to emphasize student achievement as the basis for accountability. That year, House Bill 72 called for a system of accountability based primarily on student performance. Prior to that, accountability focused mostly on process, that is, districts were checked to see if their schools had been following rules, regulations, and sound educational practices.

Since the first year of the AEIS (1990-91), it has developed and evolved through legislative amendments, the recommendations of advisory committees and the commissioner of education, State Board of Education actions, and final development by Texas Education Agency (TEA) researchers and analysts.

### About AEIS data sources

The level of detail on the AEIS is possible thanks to the extensive amount of school data collected in Texas. Through its Public Education Information Management System (PEIMS), the TEA annually collects a broad range of information on its 1,200 districts (including charters), more than 7,900 schools, 300,000 educators, and 4.5 million students. Additionally, testing contractors provide the agency with scores on standardized tests which are administered statewide (e.g. TAKS, SDAA II, RPTE, SAT, ACT, AP, and IB). Other state agencies provide information such as tax rates and property values.

## About PEIMS

**PEIMS** is a state-wide data management system for public education information in the State of Texas. One of the basic goals of PEIMS, as adopted by the State Board of Education in 1986, is to improve education practices of local school districts. PEIMS is a major improvement over previous information sources gathered from aggregated data available on paper reports.

School districts submit their data in a standardized electronic format. The data collection is defined in an annual publication, the **PEIMS Data Standards**. Technical support for gathering the data from district databases is supplied by one of the twenty educational service centers (ESCs) or by private vendors. A software system of standard edits is used to enhance the quality of district data submissions. Currently, the major categories of data collected are: organization data; budget data; actual financial data; staff data; student demographic and program participation data; student attendance and course completion data; retention and "school leaver" information (graduates, dropouts, etc).

## Uses of AEIS data

Since the first AEIS reports for the 1990-91 school year, other reports have been developed that use the AEIS data. The **Accountability Rating System** for Texas Public Schools and School Districts uses a subset of the performance measures computed for AEIS to assign a rating to each public school and district. Schools and districts have been rated since 1994 using this system. Additionally, **School Report Cards**, (available on the web through the **AEIS** site, by year starting with 1997-98) are sent out to parents by their children's schools. These show a subset of the performance, staff, and financial measures in the AEIS reports.

The annual **Snapshot** publications, which date back to 1987-88, provide extensive district level information which is calculated for AEIS. **Pocket Edition** provides a state-level overview of public school education in a compact brochure. These brochures date back to the 1990-91 school year.

How to access AEIS reports:

The AEIS reports dating back to 1990-91 are available on the web.

### Internet Access to the AEIS

AEIS information for every school and district is available on the internet.

Visit the Division of Performance Reporting's website at <http://ritter.tea.state.tx.us/perfreport>

## Accountability Rating

Following a statewide curriculum update in 1997, the process began to develop a new assessment, the Texas Assessment of Knowledge and Skill (TAKS). This assessment includes more subjects and grades, and is more difficult than the previous statewide assessment. With such fundamental changes, the accountability system also needed to be redesigned. Because of the increased level of difficulty of the new tests, the State Board of Education approved a transition plan for 2003 and 2004 to allow school districts time to adjust to the increased level of test difficulty and the implementation of new testing requirements at the high school level.

The ratings issued in 2011 mark the eighth year of the new system. After the 2008 year, the TAKS indicator Standards for Academically Acceptable increase for math, science, writing and social studies by 5 points each. Nine GPA indicators increase by 5 points as well, including the two Texas Success Initiative indicators, the five Commended indicators, the Advanced/Dual Enrollment Course Completion, and the Recommended High School Program/Distinguished Achievement Program.

Each subgroup (African American, Hispanic, white, economically disadvantaged, special education and limited-English speakers) must meet all criteria. If the criteria for a rating are not met by any subgroup for every measure, then the next lower rating is assigned. KISD reached another milestone with Exemplary level performance in all academic areas for all sub-populations above 90%.

2011 ratings indicate KISD as having 11 *Exemplary* campuses, 15 *Recognized* campuses, 9 *Academically Acceptable* campuses and one *Academically Unacceptable* campus. KISD, as a whole, was rated *Acceptable*.

The chart below shows KISD TAKS testing results for the 2009-2010 and the 2010-2011 school years.

The percent of students rated commended for all tests remained constant at 25% between 2009-2010 and 2010-2011.

<u>Description</u>	<u>District Met Standards 2009-2010</u>	<u>District Met Standards 2010-2011</u>
Reading	97%	96%
Mathematics	92%	91%
Writing	97%	95%
Social Studies	98%	98%
Science	91%	92%
All Tests	88%	87%

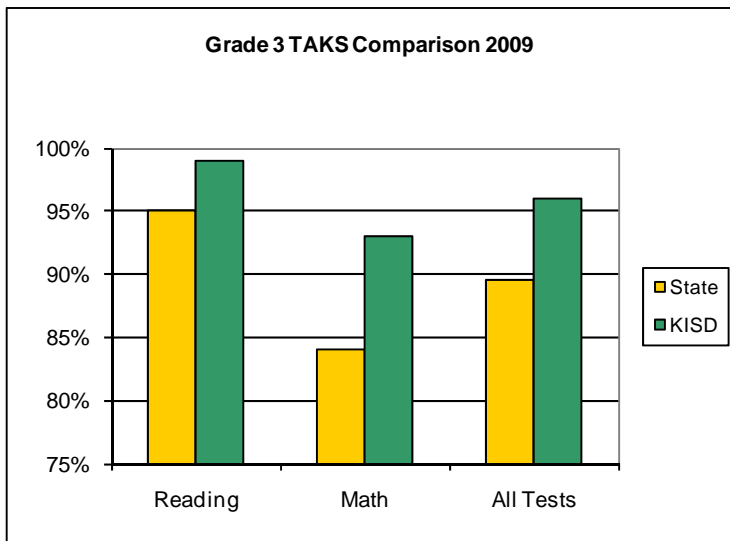
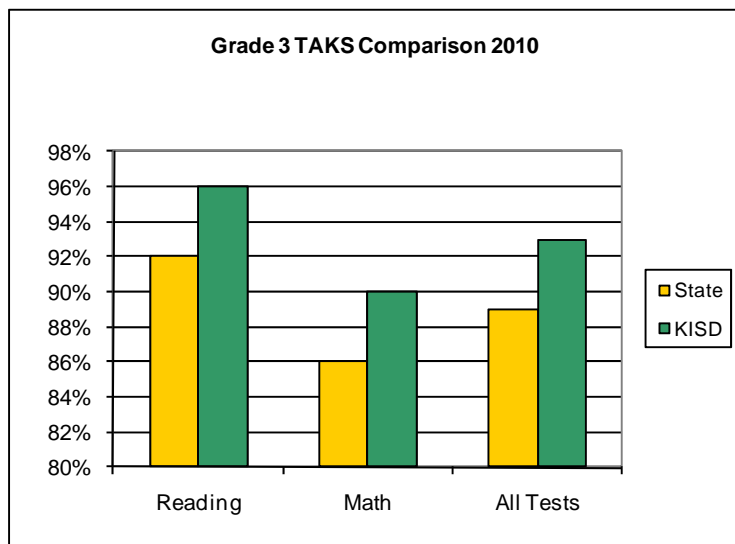
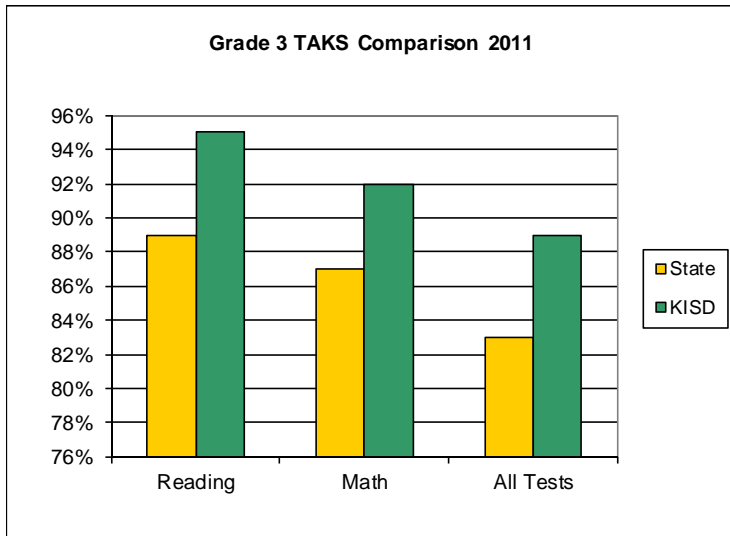
<u>Description</u>	<u>District Commended 2009-2010</u>	<u>District Commended 2010-2011</u>
Reading	47%	47%
Mathematics	40%	38%
Writing	48%	47%
Social Studies	60%	62%
Science	39%	43%
All Tests	25%	25%

Accountability ratings for each campus for the 2009, 2010 and 2011 years, and TAKS results for these years are included in the Organizational Summaries in the Financial Plan section of this document.

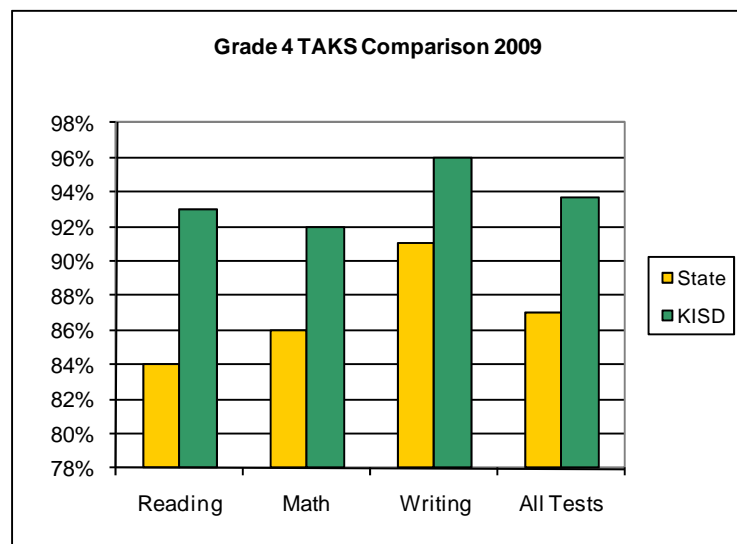
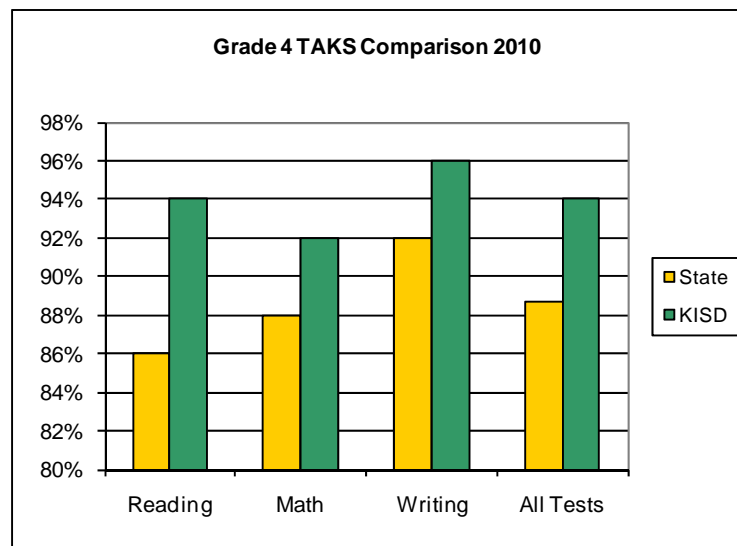
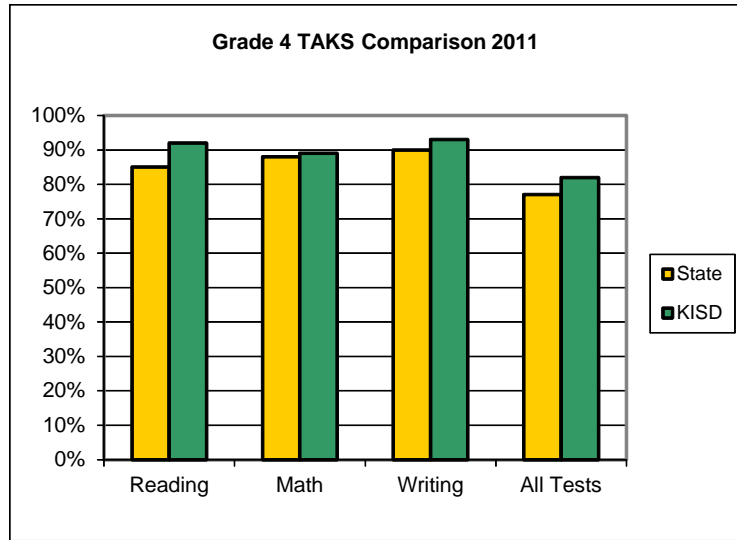
KISD students performed better than the state average in all areas and in all grades taking the TAKS test for 2008, 2009 and 2010 as can be seen on the graphs on the following pages.



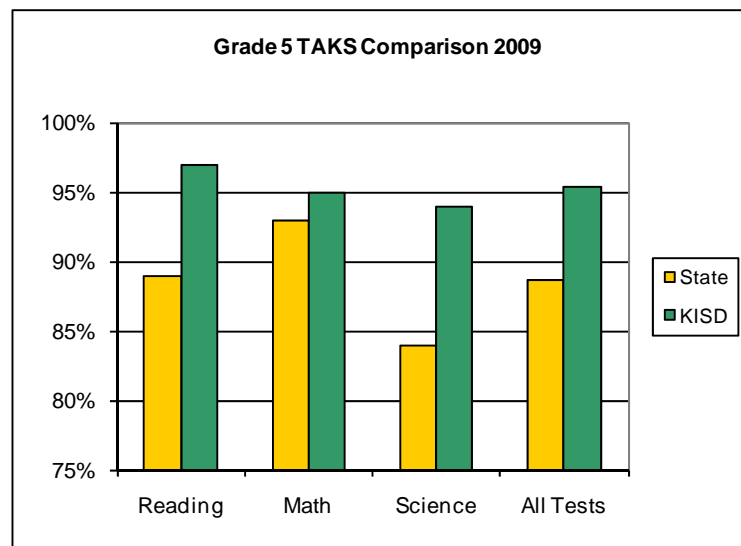
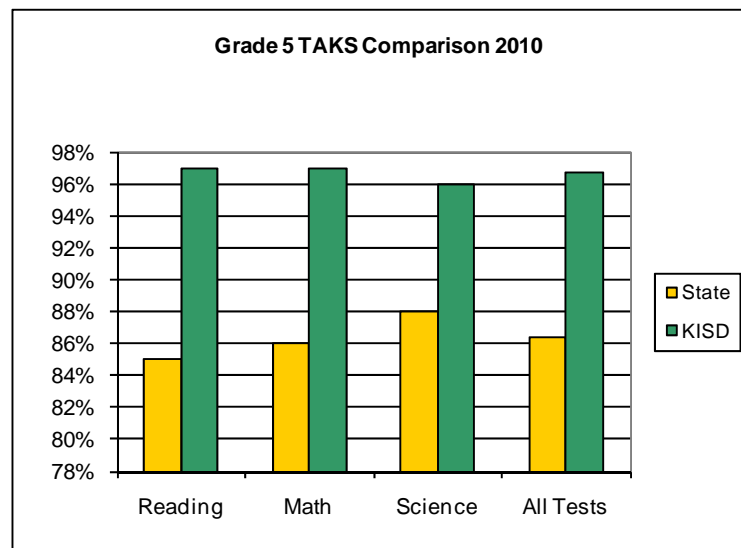
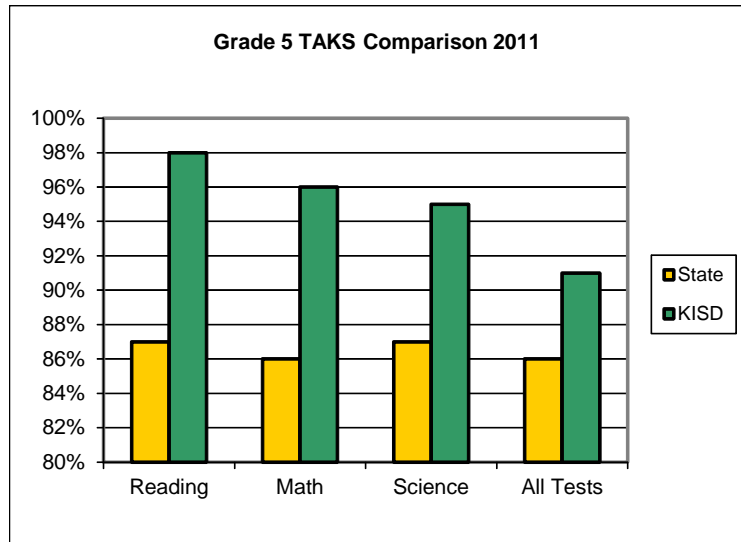
Grade 3



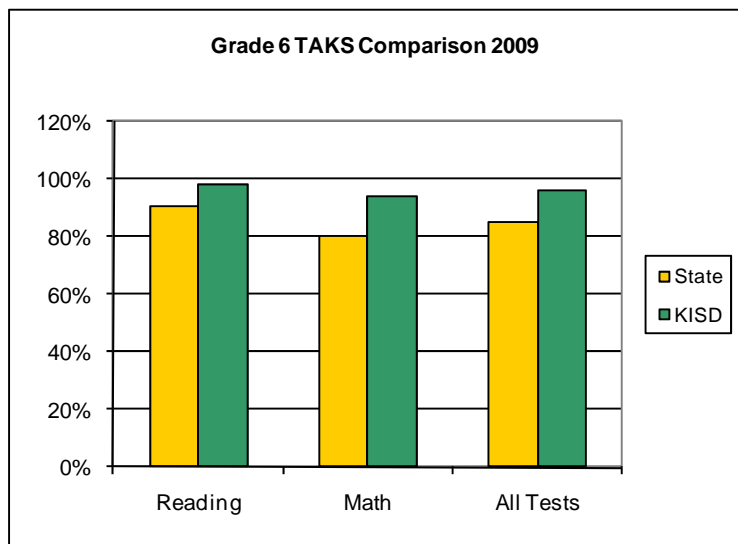
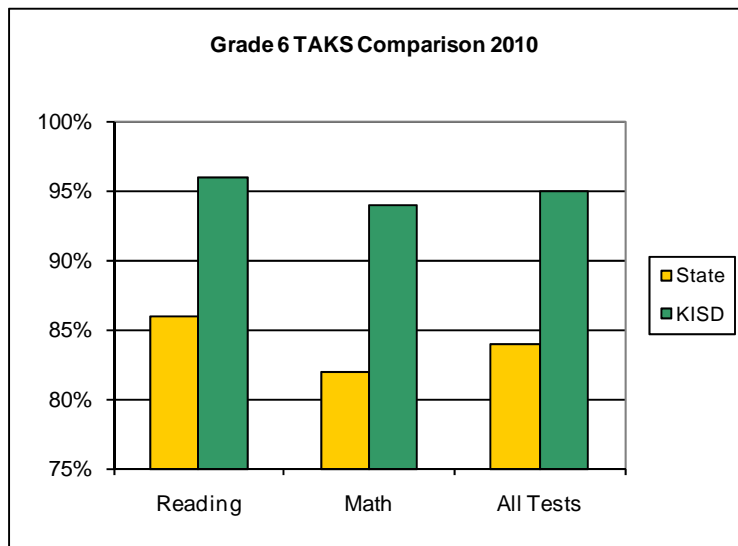
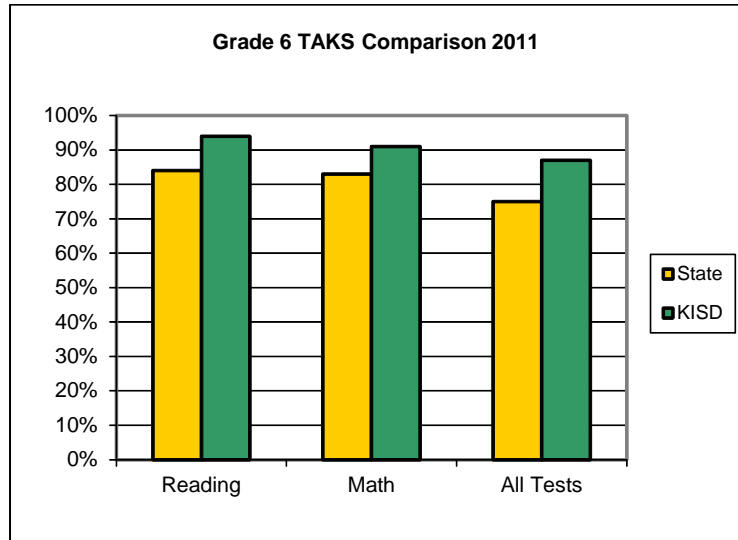
Grade 4



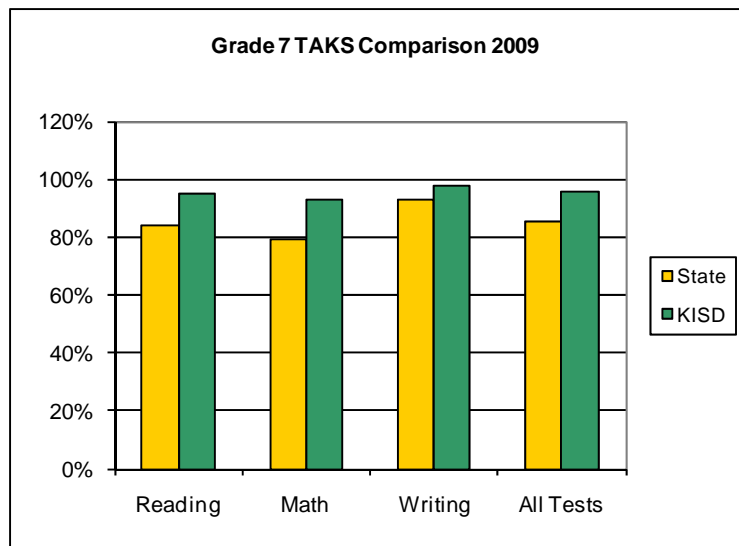
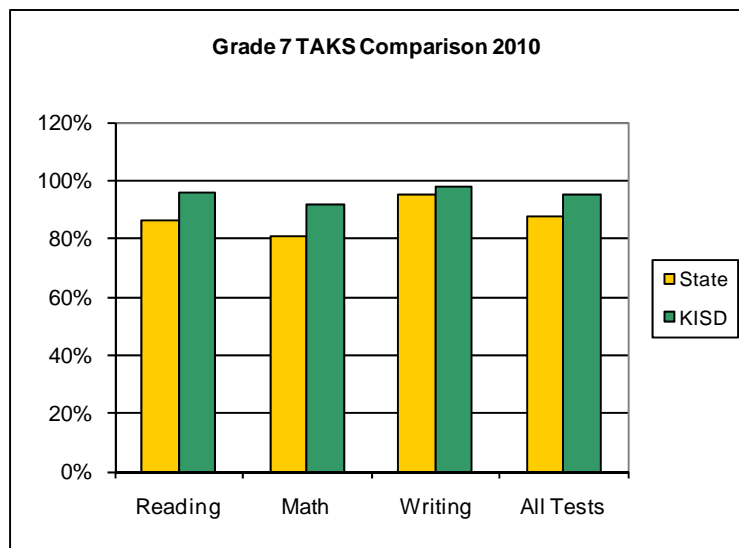
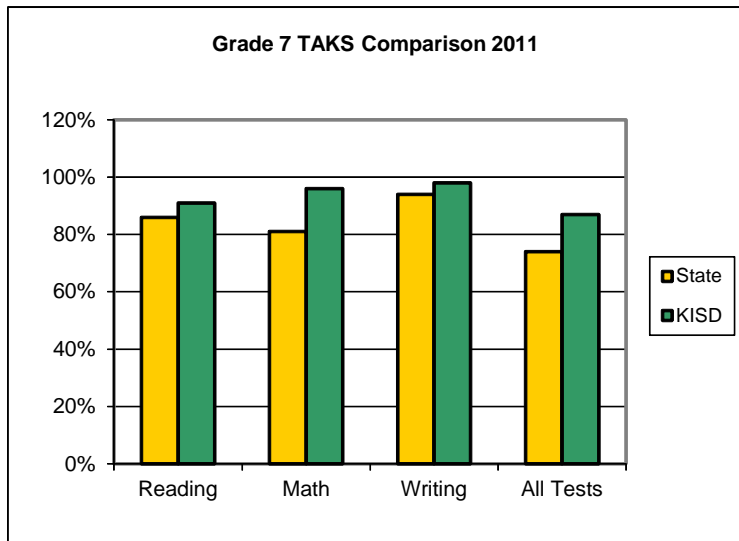
Grade 5



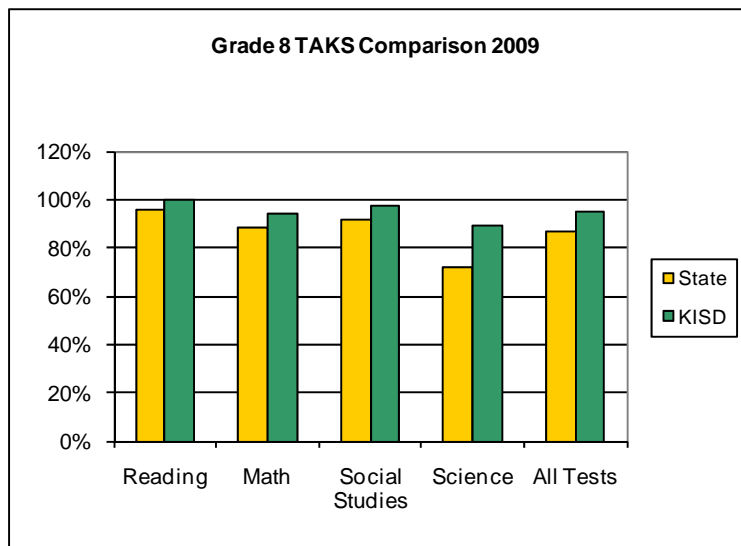
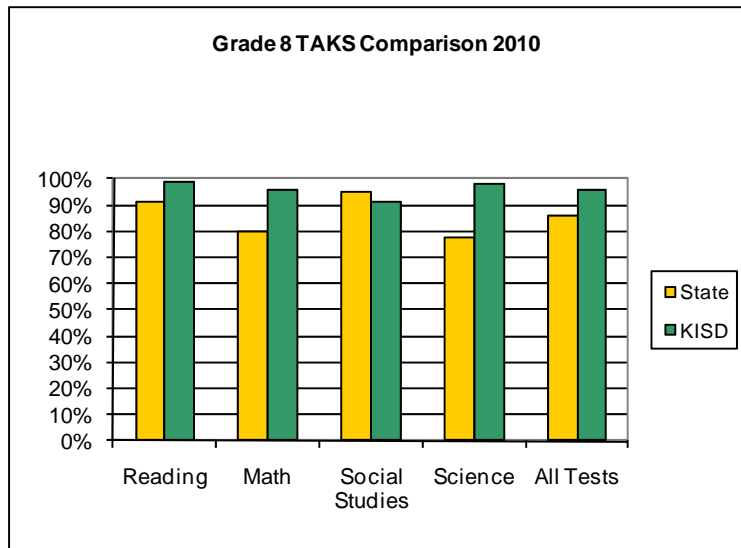
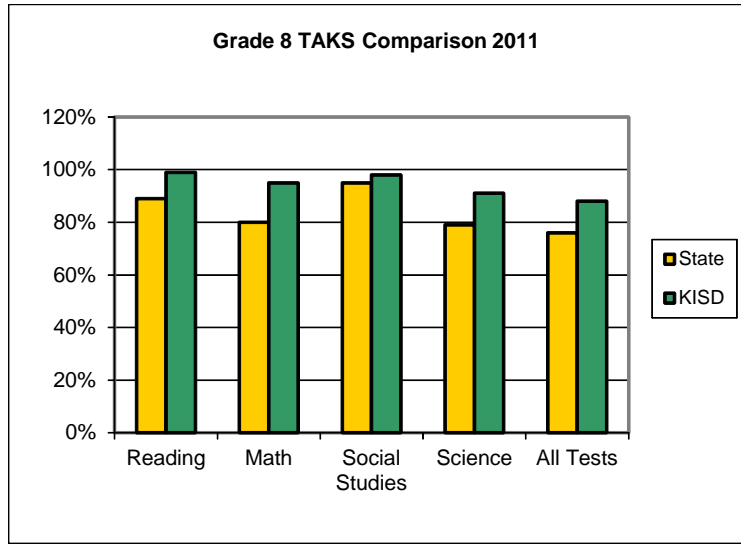
Grade 6



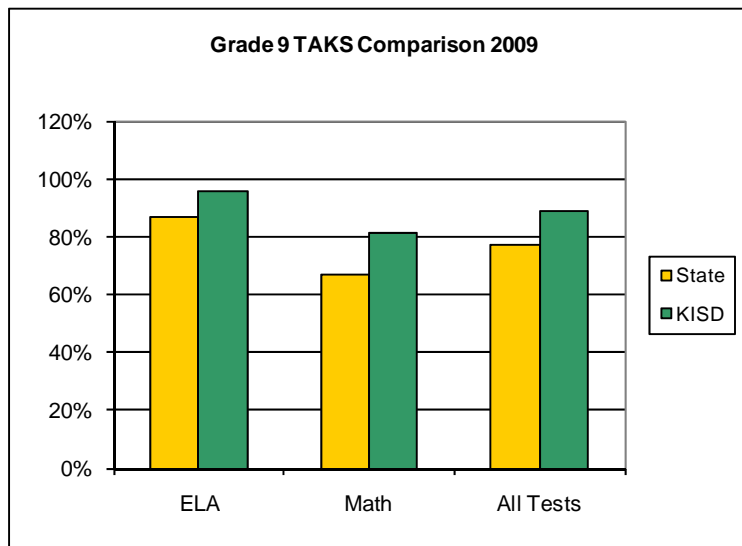
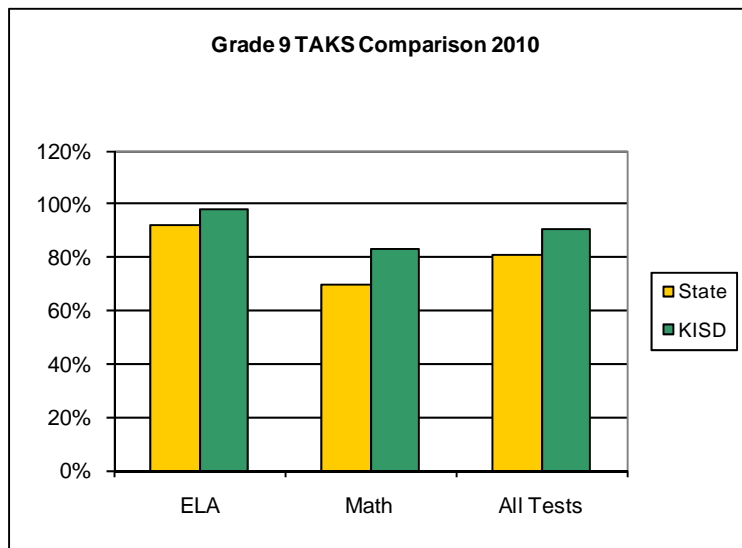
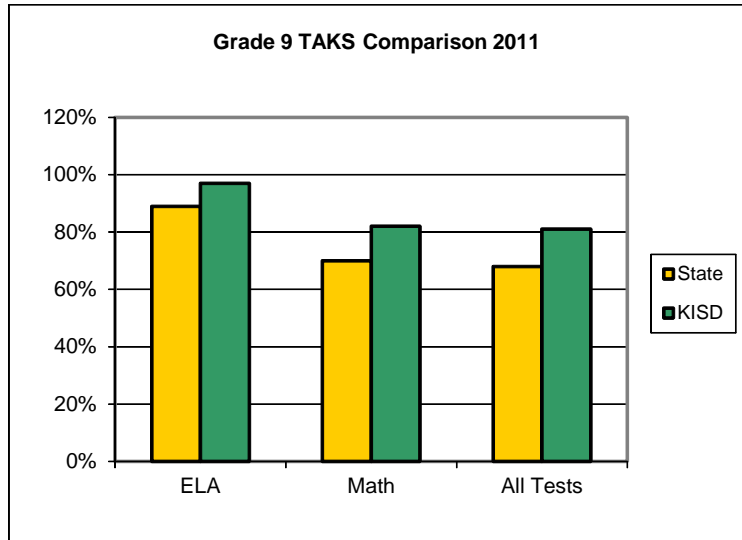
Grade 7



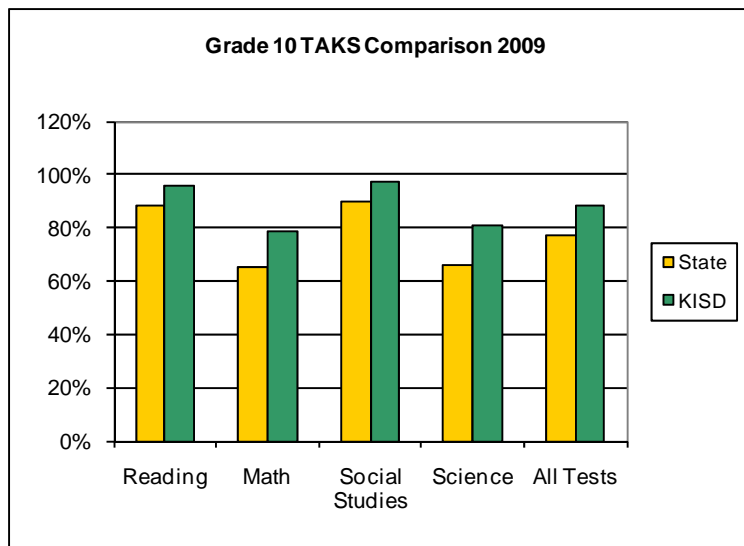
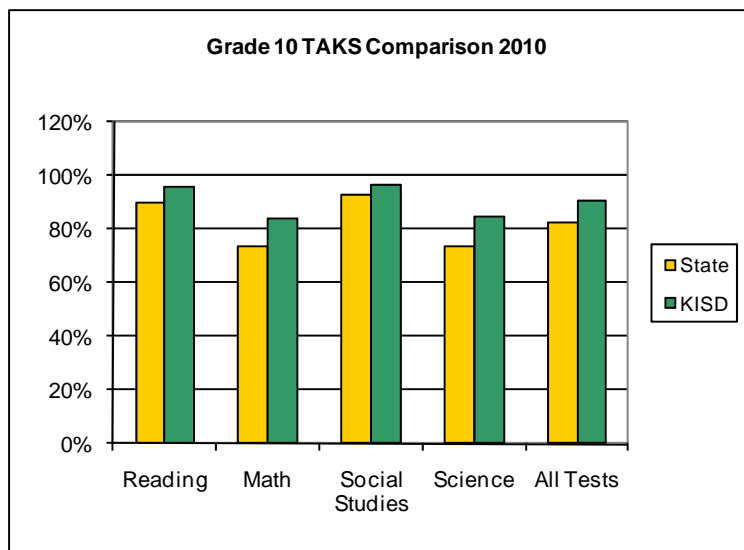
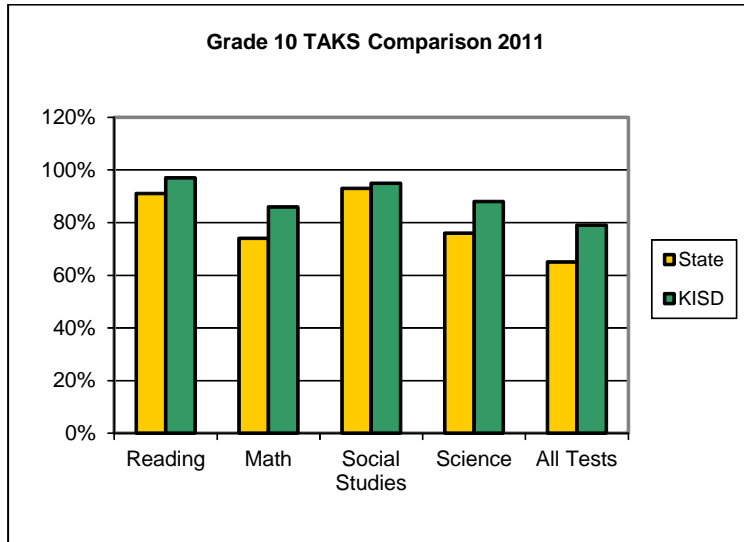
Grade 8



Grade 9

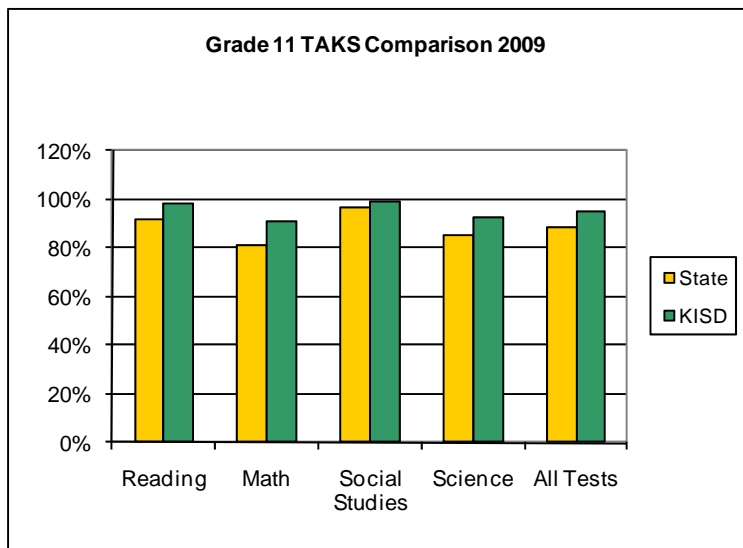
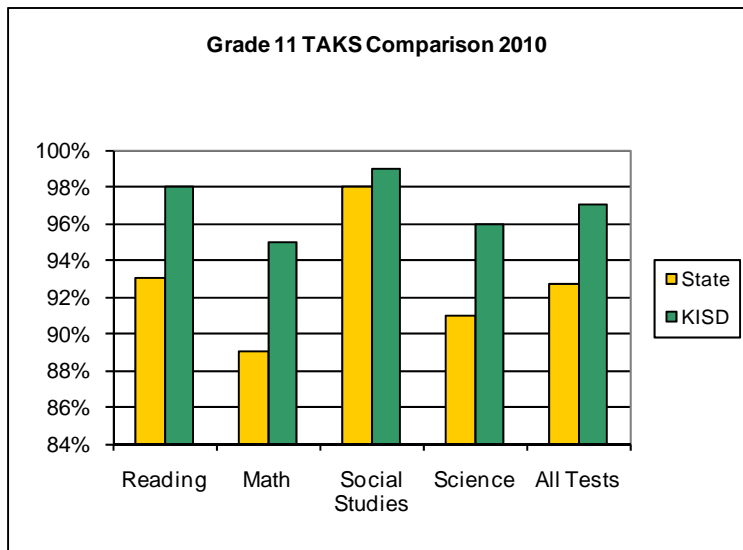
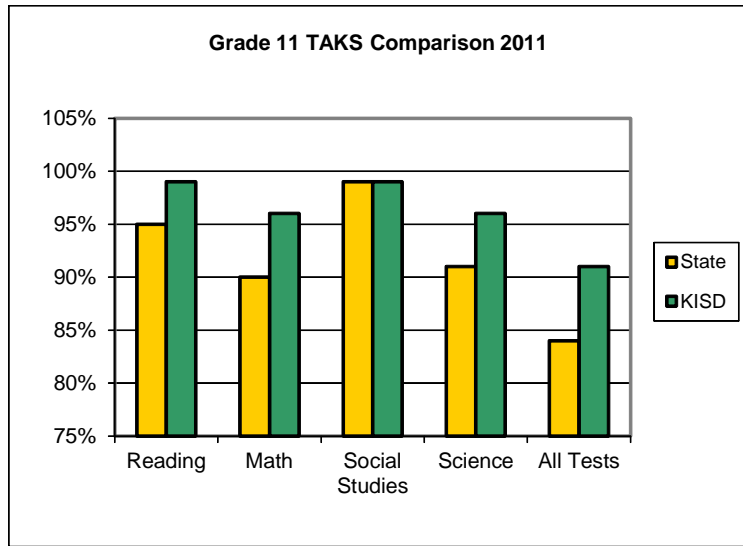


Grade 10



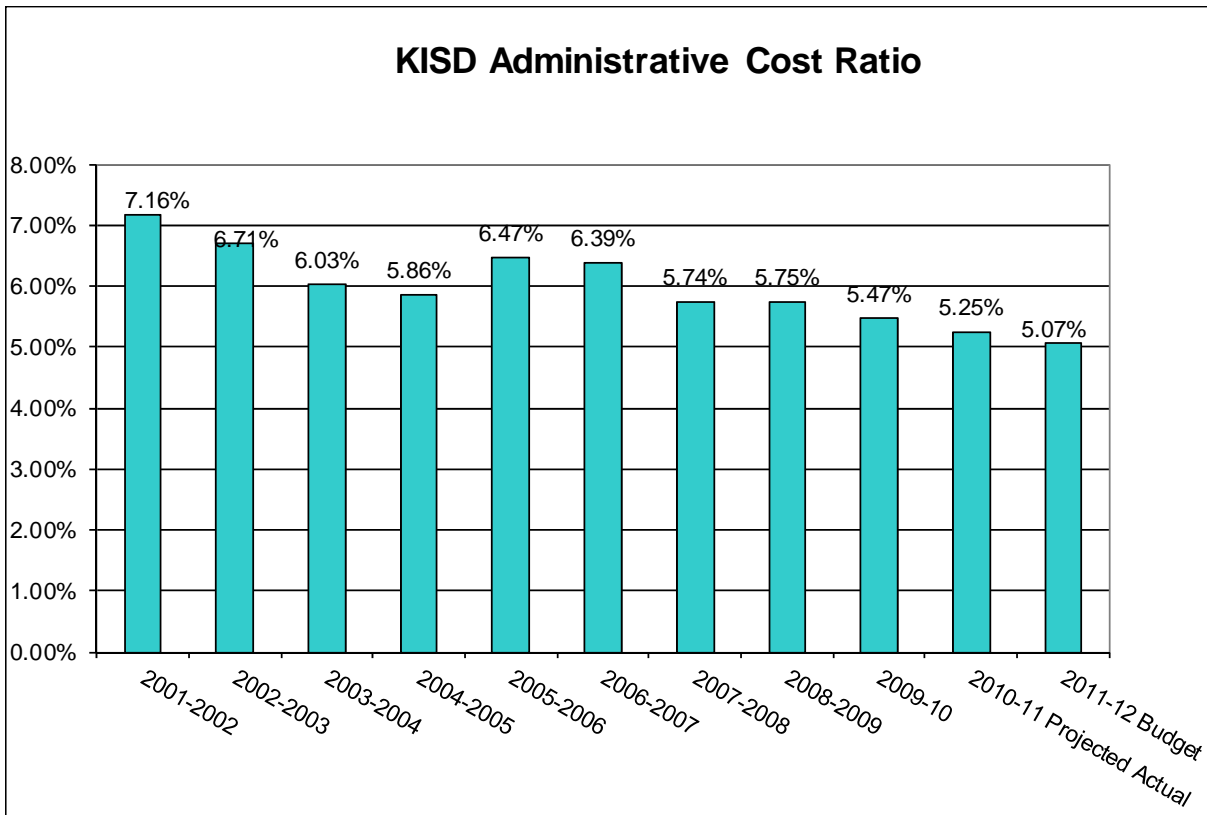


Grade 11



**ADMINISTRATIVE COST RATIO**

TEA sets annual rules for the calculation of administrative costs and the “acceptable” administrative cost ratio for school districts based upon their size, and student population characteristics. The “acceptable” administrative cost for Keller ISD is 11.05%. The components of administrative cost are defined as operating expenses made from funds other than federal funds associated with managing, planning, directing, coordinating, and evaluating a school district. Administrative costs include costs classified in Account Code Functions 21 (Instructional Leadership) and 41 (General Administration) as defined in the Financial Accounting and Reporting module. The administrative cost ratio is calculated by dividing administrative costs by instructional costs, expressed as a percentage. Instruction costs are defined as operating expenses made from funds other than federal funds associated with teacher-student instruction. Instructional costs are costs classified in Account Code Function 11 (Instruction), 12 (Instructional Resources and Media Services), 13 (Curriculum Development and Instructional Staff Development), and 31 (Guidance, Counseling and Evaluation Services). Although the administrative cost ratio is no longer required by state law it remains an indicator in the Financial Integrity Rating System of Texas (First).



## SCHOOLS FIRST RATING

School FIRST (Financial Integrity Rating System of Texas) reports public school district financial accountability ratings as authorized by Senate Bill (SB) 218 of the 77<sup>th</sup> Legislature in 2001. Ratings are based on analysis of staff and student data for the school year, and on budgetary and actual financial data for the fiscal year.

The primary goal of School FIRST is to achieve improved performance in the management of school districts' financial resources. The primary objective of the rating system is to assess the quality of financial management in Texas public schools. A secondary objective is to measure and report the extent to which financial resources in Texas public schools assure the maximum allocation possible for direct instructional purposes. Other objectives reflect the implementation of a rating system that fairly and equitably evaluates the quality of financial management decisions.

The School FIRST accountability rating system assigns one of four financial accountability ratings to Texas school districts, with the highest being "Superior Achievement", followed by "Above Standard Achievement", "Standard Achievement" and Substandard Achievement". Districts with serious data quality problems may receive the additional rating of "Suspended-Data Quality". Districts that receive the "Substandard Achievement" or "Suspended-Data Quality" ratings under School FIRST must file a corrective action plan with the Texas Education Agency.

The School FIRST rating system encompasses many of the performance indicators that are important to a school district, including fund balance levels, tax collection rates, data integrity, debt ratios, percentage of expenditures dedicated to instruction, ratio of students to teachers and students to staff. Keller ISD rated favorably on all indicators with the exception of one which related to optimum fund balance levels. Keller ISD's fund balance level was higher than the optimum fund balance designated by TEA.

Keller ISD received a rating of "Superior Achievement" under Texas' School FIRST financial accountability rating system for the ninth consecutive year. The Superior Achievement rating is the state's highest, demonstrating the quality of KISD's financial management and reporting system.

Keller ISD's School FIRST 2009-2010 District Status Detail is included on the following pages. School FIRST ratings can be accessed thru the TEA website at [www.tea.state.tx.us/school.finance/](http://www.tea.state.tx.us/school.finance/).

Financial Integrity Rating System of Texas

2009-2010 DISTRICT STATUS DETAIL

Name: <b>KELLER ISD(220907)</b>	Publication Level 1: 6/17/2011 9:03:31 AM
Status: <b>Passed</b>	Publication Level 2: 8/31/2011 1:00:45 PM
Rating: Superior Achievement	Last Updated: 8/31/2011 1:00:45 PM
District Score: 75	Passing Score: 56

#	Indicator Description	Updated	Score
1	<u>Was The Total Fund Balance Less Reserved Fund Balance Greater Than Zero In The General Fund?</u>	4/25/2011 9:13:20 PM	Yes
2	<u>Was the Total Unrestricted Net Asset Balance (Net of Accretion of Interest on Capital Appreciation Bonds) In the Governmental Activities Column in the Statement of Net Assets Greater than Zero? (If the District's 5 Year % Change in Students was 10% more)</u>	4/25/2011 9:13:21 PM	Yes
3	<u>Were There No Disclosures In The Annual Financial Report And/Or Other Sources Of Information Concerning Default On Bonded Indebtedness Obligations?</u>	4/25/2011 9:13:21 PM	Yes
4	<u>Was The Annual Financial Report Filed Within One Month After November 27th or January 28th Deadline Depending Upon The District's Fiscal Year End Date (June 30th or August 31st)?</u>	4/29/2011 3:53:17 PM	Yes
5	<u>Was There An Unqualified Opinion in Annual Financial Report?</u>	4/25/2011 9:13:21 PM	Yes
6	<u>Did The Annual Financial Report Not Disclose Any Instance(s) Of Material Weaknesses In Internal Controls?</u>	4/25/2011 9:13:22 PM	Yes
			1 Multiplier Sum

**KELLER ISD 2011-2012 BUDGET**

7	<u>Did the Districts Academic Rating Exceed Academically Unacceptable?</u>	4/25/2011 9:13:22 PM	5
8	<u>Was The Three-Year Average Percent Of Total Tax Collections (Including Delinquent) Greater Than 98%?</u>	4/25/2011 9:13:22 PM	5
9	<u>Did The Comparison Of PEIMS Data To Like Information In Annual Financial Report Result In An Aggregate Variance Of Less Than 3 Percent Of Expenditures Per Fund Type (Data Quality Measure)?</u>	5/10/2011 10:12:35 PM	5
10	<u>Were Debt Related Expenditures (Net Of IFA And/Or EDA Allotment) &lt; \$350.00 Per Student? (If The District's Five-Year Percent Change In Students = Or &gt; 7%, Or If Property Taxes Collected Per Penny Of Tax Effort &gt; \$200,000 Per Student)</u>	4/25/2011 9:13:23 PM	5
11	<u>Was There No Disclosure In The Annual Audit Report Of Material Noncompliance?</u>	4/25/2011 9:13:23 PM	5
12	<u>Did The District Have Full Accreditation Status In Relation To Financial Management Practices? (e.g. No Conservator Or Monitor Assigned)</u>	4/25/2011 9:13:23 PM	5
13	<u>Was The Aggregate Of Budgeted Expenditures And Other Uses Less Than The Aggregate Of Total Revenues, Other Resources and Fund Balance In General Fund?</u>	4/25/2011 9:13:23 PM	5
14	<u>If The District's Aggregate Fund Balance In The General Fund And Capital Projects Fund Was Less Than Zero, Were Construction Projects Adequately Financed? (To Avoid Creating Or Adding To The Fund Balance Deficit Situation)</u>	5/10/2011 4:16:27 PM	5
15	<u>Was The Ratio Of Cash And Investments To Deferred Revenues (Excluding Amount Equal To Net Delinquent Taxes Receivable) In The General Fund Greater Than Or Equal To 1:1? (If Deferred Revenues Are Less Than Net Delinquent Taxes Receivable)</u>	4/25/2011 9:13:24 PM	5
16	<u>Was The Administrative Cost Ratio Less Than The Threshold Ratio?</u>	4/25/2011 9:13:24 PM	5
17	<u>Was The Ratio Of Students To Teachers Within the Ranges Shown Below According To District Size?</u>	4/25/2011 9:13:24 PM	5

**KELLER ISD 2011-2012 BUDGET**

17	<u>Was The Ratio Of Students To Teachers Within the Ranges Shown Below According To District Size?</u>	4/25/2011 9:13:24 PM	5
18	<u>Was The Ratio Of Students To Total Staff Within the Ranges Shown Below According To District Size?</u>	4/25/2011 9:13:25 PM	5
19	<u>Was The Total Fund Balance In The General Fund More Than 50% And Less Than 150% Of Optimum According To The Fund Balance And Cash Flow Calculation Worksheet In The Annual Financial Report?</u>	4/25/2011 9:13:25 PM	5
20	<u>Was The Decrease In Undesignated Unreserved Fund Balance &lt; 20% Over Two Fiscal Years?(If 1.5 Times Optimum Fund Balance &lt; Total Fund Balance In General Fund Or If Total Revenues &gt; Operating Expenditures In The General Fund,Then District Receives 5 Points)</u>	4/25/2011 9:13:25 PM	5
21	<u>Was The Aggregate Total Of Cash And Investments In The General Fund More Than \$0?</u>	4/25/2011 9:13:25 PM	5
22	<u>Were Investment Earnings In All Funds (Excluding Debt Service Fund and Capital Projects Fund) More Than \$20 Per Student?</u>	4/25/2011 9:13:26 PM	0
			75 Weighted Sum
			1 Multiplier Sum
			75 Score

**Financial Integrity Rating System of Texas**

**2009-2010 DISTRICT STATUS DETAIL**

<b>Name:</b> KELLER ISD(220907)	<b>Publication Level 1:</b> 6/17/2011 9:03:31 AM
<b>Status:</b> Passed	<b>Publication Level 2:</b> 8/31/2011 1:00:45 PM
<b>Rating:</b> Superior Achievement	<b>Last Updated:</b> 8/31/2011 1:00:45 PM

**B.** Determine Rating By Applicable Range For summation of the indicator scores (Indicators 7-22)

<b>Superior Achievement</b>	72-80 and Yes to indicator 7
<b>Above Standard Achievement</b>	64-71 or $\geq 72$ and No to indicator 7
<b>Standard Achievement</b>	56-63
<b>Substandard Achievement</b>	$< 56$ or No to one default indicator

**INDICATOR 17 & 18 RATIOS**

Indicator 17	Ranges for Ratios		Indicator 18	Ranges for Ratios	
	Low	High		Low	High
District Size - Number of Students Between			District Size - Number of Students Between		
< 500	7	22	< 500	5	14
500-999	10	22	500-999	5.8	14
1000-4999	11.5	22	1000-4999	6.3	14
5000-9999	13	22	5000-9999	6.8	14
$\geq 10000$	13.5	22	$\geq 10000$	7.0	14

**OPTIONS**

Update Unpassed	Update All	Low er Publication Level	Suspend	Suspension
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Audit Home Page: [School Financial Audits](#) | Send comments or suggestions to [schoolaudits@tea.state.tx.us](mailto:schoolaudits@tea.state.tx.us)

THE TEXAS EDUCATION AGENCY

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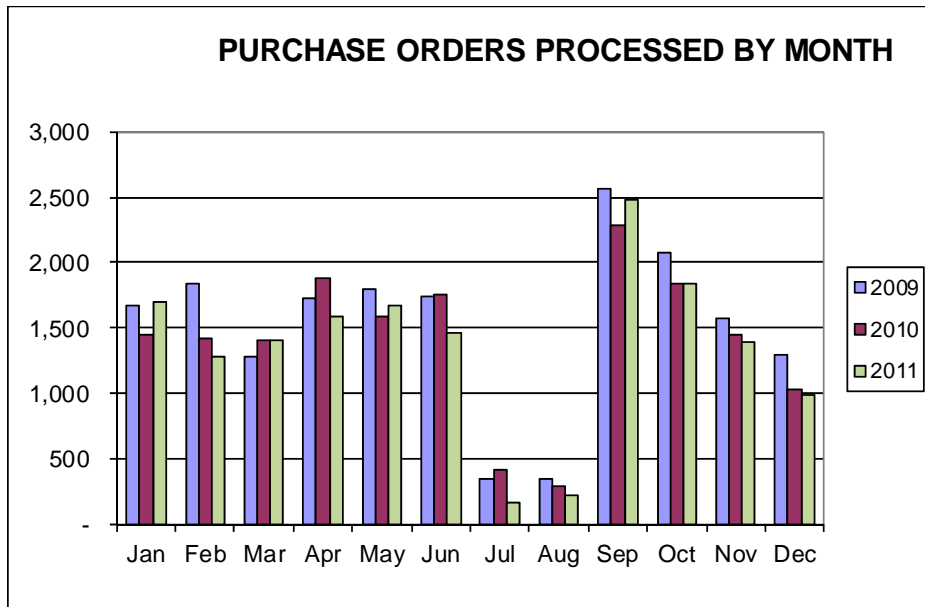
**INDICATOR 19 & 20 RATIOS**

<b>Indicator 19</b>	Ranges for Ratios		<b>Indicator 20</b>	Ranges for Ratios	
District Size - Number of Students Between	Low	High	District Size - Number of Students Between	Low	High
< 500	7	22	< 500	5	14
500-999	10	22	500-999	5.8	14
1000-4999	11.5	22	1000-4999	6.3	14
5000-9999	13	22	5000-9999	6.8	14
= > 10000	13.5	22	= > 10000	7.0	14



**PURCHASE ORDERS PROCESSED**



The Board of Trustees approves all bid awards and contracts in excess of \$50,000 per year. Purchase orders (P.O.'s) are prepared for all goods and services. Once a purchase request is entered and approved at the campus/department level, the requisition is forwarded to the Purchasing Department for verification of proper vendor and compliance with legal purchasing procedures. The requisition is then forwarded to the Finance department for verification of proper account code, availability of funds and compliance with various administrative regulations. The District's financial software automatically forwards the requisition through all levels of approval. If the request is approved at all levels, the funds are encumbered and a purchase order is printed and mailed/faxed to the appropriate vendor. Encumbrances are reservations of appropriations for goods/services that have not been received. The purpose of an encumbrance is to ensure that obligations are recognized as soon as financial commitments are made to prevent the budget from being inadvertently exceeded due to lack of information about future commitments. The following graph depicts the number of purchase orders processed each month for the last three years.



Month	2009	2010	2011
Jan	1,671	1,452	1,695
Feb	1,839	1,427	1,279
Mar	1,288	1,410	1,404
Apr	1,725	1,882	1,588
May	1,800	1,588	1,667
Jun	1,747	1,754	1,461
Jul	342	415	161
Aug	341	285	216
Sep	2,562	2,289	2,475
Oct	2,071	1,844	1,836
Nov	1,574	1,448	1,391
Dec	1,290	1,032	989

2011 KELLER ISD COMMUNITY SURVEY

1. Do you reside in the Keller Independent School District?

		Response Percent	Response Count
Yes		94.0%	914
No		6.0%	58
answered question			972
skipped question			0

2. Do you have any children in Keller ISD...

	Yes	No	Response Count
Elementary schools (kindergarten through 4th grade)	49.8% (334)	50.2% (337)	671
Intermediate schools, (5th and 6th grades)	34.6% (212)	65.4% (400)	612
Middle schools, (7th and 8th grades)	39.3% (246)	60.7% (380)	626
High schools, (9th through 12th grades)	51.9% (362)	48.1% (336)	698
Graduated from KISD	36.0% (204)	64.0% (363)	567
answered question			972
skipped question			0

**3. Please read the following names of several individuals or groups. For each one, please mark the choice that best describes the impression you have of that group or person.**

	<b>Strongly positive</b>	<b>Somewhat positive</b>	<b>Somewhat negative</b>	<b>Strongly negative</b>	<b>Unfamiliar to me</b>	<b>Response Count</b>
The Keller Independent School District	28.9% (242)	46.1% (386)	17.7% (148)	6.7% (56)	0.8% (5)	937
Teachers in the Keller ISD	54.4% (457)	37.0% (311)	6.0% (50)	0.8% (7)	1.8% (15)	940
Superintendent James Veitenheimer	15.2% (127)	31.0% (260)	23.9% (200)	19.6% (164)	10.4% (87)	938
The PTA of the Keller ISD	29.6% (249)	40.0% (336)	12.6% (106)	4.4% (37)	13.3% (112)	940
The Keller ISD Board of Trustees	9.9% (83)	32.2% (269)	27.5% (230)	16.7% (140)	13.6% (114)	936
Campus Administrators	30.2% (254)	40.5% (340)	15.2% (128)	6.2% (52)	7.9% (66)	940
District Administrators	12.1% (101)	29.0% (243)	28.6% (240)	12.8% (107)	17.5% (147)	938
				<b>answered question</b>		<b>843</b>
				<b>skipped question</b>		<b>129</b>



**4. Please identify if the district-wide issues below are something with which you are very satisfied, somewhat satisfied, somewhat dissatisfied, or very dissatisfied.**

	Strongly satisfied	Somewhat satisfied	Somewhat dissatisfied	Strongly dissatisfied	Response Count
The job Keller ISD is doing at educating children?	35.1% (294)	<b>46.7% (391)</b>	14.7% (123)	3.6% (30)	838
The school district's efforts at providing you with information?	40.3% (338)	<b>42.1% (353)</b>	12.0% (101)	5.6% (47)	839
The condition of the school buildings in the Keller ISD?	<b>49.0% (410)</b>	40.4% (338)	8.2% (69)	2.4% (20)	837
The condition of the classrooms in the Keller ISD?	<b>47.0% (391)</b>	41.8% (348)	9.1% (76)	2.0% (17)	832
The condition of the school grounds including fields and playgrounds?	40.7% (339)	<b>45.9% (382)</b>	10.6% (88)	2.8% (23)	832
Timeliness of information?	35.9% (301)	<b>43.1% (361)</b>	16.7% (140)	4.3% (36)	838
Accuracy of information?	33.5% (278)	<b>43.2% (359)</b>	17.8% (148)	5.5% (46)	831
				<b>answered question</b>	<b>843</b>
				<b>skipped question</b>	<b>129</b>


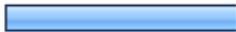
**5. Please identify if the campus issues below are something with which you are very satisfied, somewhat satisfied, somewhat dissatisfied, or very dissatisfied.**

	Strongly satisfied	Somewhat satisfied	Somewhat dissatisfied	Strongly dissatisfied	No current students in KISD	Response Count
The job your child's campus is doing at educating children?	35.4% (288)	37.7% (305)	10.5% (85)	3.8% (31)	12.6% (102)	809
The campus' efforts at providing you with information?	37.7% (305)	33.9% (274)	12.5% (101)	4.5% (36)	11.4% (92)	808
The availability of volunteer opportunities?	41.6% (333)	35.4% (283)	8.9% (71)	2.1% (17)	12.0% (96)	800
The condition of your child's school building and classroom?	43.4% (349)	32.5% (262)	8.3% (67)	3.0% (24)	12.8% (103)	805
The condition of your child's campus grounds including fields and playgrounds?	37.9% (304)	35.7% (286)	10.3% (83)	3.4% (27)	12.7% (102)	802
Accessibility of principal and administrative staff at your child's school?	37.3% (300)	33.3% (268)	9.1% (73)	6.7% (54)	13.7% (110)	805
Accessibility of your child's teacher?	51.6% (415)	26.8% (216)	6.7% (54)	2.1% (17)	12.8% (103)	805
				answered question		810
				skipped question		162

**6. Have you ever had any contact or had any in-person dealings with the Keller ISD central administrative staff on Keller Parkway?**

		Response Percent	Response Count
Yes		51.7%	418
No		48.3%	390
		answered question	808
		skipped question	164

**7. If yes to the previous question, were your concerns resolved by these in-person dealings with Keller ISD central administration?**

		Response Percent	Response Count
Yes		62.7%	262
No		37.3%	156
answered question			418
skipped question			554

8. Do you get information about your child's campus...			
	Yes	No	Response Count
By going to the campus Web site?	82.4% (627)	17.6% (134)	761
From information sent home from school with your child?	69.9% (522)	30.1% (225)	747
From e-mail newsletters from your child's school?	77.0% (579)	23.0% (173)	752
From the weekly Keller ISD e-mail newsletter known as E-news?	61.6% (463)	38.4% (289)	752
By talking with other parents of school children?	75.1% (564)	24.9% (187)	751
From local media such as newspapers or TV?	50.8% (383)	49.2% (371)	754
From the district's cable TV channel, KSTV?	7.4% (55)	92.6% (689)	744
From the district's grade speed student information system?	72.4% (541)	27.6% (206)	747
School Messenger system Phone Calls	84.1% (629)	15.9% (119)	748
Social Networking (Facebook/Twitter)	36.9% (276)	63.1% (471)	747
		<b>answered question</b>	<b>770</b>
		<b>skipped question</b>	<b>202</b>

9. Do you get information about Keller ISD...			
	Yes	No	Response Count
By going to the Keller ISD Web site?	94.8% (725)	5.2% (40)	765
From the quarterly Keller ISD newsletter known as the Key Newsletter?	53.1% (400)	46.9% (354)	754
From the weekly Keller ISD e-mail newsletter known as E-news?	60.3% (452)	39.7% (297)	749
By talking with other parents of school children?	77.9% (587)	22.1% (167)	754
From local media such as newspapers or TV?	66.8% (504)	33.2% (251)	755
From the district's cable TV channel, KSTV?	9.1% (68)	90.9% (676)	744
From the district's grade speed student information system?	57.7% (431)	42.3% (316)	747
Social Networking (Facebook/Twitter)	42.1% (315)	57.9% (433)	748
		answered question	770
		skipped question	202



**10. Which one of the following ways would you most like to receive information about Keller ISD? And which way would you prefer next most?**

	Most	Next Most	Response Count
By going to the Keller ISD web site	60.3% (231)	39.7% (152)	383
From information sent home from school with your child	50.2% (103)	49.8% (102)	205
From e-mail newsletters from your child's school	64.8% (215)	35.2% (117)	332
From the quarterly Keller ISD newsletter known as the Key Newsletter	37.9% (11)	62.1% (18)	29
From the weekly Keller ISD e-mail newsletter known as E-news	45.9% (87)	54.1% (79)	146
By talking with other parents of school children	20.0% (5)	80.0% (20)	25
From local media such as newspapers or TV	47.7% (21)	52.3% (23)	44
From the district's cable TV channel, KSTV	0.0% (0)	100.0% (7)	7
Recorded Phone Calls	38.2% (55)	61.8% (89)	144
Social Networking (Facebook/Twitter)	34.8% (40)	65.2% (75)	115
		answered question	753
		skipped question	219





**11. Which one of the following is the biggest challenge facing the Keller school district?  
And which is the next biggest challenge?**

	Biggest	Next Biggest	Response Count
Changing the traditional delivery of instruction	34.3% (71)	65.7% (136)	207
Changing demographics in the district	23.1% (21)	76.9% (70)	91
Diversity among professional staff	37.5% (12)	62.5% (20)	32
Parent involvement	28.8% (17)	71.2% (42)	59
Effective communication	35.8% (48)	64.2% (86)	134
State and federal mandates	20.0% (80)	80.0% (240)	300
Funding	82.4% (511)	17.6% (109)	620
		<b>answered question</b>	<b>744</b>
		<b>skipped question</b>	<b>228</b>






**12. Keller ISD has earned a positive reputation for the following. Please indicate which of these are most important to you.**

	Most Important	Next Most Important	Response Count
Excellent academic reputation	87.1% (583)	12.9% (86)	669
Variety of program options	17.9% (62)	82.1% (285)	347
National recognition for safe schools	27.4% (32)	72.6% (85)	117
National recognition for campus air quality	35.7% (5)	64.3% (9)	14
Exceptional facilities	11.9% (5)	88.1% (37)	42
Graduating senior scholarships in excess of \$39 million	25.0% (24)	75.0% (72)	96
State and national recognition for financial efficiency and accountability	16.6% (28)	83.4% (141)	169
		answered question	744
		skipped question	228

**13. Which of the following best describes your opinion of how Keller ISD manages the money it has to operate the school district?**

		Response Percent	Response Count
Wisely and effectively		12.4%	92
As well as can be expected		35.1%	261
Wastefully and ineffectively		38.6%	287
Unsure		14.0%	104
		answered question	744
		skipped question	228

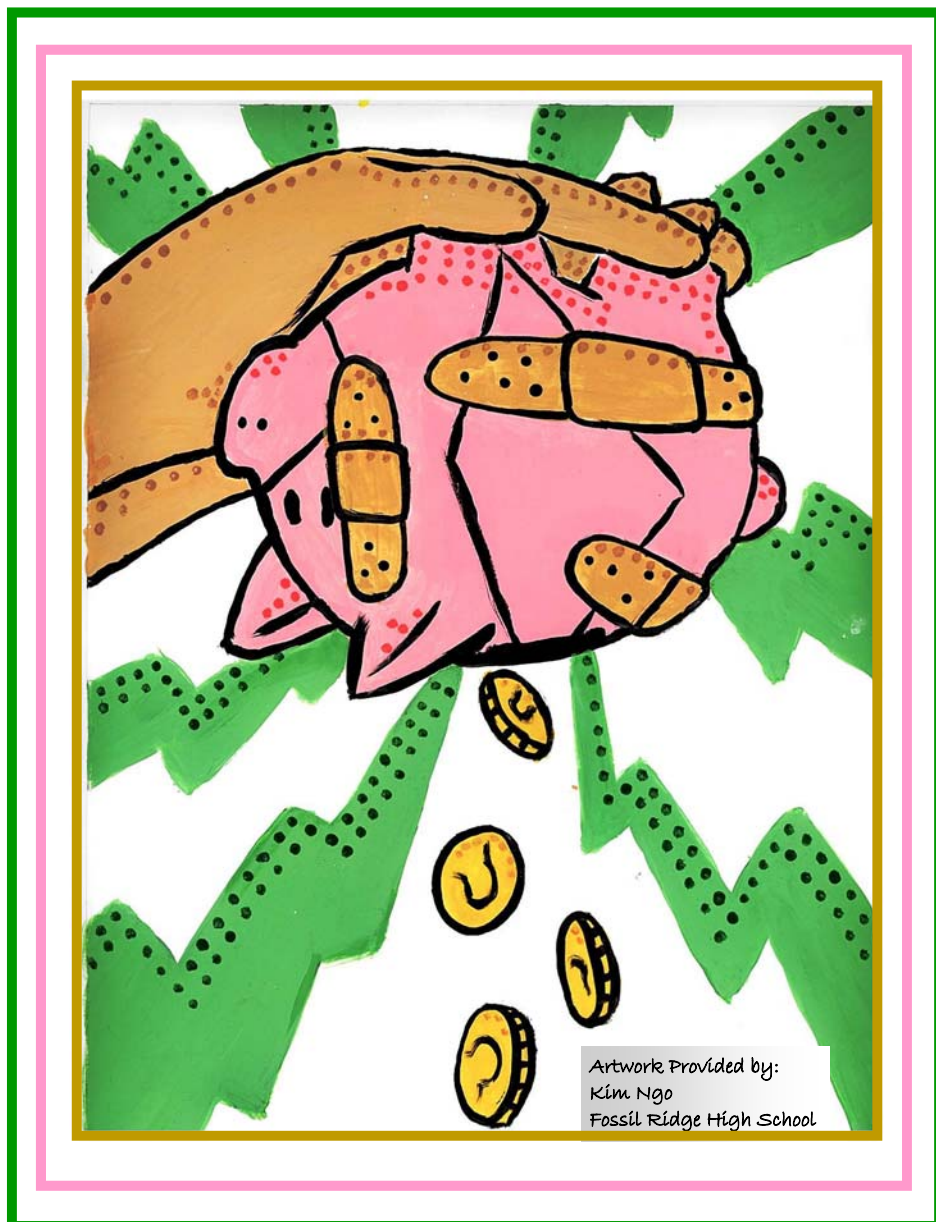
**14. Which of the following best describes the service your child receives from the Keller ISD transportation system in regards to timeliness?**

		Response Percent	Response Count
Excellent		15.9%	118
Good		17.5%	130
Fair		5.4%	40
Poor		3.9%	29
N/A		57.4%	427
answered question			744
skipped question			228

**15. If you could make one suggestion to improve Keller ISD, what would it be?**

	Response Count
	525
answered question	525
skipped question	447

# Appendix



Artwork Provided by:  
Kim Ngo  
Fossil Ridge High School

**KELLER INDEPENDENT SCHOOL DISTRICT**  
**CLASSIFICATION OF REVENUES AND EXPENDITURES**

Section 44.007 of the Texas Education Code requires that a standard school district fiscal accounting system be adopted by each school district. The system must meet at least the minimum requirements prescribed by the State Board of Education and also be subject to review and comment by the state auditor. Additionally, the accounting system must conform to Generally Accepted Accounting Principles (GAAP) as applied to governmental units in conjunction with the Texas Education Agency's Financial Accountability System Resource Guide (FASRG). The Governmental Accounting Standards Board (GASB) is the accepted standard setting body for establishing governmental accounting and financial reporting principles. This section further requires that a report be provided at the time the school district budget is filed, showing financial information sufficient to enable the State Board of Education to monitor the funding process and to determine educational system costs by school district, campus, and program.

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

**BASIC SYSTEM EXPENDITURE CODE COMPOSITION**

- Fund Code – A mandatory 3-digit code is to be used for all financial transactions to identify the fund group and specific funds. The first digit refers to the fund group, and the second and third digits specify the fund.
- Function Code – A mandatory 2-digit code that identifies the purpose of the transaction is applied to expenditures. The first digit identifies the major service area and the second digit refers to the specific function within the area.
- Object Code – A mandatory 4-digit code identifying the nature and object of an account, a transaction or a source. The first of the four digits identifies the type of account or transaction, the second digit identifies the major area, and the third and fourth digits provide further sub-classifications. In addition, KISD has incorporated two additional digits to the object code to define the subject (i.e., math, science, etc.). This allows for easy analysis of amounts expended for each subject.
- Sub-Object – Optional code. Used at KISD to provide special accountability for certain programs or areas.
- Organization Code – A mandatory 3-digit code identifying the organization, i.e., campus, department.
- Fiscal Year Code – A mandatory single digit code that identifies the fiscal year of the transaction or the project year of inception of a grant project.
- Program Intent Code – A 2-digit code used to designate services provided to students.
- Optional Code 3, 4, and 5 – Optional code that may be used to further describe the transaction.

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

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

**CODE                      FUNCTION TITLE**

**10      *Instruction and Instructional Related Services***

11      Instruction

This function is used for activities that deal directly with the interaction between teachers and students. This function includes expenditures for direct classroom instruction and other activities that deliver, enhance, or direct the delivery of learning situations to students. Expenditures for the delivery of instruction in regular program basic skills, bilingual programs, compensatory, remedial or tutorial programs, gifted and talented educational programs, and vocational education programs are classified in function 11. For example, function 11 includes classroom teachers, teacher aides, and graders, but does not include curriculum/staff development (13) or principals (23).

12      Library/Media Services

This function is used for expenditures that are directly and exclusively used for resource centers, establishing and maintaining libraries, and other major facilities dealing with educational resources and media. For example, function 12 includes librarians, but does not include textbooks (11) or reference books in the classroom (11).

13      Curriculum Development and Instructional Staff Development

This function is used for expenditures that are directly and exclusively used to aid instructional staff in planning, developing, and evaluating the process of providing learning experiences for students. This function also includes expenditures related to research and development activities that investigate, experiment and/or follow-through with the development of new or modified instructional methods, techniques, procedures, service, etc. For example, this function includes staff that research and develop innovative, new, or modified instruction and staff who prepare in-service training for instructional staff, but does not include salaries of instructional staff when attending in-service training (11 or 12).

**20      *Instructional and School Leadership***

21      Instructional Leadership

This function encompasses those **district-wide** activities, which have as their purpose managing, directing, and supervising the general and specific instructional programs and activities. For example, function 21 includes instructional supervisors, and Associate Superintendent for Instruction, but does not include principals (23).

23      School Leadership

This function includes expenditures for directing, managing, and supervising a school. It includes salaries and supplies for the principal, assistant principal, and other administrative and clerical staff, including attendance clerks.

**30 Student Support Services**

31 Guidance, Counseling, and Evaluation Service

This function includes expenditures for testing and assessing students' abilities, aptitudes, and interests with respect to career and educational goals and opportunities. It includes psychological services, testing, student evaluation and counseling.

32 Social Work Services

This function includes expenditures which directly and exclusively promote and improve school attendance. Examples include social workers and truant officers.

33 Health Services

This function is used for expenditures that directly provide physical health services to students, which are not a part of direct instruction. It includes medical, dental, and nursing services.

34 Student Pupil Transportation

This function includes the cost of providing management and operational services for transporting students to and from school. Function 34 includes transportation supervisors and bus drivers, but does not include field trips (11).

35 Food Services

This function includes the management of the Child Nutrition program at the schools and the serving of meals, lunches, or snacks in connection with school activities. Function 35 includes salaries for cooks and food purchases, but does not include concession stands (36).

36 Co/Extracurricular Activities

This function incorporates those activities, which are student and curricular related, but which are not necessary to the regular instructional services. Examples of extracurricular activities are scholastic competition, speech, debate, band, football, baseball, etc. Function 36 includes athletic salary supplements paid exclusively for coaching, directing, or sponsoring extracurricular athletics, but does not include salaries for teaching physical education (11).

**40 Administrative Support Services**

41 General Administration

This function includes expenditures incurred for the overall administrative responsibilities of the school district. It includes expenditures for the school board, superintendent's office, tax office, personnel services, financial services, and administrative attendance personnel.



**50 Support Services – Non Student Based**

51 Facilities Maintenance and Operations

This function deals with expenditures made to keep buildings, grounds, and equipment safe for use and in efficient working condition. Examples include janitors, facility insurance premiums and utilities.

52 Security and Monitoring Services

This is a function for which expenditures are directly and exclusively for activities to keep student and staff surroundings safe, whether in transit to or from school, on a campus or participating in school-sponsored events at another location. Examples include security guards, crossing guards and police.

53 Data Processing Services

Non-instructional data processing services which include computer facility management, computer processing, systems development, analysis and design. Personal computers (PC's) that are stand-alone are to be charged to the appropriate function. Peripherals including terminals and printers are to be charged to the appropriate function.

**60 Ancillary Services**

61 Community Services

This function encompasses all other activities of the school district, which are designed to provide a service or benefit to the community as a whole or a portion of the community. Examples would include recreation programs, natatorium, and parenting programs.

**70 Debt Service**

71 Debt Service

This function includes expenditures for bond and lease purchase principal, and all types of interest paid.

**80 Capital Outlay**

81 Facilities Acquisition and Construction

This function includes the acquisition of land and buildings, the remodeling of buildings and additions to buildings, and installation and extension of service systems and other built-in systems.

**90 Intergovernmental Charges**

93 Payments to Fiscal Agent/Member Districts of Shared Services Arrangements

This function code is used for expenditures that are for (1) payments from a member district to a fiscal agent of a shared services arrangements; or, (2) payments from a fiscal agent to a member district of a shared services arrangement.

95 Payments to Juvenile Justice Alternative Education Programs

This function is used for expenditures that are for the purpose of providing financial resources for Juvenile Justice Alternative Education Programs.

97 Payments to Tax Increment Fund

This function is used for the purpose of providing financial resources paid into a tax increment fund under Chapter 311, Tax Code.

FUND DEFINITIONS

- 211 ESEA Title I, Part A Improving Basic Program  
This fund classification is to be used to account, on a project basis, for funds allocated to local educational agencies to enable schools to provide opportunities for children served to acquire the knowledge and skills contained in the challenging State content standards and to meet the challenging State performance stands developed for all children.
- 224 IDEA Part B Formula  
This fund classification is to be used to account, on a project basis, for funds granted to operate educational programs for children with disabilities. This fund classification includes capacity building and improvement (sliver) subgrants.
- 225 IDEA Part B Preschool  
This fund classification is to be used to account, on a project basis, for funds granted for preschool children with disabilities.
- 244 Vocational Education Basic Grant  
This fund classification is to be used to account, on a project basis, to provide Career and Technical education to develop new and/or improve Career and Technical education programs for paid and unpaid employment.
- 255 ESEA Title II, Part A Training and Recruitment  
This fund classification is to be used to provide financial assistance to LEAs to (1) Increase student academic achievement through improving teacher and principal quality and increasing the number of highly qualified teachers in classrooms and highly qualified principals and assistant principals in schools, and (2) hold local education agencies and schools accountable for improving student academic achievement.
- 263 Title III, Part A English Language Acquisition  
This fund classification is to be used to account, on a project basis, for funds granted to improve the education of limited English proficient children, by assisting the children to learn English and meet challenging State academic content and student academic achievement standards.
- 287 Education Jobs Fund  
This fund classification is to be used to account, on a project basis, for funds granted to retain, recall, or rehire school-level employees, and to hire new school-level employees, in order to provide early childhood, elementary, or secondary educational and related services. (P.L. 111-226, Title I, Education Jobs Fund) (84.410) (U.S. Department of Education)

- 289 Federally Funded Special Revenue Programs  
This fund classification is to be used to account, on a project basis, for federally funded special revenue funds that have not been specified above. Any locally defined codes that are used at the local option are to be converted to Fund 289 for PEIMS reporting.
- 385 State Supplemental Visually Impaired (SSVI)  
This fund classification is to be used to account for State Supplemental Visually Impaired funds. This fund is to be used by single school districts, on a project basis, to account for any of these funds received from the ESC or district fiscal agent of shared services arrangement.
- 393 Texas Successful Schools Program  
This fund classification is to be used to account, on a project basis, for grant monies applied for by school districts after being notified by TEA of their eligibility based on Academic Excellence Indicator System (AEIS) criteria.
- 397 Advanced Placement Incentives  
This fund classification is to be used to account, on a project basis, for funds awarded to school districts under the Texas Advanced Placement Award Incentive Program, Chapter 28, Subchapter C, TEC.
- 404 Student Success Initiative  
This fund classification is to be used to account, on a project basis, for funds granted for teacher training and allocations to schools to implement scientific, research-based programs for students who have been identified as unlikely to achieve the third grade TAKS reading standard by the end of the third grade.
- 411 Technology Allotment  
This fund classification is to be used to account, on a project basis, for funds awarded to school districts to purchase technological software or equipment that contributes to student learning, or to pay for training for educational personnel involved in the used of these materials.
- 425 Teacher Induction and Mentoring Program  
This fund classification is to be used to account, on a project basis, for funds granted to schools that assign mentor teachers to classroom teachers who have less than two years of teaching experience.

429 State Funded Special Revenue Funds

State funded special revenue funds not listed above are to be accounted for in this fund. Any locally defined codes that are used at the local option are to be converted to fund 429 for PEIMS reporting.

461 Campus Activity Funds

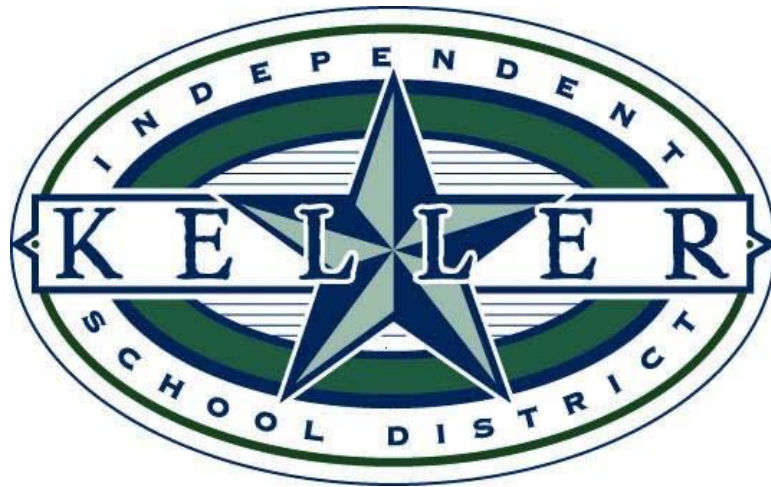
This fund classification is to be used to account for transactions related to a principal's activity fund if the monies generated are not subject to recall by the school district's board of trustees into the General Fund.

480 Miscellaneous Local Grants

This fund classification is used, at the option of the school district to classify locally funded special revenue funds such as grants by corporations to specific campuses not defined elsewhere.

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# *Glossary*



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## GLOSSARY

This glossary contains definitions of terms used in this guide and such additional terms as seem necessary to common understandings concerning financial accounting procedures for schools. Several terms, which are not primarily financial accounting terms, have been included because of their significance for school financial accounting. The glossary is arranged alphabetically with appropriate cross-referencing where necessary.

**Abatement** – A complete or partial cancellation of a levy imposed by a governmental unit. Abatements usually apply to tax levies, special assessments, and service previously recorded expenditure or receipt item by such things as refunds, rebates, and collections for loss or damage to school property.

**Account** – A descriptive heading under which are recorded financial transactions that are similar in terms of a given frame of reference, such as purpose, object, or source.

**Accounting Period** – A period at the end of which and for which financial statements are prepared; for example, September 1 through August 31.

**Accrual** – A method of accounting that recognizes the financial effect of transactions, events, and inter fund activities when they occur, regardless of the timing of related cash flows.

**ACT** – Acronym for American College Test.

**ADA** – Acronym for Average Daily Attendance.

**Administration** – Those activities which have as their purpose the general regulation, direction, and control of the affairs of the local education agency that are system-wide and not confined to one school, subject, or narrow phase of school activity.

**AEIS** – Acronym for Academic Excellence Indicator System.

**AIS** – Acronym for Accelerated Instructional Services.

**Allocation** – A part of a lump-sum appropriation which is designated for expenditure by specific organization units and/or for special purposes, activities, or objects.

**Amendment** – A proposal to change the amount or scope of an activity or project after the budget has already been submitted to the Board.

**AP** – Acronym for Advanced Placement.

**Appraisal** – (1) The act of appraising. (2) The estimated value resulting from such action.

**Appraise** – To make an estimate of value, particularly of the value of property. Note, if the property is valued for purposes of taxation, the less-inclusive term “assess” is substituted for the above term.

**Appropriation Account** – A budgetary account set up to record specific authorization to spend. The account is credited with original and any supplemental appropriations and is charged with expenditures and encumbrances.



**Assess** – To value property officially for the purpose of taxation. Note, the term is also sometimes used to denote the levy of taxes, but such usage is not correct because it fails to distinguish between the valuation process and the tax levy process.

**Assessed Valuation** – A valuation set upon real estate or other property by a government as a basis for levying taxes.

**Assets** – Property owned by a local education agency which has a monetary value.

**Balance Sheet** – An itemized statement that lists the total assets and the total liabilities of a given business to portray its net worth at a given moment of time. The amounts shown on a balance sheet are generally the historic cost of items and not their current values.

**Benefits** – A payment or entitlement, such as one made under an insurance policy or employment agreement, public assistance program, or something of value or usefulness.

**Bill** – (1) A term used to denote a law or statute passed by certain legislative bodies. A bill has greater legal formality and standing than a resolution. (2) A statement of an amount owing for goods and services sold on open account.

**Board of Education** – The elected or appointed body, which has been created according to State, law and vested with responsibilities for educational activities in a given geographical area. These bodies are sometimes called school boards, governing boards, boards of directors, school committees, school trustees, etc. This definition relates to the general term and covers State boards, intermediate administrative unit boards, and local basic administrative unit boards.

**Bond** – A written promise, generally under seal, to pay a specified sum of money, called the face value, at a fixed time in the future, called the date of maturity, and carrying interest at a fixed rate, usually payable periodically. The difference between a note and a bond is that the latter usually runs for a longer periods of time and requires greater legal formality.

**Bonded Debt** – The part of the school district debt which is covered by outstanding bonds of the district. Sometimes called “Funded Debt or Bonded Indebtedness.”

**Bonds Authorized and Unissued** – Bonds that have been legally authorized but not issued and which can be issued and sold without further authorization.

**Bonds Issued** – Bonds sold.

**Bonds Payable** – The face value of bonds issued and unpaid.

**Budget** – A plan of financial operation embodying an estimate of proposed expenditures for a given period or purpose and the proposed means of financing them. The budget usually consists of three parts: The first part contains a message from the budget-making authority together with a summary of the proposed expenditures and the means of financing them.

The second part consists of schedules supporting the summary. These schedules show in detail the proposed expenditures and means of financing them, together with information as to past years' actual revenues and expenditures and other data used in making the estimates. The third part is composed of drafts of the appropriation, revenue, and borrowing measures necessary to put the budget into effect.

**Budgetary Accounts** – Those accounts necessary to reflect budget operations and conditions, such as estimated revenues, appropriations, and encumbrances, the net balance, and other related information.

**Capital Budget** – A plan of proposed capital outlays and the means of financing them for the fiscal period. It is usually a part of the current budget. A capital program is sometimes referred to as a capital budget.

**Capital Outlays** – Expenditures which result in the acquisition of or addition to fixed assets.

**Capital Program** – A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long term work program or otherwise. It sets forth each project or other contemplated expenditure in which the local education agency is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.

**CBA** – acronym for Campus Based Assessment

**CED** – County Education District

**Cocurricular Activities** – Direct and personal services for public school pupils, such as interscholastic athletics, entertainments, publications, clubs, band, and orchestra, that are managed or operated by the student body under the guidance and direction of an adult, and are not part of the regular instructional program.

**Community Services** – Those services which are provided for the community as a whole or some segment of the community and which are not restricted to the public schools or adult education programs.

**Consultant** – A resource person who provides assistance to the regular personnel through conference, demonstration, research, or other means. There are two types of consultants; those retained on a temporary basis and those who are permanently employed.

**Contracted Services** – Labor, material, and other costs for services rendered by personnel who are not on the payroll of the local education agency.

**CRE** – Coordinated Review Effort - federal audit of child nutrition program

**Credit Rating** – A published ranking, based on detailed financial analysis by a credit bureau, of one's financial history, specifically as it relates to one's ability to meet debt obligations. The highest rating is usually AAA, and the lowest is D. Lenders use this information to decide whether to approve a loan.

**Current** – As used in this manual, the term has reference to the fiscal year in progress.

**Current Budget** – The annual budget prepared for and effective during the present fiscal year.

**Current Expenditures per Pupil** – Current expenditures for a given period of time divided by a pupil unit of measure (average daily membership, average daily attendance, etc.)

**Current Year's Tax Levy** – Taxes levied for the current fiscal period.

**DAEP** – acronym for District Alternative Education Program

**Debt** – An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of local education agencies include bonds, warrants, and notes, etc.

**Debt Limit** – The maximum amount of gross or net debt which is legally permitted.

**Debt Service** – Debt Service refers to the semi-annual amount of money needed to pay the interest and principal payments on a bond issue.

**Debt Service Fund** – A fund used to account for the accumulation of resources and payment of principal and interest on all bonds.

**Defeasement** – To render null and void an agreement, commitment or obligation specified in a written document. When a bond issue is refunded and an escrow is established for the benefit of its bondholders the terms of the original indenture and obligations of the Trustee are generally said to have been defeased. The Original trust indenture is supplanted by the newly formed escrow agreement.

**Deficit** – The excess of the obligations of a fund over the fund's resources.

**Delinquent Taxes** – Taxes remaining unpaid on and after the date on which they become delinquent by statute.

**DTR** – Acronym for district tax rate.

**ELL** – English Language Learner

**Encumbrances** – Commitments related to unperformed (executory) contracts for goods or services.

**EOC** – Acronym for End of Course.

**ES** – Acronym for Elementary School.

**Estimated Revenue** – When the accounts are kept on an accrual basis, this term designates the amount of revenue estimated to accrue during a given period regardless of whether or not it is all to be collected during the period.

**Existing Debt Allotment (EDA)** – Sometimes referred to as Tier III funding. Granted by the 1999 Legislature guarantees \$35 per student in state and local funds for each cent of effort (up to a maximum of \$.12 per \$100 valuation) to pay the principal and interest on eligible bonds. Eligible bonds are those that require a debt service payment during the 1998-99 fiscal year.

**Expenditures** – This includes total charges incurred, whether paid or unpaid, for current expense, capital outlay, and debt service. (Transfers between funds, encumbrances, and payments of cash in settlement of liabilities already accounted as expenditures are not considered as expenditures.)

**Expenses** - Charges incurred, whether paid or unpaid, for operation, maintenance, interest, and other charges which are presumed to benefit the current fiscal period. Note, legal provisions sometimes make it necessary to treat as expenses some charges whose benefits extend over future periods. For example, purchases of materials and supplies which may be used over a period of more than one year and payments for insurance which is to be in force for a period longer than one year frequently must be charged in their entirety to the appropriation of the year in which they are incurred and classified as expenses of that year even though their benefits extend also to other periods.

**First** – Financial Integrity Rating System of Texas

**Fiscal Year** – A twelve-month period of time to which the annual budget applies and at the end of which a local education agency determines its financial position and the results of its operations.

**Fixed Assets** – Land, building, machinery, furniture, and other equipment that the school district intends to hold or continue in use over a long period of time. "Fixed" denotes probability or intent to continue use or possession, and does not indicate immobility of an asset.

**Food Service** – Those activities which have as their purpose the preparation and serving of regular and incidental meals, lunches, or snacks in connection with school activities.

**FTE** – Acronym for full-time equivalent.

**Function** – As applied to expenditures, this term has reference to an activity or service aimed at accomplishing a certain purpose or end; for example, Instruction, Instructional Administration, Plant Maintenance and Operations.

**Fund** – A sum of money or other resource set-aside for specific activities of a school district. The fund accounts constitute a complete entity and all of the financial transactions for the particular fund are recorded in them.

**Fund Accounting** – A method of accounting that separates and tracks financial transactions to meet restrictions and reporting requirements imposed by funding sources.

**Fund Balance** – The excess of assets of a fund over its liabilities and reserves. During the fiscal year prior to closing, it represents the excess of the fund's assets and estimated revenues for the period over its liabilities, reserves, and appropriations for the period.

**GAAP** – Acronym for Generally Accepted Accounting Principles.

**GASB** – Acronym for Governmental Accounting Standards Board.

**GED** – Acronym for General Educational Development.

**General Fund** – A fund used to finance the ordinary operations of the local education agency. It is available for a legally authorized purpose and consists of money not specifically designated for some other particular purpose.

**General Obligation Bonds** – Bonds that carry a pledge of the general taxing power for the payment of debt obligations. General Obligation bonds are backed by the full faith and credit of the issuing governmental agency.

**HAACP** – Hazardous Analysis Critical Control Point

**HS** – Acronym for High School.

**IB** – Acronym for International Baccalaureate.

**Instruction** – The activities dealing directly with the teaching of students or improving the quality of teaching.

**Instructional Facilities Allotment (IFA)** – Granted by House Bill 4 in 1997, program provides a guaranteed level (\$35) of state and local funds per student per penny of tax effort applicable to debt service on eligible bonds. However, there is a limit on funding for each biennium so the District must apply for funding. The applications are ranked based on relative property wealth and funds are awarded up to the dollar limit available.

**Interest** – A fee charged a borrower for the use of money.

**Inventory** – A detailed list or record showing quantities, descriptions, values, and frequency, units of measure, and unit prices of property on hand.

**I & S** – Acronym for Interest & Sinking Fund (Debt Service Fund).

**ISD** – Acronym for Independent School District.

**LAN** – Acronym for local area network.

**LEAP** – The Learning Enrichment Academic Program is a program for students showing evidence of high performance in the area of general intellectual ability. The LEAP program identifies and serves children demonstrating giftedness revealed by learning potential tests.

**Levy** – (Verb) To impose taxes or special assessments. (Noun) The total of taxes or special assessments imposed by a governmental unit.

**Long-Term Loan** – A loan which extends for more than 5 years from the date the loan was obtained and is not secured by serial or term bonds. Such loans are not legal in Texas under the general statutes.

**Modified Accrual Basis of Accounting** – Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

**M & O** – Acronym for Maintenance and Operations Fund (General Fund).

**MS** – Acronym for Middle School.

**NCES** – National Center for Educational Statistics

**Object** – As applied to expenditures, this term has reference to an article or service received; for example, payroll costs, purchased and contracted services, materials, and supplies.

**OMB** – Office of Management and Budget

**P & D Value** – Pan analysis tool used on assessments to analyze the reliability and validity of the tests.

**PAGE** – acronym for Parents Advocating for Gifted Education

**Payroll** – A list of individual employees entitled to pay, with the amounts due to each for personal services rendered.

**PBM** – Performance based monitoring

**Performance Measures** – The specified level of performance on a specific performance indicator.

**PEIMS** – Acronym for Public Education Information Management System.

**Personnel, Full-Time** – School employees who occupy positions the duties of which require them to be on the job on school days, throughout the school year, at least the number of hours the schools in the system are in session.

**Personnel, Part-Time** – Personnel who occupy positions, the duties of which require less than full time-service. This includes those employed full-time for part of the school year, parttime for all of the school year, and part-time for part of the school year. See also Personnel, Full-Time.

**PLAN** – A software guidance resource that helps students measure their current academic development, explore career and training options, and make plans for the remaining year of high school and post-graduation years.

**Plant Maintenance (Plant Repairs and Repairs and Replacements of Equipment)**

Those activities which are concerned with keeping the grounds, buildings, and equipment at their original condition or completeness or efficiency, either through repairs or by replacements of property (anything less than replacement of a total building).

**PO** – Acronym for Purchase Order.

**PPCD** – Preschool Programs for Children with Disabilities is available for children aged 3 through 5. Students are provided instruction in all areas of early childhood development.

**Principal of a School** – The administrative head of a school (not school district) to who has been delegated the major responsibility for the coordination and supervision of the activities of the school.

**Principal of Bonds** – The face value of bonds.

**Program** – The definition of an effort to accomplish a specific objective or objectives consistent with funds or resources available. Budgets and actual revenue and expenditure records may be maintained per program.

**Program Budget** – A budget wherein expenditures are based primarily on programs of work and secondarily on character and object. A program budget is a transitional type of budget between the traditional character and object number, on the one hand, and the performance budget on the other.

**Property Taxes** – The valuation of property in the School District is determined by the County Tax Assessor. The School District levies a tax per \$100 of assessed valuation.

**PSAT** – Acronym for Preliminary Standardized Achievement Tests.

**Purchase Order** – A document authorizing the delivery of specified merchandise or the rendering of certain services and the making of a charge for them.

**RADA** – Acronym for Refined Average Daily Attendance.

**Recapture** – The recovery of financial resources from districts defined by the state as high property wealth.

**Refunding Bonds** – Bonds issued to pay off bonds already outstanding.

**Reimbursement** – Cash or other assets received as a repayment of the cost of work or services performed, or of other expenditures made for or on behalf of another governmental unit or department, or for an individual, firm, or corporation.

**Reserve** – An amount set aside for a specified purpose, or an account which records a portion of the fund balance that is to be segregated for some future use and, therefore, is not available for further appropriation and expenditure.

**RPE** – acronym for Reading Proficiency Tests in English

**Salary** – The total amount regularly paid or stipulated to be paid to an individual, before deductions, for personal services rendered while on the payroll of the school district. Payments for sabbatical leave are also considered as salary.

**SAT** – Acronym for Standardized Achievement Tests.

**School** – A division of the school system consisting of a group of pupils composed of one or more teachers to give instruction of a defined type, and housed in a school plant of one or more buildings. More than one school may be housed in one school plant, as is the case when the elementary and secondary programs are housed in the same school plant.

**School, Elementary** – A school classified as elementary by State and local practice and composed of any span of grades not above grade six. In this District this term includes kindergartens and pre-kindergartens if they are under the control of the local board of education.

**School, Intermediate** – A separately organized elementary school intermediate between early elementary and middle school.

**School, Middle** – A separately organized secondary school intermediate between elementary, intermediate, and senior high school. In this District middle schools include grades six through eight.

**School, Public** – A school operated by publicly elected or appointed school officials in which the program and activities are under the control of these officials and which is supported by public funds.

**School, Secondary** – In this handbook a secondary school comprises any span of grades beginning with the next grade following the elementary/intermediate school and ending with or below grade 12, including middle schools, the different type of high schools, and alternative high schools.

**School, Senior High** – A school offering the final years of high school work necessary for graduation; invariably preceded by a middle school in the same system.

**School, Summer** – The name applied to the school session carried on during the period between the end of the regular school term and the beginning of the next regular school term.

**SDAA** – State Developed Alternative Assessment

**SEM** – Acronym for standard error of measurement

**Student Wealth** – Assessed value of property divided by school enrollment.

**Supplemental Taxes** – Taxes levied subsequent to the initial levy to add property omitted from the original tax roll(s).

**Supply** – A material item of an expendable nature that is consumed, worn out, or deteriorated in use; or one that loses its identity through fabrication or incorporation into a different or more complex unit or substance.

**TAAS** – Acronym for Texas Assessment Academic Skills exam.

**TAKS** – Acronym for Texas Assessment and Knowledge Skills Program.

**TASPA** – Acronym for Texas Academic Skills Program.

**Taxes** – Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit. The term includes licenses and permits. It does not include special assessments.

**Tax Year** – The twelve-month reporting period for which you are filing your taxes.

**TEA** – Acronym for the Texas Education Agency.

**TEKS** – Acronym for Texas Essential Knowledge and Skills.

**TIF**– Tax Increment Fund

**TLI** – Acronym for Texas Learning Index.

**TRS** – Acronym for Teacher Retirement System.

**TSI** – Texas Success Initiative

**Unencumbered Balance of Appropriation** – That portion of an appropriation not yet expended or encumbered; the balance remaining after deducting from the appropriation the accumulated expenditures and outstanding encumbrances.

**Unexpended Balance of Appropriation** – That portion of an appropriation not yet expended; the balance remaining after deducting from the appropriation the accumulated expenditures.

**Unit Cost** – Expenditures for a function, activity, or service divided by the total number of units for which the function, activity, or service was provided.

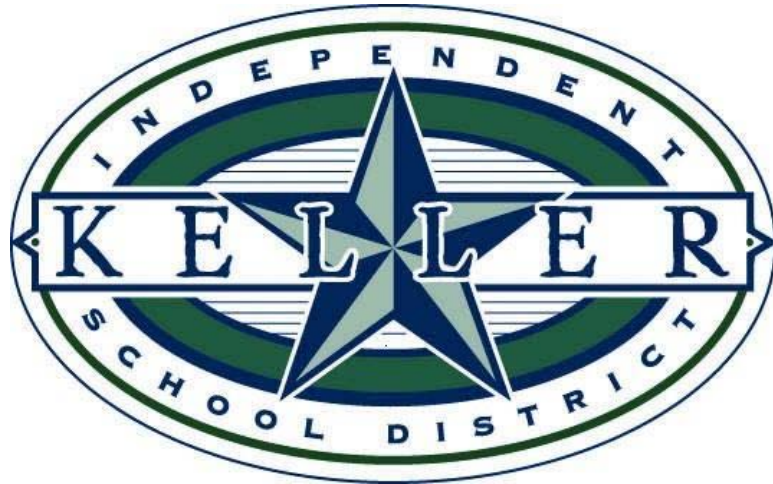
**USDA** – United States Department of Agriculture

**WADA** – Acronym for Weighted Average Daily Attendance. A combination of regular ADA and students enrolled in special programs such as special education and gifted & talented. A large component of state funding is based upon WADA.

**WAN** – Acronym for wide area network.

**Workers' Compensation** – Compensation provided to employees who are injured or contract an occupational disease due to their employment.





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