



2011-2012 Annual Budget

Fiscal Year September 1, 2011 – August 31, 2012

Balancing tomorrow's Education



Laredo Independent School District

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Laredo Independent School District

Laredo, Texas

2011-2012 Annual Budget

For Fiscal Year

September 1, 2011 – August 31, 2012

Issued by:
Division of Finance

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Distinguished Budget Presentation Award

The Government Financial Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Laredo Independent School District, Texas for its annual budget for the fiscal year beginning September 1, 2010. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy documents, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

CITIZEN'S GUIDE TO OUR BUDGET

WHAT IS A DISTRICT BUDGET?

The district budget is an annually revised document that describes the financial performance, and the detailed financial allocations made to maintain district operations for the proposed budget year.

WHAT IS THE PURPOSE OF A BUDGET?

The objective of the budget is to communicate the financial plan about district operations to the public, the Laredo Independent School District (LISD) Board of Trustees, and all members of the organization for each budget year.

WHAT ARE PROPERTY TAXES?

Property taxes are funds that are levied, assessed, and collected annually (ad valorem taxes) for the further maintenance of public schools in the district and to pay bonds issued by the school district.

WHAT IS A TAX RATE?

It is the amount of dollars levied per \$100 of taxable value (after exemptions). The resulting amount is called Ad Valorem Taxes.

WHAT IS AD VALOREM TAX?

Ad Valorem Tax is the Property Tax (after exemptions) that is placed on all the property within the district's jurisdiction. The appraised value is determined by the Webb County Appraisal District.

HOW ARE PROPERTY TAXES CALCULATED?

They are calculated by taking the taxable value (after exemptions) divided by 100 and multiplied by the tax rate:

Average Appraised Value	\$78,472
Less Homestead Exemption	15,000
Less Local 10 % Homestead Exemption	<u>7,847</u>
Total Taxable Value	\$ 55,625
LISD Tax Rate	\$ 1.27400
<u>\$55,625</u> = \$556.20 x \$1.27400 = \$708.6 Total Property Tax Due	
\$100	

WHAT IS THE EFFECT OF A ONE PENNY INCREASE IN TAXES FOR A RESIDENTIAL OWNER?

The effect is \$5.50 per year. $(\$556.20 \times \$1.28400) = \$714.10$ minus $\$708.6 = \5.50

WHERE CAN I GET ADDITIONAL INFORMATION ABOUT LISD AND THE DISTRICT BUDGET?

- L.I.S.D. Web Page: <http://www.laredoisd.org>
- L.I.S.D. Office of Financial Management: <http://www.laredoisd.org/departments/finance/finance.htm>
- Contact by E-Mail: fayala@laredoisd.org
- Write: LISD Office of Financial Management:
Laredo Independent School District/ C/O CFO
1702 Houston St.
Laredo, Texas 78040

RECOGNITION

We would like to acknowledge and thank the following Financial Management Department individuals who greatly contributed to the development of the Laredo Independent School District's 2011-2012 Annual Budget:

Nohemi Abrego
Flor Ayala, CPA
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We would also like to recognize the Information Technology Department for providing numerous reports and queries that assisted in the development of this budget document, the Human Resources, and Tax Office Departments for making available all information we requested.

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INTRODUCTORY SECTION
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1702 Houston St. • Laredo, Texas 78040 • Ph. 956-273-1000

Dr. A. Marcus Nelson
Superintendent of Schools

November 11, 2011

Board of Trustees

George M. Beckelhymer
President, District 4

Jesus Martinez
Vice President, District 2

Jose R. Perez, Jr.
Secretary, District 7

Trustees

Jose A. Valdez
Trustee, District 1

John Amaya
Trustee, District 3

Dr. Cecilia M. Moreno
Trustee, District 5

Hector J. Garcia
Trustee, District 6

Board of Trustees and Taxpayers of
Laredo Independent School District
1702 Houston St.
Laredo, TX 78040

Dear Board Members and Taxpayers:

We are pleased to submit the final Laredo Independent School District's Annual Budget for fiscal year 2011-2012. This budget presents the district's financial and operational plan.

Our staff has developed a financial plan for the 2011-2012 General Fund, Child Nutrition Fund, Athletic Fund, and Debt Service Fund Budgets. This document provides information on each of the fund budgets. In addition, we also provide information about our projected grants for 2011-2012.

This Annual Budget for 2011-2012 is comprised of an introductory, organizational, financial, informational, campuses and departments, supplementary, and glossary sections.

This budget report and the year-end Comprehensive Annual Financial Report (CAFR) are the District's primary vehicles used to present the financial plan and the results of operations of the District. This document was prepared in the format necessary to meet the requirements of the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award Program. To receive this award, an entity must publish a budget document that meets the number of specific program criteria and serves as a policy document, an operations guide, a financial plan, and a communications device. These awards represent the highest level of recognition in budgeting for school entities. GFOA presented its Distinguished Budget Presentation Award to Laredo Independent School District for its 2011-2012 Annual Budget, making it the twelfth year the District receives this award. We believe our current budget continues to conform to GFOA's requirements for submission and are respectfully submitting it to this organization for evaluation and suggestions for improvement.

The primary purpose of this document is to provide timely and useful information concerning the past, current, and projected financial status of the District, in order to facilitate financial decisions that support the educational goals of the District. This budget's main focus is the improvement of the instructional program with the fiscal resources available to the district. This budget addresses the essential needs of the District by directing resources to those areas that will assist our staff in carrying out the mission of the school system.

Within our budget, we have identified innovative programs and developed standards for all campuses and departments. The expectations are high and this budget provides funding for the improvement of students, staff, and fiscal performance.

In this budget, you will see evidence of efforts to assure that the district achieves an exemplary school district status by:

1. Implementing the District's Goals;
2. Ensuring that there is accountability among staff members to improve student learning;
3. Attracting and retaining qualified staff members;
4. Maximizing resources and utilizing sound fiscal planning; and
5. Communicating results and expectations throughout the educational system to all stakeholders.

This budget document is the first step towards achieving these goals. It includes sound prudent fiscal policies that will ensure the continuity of the district.

About Laredo Independent School District

Mission

The mission of the Laredo Independent School District is to ensure that all students achieve their potential and graduate as bilingual, bi-literate, and be responsible adults with the skills to succeed in higher education, the workforce, or the military.

District Goals

- Goal I By the year 2014, Laredo Independent School District shall have created an innovative system of learning that empowers each student to develop and realize their unique talents in a way that meets or exceeds federal, state and local academic mandates.
- Goal II By the year 2014, Laredo Independent School District shall be recognized for a comprehensive student support system that fosters social and psychological development of all students. This system will promote a safe and secure, drug-free learning environment through innovative safety programs and by fostering mutual respect for all members of the school community.
- Goal III By the year 2014, Laredo Independent School District shall be recognized for its collaborative partnerships with parents, community institutions, business entities, and schools that combine to support student achievement.
- Goal IV By the year 2014, Laredo Independent School District shall be recognized for its programs which support health and wellness for employees and students.
- Goal V By the year 2014, the stewardship of district resources will maintain financial stability and commit to the highest standards of ethical transparency, and integrity in all our business practices related to district achievement, district operations, and instruction.
- Goal VI By the year 2014, Laredo Independent School District will create and sustain a plan of action to focus on the recruitment, development, retention, and support of highly qualified faculty and staff.

Budget Process and Significant Changes

Legal Requirements in Preparing the Budget

The Texas Education Code requires that a local education agency prepare a budget of anticipated expenditures and revenues on or before August 20th. The budget must be adopted by the Board of Trustees, inclusive of amendments, no later than August 31st. Minutes from the district board meetings will be used by the Texas Education Agency to record the adoption of and amendments to the budget. The officially adopted district budget, as amended, must be filed with TEA through PEIMS (Public Education Information Management System) by the date prescribed in the annual system guidelines. The budget must be itemized in detail according to purpose of expenditure (function), classification (object), and be prepared according to Generally Accepted Accounting Principles (GAAP).

A district may adopt a tax rate before receipt of a certified appraisal roll and before the adoption of the budget. If the district elects to adopt a tax rate before adopting a budget, the district must publish a notice and hold a meeting for the purpose of discussing the proposed tax rate and then following the adoption of the tax rate must publish a notice and hold another public meeting before the district may adopt a budget. 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 budget. Any taxpayer in the district may be present and participate in the meeting.

Budget Development Process

The budget development process comprises three stages: planning, preparation, and evaluation. The first phase, planning, involves defining the mission, goals, and objectives of campuses, departments, and the District. Once these plans and programs have been established, the preparation phase of budgeting begins by allocating resources to support them. Evaluation is the last step of the District's budget cycle where information is compiled and analyzed to assess the performance of each individual campus and department as well as the District as a whole.

The budgeting process for Laredo Independent School District was initiated on September 2010 complying with the Texas Education Agency's (TEA) legal requirements and preliminary funding estimates made by the Division of Finance. Individual, as well as group training workshops, were held with principals, department heads, and Site-Based Decision-Making (SBDM) committees to guide them in developing their budgets. Each campus received a basic allotment per student in the different programs to be used for supplies, materials, equipment, staff development, and other appropriate instructional costs.

The Human Resources Department played an important role assisting the Division of Finance in the budget process as they developed salary estimates utilizing established staffing guidelines. Personnel units (FTEs) were allocated to each campus based on student membership following state mandated ratios, as applicable.

Following the initial budget development process and through a series of workshops with the Superintendent and Board of Trustees, the final budget proposal was approved on August 18, 2011 and implemented on September 1, 2011.

Amending the Budget

The legal level of authority of the approved budget is at the function code area. Any increase or decrease in a functional area requires board approval. Periodically during the year, budget amendments are submitted to the Board of Trustees for consideration and approval regarding any fiscal functional changes. All other changes are submitted by campuses and departments to the Finance Division for review and processing.

Significant Changes

The overall budget did experience significant changes for the 2011-2012 budget year. The District experienced a reduction in net taxable value of \$2,100,578 or .10% due to increases in exemptions. The Board of Trustees also approved change its health insurance carrier from Blue Cross Blue Shield of Texas to Aetna, Inc., with premium credit of \$500,000 on the initial billing. SB1 changed the Basic and Regular Program Allotment and the Additional State Aid for Tax Reduction formulas. As a result of these changes in funding formulas, the District experienced a decrease in Available and Foundation School fund by approximately \$9,259,640. SB1 also eliminated the Technology Allotment Program which provided \$27.58 per ADA for the purpose of (1) providing for the purchase by school districts of electronic textbooks or technological equipment that contributes to student learning; and (2) paying for staff development training of educational personnel directly involved in student learning in the appropriate use of electronic textbooks and for providing access to technological equipment for instructional use. The District was expecting to receive approximately \$617,792 under this allotment. The District was able to sustain this loss in revenue by eliminating positions and changing programs. The District offered an early notification incentive program that paid qualified employees 15% of their base salary for separation of employment. In addition, the Board of Trustees approved a change in the Prekindergarten Program from a full day to a half day of instruction for Prekindergarten 3. The teacher to teacher aide ratio for the Kindergarten Program was also changed from a 1:1 teacher aide ratio to a 2:1 teacher aide ratio. The Bilingual department also restructured their Bilingual/ESL Teacher Resource Strategists from 13 to 4 positions. The number of Librarians in the high schools was reduced from 2 to 1. The district's ratio for Technology Trainers was also reduced from 2 to 1 position at the high schools and from 1 to 0.5 position at the middle and elementary schools.

Legislative Issues

The State of Texas held its 82st legislative session in 2011 which passed Senate Bill 1 (SB1). SB1 changed the Basic Allotment and Regular Program Allotments. Under current law, the basic allotment is set at \$4,765 or an amount equal to the product of .0165 and the average statewide property value per student. SB 1 removes the driver that would increase the basic allotment automatically in relation to increases in the average statewide property value. Instead, increases in the basic allotment would occur as the result of appropriations. SB 1 creates the regular program allotment (RPA). The regular program allotment is determined by the formula: $RPA = ADA \times AA \times RPAF$. SB 1 sets the RPAF factor at 0.9239 for the 2011–12 school year and 0.98 for the 2012–13 school year. SB1 also modifies the Additional State Aid for Tax Reduction. Current law entitles a district to receive at least the amount of state revenue necessary to provide each district with the amount of revenue delivered to that district under past school finance legislation, including HB 1, 79th Legislature, 2006, which compressed local M&O tax rates but made up for the loss of local revenue with state revenue, and HB 3646, 81st Legislature, 2009, which restructured school finance to deliver to each school a minimum gain of \$120/WADA. Together, these provisions provided a majority of Texas school districts a revenue target where revenue shortfalls were made up by Additional State Aid for Tax Reduction (ASATR). SB 1 changes the law so that school districts are now entitled to only a percentage of this revenue target. Specifically, for the 2011–12 school year, that percentage is set at 100 percent, and for the 2012–13 school year, it drops to 92.35 percent. While the percentage is set at 100 percent of current law during the 2011–12 school year, school districts are still subject to revenue decreases through proration. The State Board of Education (SBOE) is directed to increase the indirect cost allotments related to special education, compensatory education (notwithstanding a statutory cap on the indirect cost allotment for this program), bilingual education, and CTE education in proportion to the average state reduction in total state and local M&O revenue resulting from changes in school finance and school funding.

Summary of Proposed Budgets

All of the District's fund structure is comprised of Governmental Funds, consisting of General Funds, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds. It is important to note that the Board of Trustees approve annual budgets for the General Fund, Child Nutrition Program Fund, and Debt Service Fund. The Special Revenue Funds and the Capital Projects Funds adopt project-length budgets which do not correspond to the District's fiscal year end and are not subject to Board of Trustees approval; thus, the information presented on these funds is for information purposes only.

The following table summarizes and compares all the proposed Governmental Funds' estimated expenditures for fiscal year 2010-2011 with the proposed budgets for fiscal year 2011-2012:

All Governmental Funds Breakdown	2010-2011 Estimated	2011-2012 Budget	Percent Change
Budgets Subject to Board Approval:			
General Funds	\$ 194,930,779	\$ 195,607,818	0.35%
Debt Service Funds	25,928,537	31,673,458	22.16%
Budgets Not Subject to Board Approval:			
Special Revenues Funds	47,051,602	51,654,781	9.78%
Capital Projects Funds	23,119,782	68,065,093	194.40%
Total Governmental Funds:	\$ 291,030,700	\$ 347,001,150	19.23%

The following table summarizes the projected revenues, expenditures, other financing sources & uses, and beginning and ending fund balances of all governmental funds for fiscal year 2011-2012:

	General	Special Revenues	Debt Service	Capital Projects	Total - All Funds
Revenues	\$ 200,590,685	\$ 44,246,786	\$ 21,037,574	\$ 148,017	\$ 266,023,062
Expenditures	195,607,818	51,654,781	31,673,458	68,065,093	347,001,150
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	4,982,867	(7,407,995)	(10,635,884)	(67,917,076)	(80,978,088)
Other Financing Sources (Uses)	(3,746,260)	5,222,372	3,291,260	(4,767,372)	-
Fund Balance, Beginning	70,986,741	3,595,319	22,457,571	72,684,448	169,724,079
Fund Balance, Ending	\$ 72,223,348	\$ 1,409,696	\$ 15,112,948	\$ -	\$ 88,745,992
Percent Change in Fund Balance	2%	-61%	-33%	-100%	-48%

The estimated 2% increase in fund balance for the General Funds was mainly due to changes in programs and eliminating vacant positions approved by the Board of Trustees and a reduction in transfers out to the Debt Service Fund due to a final payment on the 2006 Public Property Finance Contractual Obligation. The estimated 33% decrease in fund balance for the Debt Service Fund is due to a Qualified Zone Academy Bond principal payment that will be due in 2011-2012. The 61% decrease for the Special Revenue Funds was caused by the Technology Allotment Grant, E-Rate, the Regional Day School for the Deaf Grant, and Campus Activity funds projection to utilize fund balance to finance their 2011-2012 operations. The Capital Projects Funds are also financing their 2011-2012 projects with fund balance.

Breakdown of Total Budgets for the General Fund

The General Fund is the primary operating fund of the District. The District accounts for financial resources used for general operations in this fund. It consists of the General Operating Fund, Child Nutrition Program Fund, Science Laboratory Grant, 2006 PPFCO Fund, and Athletics Fund. The schedule below compares fiscal year 2011-2012 budgeted expenditures with prior year estimated expenditures for all General Funds. Overall, expenditure appropriations are projected to increase by \$677,039 or 0.35%. The Science Laboratory Grant and the 2006 PPFCO Fund are expected to end in 2011-2012.

General Funds Breakdown	2010-2011 Estimated	2011-2012 Budget	Percent Change
General Operating Fund & Edu Jobs	\$ 173,632,522	\$ 177,342,748	2.14%
Child Nutrition Program Fund	15,766,269	16,154,976	2.47%
Science Laboratory Grant	4,131,488	67,598	-98.36%
2006 PPFCO Fund	225,500	820,496	263.86%
Athletics Fund	1,175,000	1,222,000	4.00%
Total General Funds:	\$ 194,930,779	\$ 195,607,818	0.35%

The following table summarizes projected revenues, expenditures, other financing sources & uses, and beginning and ending fund balances for all General Funds.

	Child Nutrition Program	Science Laboratory Grant	2006 PPFCO	Athletics	General Operating & Edu Jobs	Total General Funds
Revenues	\$ 16,154,976	\$ -	\$ 780	\$ 202,000	\$ 184,232,929	\$ 200,590,685
Expenditures	16,154,976	67,598	820,496	1,222,000	177,342,748	195,607,818
Excess/(Deficiency) of Revenues						
Over/(Under) Expenditures	-	(67,598)	(819,716)	(1,020,000)	6,890,181	4,982,867
Other Financing Sources (Uses)	-	-	-	1,020,000	(4,766,260)	(3,746,260)
Fund Balance, Beginning	4,443,407	67,598	819,716	-	65,656,020	70,986,741
Fund Balance, Ending	\$ 4,443,407	\$ -	\$ -	\$ -	\$ 67,779,941	\$ 72,223,348

Balanced Budget

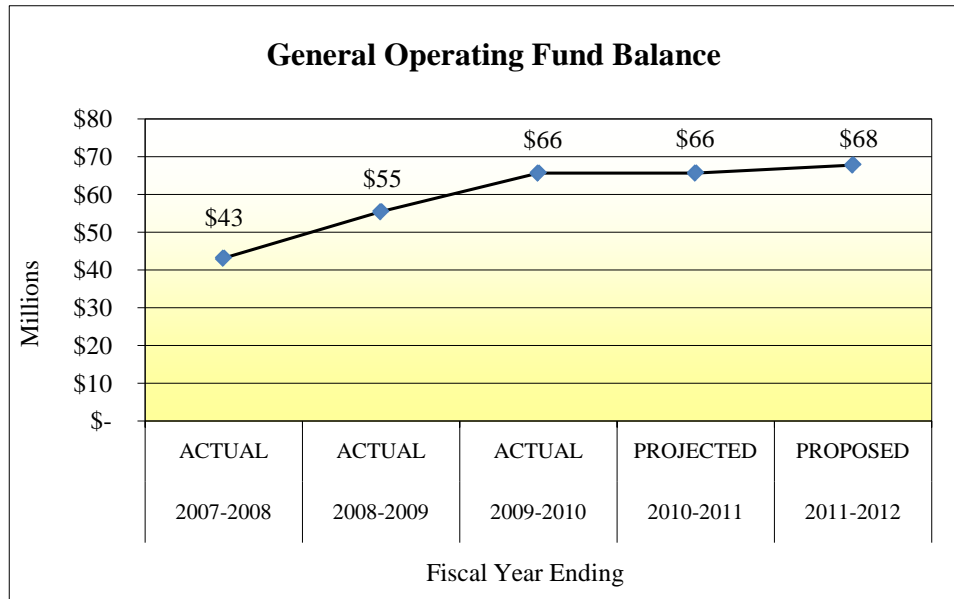
Laredo Independent School District operates under a balanced budget practice. This means that for each fund, expenditures are not to exceed revenues plus available fund balances. It is the District's policy, goal, and sound financial management practice to adopt a balanced budget every fiscal year. As indicated on the summary below, the District is adopting a surplus budget by \$2,123,921 for fiscal year 2011-2012.

General Operating & Education Jobs Fund with Comparative Data for Prior Years

	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2010-2011 Proposed
Revenues	\$ 188,601,182	\$ 192,348,395	\$ 187,239,298	\$ 180,617,117	\$ 184,232,929
Expenditures	165,816,410	173,754,970	170,192,853	173,632,522	177,342,748
Excess/(Deficiency) of Revenues					
Over/(Under) Expenditures	22,784,772	18,593,425	17,046,445	6,984,595	6,890,181
Other Financing Sources (Uses)	(5,431,006)	(6,000,126)	(6,815,109)	(6,969,620)	(4,766,260)
Special Item	-	-	-	-	-
Net Changes in Fund Balances	17,353,766	12,593,299	10,231,336	14,975	2,123,921
Fund Balance, Beginning	25,764,443	43,118,208	55,409,709	66,641,045	65,656,020
Adjustment to Fund Balance	-	(301,798)	-	-	-
Fund Balance, Ending	\$ 43,118,208	\$ 55,409,709	\$ 65,641,045	\$ 66,656,020	\$ 67,779,941

Projected General Operating & Education Jobs Fund Balance

The District is projecting to end fiscal year 2011-2012 with an estimated fund balance of \$67,779,941. This represents a \$1,123,921 or 1.69% increase from the projected 2010-2011 ending fund balance. The increase in fund balance is correlated to changes in programs and eliminating vacant positions approved by the Board of Trustees and a reduction in transfers out to the Debt Service Fund due to a final payment on the 2006 Public Property Finance Contractual Obligation. It is the District's goal to meet or exceed an unreserved undesignated fund balance of at least two months operations costs estimated at approximately \$40,000,000 or 17% of total budget. Currently, the District has the appropriate fund balance and continues to have measures in place to achieve and/or maintain to this goal such as on-going review of staffing formulas and closing all unnecessary vacant positions for the new fiscal year.

**About the 2011-2012 District Budget**

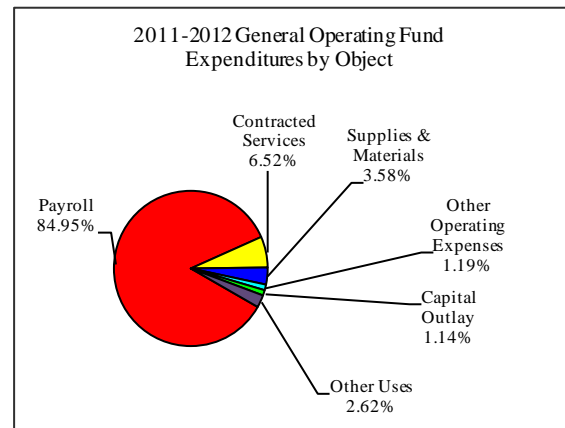
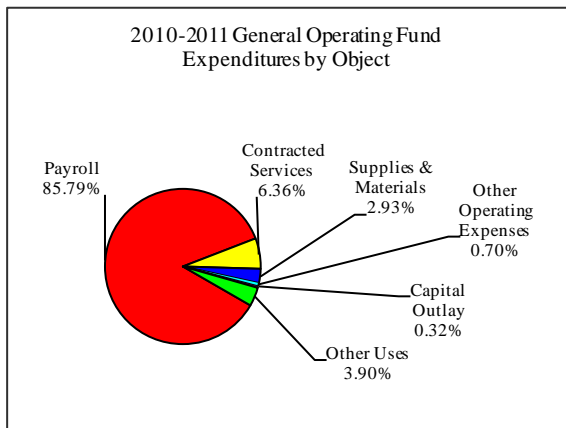
Below are a few highlights of the District that will provide a general overview of the assumptions and the basis for projections of the 2011-2012 fiscal year. In order to prepare the annual budget, Laredo ISD developed projections on expenditure levels, revenues levels, taxable values, tax collections, state revenues, student enrollment and demographics.

Expenditure Levels

General Operating & Education Jobs Fund – The 2011-2012 appropriation levels for the General Operating Fund are projected at \$177,342,748 and estimated other uses (transfers to other funds) at \$4,766,260, for a total of \$182,109,008 which represents a 0.79% or \$1,434,651 increase from 2010-2011 levels. One of the major differences is the increase in capital outlay, as a result of the District's initiative to purchase computers in the approximate amount of \$1.2 million dollars for instruction. The 32% decrease in the other uses category is a result of final payment on the 2006 PPFCO in 2010-2011. The district also plans to spend more on general supplies and other operation expenses for fiscal year 2011-2012.

Comparison of General Operating Fund Expenditures by Object

Object	2010-2011		2011-2012		Variance	
	Estimated	%	Budget	%	Amount	%
Payroll	\$155,005,473	85.8%	\$154,693,906	84.9%	(\$311,567)	0%
Contracted Services	11,491,167	6.4%	11,880,931	6.5%	389,764	3%
Supplies & Materials	5,296,767	2.9%	6,518,573	3.6%	1,221,806	23%
Other Operating Expenses	1,266,232	0.7%	2,165,826	1.2%	899,594	71%
Capital Outlay	572,884	0.3%	2,083,512	1.1%	1,510,628	264%
Other Uses	7,041,835	3.9%	4,766,260	2.6%	(2,275,575)	-32%
Total Expenditures	\$180,674,357	100%	\$182,109,008	100%	\$1,434,651	0.79%



Child Nutrition Program (CNP) Fund – For 2011-2012, the District budgeted \$16,154,976 for the Child Nutrition Program expenses, which is part of the General Fund. Revenues for this fund come primarily from the National School Lunch Program. This revenue is generated based on the number of meals served to children who qualify for a free or reduced meal. Revenues are projected to increase by \$123,460 or 0.77% to \$16,154,976 due to an increase in meals served. It is estimated to serve 3,847,114 lunches and 2,792,846 breakfast meals.

Athletics Fund – This fund is part of the General Fund that accounts for expenditures associated with all co-curricular sports programs at the middle school and high school levels. The major sources of revenue for this fund are gate receipts, which are budgeted at \$202,000 for 2011-2012. In addition, a “transfer-in” of \$1,020,000 from the General Operating Fund will help finance its operations. Fiscal year 2010-2011 had an expenditure budget of \$1,222,000 for co-curricular and extra-curricular activities.

Science Laboratory Grant Program Fund – This fund accounts for the \$7,185,200 competitive grant awarded to Laredo ISD for the purpose of constructing or renovating high school science laboratories where the district science laboratories are insufficient in number to comply with the curriculum requirements imposed for the recommended and advanced high school programs under Section 28.025(b-1)(1). The District plans to spend the full grant during the 2011-2012 fiscal year.

2006 Public Property Finance Contractual Obligation (PPFCO) Fund – This fund accounts for a loan of \$6 million issued on July 13, 2006. Proceeds from the sale of the obligations will be used for (1) the purchase of band and orchestra instruments, computer and electronic equipment, school vehicles, and trucks and (2) payment of the costs of issuance of the obligations. The District plans to spend the full loan, plus any interest accumulated on the bonds, during the 2011-2012 fiscal year.

Debt Service Fund – The District budgeted \$26,944,428 for 2011-2012. Resources in the Debt Service Fund must and will be used to pay for general long-term debt principal and interest for debt issues and other long-term debts for which a tax has been dedicated.

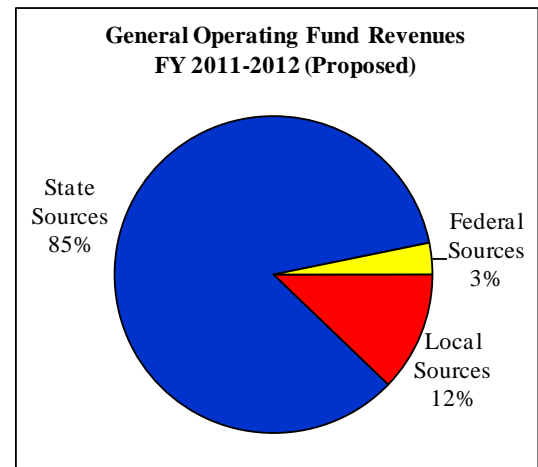
Public Facilities Corporation (PFC) Debt Service Fund – This fund started in fiscal year 2005-2006 and is utilized to pay the Public Facilities Corporation debt. Eighty percent is financed by the State and 20% local. The District budgeted \$4,729,030 for fiscal year 2011-2012.

Special Revenues Funds – Appropriations for these funds are restricted to, or designated for, specific purposes by a grantor. For 2011-2012, the District's appropriation is \$51,654,781. Note: The District provides information to the Board of Trustees on all District grants, but they do not approve an annual budget for these funds.

Capital Projects Funds – For 2011-2012, the District is appropriating \$68,065,093 for the repair, rehabilitation, renovation, and replacement of school facilities funded by Instructional Facilities Allotment (IFA), Existing Debt Allotment (EDA), and Qualified Zone Academy Bonds (QZAB). It is important to note that these funds are capital project budgets.

Revenue Levels

Revenue estimates are based upon a variety of demographic and tax information. Estimating revenue from the two major sources, state funding from the Foundation School Program (FSP) and local property taxes are critical to the budget. The District estimates total General Operating & Education Jobs Fund revenues of \$184,232,929 for the 2011-2012 fiscal year. The state sources of revenue that support the General Operating Fund budget represent 85% of all available sources of funding. Local sources of revenue constitute 12% and federal sources 3%. The recommended budget includes projected decrease in local revenues of 5.45%, and an increase in state and federal revenues of 1.82% and 56.01%, respectively, over the 2010-2011 estimates. The 2011-2012 state revenue projections are based on an estimated average daily attendance (ADA) of 22,400 students.



Revenue Source	2010-2011		2011-2012		Percent Change
	Projected	%	Proposed	%	
Local Revenues	\$ 23,696,723	13%	\$ 22,405,678	12%	-5.45%
State Revenues	153,137,990	85%	155,926,365	85%	1.82%
Federal Revenues	3,782,404	2%	5,900,886	3%	56.01%
Total General Operating Fund Revenues	\$ 180,617,117	100%	\$ 184,232,929	100%	2.00%

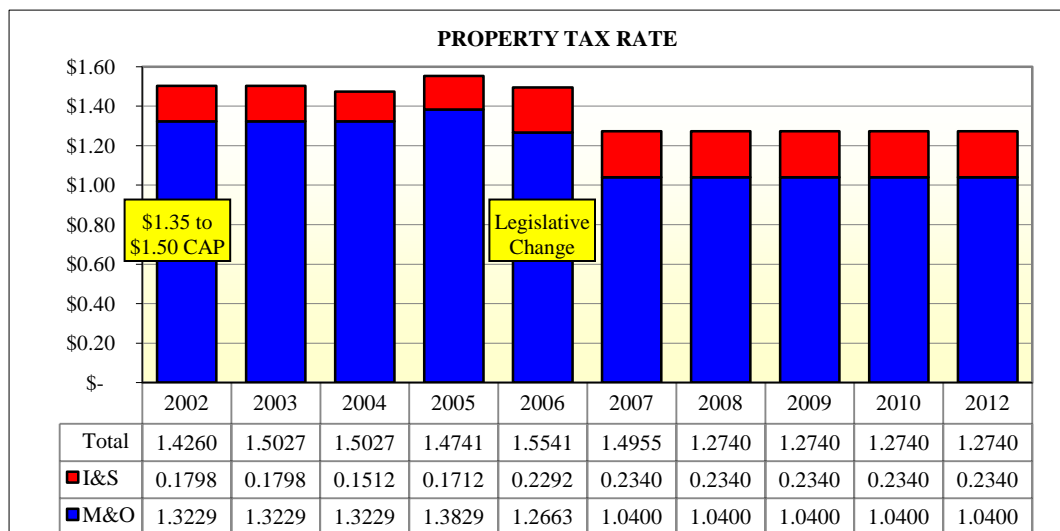
Local Revenues

Local revenues are projected to decrease by 5.45%. Revenues from current year taxes are expected to decrease by \$549,372 (2.56%) from a projected \$21,500,000 in 2010-2011 to a proposed \$20,950,628 for 2011-2012, due to a reduction in the district's net taxable value and increase in exemptions. In addition, due to changes in financial market conditions, earnings from temporary deposits, and investments decreased by 54.66% from an projected \$236,000 in 2010-2011 to a proposed \$107,000 for 2011-2012.

Tax Rate – Based on the taxable value, the district must project the level of taxation that will generate adequate funds to (1) maximize state aid and (2) provide for funds to meet district obligations while keeping in mind the ability of local tax payers to pay their taxes. For the 2011-2012 fiscal year, the proposed District tax rate is \$1.274, which has remained the same since 2007-2008.

Tax Rate	2010-2011	2011-2012	Inc/(Dec)
Maintenance and Operations	\$ 1.04000	\$ 1.04000	-
Interest and Sinking	0.23400	0.23400	-
Total Tax Rate	\$ 1.27400	\$ 1.27400	-

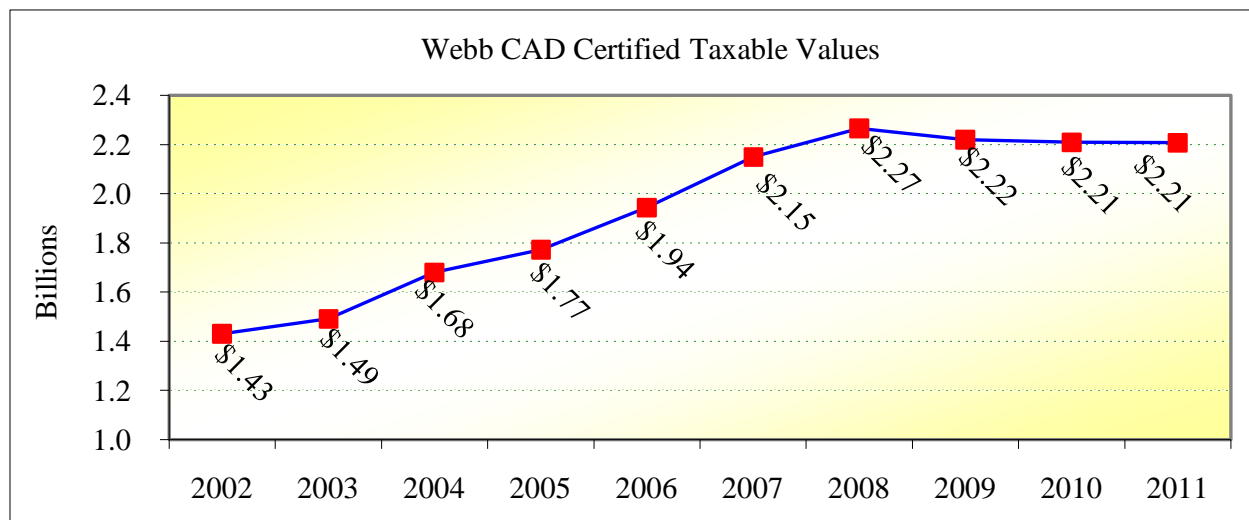
The chart below illustrates the tax rate history:



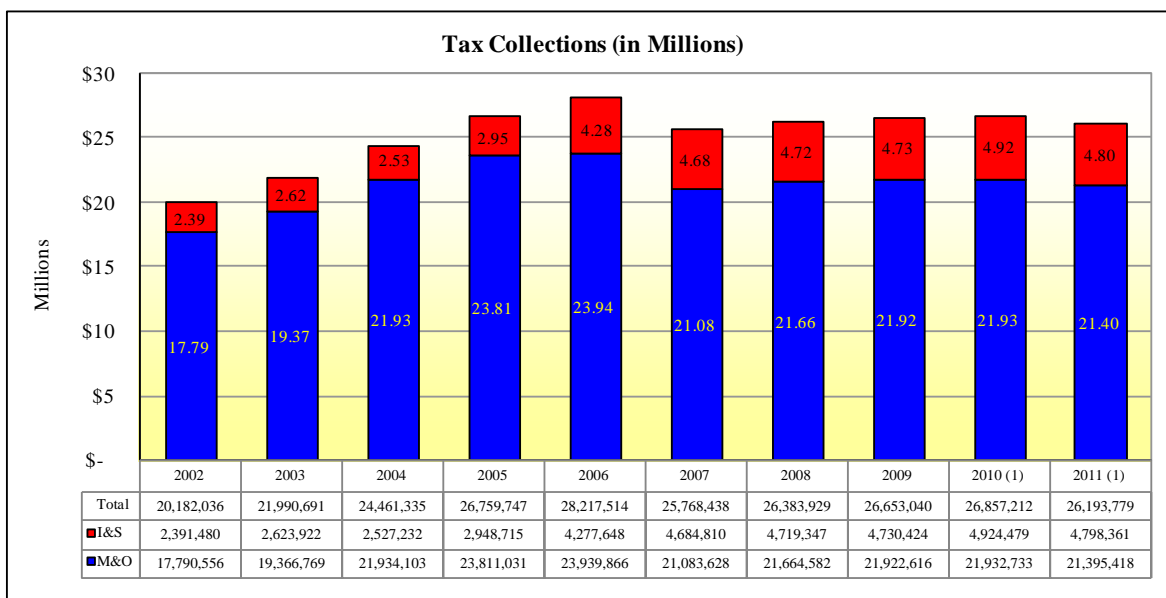
Taxable Value – The Webb County Appraisal District certifies the taxable value from which the district begins to develop the estimates for local effort needed to generate state funds. The District has encountered large growth in taxable values for the previous years, yet for the past two years and this year, the District encountered a loss in taxable value. The net taxable value (assessed value minus total exemptions) for the 2011-2012 fiscal year is \$2,208,434,168, a decrease of \$2,100,578 or 0.10% over the \$2,210,534,746 in 2010-2011. The reduction in taxable value is due to an increase in various exemptions.

Fiscal Year 2010-2011 had a decrease of \$8,964,350 or 0.40% over the \$2,219,499,096 in 2009-2010. The reduction in taxable value is due to an increase in various exemptions. Fiscal year 2009-2010 experienced a \$46 million decrease in taxable value over the previous year. The reduction in taxable value was due to House Bill 3613 which provided an exemption of the total appraised value of the homesteads of Texas veterans who have received a 100 percent disability rating or are considered unemployable by the U.S. Department of Veterans Affairs effective for the 2009 tax year. In addition, the Board of Trustees approved an additional local 10% homestead exemption beginning with tax year 2009 and governmental agencies acquired properties that are now 100% tax exempt.

Fiscal year 2007-2008 experienced a \$205 million increase in taxable value over the prior year, fiscal year 2006-2007 experienced a \$172 million increase over the previous year and fiscal year 2005-2006 experienced a \$91 million unprecedented increase over the prior year. Historically, prior to fiscal year 2004-2005, taxable values for the District had experienced minimum growth of approximately \$40 million increase in value per year. The chart below illustrates the 10-year taxable value history of the District.



Tax Collections – The percentage of collections used to estimate the tax revenues is 95%. The District's tax collection goal is to exceed 95%. This is a realistic approach given the history of the District's collection effort. The next graph summarizes tax collection efforts over the past 10 years. Please note that the amounts are represented in millions.



1) Tax collections for 2010 & 2011 are estimated amounts.

2) I&S represents the Interest and Sinking for outstanding debt and M&O represents the Maintenance and Operations rate for the District

State Revenues

Total state aid is the sum or the state's share of Tier I and Tier II plus the Existing Debt Allotment (EDA) and the Instructional Facilities Allotment (IFA), plus other program aid which the state funds without requiring local matching. In 2011-2012, the District is estimating to receive \$162,365,778 in total State Aid for all funds. Total State Aid for the General Operating Fund for 2011-2012 is projected at \$146,382,366 which is comprised of the Available School Fund (ASF), and Foundation School Fund (FSF).

The basic elements of the State funding formula have not changed for many years. Although State funding formulas are complex, the standard calculations are as follow:

Tier I State Aid – Basic Allotment – The purpose of Tier I funds is to fund the basic program. It allows an amount per student (currently \$4,892) to each school district based on average daily attendance with additional weight given for special programs. From the total Tier I allotment, a deduction is made for the local school District's minimum share based on the individual district's property tax base multiplied by the compressed tax rate of \$0.92 per \$100 of assessed taxable property value. The remainder represents the State's share of Tier I funding. A district's wealth level significantly factors into its share of state funding. The higher the wealth per student, the higher the proportional deduction from the Tier I total. Therefore, as property wealth per student increases, State funding decreases. Laredo ISD is projecting Tier I State Aid of \$121,278,455 (calculated by subtracting the local share of \$19,966,022 from the total cost of Tier I of \$141,244,477).

Tier II State Aid – Basic Program Enrichment – The purpose of Tier II is to allow for the enrichment of the basic program. Its idea is to ensure that school districts with low property values generate a guaranteed level of revenue with their tax effort. HB 3646 modified Tier II to provide two (instead of three) levels of guaranteed yield funding on the pennies of tax effort that exceed the LFA (modified by HB 3646 to be the lesser of \$1.00 or a district's CTR).

The two different guaranteed levels of combined state and local funding are calculated as follows:

Level 1 (L1) = the greater of Austin ISD's property wealth per student: for 2009–2010, this amount is \$59.02 per WADA or the amount of district tax revenue per WADA per cent of tax effort generated for this level of guaranteed yield funding for the last school year. A district may generate L1 funding for only six pennies of tax effort above its CTR. These pennies are sometimes called golden pennies because they are the pennies of tax effort for which a district is able to generate the highest level of enrichment funding. Most school districts can access four of the six pennies at the discretion of the local school board. Because of restrictions in the Texas Tax Code, access to the fifth and sixth pennies of enrichment usually requires voter approval. Level 2 (L2) = a fixed amount set by statute. This amount is \$31.95 per WADA. District may generate L2 funding for any pennies of tax effort above its CTR plus six pennies. The L2 pennies of tax effort are sometimes called copper pennies because they generate a lower level of enrichment funding than the golden pennies do. Enrichment at this level typically requires voter approval. The golden level is currently set at \$59.97 projecting Tier II state aid of \$8,518,901 and \$3,870,385 for the \$33.95 level.

Technology Allotment – With the passing of Senate Bill 1, the Technology Allotment was eliminated for fiscal year 2011-2012.

Chapter 46 Existing Debt Allotment (EDA) State Aid – A program was created beginning with the 1999-2000 school year to assist districts with the payment of their existing debt. The Existing Debt Allotment program is similar to the Tier II funding structure. For eligibility purposes, existing debt is debt of which the district levied an I&S tax for qualified voter-approved debt. The 2011-2012 budget includes \$3,350,900 from EDA funding.

Chapter 46 Instructional Facilities Allotment (IFA) State Aid – A program was created beginning with the 1997-98 school year that assists districts with the payment of newly created debt. The Instructional Facilities Allotment program is similar to the Existing Debt Allotment program. This guaranteed level matches annual debt up to a specified amount per ADA. There is a limited amount of funds available for this program. Districts must apply for assistance and all applicants are prioritized according to wealth per student. Funds are then awarded until the appropriation is exhausted. Laredo ISD currently receives IFA funding and estimates to receive \$12,632,512 for the 2011-2012 school year.

Student Enrollment & Demographics

Laredo ISD is an urban school district within 13 square miles. We are surrounded by a border to the country of Mexico and the neighboring United Independent School District. The District is comprised of 20 elementary schools, 4 middle schools, 3 high schools, 1 non-traditional high school, and 1 early college high school. In addition, we also have one alternative education school, two magnet schools within two of the high schools (Magnet School for Engineering and Technology Applications and the Health and Science Magnet School), and a separate Fine Arts and Communications Magnet School. The District launched a non-traditional high school that is specifically designed to meet the needs of students who have not been successful in LISD comprehensive high schools. For school year 2011-2012, the District is projecting an average daily attendance (ADA) of 22,400 students.

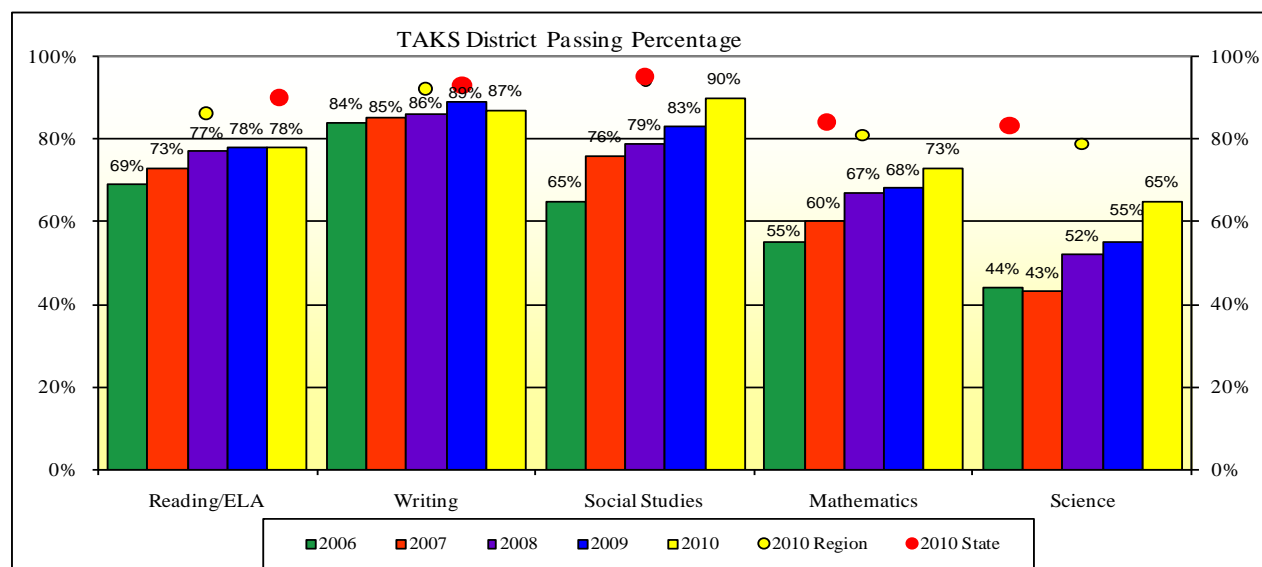
Enrollment Demographics	2003	2004	2005	2006	2007	2008	2009	2010	2011*	2011*
ADA	24,279	22,372	22,533	22,554	22,473	22,701	22,649	22,346	22,494	22,400
Economically Disadvantaged	95.5%	95.6%	96.2%	96.7%	96.5%	96.0%	96.5%	97.2%	96.4%	96.5%
Bilingual Students	59.4%	62.8%	65.1%	67.0%	68.1%	67.7%	66.4%	63.8%	65.8%	66.3%
Career & Technology	21.7%	24.2%	25.7%	23.7%	18.4%	17.0%	23.8%	20.0%	21.8%	21.5%
Special Education	14.5%	13.8%	13.4%	12.8%	11.2%	10.0%	8.9%	8.0%	11.2%	10.8%
Gifted & Talented	7.9%	7.4%	6.9%	6.9%	7.4%	7.5%	7.8%	8.0%	7.4%	7.4%

* Estimated Percentages

Performance Measures

The 76th Texas Legislature mandated the implementation of a new statewide assessment, The Texas Assessment of Knowledge and Skills (TAKS) Test. The TAKS test was administered beginning in the 2002-2003 school year and is a comprehensive examination that focuses on student reasoning and analytical skills in reading, mathematics, writing, science, and social studies. The TAKS was designed to be more rigorous than the previous Texas Assessment of Academic Skills Test (TAAS). The State of Texas Assessments of Academic Readiness (STAAR™) will replace the Texas Assessment of Knowledge and Skills (TAKS), STAAR™ will include the 12 end-of-course assessments mandated by SB 1031 in 2007 and the new grade 3–8 assessments mandated by HB 3 in 2009. The new tests will be implemented in the 2011–2012 school year.

Detailed TAKS scores of the District are presented in the informational section of this document. Overall, the District's results compared to the State and Region were as follows:



Other 2011-2012 Budget Highlights

Health Insurance – For fiscal year 2011-2012, the District changed its health insurance carrier from Blue Cross Blue Shield of Texas to Aetna, Inc. The District's contribution remained constant at \$265 per eligible employee per month with no increase on the employee contribution. In addition, Aetna, Inc., provided the District with a premium credit of \$500,000 on the initial billing.

Teacher Salary Increases. The Board of Trustees approved a three hundred dollar increase for full-time classroom teachers, librarians, speech pathologists, school nurses, counselors and any other positions on a teacher salary schedule. On August 30, 2011, the Board of Trustees amended the teacher hiring schedule increasing the teacher's salary and making their salary comparable to our neighboring school district. The aggregate cost of this salary increase to the General Operating fund was approximately \$245,174.

Other Professionals and Para-Professionals Salary Increases / Salary Pay Plan – Professional and para-professional employees were approved a 0.5% and 1.5% increase, respectively, from the midpoint levels. On September 14, 2011, the Board of Trustees amended the professionals and para-professional salary increase from a 0.5 to 1.0 percent and from 1.5 to 2 percent, respectively. The cost of these salary increases to the General Operating fund was approximately \$175,525.

Final Comments

Developing and preparing a budget is a very complex and tedious process that requires many collaborative planning work sessions with campuses, staff, Superintendent, the Board of Trustees, and the community. I am very proud that we have adopted a budget with no tax rate increases. When you consider the economic challenges facing our school district, city, state, and country, our commitment to tax relief is certainly impressive. I owe special appreciation and recognition to our entire Division of Finance staff for leading our budget process. I also especially thank our Board of Trustees for providing the high level of leadership and for clearly being outstanding and responsible stewards of the District's tax-payer dollars.

Respectfully,



A. Marcus Nelson, Ed.D.
Superintendent of Schools

DISTRICT OFFICIALS, STAFF & CONSULTANTS

ELECTED OFFICIALS

Board of Trustees	Length of Service	Occupation
George M. Beckelhymer President	9 Years	Business Owner – L. Buffalo Pawn Shops
Jesus Martinez Vice President	3 Years	Retired Educator
Jose R. Perez Secretary	3 Years	Retired Educator
Jose A. Valdez Trustee	14 Years	Retired
John Amaya Trustee	1 Year	Webb County Utilities Systems Manager
Cecilia May Moreno Trustee	1 Year	Webb County Purchasing Agent
Hector Garcia Trustee	1 Year	Asst. Manager – La Posada Hotel

ADMINISTRATIVE OFFICIALS

Name	Position	Appointed
A. Marcus Nelson, Ed.D	Superintendent of Schools	Appointed Jul. 2009
Linda Theret	Executive Director for Curriculum & Instruction	Appointed Oct. 2009
Flor Ayala, CPA	Interim Chief Financial Officer	Appointed Sept. 2011
David Garza	Executive Director for Human Resources	Appointed Nov. 2009
Raymundo Villarreal	Executive Director for Plant Facilities & Support Services	Appointed Oct. 2010
Carlos Rios	Executive Director for Compliance and Accountability	Appointed Oct. 2009
Veronica Castillon	Executive Director of Communications	Appointed Jul. 2008

CONSULTANTS & ADVISORS

Financial Advisor	Estrada-Hinojosa & Company, Inc. Dallas and San Antonio, Texas
Bond Counsel	Escamilla & Poneck, Inc. San Antonio, Texas
Certified Public Accountants	Weaver and Tidwell, LLP Fort Worth, Texas
General Counsel	Kazen, Meurer & Perez, Attorneys-at-Law Laredo, Texas

SUPERINTENDENT'S BIOGRAPHY



Marcus Nelson, Ed.D.
Superintendent of Schools

When he was appointed superintendent in 2009, Dr. A. Marcus Nelson set high standards for himself, his staff, and the 24,500 students of Laredo ISD. Dr. Nelson expects the district's employees and pupils to exceed everyone's expectations in academics, arts, athletics, and the daily administration of a school district that serves a population of 97% economically disadvantaged students.

Two years after his arrival, Dr. Nelson is being hailed as the superintendent who turned around several low performing schools, balanced the budget, and increased the fund balance at a time when most other school districts had to lay off employees and cut back programs which are critical for student success.

"I want Laredo to be a place where the kids who don't have it all have the same opportunities as the kids who do," Dr. Nelson says. "We have a responsibility today to bring out the best in our students, and to perpetuate that for future generations of students."

As Chief Executive Officer, Dr. Nelson is responsible for 32 campuses, which include 20 elementary schools, four middle schools, three comprehensive high schools, an Early College High School located on the campus of Texas A&M International University, three magnet schools, and a new Non Traditional High School. LISD is an urban school district in Laredo, Texas on the North bank of the Rio Grande River and is the principal port of entry from Mexico to the United States.

Under his leadership, Nelson has reorganized the central office for higher efficiency, reduced the district personnel costs by over \$2 million, and improved academic achievement to exceptional levels including having one of the few Exemplary high schools in the state of Texas. In 2010, Laredo ISD reached unprecedented academic gains with 43% of the schools earning the state's top Recognized and Exemplary ratings. In 2011, those figures improved to 50%. Dr. Nelson has also launched a non-traditional high school that is specifically designed to meet the needs of students who have not been successful in LISD comprehensive high schools. This online credit recovery program personalizes the education for every student and recaptures students who have dropped out of high school for various reasons.

In his first year, Nelson elevated the academic rigor in Laredo ISD by creating a college readiness initiative, which improved the number of Advanced Placement Exams taken by LISD students over 13%. This leadership system also increased the number of college scholarships and reached significant improvement in the district graduation rate.

The Laredo community has taken notice of Dr. Nelson's efforts and has rewarded him with several honors. The Washington's Birthday Celebration Association presented him with the President's Merit Award for exceptional service to the organization and Imaginarium Children's Museum of South Texas gave Dr. Nelsons the Imagine Award for leadership and promotion of careers in science, technology, engineering, mathematics.

Prior to this position, Dr. Nelson served as the Chief Academic Officer and second-in-command for the Judson Independent School District (a suburb of San Antonio, Texas). During his tenure at Judson ISD, Nelson established himself as a curriculum and instruction expert, a regular presenter at national drop-out prevention conferences, and a 'turnaround specialist' of low performing schools. In fact, Nelson was part of the senior leadership team that was responsible for quadrupling the number of Recognized/Exemplary campuses according to the Texas Education Agency. Over the course of his career, he has served as an elementary fifth grade teacher, high school algebra

teacher, middle school vice principal, high school assistant principal, high school principal, and Director of Secondary Schools.

At each stage of his career, Dr. Nelson has been an agent for change. As a nationally renowned Recognized high school principal, Dr. Nelson has inspired audiences throughout the United States with his powerful message of quality teaching, teamwork, and high expectations. He has earned several college degrees including an undergraduate degree from Abilene Christian University, two master's degrees, and a doctoral degree from Texas A&M University – Commerce.

Dr. Nelson has found ways to be a leader outside the classroom, as well. In 2006, Dr. Nelson was awarded the "Change The World" Award from Abilene Christian University. This honor was given to 100 alumni that "quietly make a difference in small and large ways in their communities and throughout the world." In 2009, he received the coveted Grover C. Morlan Award given annually by ACU's Department of Education and Kappa Delta Pi, the education honor society. Recipients are alumni who have made significant contributions or improvements in the field of education. Dr. Nelson's commitment to community service is evident in his work with various organizations devoted to supporting underprivileged students and their communities. He is currently a member of the Advisory Board of Directors for Laredo Boys and Girls Clubs and an active member of the Laredo Chamber of Commerce and the Laredo Kiwanis Club.

BOARD OF TRUSTEES BIOGRAPHIES



George M. Beckelhymer
District 4, President

George Martin Beckelhymer was elected to the Laredo ISD Board of Trustees in May 2002.

Mr. Beckelhymer is part owner of L. Bufalo Pawn Shops in Laredo, San Antonio, and Lytle. He graduated from Culver Military Academy in Culver, Indiana, having previously attended Lamar Middle School and J.W. Nixon High School. He earned a bachelor's degree in Radio, Television, and Film from the University of Texas at Austin. He served seven years as a member of the Citizens Environmental Advisory Committee with the City of Laredo, five of those years as chairman.

Mr. Beckelhymer and his wife, Priscilla, have three children, Daniela Ali, Martin Edward, and London.

"Academics alone are not enough. Students need to be exposed to athletics, fine arts, healthy lifestyles, well-balanced nutrition, and other key quality of life components crucial for the development of the whole child."

Mr. Beckelhymer is the school board trustee for District 4 which includes Alma Pierce Elementary School, Sanchez/Ochoa Elementary School, Tarver Elementary School, and J.W. Nixon High School

Mr. Beckelhymer is the school board trustee for District 4 which includes Alma Pierce Elementary School, Sanchez/Ochoa Elementary School, Tarver Elementary School, and J.W. Nixon High School.



Jesus Martinez
District 2, Vice President

Jesus Martinez was elected to Place 2 of the LISD Board of Trustees on November 4, 2008. He grew up in the neighborhood he now represents. After graduating from Martin High School and serving as a medic and pharmacist in the U.S. Army, Mr. Martinez earned degrees in science education, school administration, counseling and psychology. He worked as a science teacher and assistant principal at MHS for over 20 years.

As a businessman, Mr. Martinez was instrumental in developing and managing The Laredo Ranch Store, U.S. Postal Contract Station, Apartment Manager and Private Counseling Practice. He has volunteered his time as a Cub Scout Master, 4-H Club sponsor, elementary school coach, board member of the LULAC Housing Project and Juvenile Detention Center. He was president of the LULAC #624 and Laredo Chapter of the Texas State Teachers Association.

Martinez dedicates most of his spare time to the students of LISD because he believes "Students must be motivated to appreciate education before effective learning can be achieved." Mr. Martinez is the school board trustee for Daiches Elementary School, Dovalina Elementary School and Macdonell School.



Jose R. Perez
District 7, Secretary

Jose R. Perez was elected to the Laredo ISD Board of Trustees for District 7 in November, 2008.

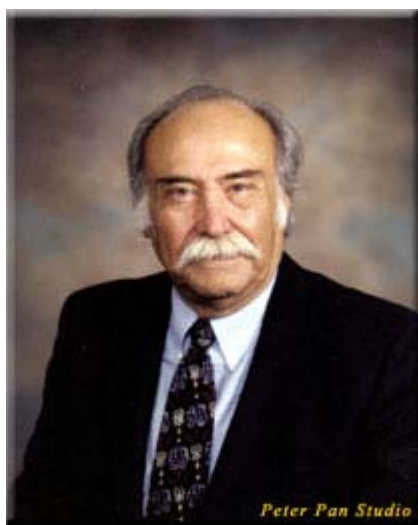
A former LISD educator of 36 years, Perez received a bachelor's degree in Bilingual Education from Texas A&I University in Laredo. He also holds a master's degree in Educational Administration from Laredo State University. He began his career with the district as a teacher at Daiches Elementary and Lamar Middle Schools. He served as assistant principal at M.S. Ryan Elementary School.

Perez also worked as an administrator with the Division of Operations and was Director of Transportation. Most recently, he was the Director of the Fixed Assets Department with the district. He also served as a member of the Laredo City Council from 1990 to 1998.

Mr. Perez and his wife, Idalia, have five children, Monica, Joe, Rebecca, Agapito, and Jerry.

"Our students deserve the best education possible," stated Perez. "As a member of the board, I promise that I will work tirelessly with the district's administration, faculty, and staff to help the students achieve their goals."

Mr. Perez is the school board trustee for district 7, which includes Kawas Elementary School, Ligarde Elementary School, Santo Niño Elementary School, Zachry Elementary School, Cigarroa Middle School, and Cigarroa High School.



Jose A. Valdez
District 1, Trustee

JOSE A. Valdez has been a member of the Laredo ISD School Board of Trustees since 1997. A former Laredo City Council Member, Mr. Valdez is an active member of the community.

He is also the former South Texas Coordinator of the Retired Senior Volunteer Program, or RSVP. Mr. Valdez's work experience includes serving as Executive Director of the Webb County Community Action Agency, Deputy Director of the Texas Migrant Council, and Executive Director of the Minnesota Migrant Council.

He is married to the former Romana Castillo. They have two sons and two daughters, and 12 grandchildren.

"Parental involvement is critical to student success," believes Mr. Valdez. "We invite our parents to become active participants in their child's education."

As the school board representative for District 1, Mr. Valdez represents Farias Elementary School, Santa Maria Elementary School, Leyendecker Elementary School, Christen Middle School, and Martin High School..



John Amaya
District 3, Trustee

John Amaya was elected to the Laredo ISD Board of Trustees for District 3 in November, 2010.

After being in office for eight years as a Council Member for the City of Laredo, Amaya brings experience in policy and decision making skills to the school district.

For the last 13 years, he has been employed as a Systems Manager with the Webb County Utilities Department. He has extensive experience scheduling and organizing yearly inspections as a Distribution Transmission Superintendent with the City of Laredo.

Mr. Amaya is married to Karla Amaya. He has six children: Veronica, John G., James Anthony, Stephanie A., Anthony Alexander, and John David. Two of his children currently attend LISD schools.

“As a long time advocate of education and charity, I believe that every act of kindness should be done with the mindset of promoting higher education through scholarship programs.”

Mr. Amaya is the school board trustee for District 3 which includes, Bruni Elementary School, J.C. Martin Elementary School, and K. Tarver Elementary School.



Dr. Cecilia May Moreno
District 5, Trustee

Dr. Cecilia Moreno was elected to the Laredo ISD Board of Trustees in November, 2010.

Dr. Moreno is currently employed with Webb County as a Purchasing Agent. A former educator, Dr. Moreno worked at LISD for 39 years, and served as Superintendent of Schools for Carrizo Springs Consolidated Independent School District for five years, giving her a total of 44 years of public school experience. She was a Laredo City Council member for 10 years and served as the mayor pro-tem for the city.

In 1997, former Texas Governor George Bush appointed Dr. Moreno to the Teachers Retirement System of Texas Board of Trustees. In May, 2007, The Texas State Senate confirmed the appointment of Dr. Moreno, to the Texas Woman’s University (TWU) Board of Regents. She will serve on the TWU governing board until Feb. 1, 2013.

Dr. Moreno was named a TWU Distinguished Alumna in 2003 and has been inducted into the Laredo Commission for Women’s Hall of Fame and the LULAC Hispanic Heritage Hall of Fame. She is a member of the Texas Association of School Administrators, LULAC Council No. 12, Webb County Heritage Foundation, and the Laredo Center for the Arts. Dr. Moreno’s accomplishments were included in the Smithsonian Institute’s Traveling Exhibit entitled, “Our Journeys/Our Stories.” In this exhibit, *TAMU Portraits of Alumni Achievements* showcased the

university's outstanding alumni who achieved their dreams and serve as role models and mentors to the next generations of students.

A graduate of Martin High School, Dr. Moreno earned a bachelor's and master's degree from TWU, an MBA in accounting from Laredo State University and her doctorate of education from Texas A&M University at Kingsville.

She is married to Samuel Moreno, a former Memorial Middle School principal. They have five children and 10 grandchildren.

She will represent Gallego Elementary, Heights Elementary, and Memorial Middle Schools.

"It is a privilege to serve the needs of our local youth as a member of the Board of Trustees for District 5. As a career educator, counselor, mother and grandmother, I understand the importance of receiving a quality education. My inspiration are the children who fill our classrooms and the desire they have to participate in school activities. My greatest desire is to see all our students graduate from high school and continue with the higher education necessary for their career choice. May they hold great memories of their LISD school years and may the school involvement they experience help them become model contributing community members," stated Moreno.



Hector J. Garcia District 6, Trustee

Hector "Tito" Garcia was elected to the Laredo ISD Board of Trustees in November, 2010.

A graduate of J.W. Nixon High School, Mr. Garcia is currently employed as the assistant general manager at La Posada Hotel. For more than 25 years, he worked for both LISD and UISD.

Mr. Garcia served as a Laredo City Council member from 2002-2010. While on the City Council, he worked on issues and concerns important to the neighborhoods in his district. He understands the importance of education and the need to provide students with the opportunity to attend higher education.

An active member of the community, Garcia has volunteered his time to events such as the Border Olympics, Jalapeno Festival, Borderfest, Jamboozie and the Washington's Birthday Celebration. Garcia also

founded the Sister Cities Youth Advisory Committee.

"I am committed to providing the neighborhoods of LISD with every available resource to secure each student with every opportunity to receive a quality education," stated Garcia.

As the District 6 representative, Mr. Garcia represents D.D. Hachar Elementary School, Milton Elementary School, Ryan Elementary School, and Lamar Middle School.

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DISTRICT PROFILE

Laredo Independent School District is made up of students, parents, teachers, administrators and support staff, all working together in the pursuit of achieving excellence in education. At the Laredo ISD, learning is the key to a bright and successful future. By setting high standards, the district plays a crucial role in preparing the students to meet the challenges and demands of today's high-tech multicultural work place.

HISTORY

Located on the banks of the Rio Grande in South Texas, the Laredo Independent School District was established in 1882 and is one of the oldest school districts in the state. From a single room schoolhouse, to a district sprawling more than 13.83 square miles, the district is rich in history and tradition. The district reflects the colorful heritage and unique culture that make Laredo, Texas, a city like no other. The "executive school board," comprised of three Laredo city council members, hired Captain Edward R. Tarver as the first superintendent in 1883. A committee of city council aldermen (1882-1899), appointed by the mayor, served as the executive school board. The present system was changed in 1899 so that seven school trustees, elected by the people, would set school policies instead of the aldermen.

EDUCATIONAL FACILITIES

The Laredo Independent School District is made up of 32 educational institutions: 20 elementary schools, four middle schools, four high schools, three magnet schools, and two alternative education school. The three magnet schools are the Vidal M. Treviño School of Communications and Fine Arts, Dr. Dennis D. Cantu Health Science Magnet School, and the Magnet School for Engineering and Technology Applications. The Treviño Magnet School offers talented students instruction in the areas of communications, music, dance, visual arts, drama, and academics. It was the city's first magnet school. The Health and Science Magnet School, located at Martin High School, was designed to provide a solid foundation, and a rigorous curriculum to prepare students pursuing health careers. The Magnet School for Engineering and Technology Applications, located at Cigarroa High School, was designed to provide an intensive curriculum to encourage students to pursue careers in the engineering and technology industries. The Early College High School curriculum is designed to offer students an opportunity to receive a high school diploma and an Associate's degree by the end of their senior year. The Non-Traditional High School and F. S. Lara Academy are the district's alternative education schools.

ENROLLMENT

Our projected enrollment for school year 2011-2012 is 24,706 students of which 5,845 students are projected to be enrolled at the high school level, 4,661 at the middle school level, and 14,200 at the elementary level.

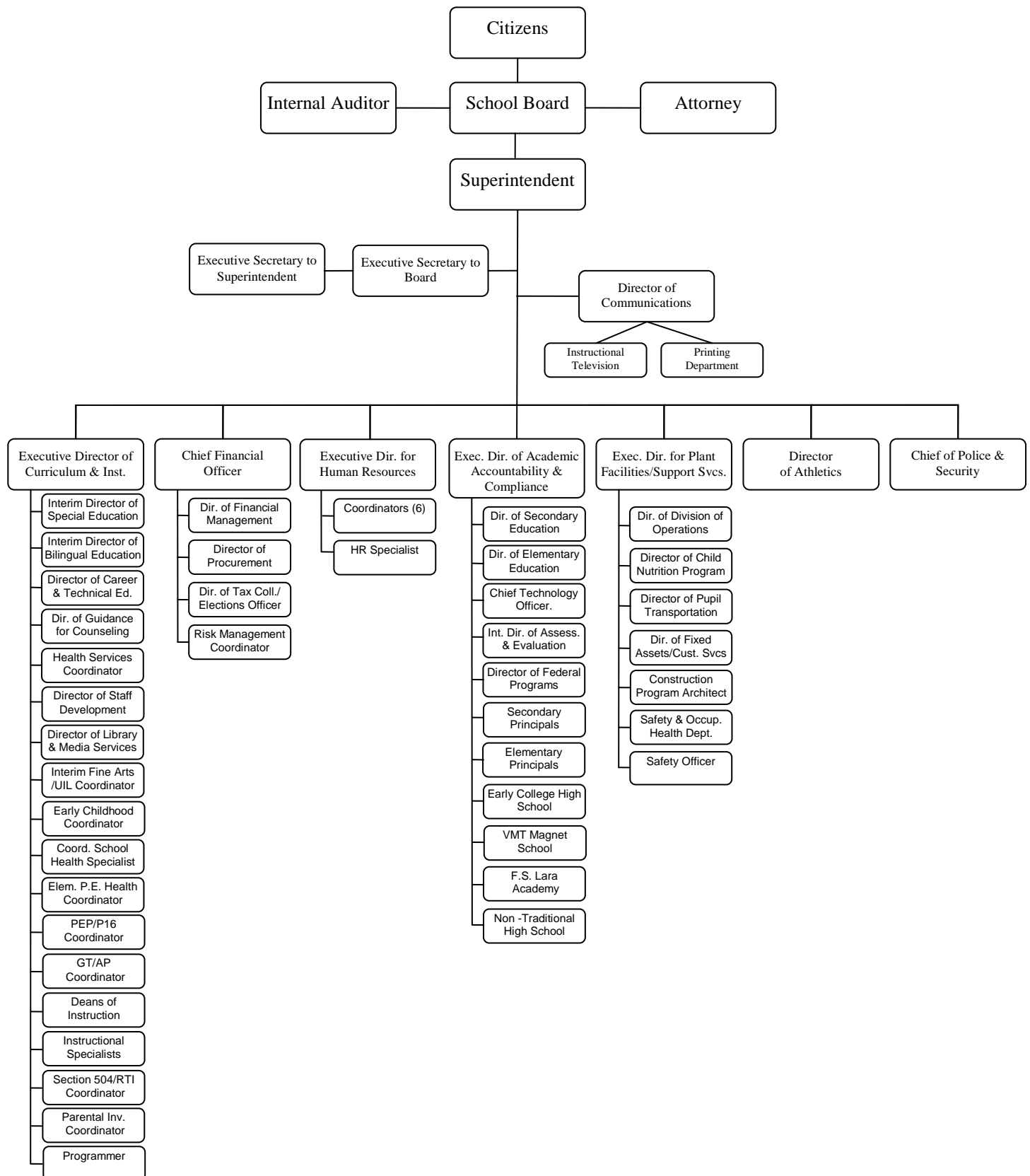
Over 97% of our students are classified as economically disadvantaged; 64% as Bilingual/English as a Second Language education, 8% as Special Education, and 8% participate in gifted and talented courses. In addition, 20% of high school and middle school students take career and technology courses.

BELIEFS

At the Laredo Independent School District we believe that:

- I. Every students can accomplish and achieve high levels of learning,
- II. We are responsible for the education of every student through highly qualified teachers,
- III. Schools will provide a caring, safe, and nurturing environment; and
- IV. Through collaboration we will be an exemplary district.

ORGANIZATIONAL CHART



DISTRICT'S MISSION, GOALS & OBJECTIVES

MISSION

The mission of the Laredo Independent School District is to ensure that all students achieve their potential and graduate as bilingual, bi-literate, and be responsible adults with the skills to succeed in higher education, the workforce, or the military.

VISION

Our schools are safe and caring environments that motivate and prepare students to contribute and excel in life. They build on the strong and expanding foundation already established by families involved in their children's learning. Our students are highly successful. They are critical thinkers and effective problem solvers who are confident, self-motivated, and actively involved in our local and global community. Our community actively supports the learning process. It provides full access to human, technological, and fiscal resources. This partnership demonstrates total confidence in our school system and holds it to the highest educational standards.

DISTRICT GOALS

- Goal I. By the year 2014, Laredo Independent School District shall have created an innovative system of learning that empowers each student to develop and realize their unique talents in a way that meets or exceeds federal, state and local academic mandates.
- Goal II. By the year 2014, Laredo Independent School District shall be recognized for a comprehensive student support system that fosters social and psychological development of all students. This system will promote a safe and secure, drug-free learning environment through innovative safety programs and by fostering mutual respect for all members of the school community.
- Goal III. By the year 2014, Laredo Independent School District shall be recognized for its collaborative partnerships with parents, community institutions, business entities, and schools that combine to support student achievement.
- Goal IV. By the year 2014, Laredo Independent School District shall be recognized for its programs which support health and wellness for employees and students.
- Goal V. By the year 2014, the stewardship of district resources will maintain financial stability and commit to the highest standards of ethical transparency, and integrity in all our business practices related to district achievement, district operations, and instruction.
- Goal VI. By the year 2014, Laredo Independent School District will create and sustain a plan of action to focus on the recruitment, development, retention, and support of highly qualified faculty and staff.

THE FINANCIAL PLAN WITHIN THE STRATEGIC PLAN

The financial plan is embedded within Goal V of the strategic plan and the major organizational tasks are as follows:

1. To implement an effective accounting internal controls system that assures compliance with all laws and regulations,
2. To develop and submit a balanced budget,
3. To maintain the fund balance to two months operating costs,
4. To maintain an updated inventory each year for fixed assets,
5. To implement a system of compliance with all grant and program requirements at the campus level, and
6. To continue to earn the Certificate of Achievement in Financial Reporting and Budget.

BUDGET ADMINISTRATION & FINANCIAL POLICIES

LEGAL REQUIREMENTS FOR BUDGETS

Legal requirements for school district budgets are formulated by the state, the Texas Education Agency (TEA), and the local district. In addition to these requirements, individual school districts also may have their own legal requirements for budget preparation. Additional legal requirements also may be imposed by state and federal grants; however, this section deals only with state legal mandates, TEA legal requirements and local district requirements for basic budget development and submission.

STATEMENT OF TEXAS LAW

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

- The superintendent is the budget officer for the district and prepares or causes the budget to be prepared.
- The district budget must be prepared by a date set by the state board of education, currently August 31. In order for the budget to be adopted by the board of trustees, inclusive of amendments, the district budget must be prepared by August 20.
- The president of the board of trustees must call a public meeting of the board of trustees, giving ten days public notice in a newspaper, for the adoption of the district budget. Any taxpayer in the district may be present and participate in the meeting.
- Concurrently with the publication of notice of the budget above, a school district must post a summary of the proposed budget on the school district's Internet website or in the district's central administrative office if the school district has no Internet website. The budget summary must include a comparison to the previous year's actual spending and information relating to per-student and aggregate spending on instruction, instructional support, central administration, district operations, debt service, and any other category designated by the commissioner. (Section 44.0041, TEC).
- No funds may be expended in any manner other than as provided for in the adopted budget. The board does have the authority to amend the budget or adopt a supplementary emergency budget to cover unforeseen expenditures.
- The budget must be prepared in accordance with GAAP (generally accepted accounting principles) and state guidelines.
- The budget must be legally adopted before the adoption of the tax rate unless the district elects to adopt a tax rate before receiving the certified appraisal roll for the district as provided by Section 26.05(g), Tax Code (see the following point if the district elects to adopt the tax rate first). Additionally, a school district must publish a revised notice and hold another public meeting before the district may adopt a tax rate that exceeds the following: (1) The rate proposed in the notice prepared using the estimate; or (2) The district's rollback rate determined under Section 26.08, Tax Code, using the certified appraisal roll.
- If a school district elects to adopt a tax rate before adopting a budget, the district must publish notice and hold a meeting for the purpose of discussing the proposed tax rate as provided by TEC 44.004. Following adoption of the tax rate, the district must publish notice and hold another public meeting before the district may adopt a budget. The comptroller shall prescribe the language and format to be used in the notices. The school district may use the certified estimate of taxable value in preparing a notice.
- HB 3, 81st Regular Session, added TEC 39.084 which requires that on final approval of the budget by the school board, the school district shall post on the district's internet website a copy of the adopted budget. The website must prominently display the electronic link to the adopted budget until the third anniversary of the date the budget was adopted.

TEXAS EDUCATION AGENCY (TEA) LEGAL REQUIREMENTS

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

- The budget must be adopted by the board of trustees, inclusive of amendments, no later than August 31.
- Minutes from district board meetings will be used by TEA to record adoption of and amendments to the budget.
- Budgets for the General Fund, the Food Service Fund (whether accounted for in the General Fund, a Special Revenue Fund or Enterprise Fund) and the Debt Service Fund must be included in the official district budget (legal or fiscal year basis). These budgets must be prepared and approved at least at the fund and function levels to comply with the state's legal level of control mandates.
- The officially adopted district budget, as amended, must be filed with TEA through PEIMS (Public Education Information Management System) by the date prescribed in the annual system guidelines. Revenues, other sources, other uses, and fund balances must be reported by fund, object (at the fourth level), fiscal year, and amount. Expenditures must be reported by fund, function, object (at the second level), organization, fiscal year, program intent and amount. These requirements are discussed in further detail in the Data Collection and Reporting module.
- A school district must amend the official budget before exceeding a functional expenditure category, i.e., instruction, administration, etc., in the total district budget. The annual financial and compliance report should reflect the amended budget amounts on the schedule comparing budgeted and actual amounts. The requirement for filing the amended budget with TEA is satisfied when the school district files its Annual Financial and Compliance Report.

LISD FINANCIAL POLICIES

In addition to state legal requirements, LISD has established its own requirements for annual budget preparation. The District recognizes the importance of maintaining its financial integrity; therefore, it has developed this policy to support its mission and its goals and objectives. The district's fiscal policies dictate budgetary requirements that go beyond those required by the Texas Education Code and TEA. These policies are delineated below.

Fiscal Policy & Objectives

Financial Stability

- In seeking to fulfill its mission, the District shall maintain a high level of financial stability and shall not compromise the long term financial integrity to achieve short term benefits.
- In an effort to provide adequate cash flow for its operations, the District shall maintain an unreserved undesignated fund balance equal to a minimum of two months of operations costs.
- As of August 31, 2011, the District had an unassigned fund balance greater than the two months of operating costs. The District shall strive to maintain a unassigned fund balance of at least two months operations costs. To achieve this goal, the Superintendent and Chief Financial Officer are instructed to implement the following financial plan:
 1. Develop and submit for Board approval a balanced budget with input from Site-Based Decision Making (SBDM) committees and instructional programs (a balanced budget means that for each fund, expenditures are not to exceed revenues plus available fund balances).
 2. Develop staffing patterns and funding formulas based on a per pupil basis.
 3. Restrict any surplus funds towards unassigned fund balance.

Funds from Operations

Funds from operations should provide adequate funds to support its:

1. Instructional programs

2. Capital programs
3. Debt service programs

Revenue

Revenue levels shall be evaluated with staff recommendations yearly in consideration of:

1. Bond ratings,
2. Facility and construction requirements,
3. Current business conditions (local economy),
4. Economic projections (state economy, legislative issues, etc.),
5. Student growth assumptions,
6. The projected level of expenditures.

General Operating Fund Expenditures

General fund expenditures shall maintain the following priorities of obligation:

1. Payments of all legal and reasonable expenditures relating to maintenance and operations of the District's operating fund.
2. Payments to meet all debt service requirements of outstanding bond indebtedness including the interest and sinking fund.
3. Payments to special revenue funds that require a matching for federal or state grants, including the food service fund, the athletics fund, the construction fund.
4. All net surpluses after payment of items 1 to 3 above may be used to fund necessary capital equipment purchases, facility expansion, and renovation.

Long Term Financing

In the absence of surplus funds in item 4 above, the District will utilize long term financing for capital projects and equipment. Available mechanisms include the following:

1. Public Property Finance Contractual Obligations (PPFCO)
2. General Obligations Bonds
3. Time Warrants
4. Delinquent Tax Notes
5. Any other legal mechanism
6. Public Facilities Corporation (PFC)

Short Term Financing

The District will strive to minimize its short term financing by maintaining a two month undesignated fund balance. Based on cash flow projections, the business manager may recommend to the Board to utilize short term financing to satisfy the cash flow requirements of the District. Available mechanisms include the following:

1. Tax anticipation notes
2. Tax warrants
3. Delinquent tax notes

Reporting – District and Public Facilities Corporation (PFC)

The District will prepare reports of financial operations as follows:

1. A monthly operating and financial report, requiring review by the Business & Support Services and/or the Board of Trustees as the Board deems necessary.
2. An annual financial plan (budget) detailing revenues, expenditures, and capital additions presented for approval prior to September 1 of each year. Midyear analysis and review shall be presented to the Board for approval.
3. An annual audit by an outside professional auditing firm that would include all necessary details in reconciling all of the year's financial operation. The audit report will be submitted for review and approval to the Board after the end of the fiscal year.

Investments*Investment Authority*

District depository and investment authority is established within the office of the Superintendent. By the authority of the Board, the Chief Financial Officer, the Director of Financial Management, and two Senior Accountants are designated as the District's investment officers. The investment officers are responsible for depositing funds, investing such funds, assuring that each investment has the proper authorized collateral, monitoring investments, assuring the security of the District's principal and interest, receiving and reporting principal and interest at the maturity of each investment, and providing the proper documentation and reports on such investments to the Superintendent and the Board in accordance with the District's written investment policy and generally accepted accounting procedures.

The investment officers shall be bonded or shall be covered under a fidelity insurance policy. All investment transactions except investment pool funds and mutual funds shall be executed on a delivery-versus-payment basis.

Approved Investment Instruments

From those investments authorized by law and described further in CDA (LEGAL), the Board shall permit investment of District funds in only the following investment types, consistent with the strategies and maturities defined in this policy:

1. Obligations of or guaranteed by, governmental entities as permitted by Government Code 2256.009.
2. Certificates of deposit and share certificates as permitted by Government Code 2256.010.
3. Fully collateralized repurchase agreements permitted by Government Code 2256.011.
4. A securities lending program as permitted by Government Code 2256.0115.
5. Banker's acceptances as permitted by Government Code 2256.012.
6. No-load money market mutual funds and no-load mutual funds as permitted by Government Code 2256.014.
7. A guaranteed investment contract as an investment vehicle for bond proceeds provided it meets the criteria and eligibility requirements established by Government Code 2256.015.
8. Public funds investment pools as permitted by Government Code 2256.016.

Safety and Investment Management

The main goal of the investment program is to ensure its safety and maximize financial returns within current market conditions in accordance with this policy. Investments shall be made in a manner that ensures the preservation of capital in the overall portfolio, and offsets during a 12-month period any market price losses resulting from interest-rate fluctuations by income received from the balance of the portfolio. No individual investment transaction shall be undertaken that jeopardizes the total capital position of the overall portfolio.

Diversity

The investment portfolio shall be diversified in terms of investment instruments, maturity scheduling, and financial institutions to reduce risk of loss resulting from over concentration of assets in a specific class of investments, specific maturity, or specific issuer.

Monitoring Market Prices

The investment officers shall monitor the investment portfolio and shall keep the Board informed of significant declines in the market value of the District's investment portfolio. Information sources may include financial/investment publications and electronic media, available software for tracking investments, depository banks, commercial or investment banks, financial advisors, and representatives/advisors of investment pools or money market funds. Monitoring shall be done monthly or more often as economic conditions warrant by using appropriate reports, indices, or benchmarks for the type of investment.

Funds/Strategies

Investments of the following fund categories shall be consistent with this policy and in accordance with the strategy defined below.

- Operating Funds – Investment strategies for operating funds (including any co-mingled pools containing operating funds) shall have as their primary objectives safety, investment liquidity, and maturity sufficient to meet anticipated cash flow requirements.
- Agency Funds – Investment strategies for agency funds shall have as their objectives safety, investment liquidity, and maturity sufficient to meet anticipated cash flow requirements.
- Debt Service Funds – Investment strategies for debt service funds shall have as their objective sufficient investment liquidity to timely meet debt service payment obligations in accordance with provisions in the bond documents. Maturities longer than eighteen months are authorized provided legal limits are not exceeded.
- Capital Projects – Investment strategies for capital project funds shall have as their objective sufficient investment liquidity to timely meet capital project obligations. Maturities longer than eighteen months are authorized provided legal limits are not exceeded.

Safekeeping and Custody

The District shall retain clearly marked receipts providing proof of the District's ownership. The District may delegate, however, to an investment pool the authority to hold legal title as custodian of investments purchased with District funds by the investment pool.

Brokers/Dealers

Prior to handling investments on behalf of the District, brokers/dealers must submit required written documents in accordance with law. Representatives of brokers/dealers shall be registered with the Texas State Securities Board and must have membership in the Securities Investor Protection Corporation (SIPC), and be in good standing with the Financial Industry Regulatory Authority.

Soliciting Bids for CD's

In order to get the best return on its investments, the District may solicit bids for certificates of deposit in writing, by telephone, or electronically, or by a combination of these methods.

Internal Controls

A system of internal controls shall be established and documented in writing and must include specific procedures designating who has authority to withdraw funds. Also, they shall be designed to protect against losses of public funds arising from fraud, employee error, misrepresentation by third parties, unanticipated changes in financial markets, or imprudent actions by employees and officers of the District. Controls deemed most important shall include:

1. Separation of transaction authority from accounting and electronic transfer of funds.
2. Avoidance of collusion.
3. Custodial safekeeping.
4. Clear delegation of authority.
5. Written confirmation of telephone transactions.
6. Documentation of dealer questionnaires, quotations and bids, evaluations, transactions, and rationale.
7. Avoidance of bearer-form securities.

These controls shall be reviewed by the District's independent auditing firm.

Portfolio Report

In addition to the quarterly report required by law and signed by the District's investment officer, a comprehensive report on the investment program and investment activity shall be presented annually to the Board.

Ad-Valorem Taxes

Split Payments

Split payment of taxes shall be allowed in accordance with statutory provisions.

Purchasing & Acquisition

Purchasing Authority

The Board delegates to the Superintendent or designee the authority to determine the method of purchasing, in accordance with CH (LEGAL), and to make budgeted purchases. However, any purchase that costs or aggregates to a cost of \$25,000 or more shall require Board approval before a transaction may take place.

Competitive Bidding

If competitive bidding is chosen as the purchasing method, the Superintendent or designee shall prepare bid specifications. All bids shall be submitted in sealed envelopes, plainly marked with the name of the bidder and the time of opening. All bidders shall be invited to attend the bid opening. Any bid may be withdrawn prior to the scheduled time for opening. Bids received after the specified time shall not be considered. The District may reject any and all bids.

Competitive Sealed Proposals

If competitive sealed proposals are chosen as the purchasing method, the Superintendent or designee shall prepare the request for proposals and/or specifications for items to be purchased. All proposals shall be submitted in sealed envelopes, plainly marked with the name of the proposer and the time of opening. Proposals received after the specified time shall not be considered. Proposals shall be opened at the time specified, and all proposers shall be invited to attend the proposal opening. Proposals may be withdrawn prior to the scheduled time of opening. Changes in the content of a proposal, and in prices, may be negotiated after proposals are opened. The District may reject any and all proposals.

Responsibility for Debts

The Board shall assume responsibility for debts incurred in the name of the District so long as those debts are for purchases made in accordance with adopted Board policy and current administrative procedures. The Board shall not be responsible for debts incurred by persons or organizations not directly under Board control; persons making unauthorized purchases shall assume full responsibility for all such debts.

Purchase Commitments

All purchase commitments shall be made by the Superintendent or designee on a properly drawn and issued purchase order, in accordance with administrative procedures.

Personnel

New Positions

Any new positions of employment shall be prominently described and set out in the budget for the fiscal year in which the position is created and shall be approved by the Board at the time that the budget is approved. Notice of vacancies shall be posted at campuses but not be limited to campuses.

New positions created after approval of the budget shall be approved by the Board at public meeting before the positions can be advertised, offered, or funded.

Annual Operating Budget

Fiscal Year

The District operates on a fiscal year beginning September 1 and ending August 31.

Budget Planning

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

Availability of Proposed Budget

After it is presented to the Board and prior to adoption, a copy of the proposed budget shall be available upon request from the business office or Superintendent. The Superintendent or designee shall be available to answer questions arising from inspection of the budget.

Budget Meeting

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

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

Authorized Expenditures

The adopted budget provides authority to expend funds for the purposes indicated and in accordance with state law, Board policy, and the District's approved purchasing procedures. The expenditure of funds shall be under the direction of the Superintendent or designee who shall ensure that funds are expended in accordance with the adopted budget. The authorized expenditures for the District include those allowed under § 45.105 of the Texas Education Code.

Budget Amendments

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

Budget Amendments/Transfers

Budget amendments/transfers must be aligned with modifications to district/campus improvement plans. Every time that a significant change is made to a campus budget, the change must be reflected in the campus improvement plan. In the processing of the budget amendment/transfer, the campus must include documentation to verify that the campus improvement plan has been changed accordingly. For example, if the campus is notified that their budget allocation will be increased, and the campus planning committee decides to use the money to add teacher aides to the first grade classrooms, the campus principal must submit a budget amendment in order to designate the additional funds. The campus improvement plan must be modified to include the additional FTE's by the appropriate strategy. The page(s) that include the modifications to the campus improvement plan must be submitted with the budget amendment. Budget amendments/transfers will not be approved if the required documentation is not included with the amendment or transfer form.

Budget Amendments Signature Authority

Subsequent inter-function budget transfers must be approved by the Board for the General Fund Budget. For Special Revenue Funds, inter-function budget transfers are approved subject to the approval by the granting agency. A summary of all transfers is presented to the Board of Trustees. Any increase or decrease or operating appropriations must be approved by the Board of Trustees and the Superintendent. All departments are required to operate within their budgetary constraints. The operating budgets are amended prior to expenditure, and the accounting system provides a strong budgetary control over expenditures.

BUDGET DEVELOPMENT PROCESS

The annual Budget Development Process and the annual Planning Process are overlapping and augment one another, although the focus of each is different. The overlapping is illustrated within the timetable section. The Budget Development Process is comprised of three major phases: planning, preparation, and evaluation.

The budgetary process begins with sound planning. Planning defines the goals and objectives and develops strategies to attain those goals and objectives. Once these programs and plans have been established, budgetary resource allocations are made to support them. Budgetary resource allocation is the preparation phase of budgeting. The allocations cannot be made, however, until plans and programs have been established.

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

The development of campus and district annual budgets should be part of ongoing planning processes and those levels. The advent of site-based decision-making, mandated by the state, has increased integration of planning and budgeting at the campus level; however, state guidance allows for considerable district autonomy in budget preparation. The organizational structure of a school district, the size and complexity of its administrative structure, the budgetary approach chosen, and the level of centralization in budget development all will affect the budget development process and the final budget document. Beyond the budgetary requirements for federal and state programs, the school board and the district superintendent largely will determine a school district's budget preparation process and related budget responsibilities. The concept of site-based budgeting, mandated by TEA, is the recommended approach.

PLANNING PHASE

The first phase of the Budget Development Process is planning. Planning involves defining the mission, goals and objectives of campuses, departments, and the district. Importance is placed upon sound budget planning for the following reasons:

- In implementing the type, quantity, and quality of school district instruction, the budget becomes the limiting force.
- Providing quality education is very important to the public interest.
- The scope and diversity of school district operations make comprehensive planning necessary for good decision-making.
- Planning is a process that is critical to the expression of citizen preferences and through with consensus is reached among citizens, school boards members, and district/campus /department staff on the future direction of a district's operations.

The Budget Development Team was created by the Superintendent and met bi-weekly to guide the budget development process. It included the District's Executive Directors and key members from the Human Resources and Financial Management Department. The objective of this team was to provide ideas on budget cuts, major factor affecting the budget, etc. on the administrative level. Since strategies to attain the goals and objectives need to be developed before starting the actual budget calculation process, it is important that each campus and department prepare statements in the "Mission, Goals and Objectives" and "Performance Evaluation" forms as the initial exercise in planning the annual campus/department budget. This exercise comprises developing narrative and quantitative statements. These statements must be consistent with the Campus Initiative Program goals and objectives developed by the Site-Based Decision Making (SBDM) committees. This information will be used to analyze and justify the district's basic programs and operational request, as well as to ensure that individual campus and department mission, goals and objectives are consistent with the district's overall mission, goals, and objectives.

Line item budgeting remains the primary fiscal tool; thus completion of the “Mission, Goals and Objectives” and “Performance Evaluation” forms is an important step in summarizing and evaluating each campus/department and its budget. Any factors having major affects on programs should also be explained as “Significant Changes” comments.

Listed below are standardized definitions to be used in the development of these statements and completion of the appropriate forms. It is recommended that strict adherence to these definition parameters be kept in order to insure consistency throughout the district:

- *Campus/Department Mission:* A statement of specific overall mission.
- *Campus/Department Goals:* “Broad” statements of desired results; ultimate accomplishments; overall end results. The goals outlined in the Campus Improvement Plan may be identified and utilized in this section.
- *Campus/Department Objectives:* “Specific” statements of desired program accomplishments; usually measurable; shows progress toward a goal; desired results of activities. Clearly stated measurable objectives should represent a concise summary of the principal work activities in which progress can be monitored and evaluated periodically throughout the fiscal year. Objectives should be stated in common “action-oriented phrases such as “to maintain,” “to increase,” “to reduce,” “to facilitate,” “to continue,” etc. Specific objectives outlined in the Campus Improvement Plan may be identified and utilized in this section.
- *Strategy(ies):* Specific activities, methods, and procedures, which will be implemented in order to reach the established goals and objectives.
- *Performance Evaluation:* Specific quantitative and qualitative measures of work performed by campus/department must be included in this section. Quantitative measures are defined as observable and in narrative format. This evaluation tool is new to the district and each administrator is allowed flexibility to develop individual performance evaluation methods.
- *Significant Changes:* Summary comments should be made concerning circumstances that will materially change the campus/department operations and/or budget request(s). For example, these changes would include proposed implementation of new programs, addition or deletion of programs, functions, duties, on time expenses, etc.

With the Budget Development Process beginning in November, schools and departments were allowed a time to integrate the total District’s planning objectives into their specific budget requests. During school/department budget hearings the Finance Department reviewed revenue projections and refined budget requests to develop a preliminary district budget. As a result of this collaborated process, the Finance Department was able to present a preview of the proposed 2011-2012 budget to the Board of Trustees before the August Workshop. This preview enabled the Board of Trustees and the Chief Financial Officer to review and discuss the direction of the budget before the August 18th public hearing.

PREPARATION PHASE

Revenue Projections

In order to meet the future needs of the district, administrators should forecast the source and amount of resources or revenue available. Therefore, projections of revenue from the three major sources should be made. These revenue sources include Local, State, and Federal aid.

- **Local Revenues** typically consists of monies generated by the local tax efforts. Factors that need to be taken into account include such things as assessed property values, property value growth/decline rates, applicable tax rates, historical collection rates, applicable state wealth per student limitations, state mandated tax rate rollback thresholds, and delinquent tax collections.
- **State Revenues** traditionally consists of monies received as a result of state funding. The tool that plays a major part in the estimation of this type of resources is the state provided “Summary of Finances” which takes into account several components. These components include such things as student enrollment,

enrollment population classifications, allotment weights, student attendance, weighted average daily attendance, free and reduced lunch participation, as well as all of the Local Revenue tax efforts.

For 2011-2012, all Directors involved in Special Education, Gifted & Talented, Career & Technology Education, State Compensatory Education, and Bilingual Education forecasted Special Population FTEs. The Special Population counts from each category help determine the revenue projections from the Texas Education Agency.

- **Federal Revenues** involve a variety of amounts and sources. These sources generally are federally distributed funds, which can flow through the district, Region Education Centers, Texas Education Agency, or directly from the federal source. Methods of allocations can vary from payment of indirect costs to applications for specific grants.

Expenditure Projections

In order to support the mission, goals and objectives of the district, administrators should forecast the operating costs for all funds necessary to achieve those intents. Expenditures/expenses should be classified by the major object classes according to the types of items purchased or services obtained. These budgetary allocations should project costs for the major expenditure categories (objects), which include:

- Payroll Costs (6100) are the costs of employee salaries and benefits. These costs make up 85% or more of annual operating expenditures and should be based primarily upon enrollment projections and applicable state mandates concerning class, size, minimum salaries, etc. When appropriating or after appropriation of this area, it is important that the appropriate administrator conducts a full analysis of the personnel situation as well as submit recommendations addressing the findings. The “Payroll Analysis” form is the management tool that can assist to address this issue. Therefore, this form needs to be completed and submitted to the Finance Department by the Budget Request deadline.
- Professional and Contracted Services (6200), Supplies and Materials (6300) and Other Operating Costs (6400) are typically variable and miscellaneous expenditures. The projection of these costs may also be based upon student enrollments or can be disbursed based on the authorized administrator’s discretion. The completion of expenditure estimates for costs not directly related to enrollment levels such as utilities, insurance and maintenance costs are simply calculated based upon historical data or anticipated changes.
- Debt Service Costs (6500) are usually repayment of financed debt and should be based upon debt repayment schedules when bonds or other debt is issued. The appropriation of this type of expenditure is very limited or non-existent at the school or department levels.
- Capital Outlay Costs (6600) includes items that are inventoried and become part of the district’s fixed assets group such as furniture, audio-visual equipment, computer equipment, and other equipment. These costs should be forecasted and budgeted based on an overall district Capital Improvement Cost Plan rather than on an individual campus or department basis, the proper “Capital Outlay Justification” form needs to be submitted as well.

Preparation, the second phase of the Budget Development Process, is the process of allocating resources to the prioritized needs of a school district in support of its planned mission, goals, and objectives. Although budget formats and policies are by no means uniform in school districts, formal budgets play a far more important role in the planning, control and evaluation of school district operations than in those of privately owned organizations. In school districts, the adoption of a budget implies that a set of decisions have been made by school board members and school district administrators which culminate in matching a school district’s resources with its needs. As such, the budget is a product of the planning process. The budget also provides an important tool for the control and evaluation of a school district’s sources and uses of resources. With the assistance of the accounting system, administrators are able to execute and control the activities that have been authorized by the budget and evaluate performance based upon comparisons between budgeted and actual operations.

The link between planning and budget preparation in school districts gives budgets a unique role in these organizations. Budgets in the public arena are often considered the ultimate policy document since they are the financial plan a school district uses to achieve its goals and objectives reflecting:

- Public choices about what goods and services the district will and will not produce.

- School district's priorities among the wide range of activities in which they are involved.
- Relative weight given to the influence of various participants and interest groups in the budget development process.
- How a school district has acquired and used its resources.

The budget, itself, then becomes intrinsically a political document reflecting school district administrators' accountability for fiduciary responsibility to citizens.

The budgeting process for the District was initiated in September 2010. The annual operating budget or financial plan is proposed by the Superintendent and enacted by the Board of Trustees after public discussion. The site-based decision making process, as mandated by the education code, is the cornerstone of all LISD budgetary decisions. Each campus must have an SBDM committee made up of the campus principal, teachers, and community members. Their role is to build consensus and support all efforts consistent with reaching the campus goals and objectives. SBDM committee members, department directors and community members are involved in the budgetary cycle.

Teachers, principals, and other staff of the District, as well as the Citizens of our community, under the direction of the Superintendent, will develop the budget. Individual, as well as group training workshops, will be held with principals, department heads and Site-Based Decision-Making budget committees (SBDM) from March to April. The budget deadline set for campuses and departments is April 22, 2010, and the Division of Finance will compile the budget requests. .

The Superintendent's Budget Development Team will review various budget options for personnel and financing. This entails maintaining competitive salaries and benefits for our employees, providing adequate funding for curriculum development, providing for construction and repairs to facilities, and other miscellaneous projects.

Several budget workshops were held with the Board of Trustees to review the budget estimates, legislative impact of various bills, and financial position of the District.. The citizens of Laredo and District employees were invited to attend the budget workshops. In August 18, the Board of Trustees approved the final budget which was implemented on September 1, 2011.

EVALUATION PHASE

Evaluation is the last step of the district's budget cycle. Information is compiled and analyzed to assess the performance of each individual department and campus, as well as the District as a whole. This information is a fundamental part of the planning phase for the following budget year.

In the educational context, budgeting is a valuable tool in both planning and evaluation processes. Budgeting provides a vehicle for translating educational goals and programs into financial resource plans. Thus, instruction planning (to attain student educational goals) should determine budgetary allocations. This link between instruction and financial planning is critical to effective budgeting. In addition, such a budgeting practice may enhance the evaluation of budgetary and educational performance since resource allocations are closely associated with instructional plans.

2011-2012 BUDGET CALENDAR

September, 2010	<p><u>LISD Staff:</u> Organize Budget Development Team (BDT).</p> <p><u>Finance:</u> Develop and present proposed budget calendar to BDT. Present monthly updated budget forecast to BDT. Review monthly financial highlights.</p>
Oct -Dec., 2010	<p><u>BDT:</u> Complete weekly budget meetings.</p> <p><u>Finance:</u> Develop budgeting assumptions for tax rates and ADA projections.</p> <p><u>Human Resources:</u> Review and present administrative regulation teacher/pupil ratios, preliminary salary schedules, salary increase estimates and options.</p> <p><u>Curriculum & Instruction:</u> Develop and approve school calendar, provide special program guidelines.</p> <p><u>Academic Compliance & Accountability:</u> Develop pupil projections.</p>
Jan., 2011	<p><u>BDT:</u> Complete weekly budget meetings.</p> <p><u>Finance:</u> Obtain, review and compile special program guidelines. Develop fixed cost allocations and preliminary revenue estimates via TEA template.</p> <p><u>Office of Communications:</u> Review and approve organizational chart.</p>
January 31, 2011	<p><u>Board of Trustees :</u> Tentative Board Budget Workshop to provide update, receive input or feedback, and make revisions.</p>
February, 2011	<p><u>BDT:</u> Complete weekly budget meetings.</p> <p><u>Finance:</u> Develop preliminary Revenue & Expenditure estimates and Special Program Allocations. Develop Budget Instructions Manual.</p>
February 28, 2011	<p><u>Board of Trustees:</u> Tentative Board Budget Workshop to provide update, receive input or feedback, and make revisions.</p>
March, 2011	<p><u>BDT:</u> Complete weekly budget meetings.</p> <p><u>Finance:</u> Budget Process “Introduction” Meeting with Campuses and Departments to distribute funding allocations. The Budget Instructions Manual will be presented to the campus budget management teams and administrators responsible for the budget preparation. This manual will include all reports, requests, and requirements necessary for completion and submission of the Budget Requests by April 22, 2011.</p> <p>Individual campus and department trainings will be provided and scheduled to provide “on-site” budget preparation assistance.</p>

Site-Based Decision Making (SBDM) Committees should convene to review needs for staffing, staff development, budget and any other needs. In order to make sure that the budget is aligned with the needs, campuses are asked to reference their needs assessments reports and campus improvement plans when developing the mission, goals and objectives of the campus and allocating the funds to the different programs and grade levels.

- March 31, 2011 *Board of Trustees:*
Tentative Board Budget Workshop to provide update, receive input or feedback, and make revisions.
- April 22, 2011 *BDT:*
Complete weekly budget meetings.
LISD Staff:
Budget requests deadline. The administrator (principal or department head) must enter the budget figures in the budget software and submit a hard copy of the budget requirements for all funds, including, Mission Goals & Objectives, Performance Evaluation, Capital Outlay Justification (if applicable), Travel Justification form, Position Control (FTE's & Amts.), Special Program Uses Forms, Organizational Chart by Campus/Department, and Needs Assessment Summary to the Finance Department.
- April 28, 2011 *Board of Trustees:*
Tentative Board Budget Workshop to provide update, receive input or feedback, and make revisions.
- May 2-13, 2011 Mailing of notices of appraised value by chief appraiser. Period when chief appraiser must publish notice informing taxpayer protest procedures in a local newspaper with general circulation.
- May 13, 2011 Deadline for submitting appraisal records to Appraisal Review Board.
- May, 2011 *BDT:*
Complete weekly budget meetings.
Finance:
Compile, review and adjust (if necessary), all submitted data. Balance all campus and department budgets.
Review all mission, goals and objectives, performance evaluations, needs assessments, request for additional funds, travel justification forms, capital outlay justification forms, fund uses forms, position action forms.
Create updated scenario and coordinate tests to ensure data is accurate.
Finance and Human Resources:
As deemed necessary make changes to position control (frozen file), add/delete FTEs, adjust/change funding source.
- May 26, 2011 *Board of Trustees:*
Tentative Board Budget Workshop to provide update, receive input or feedback, and make revisions.
- June 10, 2011 *Finance:*
Date Tax Assessor/Collector requests from the Chief Appraiser an estimate of the 2011 taxable values.
- June, 2011 *BDT:*
Complete weekly budget meetings.
Finance:

Compile and consider funding the Requests for Additional Funds.
Continue refinement of budget by function and object and revenue estimates.

Human Resources:

Develop and present proposed salary increase options.

June 30, 2011

Board of Trustees :

Tentative Board Budget Workshop to provide update, receive input or feedback, and make revisions.

Last date for taxing units to adopt or rescind a local option percentage homestead exemption(s).

July 4 – 8, 2011

LISD Closed.

July, 2011

BDT:

Complete weekly budget meetings.

Finance:

Calculation of effective and rollback tax rates. Develop draft “NOTICE OF PUBLIC MEETING TO DISCUSS BUDGET AND PROPOSED TAX RATE.”

July 14, 2011

Board of Trustees :

Regular Board Meeting

- 1) Board appoints the Tax Assessor/Collector to calculate and publish the effective tax rate, the rollback tax rate, the anticipated debt collection rate for tax year 2011, and the excess debt collections for tax year 2010.
- 2) School Board decides and announces the date it will hold a public meeting (tentatively, Thursday, August 18, 2011) in which the proposed budget and proposed tax rate would be presented.
- 3) Designate Tax Assessor/Collector calculates the Roll Back Rate and the requirements of the “NOTICE OF PUBLIC MEETING TO DISCUSS BUDGET AND PROPOSED TAX RATE.”

July 22, 2011

First date the State Comptroller will hold a seminar explaining the new laws regarding “Truth in Taxation” for 2011 tax year.

July 26, 2011

Deadline for chief appraiser to certify appraisal roll to taxing units.

July 28, 2011

Board of Trustees :

Tentative Board Budget Workshop to provide update, receive input or feedback, and make revisions.

Aug. 08, 2011

Finance:

A ten (10) day public notice will be published stating that the purpose of the meeting is (8/18/10) for the adoption of a budget for the succeeding fiscal year.

Publication of “NOTICE OF PUBLIC MEETING TO DISCUSS BUDGET AND PROPOSED TAX RATE.”

Concurrently with the publication of notice, post a summary of the proposed budget on the school district's Internet website. The budget summary must include information relating to per student and aggregate spending on various categories and a comparison to the previous year's actual spending.

- Aug. 15, 2011 *Finance:*
Deadline to post the “72-hour Open Meeting Notice” for the meeting to be held on August 18, 2011 to discuss and adopt the proposed budget and tax rate.
- Aug. 18, 2011 *Board of Trustees:*
Public hearing to receive comments from the public on the 2011-2012 annual budget and tax rate.
Board meeting to adopt the budget and tax.
Tax Assessor/Collector certifies the anticipated debt collection rate for tax year 2011.
Tax Assessor/Collector certifies the excess debt collections for tax year 2010.
Tax Assessor/Collector submits the roll back rate to the school board; estimated M/O and I/S fund balances. (If the school district adopts a tax rate above its 2011 roll back rate the school Board must hold an election to ratify the adopted tax rate).
Tax Assessor/Collector submits the 2011 Property values to the governing body as certified by the Webb County Appraisal District Chief Appraiser.
- Aug. 19, 2011 *Finance:*
Make final revisions and/or adjustments to the budget.
- Sep. 1, 2011 *Finance:*
Implementation of the adopted budget and tax rate for FY 2011-2012.

CAPITAL IMPROVEMENT PROCESS

OVERVIEW

The mission of the Construction Management Department is to construct state-of-the-art educational facilities on time, within budget and in compliance with all applicable local & state codes and regulations. Major responsibilities of this department include the following:

- Creating and maintaining the educational facility design specifications and construction standards;
- Assisting in the selection of design professionals, contractors, consultants and vendors.
- Negotiating fees and developing contracts for board approval;
- Directing the work of project architects, engineers and contractors;
- Overseeing and evaluating funds spent during construction;
- Obtaining soil and material tests, land surveys and traffic studies;
- Coordinating platting, easements, zoning, drainage and municipal utility district (MUD) requirements;
- Preparing all work-in-progress reports; and
- Conducting project observation reports on ongoing construction projects.

Initial Capital Improvement Plan (Phase I)

On early 1999, the district contracted the Vitetta Group to perform a comprehensive analysis of district facilities and future facility needs. The Vitetta Group consulted with school staff, parents and the community during the development of the plan. The Vitetta study analyzed district demographics in terms of historical student population and expected growth and change over three, five and 10 years. In addition, the group analyzed the condition, use, capacity, instructional adequacy and potential future needs of all district facilities. The study primarily served as a "pre-bond" concept for the purpose of presenting the district's facilities needs to the public. The district assembled a Facilities Needs Assessment Advisory Committee to review the Vitetta study and make recommendations to the board. The Facilities Needs Assessment Advisory Committee was composed of:

- secondary school principal;
- elementary school principal;
- middle school principal;
- secondary school teacher;
- elementary school teacher;
- special populations representative;
- facilities committee board member;
- community leader/at large;
- community leader/university;
- parent (elementary); and
- parent (secondary).

On May 1, 1999, LISD constituents approved \$144 million in bonds to be issued for the financing of the Capital Improvement Plan that was developed by the Vitetta Group. The original intent of the Capital Improvement Plan was to address the immediate needs for educational facilities with four replacement schools and additions and/or renovations to all other campuses. The Capital Improvement Plan was to cover a span of eight years, with completion scheduled to 2006-2007 school year. In November 1999, the district hired a construction project manager to oversee the implementation of the Capital Improvement Plan.

Phase II of the Capital Improvement Plan

On June 2000, a revised plan was developed by an ad hoc committee of district staff and submitted to and approved by the board. The purpose of the revised plan was to authenticate the districts current needs since the time the Vitetta study was prepared and the bonds were approved. The revised plan increased the original scope of the Capital Improvement Plan, adjusting it from \$144 million to \$175.6 million. Quality Zone Academy Bonds of \$13.1 million and almost \$18 million in estimated interest earning will provide funding for this increase of \$31.1 million.

The revised plan also reduced the schedule from 8 years to 5 years and provided for the following:

- Half- to full-day kindergarten sessions at all elementary schools;
- Pre-K and kindergarten students to be taught at respective elementary schools in lieu of busing to early childhood centers;
- Class size reduction;
- Additional technology;
- Elimination of many temporary classrooms;
- Asbestos abatement;
- Correction of defective roof trusses in certain cafeteria buildings;
- A transportation center, technology center and food service facility;
- Twelve new replacement schools;
- Major renovations to middle and high schools; and
- Major renovations to seven elementary schools.

To assist in the design and management of the Capital Improvement Plan, the district advertised for architect qualifications and received more than 30 responses from architectural firms across the state. An evaluation team of district staff ranked the firms, and a committee that included school board members recommended seven local firms to the board. The board approved the assignment of projects to these firms based on evaluation scores received so that the highest-ranking firm would receive the most work.

Fees were negotiated with the seven architectural firms based upon a percentage of a project's cost. Four different architectural firms were selected to design the first four school projects.

Design of the first four projects was completed in the summer of 2001. These projects consisted of three new replacement schools, one of which combines two existing schools into one new school, and additions and renovations to the fourth school. LISD advertised and received competitive sealed proposals from construction firms for the construction of these projects in August 2001. A committee composed of LISD management and staff evaluated the proposals and interviewed the firms. The committee recommended and the board approved Leyendecker Construction Inc. as the contractor for all four projects. During the replacement of the elementary schools, students are relocated at temporary facilities that were designed and purchased by the district specifically for that purpose. This plan has been known as the Phase I of the Capital Improvement Plan (CIP) \$175.6 million.

Phase III of the Capital Improvement Plan

The District created a Public Facilities Corporation (PFC) on 2004 to add \$68 million to the Capital Improvement Plan for the construction of four elementary schools, three literary centers at the high schools, and two high school libraries.

Phase IV of the Capital Improvement Plan

LISD voters approved a \$60 million bond election in 2005 for the construction of new facilities, including food services, instructional support, and transportation facilities, an orchestra building, a fine arts complex, field houses for two high schools, a new stadium, and soccer and baseball fields.

Phase V of the Capital Improvement Plan

LISD voters approved a \$57 million bond election in 2006 for the construction of new facilities, which includes rebuilding J.C. Martin Elementary school, a new middle school, the Early College High School at TAMU, an alternative education campus, pre-kindergarten classrooms, high school science labs, a parental involvement center, and a student services center.

Specific project costs and timelines have yet to be finalized for Phases IV and V. With the 1999, 2005 and 2006 bonds, interest earnings, and the creation of a PFC, total construction dollars now exceed \$399 million.

STAGES OF THE CAPITAL IMPROVEMENT PROCESS

The District has developed a standardized process for the implementation of the Capital Improvement Plan (CIP).

- **Predesign Phase**

The Predesign phase is defined as the first phase of a major capital project and is conducted prior to the design phase. Project Programming and Feasibility Study for Construction Square Footage and Estimated Cost, Program Analysis, Physical Master Planning, Funding Analysis, and Predesign activities comprise the initial planning phase of the Capital Improvement Process (CIP).

- The Programming activity establishes the basic educational and building design space requirements and specifications
- During Planning, a facilities needs assessment is conducted and a comprehensive master plan is formulated consistent with design space requirements. And the comprehensive master plan must be formally approved by Board of Trustees and Construction Staff.
- A Funding analysis identifies and determines potential funding sources. A proposed Campus Improvement Plan bond package is created for selected phases of the master plan and a special bond election must be authorized to seek approval by voters for that particular phase of the master plan.
- Lastly, a Predesign is developed to establish and approve the CIP work plan. The District must submit an Instructional Facilities Allotment (IFA) application to the Texas Education Agency (TEA) for approval. In addition, Requests for qualifications and Requests for Proposals (RFPs) are sought from design consultants, whom the Board of Trustees selects.

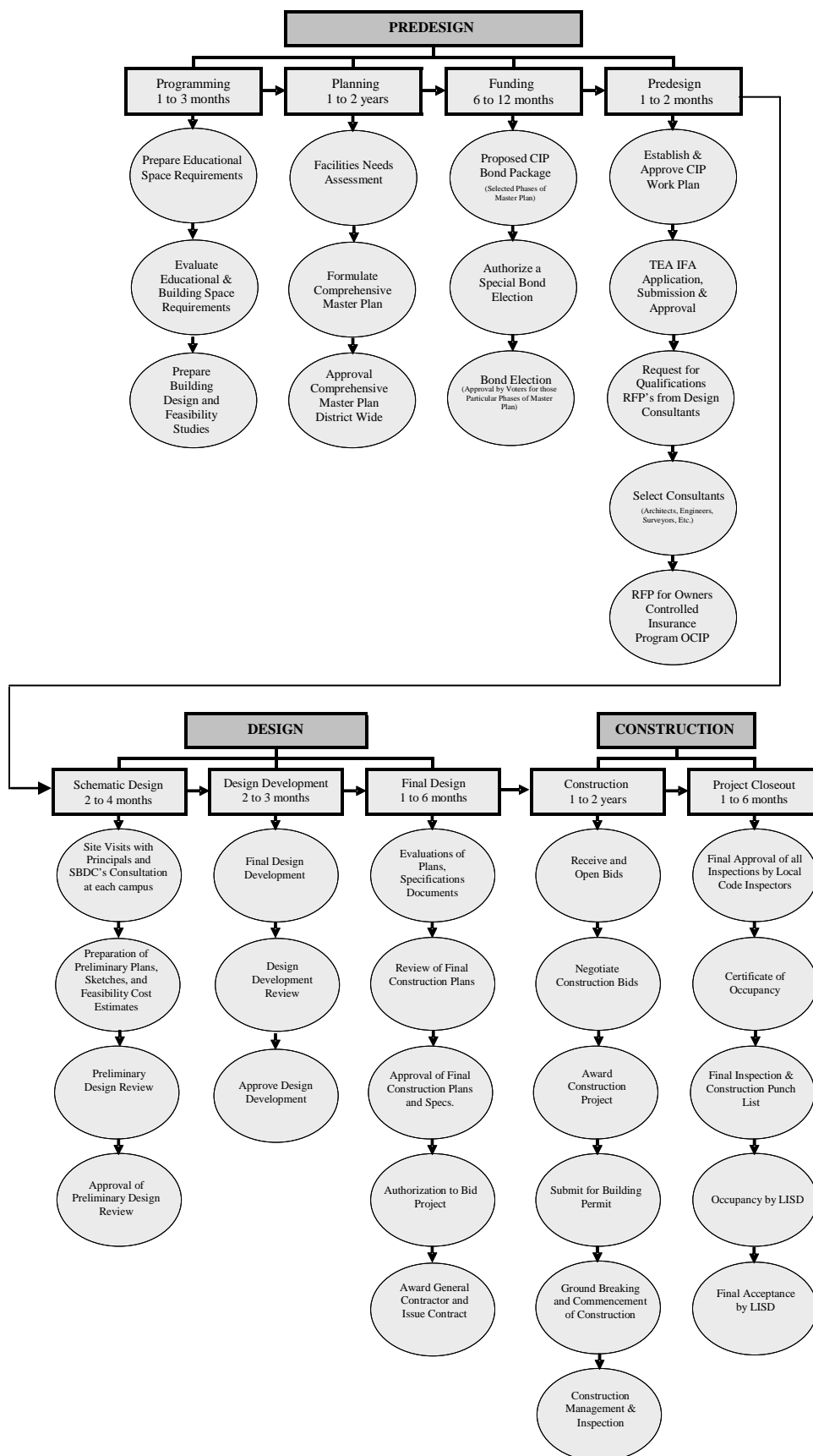
- **Design Phase**

The design process incorporates all prior predesign or information from the consultants into written and graphic documents. These documents form the basis for taking bids and constructing the facility. In the design phase, the needs, ideas and proposals of the consultants are transformed into schematic plans. Normally, the design phase consists of three basic parts, each of which includes preparation of both floor plan and elevation drawings:

- Schematic design – Includes site visits with campus Principals and Site Base Decision Committees (SBDC). Preliminary plans, sketches, and cost estimates are developed during this stage.
- Design development – During this phase, the design schematics are developed. The design development is reviewed and approved by Construction Staff and Board of Trustees.
- Final design – This phase finalizes all schematic /design plans. The final design is reviewed and approved. Approval is sought from agencies which are required to review and approve the construction documents prior to proceeding with the construction documents and specifications for the bid phase.

- **Construction Phase**

The construction phase transforms the needs, ideas, and proposals of the consultants, as defined by the plans and specifications, into a physical structure. The construction phase begins with the bid and continues to final acceptance of the construction project. Upon completion and approval of the final construction documents, including the bidding requirements, the project is ready to be released to contractors to obtain proposals for final bids. Construction bids are reviewed, evaluated and rank according to qualifications and construction cost. A general contractor is selected and recommendations are made for awarding and formal approval by the Board of Trustees. Project is awarded to a general contractor and construction work commences with the signing of a contract and letter to proceed by our architect of record. Ground breaking and commencement of construction begins. When the construction is substantially complete, the architect and construction manager review the project to make a “punch-list” of items that are left to complete or construction items in the field requiring corrections. The District provides final acceptance and occupants can begin moving into the building. It has been customary to allow the general contractor to work and complete a project punch list within 30 day from issuing u.n.o.

LISD TIME SCHEDULE: The Plan, Design and Construction Process

BUDGETARY CONTROL & BASIS OF ACCOUNTING

REPORTING ENTITY

The Board of School Trustees (“Board”), a seven member group, has governance responsibilities over all activities related to public elementary and secondary education within the jurisdiction of the District. The Board is appointed and has the exclusive power and duty to govern and oversee the management of the public schools of the District. All powers and duties not specifically delegated by statute to the Texas Education Agency (“TEA”) or to the State Board of Education are reserved for the Board, and the TEA may not substitute its judgment for the lawful exercise of those powers and duties by the Board. The District receives funding from local, state, and federal government sources and must comply with the requirements of those funding entities. The District is considered an independent entity for financial reporting purposes and is considered a primary government.

ACCOUNTING SYSTEMS STRUCTURE

The Division of Finance is responsible for providing all District financial services including financial accounting and reporting, payroll and accounts payable disbursement functions, cash and investment management, debt management budgeting, purchasing, fixed assets, tax office collections, and special financial and policy analyses to District management. The Chief Financial Officer, appointed by the Superintendent, has oversight responsibility of the division’s operations.

The District’s hardware includes a Hewlett Packard 996 minicomputer as well as numerous personal computers and system terminals. The District utilizes the Information Design Incorporated government software applications and computerized financial accounting system, which includes a system of internal accounting controls. Such controls have been designed and are continually being reevaluated to provide reasonable, but not absolute, assurance for the safeguarding of assets against loss from unauthorized use of disposition and the reliability of financial records for preparing financial statements and maintaining accountability over the District’s assets.

The District also operates a student accountability system, which was developed by the District’s Information Technology Department. This system services all campuses of the district. The applications being used are attendance, grades and report cards, student tracking, and all other information required by the State of Texas.

The concept of reasonable assurance recognizes that the cost of a control should not exceed the benefits likely to be derived, and the evaluation of costs and benefits requires estimates and judgments by management. All internal control evaluations occur within this framework and are believed to adequately safeguard assets and provide reasonable assurance of proper recording of financial transactions.

BASIS OF ACCOUNTING

Accounting records for governmental fund types are maintained on a modified accrual basis with revenues recorded when services or goods are received and the liabilities are incurred. Accounting records for trust funds are maintained on the accrual basis.

The modified accrual basis of accounting is used for the governmental fund types. This basis of accounting recognizes revenues in the accounting period in which they become susceptible to accrual (i.e., both measurable and available), and expenditures in the accounting period in which the fund liability is incurred, if measurable, except for certain compensated absences, which are recognized when the obligations are expected to be liquidated with expendable, available financial resources.

Federal grant funds are generally considered to be earned to the extent of expenditures made under the provisions of the grant and, accordingly, when such funds are received, they are recorded as deferred revenues until earned.

BASIS OF BUDGETING

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. The Board of Trustees requires that annual budgets be adopted for the General Fund, the Child Nutrition Fund and the Debt

Service Fund. Budgets are prepared using the same accounting basis (modified accrual) as for financial statements. The modified accrual basis of accounting recognizes revenues in the accounting period in which they become both measurable and available and it recognizes expenditures in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest and principal on long-term debt, which is recognized when due. The Special Revenue Funds and Capital Projects Funds adopt project-length budgets which do not correspond to the District's fiscal year and are not subject to Board approval. Following is a description of the District's funds.

FUNDS AND FUND TYPES

The district's accounting systems is organized and operated on a fund basis and account groups. In addition, the district budgets on an organizational unit basis within each fund. Each fund is considered a separate accounting entity. The operations of each fund are accounted for through a separate set of self-balancing accounts that are comprised of its assets, liabilities, fund equity, revenue and expenditures and/or expenses. Governmental resources are allocated and accounted in individual funds based upon the purposes for which spending activities are controlled.

Governmental Fund Types

Governmental funds are funds through which most of the District's functions are financed. Governmental fund reporting focuses primarily on the sources, uses, and balances of current financial resources and often has a budgetary orientation. Most of LISD funds are governmental, which include the general fund, special revenue funds, capital projects funds, and debt service funds. These funds follow the modified basis of accounting method in which revenues are recognized when they become both measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred. The district's funds are described below, and more detail in each fund is presented in the Financial Section of this document.

- **General Funds (appropriated)** – The General Fund is the primary operating fund of the District. The District accounts for financial resources used for general operations in this fund. It is a budgeted fund, and any fund balances are considered resources available for current operations. All general tax revenues and other receipts that are not allocated by law or contractual agreement to some other fund are accounted for in this fund. The General Fund consists of the General Operating Fund, Child Nutrition Program Fund, Science Lab. Fund, 2006 PFFCO Fund, and Athletics Fund.
- **Special Revenue Funds (not appropriated)** – The District uses these funds to account for resources restricted to, or designated for, specific purposes by a grantor. Federal and State financial assistance often is accounted for in a Special Revenue Fund. In many special revenue funds, unused balances are returned to the grantor at the close of specified projects periods. The District accounts for these funds on a project rather than on an annual basis and uses project accounting for them in order to maintain integrity for the various sources of funds. The District provides information to the Board of Trustees on all District grants, but they do not approve the budget for these funds.
- **Debt Service Fund (appropriated)** – The District accounts for revenues collected to pay interest on, and retire long-term debt – including bonds, long-term mortgage notes, etc. in the Debt Service Fund. The District approves an annual budget for this fund. The debt service fund is financed primarily through property taxes, these funds account for the accumulation of resources, payment of general long-term debt principal, interest, and related costs.
- **Capital Projects Funds (not appropriated)**– The district accounts for proceeds from long-term debt financing (including the sale of bonds), revenues and expenditures related to authorized construction and other capital asset acquisitions (except for any financed by proprietary funds or trust funds).. The Board reviews and approves the capital project budget.

EXPENDITURE FUNCTIONS

A function represents a general operational area in a school district and groups together related activities. Most school districts use all of the functions in the process of educating students or organizing the resources to educate students. For example, in order to provide the appropriate atmosphere for learning, school districts transport students to school, teach students, feed students and provide health services. Each of these activities is a function as

required by the Texas Education Agency (TEA) Financial Accountability System Resource Guide (FASRG) as of January 2010 (Update 14.0).

- **Instruction (Function 11)** - This function is used for activities that deal directly with the interaction between teachers and students. Teaching may be provided for students in a school classroom, in another location such as a home or hospital, and in other learning situations. It may also be provided through some other approved medium such as television, radio, telephone, telecommunications, multimedia and correspondence. This function includes expenditures for direct classroom instruction and other activities that deliver, enhance or direct the delivery of learning situations to students.
- **Instructional Resources and Media Services (Function 12)** - 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.
- **Curriculum Development and Instructional Staff Development (Function 13)** - This function is used for expenditures/expenses that are directly and exclusively used to aid instructional staff in planning, developing and evaluating the process of providing learning experiences for students. Expenditures include in-service training and other staff development for instructional or instructional-related personnel (Functions 11, 12 and 13) of the school district. This function also includes expenditures and expenses related to research and development activities that investigate, experiment, and/or follow-through with the development of new or modified instructional methods, techniques, procedures, services, etc.
- **Instructional Leadership (Function 21)** - This function is used for expenditures that are directly used for managing, directing, supervising, and providing leadership for staff who provide general and specific instructional services.
- **School Leadership (Function 23)** - This function is used for expenditures that are used to direct and manage a school campus. They include the activities performed by the principal, assistant principals and other assistants while they:
 - Supervise all operations of the campus
 - Evaluate staff members of the campus
 - Assign duties to staff members maintaining the records of the students on the campus
- **Guidance, Counseling and Evaluation Services (Function 31)** - This function is used for expenditures that are directly and exclusively used for assessing and testing students' abilities, aptitudes and interests; counseling students with respect to career and educational opportunities and helping them establish realistic goals. This function includes costs of psychological services, identification of individual characteristics, testing, educational counseling, student evaluation and occupational counseling.
- **Social Work Services (Function 32)** - This function is used for expenditures that are directly and exclusively used for activities such as:
 - Investigating and diagnosing student social needs arising out of the home, school or community
 - Casework and group work services for the child, parent or both
 - Interpreting the social needs of students for other staff members
 - Promoting modification of the circumstances surrounding the individual student which are related to his or her social needs.
- **Health Services (Function 33)** - This function is used for expenditures that are directly and exclusively used for providing physical health services which are not direct instruction. This includes activities that provide students with appropriate medical, dental and nursing services.
- **Student (Pupil) Transportation (Function 34)** - This function is used for expenditures that are incurred for transporting students to and from school.
- **Food Services – (Function 35)** - This function is used for food service operation expenditures, including the cost of food, labor, and other expenditures necessary for the preparation, transportation and storage of food to provide to students and staff. Expenditures are used directly and exclusively for supervision and maintenance of a food service operation.

- **Extracurricular Activities (Function 36)** - This function is used for expenditures for school-sponsored activities outside of the school day. These activities are generally designed to provide students with experiences such as motivation and the enjoyment and improvement of skills in either a competitive or noncompetitive setting. Extracurricular activities include athletics and other activities that normally involve competition between schools (and frequently involve offsetting gate receipts or fees such as football, baseball, volleyball, track and tennis). Other kinds of related activities are included (such as drill team, pep squad and cheerleading, University Interscholastic League competition such as one-act plays, speech, debate, band, Future Farmers of America (FFA), National Honor Society, etc.).
- **General Administration (Function 41)** - This function is for expenditures that are for purposes of managing or governing the school district as an overall entity. This function covers multiple activities that are not directly and exclusively used for costs applicable to specific functions. General administration is an indirect cost applicable to other expenditure functions of a school district.
- **Facilities Maintenance and Operations (Function 51)** - This function is used for expenditures for activities to keep the facilities and grounds open, clean, comfortable and in effective working condition and state of repair, and insured. This function is used to record expenditures for the maintenance and operation of the physical plant and grounds. This function also includes expenditures associated with warehousing and receiving services.
- **Security and Monitoring Services (Function 52)** - This function is used for expenditures that are for activities to keep student and staff surroundings safe, whether in transit to or from school, on a campus or participating in school-sponsored events at another location.
- **Data Processing Services (Function 53)** - This function is for expenditures for data processing services, whether in-house or contracted. Examples of Function 53 costs are costs for computer facility management, computer processing, systems development, analysis and design, and those interfacing costs associated with general types of technical assistance to data users. Specific types of applications include attendance accounting, grade reporting, financial accounting and human resources/personnel. 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. Costs associated with mainframe, minicomputers and networked or stand alone microcomputers that provide services to multiple functions are to be recorded here.
- **Community Services (Function 61)** - This function is used for expenditures that are for activities or purposes other than regular public education and adult basic education services. These types of expenditures are used for services or activities relating to the whole community or some segment of the community. This includes providing resources to non-public schools, institutions of higher education, and any proprietary types of services incurred for outside entities in the community.
- **Debt Service (Function 71)** - This function is used for expenditures that are for the retirement of recurring bond, capital lease principal, and other debt, related debt service fees, and for all debt interest. Note principal for short-term loans (one year or less in duration) is to be recorded in the liability account 2122, Notes Payable - Current Year.
- **Facilities Acquisition and Construction (Function 81)** - This function is used by school districts for expenditures that are for acquiring, equipping, and/or making additions to real property and sites, including lease and capital lease transactions.
- **Payments to Juvenile Justice Alternative Education Programs (Function 95)** - This function code is used for expenditures that are for the purpose of providing financial resources for Juvenile Justice Alternative Education Programs under Chapter 37, TEC. This function code is used to account for payments to other governmental entities in connection with students that are placed in discretionary or mandatory JJAEP settings.

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DISTRICT'S FUNDS STRUCTURE & FUND TYPES

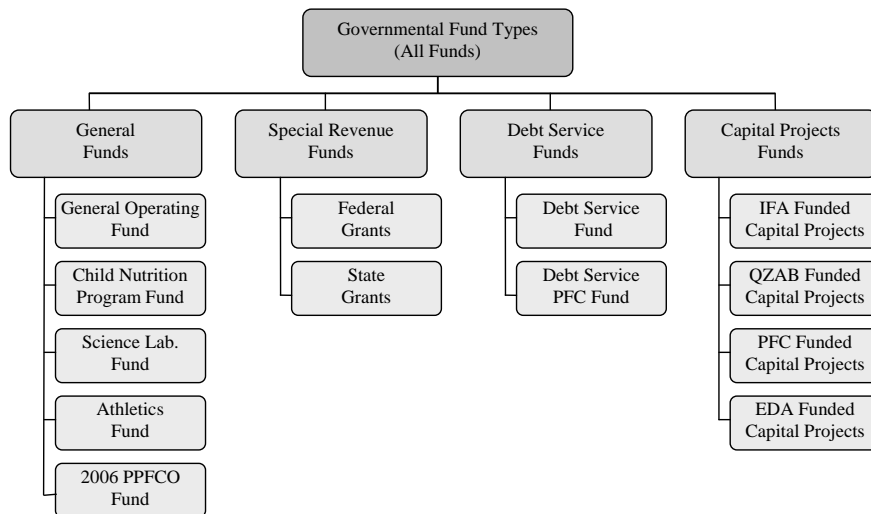
GOVERNMENTAL FUND TYPES

Governmental fund types for Texas school districts consist of four governmental fund groups (General, Special Revenue, Capital Projects and Debt Service) that account for the acquisition, use and balances of expendable financial resources and related liabilities as required by law or rule.

These funds follow the modified accrual basis of accounting method. Under this method, revenues are recognized when they become both measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred.

The following are the District's governmental funds:

- General Fund – The general fund typically serves as the chief operating fund of a government. The general fund is used to account for all financial resources except those required to be accounted for in another fund.
- Special Revenue Fund – A governmental fund type used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditures for specified purposes.
- Debt Service Fund – Governmental fund type used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.
- Capital Projects Fund – Fund type used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds.)

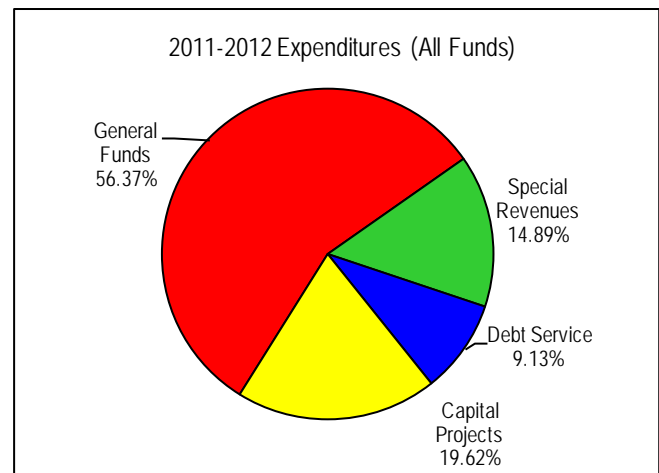
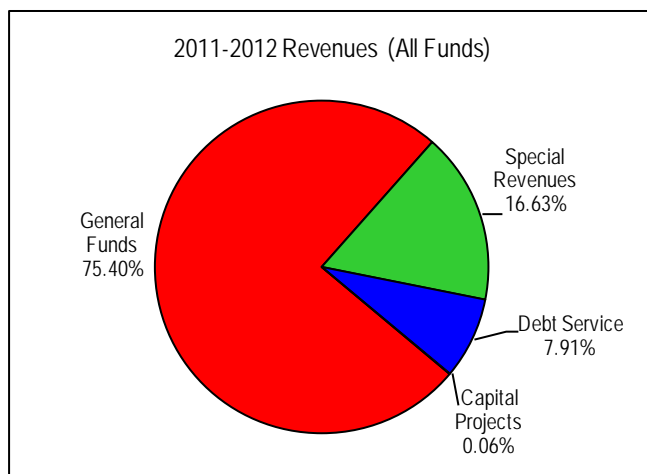


FIDUCIARY FUND TYPES

In addition to Governmental Funds, the District has one Fiduciary Fund which is not budgeted and is a non-major fund. It is classified as a Private Purpose Trust Fund and is used to account for assets held by the District in a trustee capacity, or as an agent for individuals, private organizations, other government units, and/or other funds. Examples of these funds are endowments received from individuals and/or organizations for specific purposes for which the principal and interest earned or revenue may be used. These are accounted for on the modified accrual basis.

LAREDO INDEPENDENT SCHOOL DISTRICT
GOVERNMENTAL FUNDS SELECTED ITEMS SUMMARY
FOR THE FISCAL YEAR ENDED AUGUST 31, 2012

	General Funds	Special Revenue Funds	Debt Service Fund	Capital Projects Funds	Total All Funds
Total Revenues	\$ 200,590,685	\$ 44,246,786	\$ 21,037,574	\$ 148,017	\$ 266,023,062
Total Expenditures	195,607,818	51,654,781	31,673,458	68,065,093	347,001,150
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	4,982,867	(7,407,995)	(10,635,884)	(67,917,076)	(80,978,088)
Total Other Financing Sources (Uses)	(3,746,260)	5,222,372	3,291,260	(4,767,372)	-
Fund Balance, Beginning	70,986,741	3,595,319	22,457,571	72,684,448	169,724,079
Fund Balance, Ending	\$ 72,223,348	\$ 1,409,696	\$ 15,112,948	\$ -	\$ 88,745,992



LAREDO INDEPENDENT SCHOOL DISTRICT
GOVERNMENTAL FUNDS - ALL FUND TYPES SUMMARY
FOR THE FISCAL YEAR ENDED AUGUST 31, 2012

Fund Description	Beginning Balance 9/1/11	Estimated Revenues	Appropriations	Transfers (Out)/In	Ending Balance 8/31/12
<i>General Funds:</i>					
101 Child Nutrition Program	\$ 4,443,407	\$ 16,154,976	\$ 16,154,976	\$ -	\$ 4,443,407
181 Athletic Fund	-	202,000	1,222,000	1,020,000	-
191 Science Laboratory Grant	67,598	-	67,598	-	-
196 2006 PPFCO	819,716	780	820,496	-	-
199 General Operating Fund and Edu Jobs Fund	65,656,020	184,232,929	177,342,748	(4,766,260)	67,779,941
Total General Funds	70,986,741	200,590,685	195,607,818	(3,746,260)	72,223,348
<i>Debt Service Funds:</i>					
511 Debt Service	21,983,746	17,623,858	26,944,428	2,063,829	14,727,005
512 Debt Service Public Facility Corporation (PFC)	473,825	3,413,716	4,729,030	1,227,431	385,942
Total Debt Service Funds	22,457,571	21,037,574	31,673,458	3,291,260	15,112,947
<i>Special Revenue Funds:</i>					
211 Title I, Part A - Improving Basic Program	-	15,270,859	15,270,859	-	-
212 Title I, Part C - Education of Migratory Children	-	305,968	305,968	-	-
224 IDEA - Part B Formula	-	4,122,190	4,122,190	-	-
225 IDEA - Part B Preschool	-	39,012	39,012	-	-
226 IDEA - Part B Discretionary (Deaf)	-	32,288	32,288	-	-
227 IDEA - Part B Formula (Deaf)	-	23,537	23,537	-	-
228 IDEA - Part B Preschool (Deaf)	-	4,981	4,981	-	-
242 Summer Feeding Program (TDA)	-	622,044	622,044	-	-
243 Technical Preparation	-	4,500	4,500	-	-
244 Career and Technical - Basic Grant	-	600,574	600,574	-	-
255 ESEA Title II Part A	-	2,365,913	2,365,913	-	-
263 English Language Acquisition and Enhancement	-	1,663,794	1,663,794	-	-
404 Student Success Initiative	-	53,029	53,029	-	-
411 Technology Allotment	1,719,611	-	811,704	-	907,907
429 Texas Crime Stoppers Program	-	10,000	10,000	-	-
435 Regional Day School for the Deaf	675,708	611,309	785,228	-	501,789
461 Campus Activity Funds	200,000	300,000	500,000	-	-
480 E-Rate	1,000,000	18,211,788	24,434,160	5,222,372	-
482 Dr. Hochman Grant	-	5,000	5,000	-	-
Total Special Revenue Funds:	3,595,319	44,246,786	51,654,781	5,222,372	1,409,696
<i>Facilities Allotment:</i>					
625 \$8 Million Bond - QZAB 1	451,576	1,273	452,849	-	-
626 \$8 Million Bond - QZAB 2	353,118	235	353,353	-	-
627 \$69 Million Bond - PFC	4,376,327	3,661	4,379,988	-	-
630 \$8 Million Bond - QZAB 3	559,406	325	559,731	-	-
695 \$60 Million Bond - 2005 Bond Series (EDA)	28,633,500	56,834	23,922,962	(4,767,372)	-
697 \$72 Million Bond - IFA 2	1,258,769	1,000	1,259,769	-	-
698 \$57 Million Bond - 2006 Bond Series (IFA)	36,374,822	84,114	36,458,936	-	-
699 \$72 Million Bond - IFA 1	676,930	575	677,505	-	-
Total Facilities Allotment:	72,684,448	148,017	68,065,093	(4,767,372)	-
Total Governmental Funds	\$ 169,724,079	\$ 266,023,062	\$ 347,001,150	\$ -	\$ 88,745,992

LAREDO INDEPENDENT SCHOOL DISTRICT

COMBINED STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - ALL GOVERNMENTAL FUNDS
FOR THE FISCAL YEAR ENDED AUGUST 31, 2012, WITH COMPARATIVE DATA FOR PRIOR YEARS

	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 PROJECTED	2011-2012 PROPOSED
Revenues					
Local, Intermediate, Out-of-State	\$ 41,245,037	\$ 38,661,871	\$ 36,949,478	\$ 32,971,792	\$ 28,509,240
State Program Revenues	184,991,900	191,976,650	188,180,115	180,325,727	172,685,855
Federal Program Revenues	42,033,462	47,376,232	55,373,810	57,591,893	64,827,967
Total Revenues	268,270,399	278,014,753	280,503,403	270,889,412	266,023,062
Expenditures by Function					
Instruction	124,574,273	132,562,305	136,926,181	135,562,674	127,109,798
Instructional Resources and Media Services	5,015,429	5,645,227	5,008,109	5,021,228	4,211,525
Curriculum and Instructional Staff Development	3,666,935	3,575,361	3,190,961	2,475,828	1,652,343
Instructional Administration	4,808,484	4,841,743	4,830,156	4,532,747	4,467,243
School Leadership	11,506,313	11,393,756	11,860,625	12,237,934	12,053,977
Guidance and Counseling Services	7,928,395	7,929,295	8,287,553	8,060,691	7,879,201
Social Work Services	1,873,824	1,635,270	1,547,337	1,564,653	1,415,183
Health Services	3,029,224	3,152,483	3,275,482	3,194,817	3,222,627
Student (Pupil) Transportation	3,780,477	3,337,594	3,379,725	4,334,672	3,496,865
Food Services	13,050,876	13,273,870	14,721,207	16,091,853	16,233,020
Co-curricular/Extracurricular Activities	3,407,484	3,669,811	3,978,069	4,035,986	3,937,625
General Administration	6,151,232	7,128,076	6,911,475	6,482,201	11,145,555
Plant Maintenance and Operations	20,672,806	21,452,133	21,033,887	22,517,543	24,436,317
Security and Monitoring Services	3,084,521	3,090,286	2,941,578	5,954,576	3,730,083
Data Processing Services	2,947,023	3,397,514	3,347,252	3,315,092	3,441,752
Community Services	1,307,924	1,343,308	1,490,764	1,765,635	1,269,938
Debt Service	30,470,951	31,147,360	26,104,790	25,928,537	31,733,835
Facilities Acquisition and Construction	34,907,736	18,227,796	18,230,801	27,863,033	85,473,263
Payments to Fiscal Agent/Mem	8,391	6,637	-	6,000	6,000
Juvenile Justice Alternative Education	163,153	85,320	85,320	85,000	85,000
Total Expenditures	282,355,449	276,895,145	277,151,272	291,030,700	347,001,150
Excess (Deficiency) of Revenues Over (Under) Expenditures	(14,085,050)	1,119,608	3,352,131	(20,141,288)	(80,978,088)
Other Financing Sources (Uses)					
Transfers In	5,438,945	8,369,938	5,794,197	7,041,835	9,533,632
Transfers Out	(5,438,945)	(8,369,938)	(5,794,197)	(7,041,835)	(9,533,632)
Proceeds	-	154,728	18,420,000	18,487,215	-
Premium on Issuance of Bonds	-	-	1,382,794	926,503	-
Redemption of Refunded Bonds	-	-	(19,771,368)	(19,062,461)	-
Total Other Financing Sources (Uses)	-	154,728	31,426	351,257	-
Net Changes in Fund Balance	(14,085,050)	1,274,336	3,383,557	(19,790,031)	(80,978,088)
Fund Balance, Beginning	199,554,724	184,942,224	186,155,283	189,538,843	169,724,079
Adjustment to Fund Balance	(527,449)	(61,277)	-	(24,732)	-
Fund Balance, Ending	\$ 184,942,224	\$ 186,155,283	\$ 189,538,843	\$ 169,724,079	\$ 88,745,992

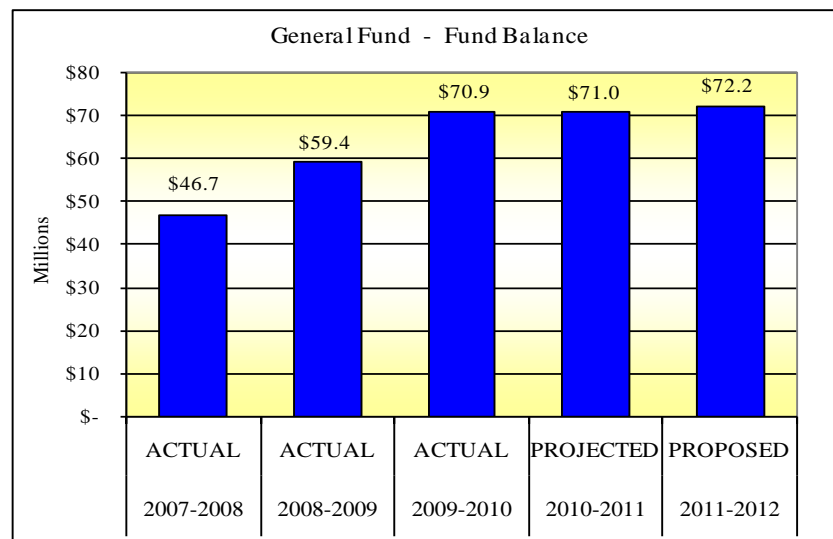
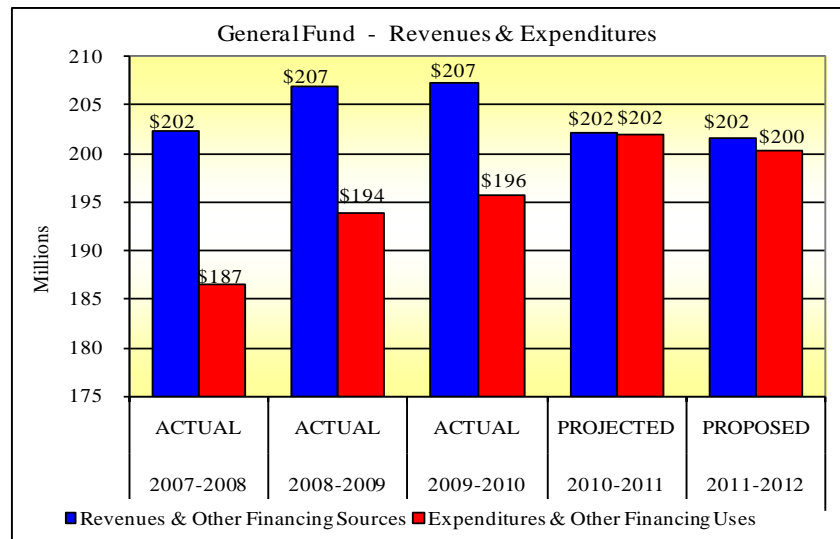
GENERAL FUND

The General Fund is a governmental fund with budgetary control which is used to show transactions resulting from operations of on-going organizations and activities from a variety of revenue sources for which fund balance is controlled by and retained for the use of the local education agency. The general fund utilizes the modified accrual basis of accounting.

The General Fund is the primary operating fund of the District. The District accounts for financial resources used for general operations in this fund. It is a budgeted fund, and any fund balances are considered resources available for current operations. All general tax revenues and other receipts that are not allocated by law or contractual agreement to some other fund are accounted for in this fund.

The General Fund consists of:

- General Operating Fund,
- Child Nutrition Program Fund,
- Athletics Fund,
- Science Laboratory Grant Program Fund, and
- 2006 PPFCO Fund.



LAREDO INDEPENDENT SCHOOL DISTRICT
 COMBINED SCHEDULE OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - GENERAL FUNDS (100s)
 FOR THE FISCAL YEAR ENDED AUGUST 31, 2012

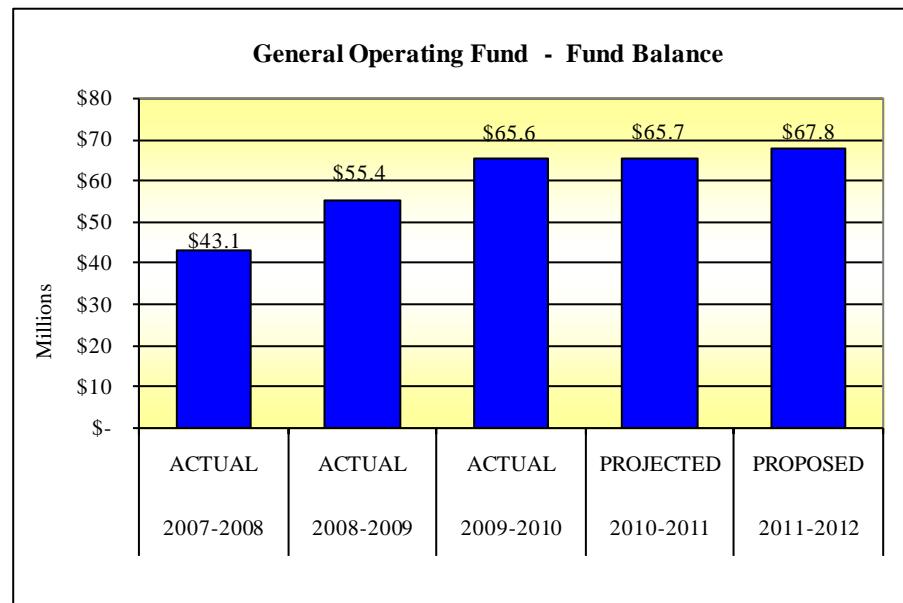
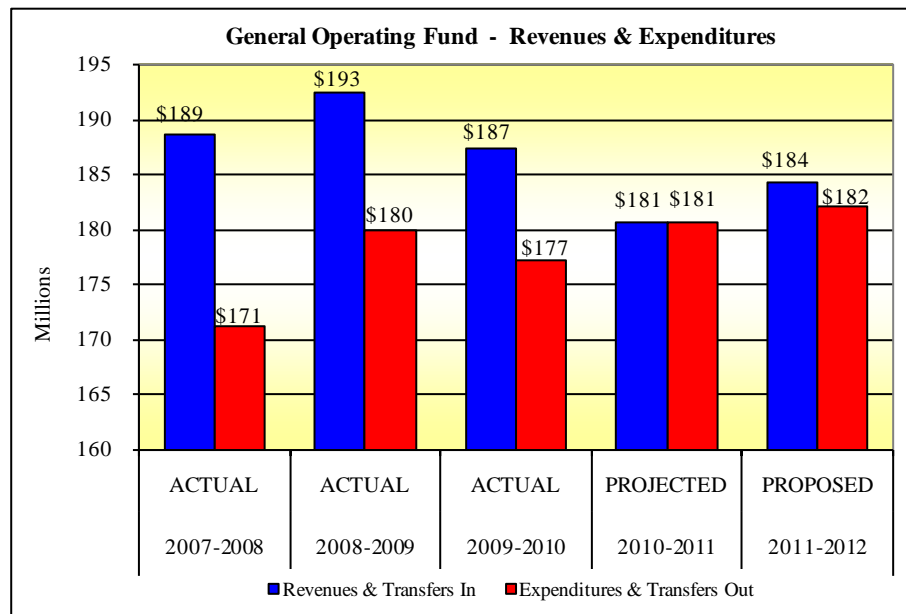
	101 Child Nutrition Program	181 Athletics	191 Science Laboratory	196 2006 PPFCO	199 & 287 General Operating & Edu Jobs	TOTAL General Funds
Revenues						
Local Sources	\$ 393,604	\$ 202,000	\$ -	\$ 780	\$ 22,405,678	\$ 23,002,062
State Sources	101,739	-	-	-	155,926,365	156,028,104
Federal Sources	15,659,633	-	-	-	5,900,886	21,560,519
Total Revenues	16,154,976	202,000	-	780	184,232,929	200,590,685
Expenditures by Function						
Instruction	-	-	-	311,283	106,808,617	107,119,900
Instructional Resources and Media Services	-	-	-	2,623	4,055,924	4,058,547
Curriculum Devpt. and Instructional Staff Devpt.	-	-	-	-	744,638	744,638
Instructional Leadership	-	-	-	-	3,306,753	3,306,753
School Leadership	-	-	-	9	11,673,478	11,673,487
Guidance, Counseling, and Evaluation Services	-	-	-	12	6,152,767	6,152,779
Social Work Services	-	-	-	4,950	1,408,233	1,413,183
Health Services	-	-	-	25,212	1,759,206	1,784,418
Student (Pupil) Transportation	-	-	-	6,822	3,490,043	3,496,865
Food Services	15,622,976	-	-	-	-	15,622,976
Cocurricular/Extracurricular Activities	-	1,200,950	-	10,832	2,702,843	3,914,625
General Administration	-	-	-	159,760	6,264,167	6,423,927
Plant Maintenance and Operations	532,000	21,050	-	27,051	21,880,013	22,460,114
Security and Monitoring Services	-	-	-	211,565	3,518,518	3,730,083
Data Processing Services	-	-	-	-	3,181,630	3,181,630
Community Services	-	-	-	-	243,018	243,018
Debt Service	-	-	-	60,377	-	60,377
Facilities Acquisition and Construction	-	-	67,598	-	67,900	135,498
Juvenile Justice Alternative Education Program	-	-	-	-	85,000	85,000
Total Expenditures	16,154,976	1,222,000	67,598	820,496	177,342,748	195,607,818
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	-	(1,020,000)	(67,598)	(819,716)	6,890,181	4,982,867
Other Financing Sources (Uses)						
Transfers In	-	1,020,000	-	-	-	1,020,000
Transfers Out	-	-	-	-	(4,766,260)	(4,766,260)
Total Other Financing Sources (Uses)	-	1,020,000	-	-	(4,766,260)	(3,746,260)
Net Changes in Fund Balances	-	-	(67,598)	(819,716)	2,123,921	1,236,607
Fund Balance, Beginning	4,443,407	-	67,598	819,716	65,656,020	70,986,741
Fund Balance, Ending	\$ 4,443,407	\$ -	\$ -	\$ -	\$ 67,779,941	\$ 72,223,348

LAREDO INDEPENDENT SCHOOL DISTRICT
 COMBINED STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - GENERAL FUNDS (100s)
 FOR THE FISCAL YEAR ENDED AUGUST 31, 2012, WITH COMPARATIVE DATA FOR PRIOR YEARS

	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 PROJECTED	2011-2012 PROPOSED
Revenues					
Local Sources	\$ 27,936,801	\$ 27,052,826	\$ 25,628,648	\$ 24,221,368	\$ 23,002,062
State Sources	160,249,242	165,146,056	164,000,310	157,414,762	156,028,104
Federal Sources	13,527,528	13,716,013	16,487,419	19,352,168	21,560,519
Total Revenues	201,713,571	205,914,895	206,116,377	200,988,298	200,590,685
Expenditures by Function					
Instruction	98,112,857	100,251,760	100,576,071	101,630,800	107,119,900
Instructional Resources and Media Services	4,552,704	4,970,672	4,488,160	4,625,564	4,058,547
Curriculum Devpt. and Instructional Staff Devpt.	447,699	549,363	857,338	684,398	744,638
Instructional Leadership	3,214,920	3,375,142	3,586,559	3,517,751	3,306,753
School Leadership	11,383,093	11,242,761	11,643,755	11,771,217	11,673,487
Guidance, Counseling, and Evaluation Services	6,373,318	6,562,487	7,048,743	7,138,441	6,152,779
Social Work Services	1,686,067	1,605,254	1,522,109	1,553,827	1,413,183
Health Services	1,676,180	1,673,674	1,809,884	1,780,882	1,784,418
Student (Pupil) Transportation	3,760,467	3,336,765	3,123,725	3,283,514	3,496,865
Food Services	12,291,079	12,558,692	14,025,451	15,621,103	15,622,976
Cocurricular/Extracurricular Activities	3,376,574	3,654,326	3,742,014	3,781,649	3,914,625
General Administration	6,020,367	6,641,998	6,336,638	6,308,612	6,423,927
Plant Maintenance and Operations	20,235,334	20,960,035	20,673,694	21,999,270	22,460,114
Security and Monitoring Services	3,080,340	3,073,786	2,918,897	3,479,952	3,730,083
Data Processing Services	2,663,427	3,155,608	3,100,548	3,033,365	3,181,630
Community Services	339,793	308,108	208,159	231,356	243,018
Debt Service	1,600,895	3,702,328	-	-	60,377
Facilities Acquisition and Construction	188,456	75,564	3,035,617	4,404,078	135,498
Juvenile Justice Alternative Education Program	163,153	85,320	85,320	85,000	85,000
Total Expenditures	181,166,722	187,783,643	188,782,682	194,930,779	195,607,818
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	20,546,849	18,131,252	17,333,695	6,057,519	4,982,867
Other Financing Sources (Uses)					
Transfers In	663,077	877,824	1,135,970	1,020,000	1,020,000
Transfers Out	(5,431,006)	(6,155,178)	(6,960,655)	(7,041,835)	(4,766,260)
Proceeds	-	154,728	-	72,215	-
Total Other Financing Sources (Uses)	(4,767,929)	(5,122,626)	(5,824,685)	(5,949,620)	(3,746,260)
Net Changes in Fund Balances	15,778,920	13,008,626	11,509,010	107,899	1,236,607
Fund Balance, Beginning	30,884,085	46,663,006	59,369,830	70,878,843	70,986,741
Adjustment to Fund Balance	-	(301,802)	-	-	-
Fund Balance, Ending	\$ 46,663,006	\$ 59,369,830	\$ 70,878,843	\$ 70,986,741	\$ 72,223,348

GENERAL OPERATING FUND

This classification must be used to account for funds in which the local governing board designates. The local governing board has wide discretion in their use as provided by law. This fund usually includes transactions as a result of revenues from local maintenance taxes, payments in lieu of taxes, foundation entitlements, State and County available and other Foundation School Program sources which are not identified on warrants for foundation entitlements.



LAREDO INDEPENDENT SCHOOL DISTRICT

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - GENERAL OPERATING FUND (199) & EDU JOBS FUND (287)

FOR THE FISCAL YEAR ENDED AUGUST 31, 2012, WITH COMPARATIVE DATA FOR PRIOR YEARS

	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 PROJECTED	2011-2012 PROPOSED
Revenues					
Local Sources	\$ 27,194,093	\$ 26,393,397	\$ 25,015,415	\$ 23,696,723	\$ 22,405,678
State Sources	160,146,237	165,044,818	160,894,543	153,137,990	155,926,365
Federal Sources	1,260,852	910,180	1,329,340	3,782,404	5,900,886
Total Revenues	188,601,182	192,348,395	187,239,298	180,617,117	184,232,929
Expenditures by Function					
Instruction	97,258,938	100,082,105	100,326,649	101,561,235	106,808,617
Instructional Resources and Media Services	4,552,704	4,970,672	4,488,160	4,625,564	4,055,924
Curriculum Devpt. and Instructional Staff Devpt.	447,699	549,363	857,338	684,398	744,638
Instructional Leadership	3,214,920	3,375,142	3,586,559	3,517,751	3,306,753
School Leadership	11,383,093	11,242,761	11,643,755	11,771,217	11,673,478
Guidance, Counseling, and Evaluation Services	6,373,318	6,562,487	7,048,743	7,138,441	6,152,767
Social Work Services	1,686,067	1,605,254	1,522,109	1,553,827	1,408,233
Health Services	1,676,180	1,673,674	1,809,884	1,780,882	1,759,206
Student (Pupil) Transportation	3,760,467	3,336,765	3,123,725	3,283,514	3,490,043
Cocurricular/Extracurricular Activities	2,527,485	2,582,171	2,630,165	2,620,211	2,702,843
General Administration	6,008,866	6,633,103	6,326,306	6,308,612	6,264,167
Plant Maintenance and Operations	19,815,860	20,740,758	20,498,119	21,835,104	21,880,013
Security and Monitoring Services	3,063,198	3,073,786	2,906,731	3,329,455	3,518,518
Data Processing Services	2,663,427	3,155,608	3,100,548	3,033,365	3,181,630
Community Services	339,793	308,108	208,159	231,356	243,018
Debt Service	692,788	3,702,328	-	-	-
Facilities Acquisition and Construction	188,456	75,565	30,583	272,590	67,900
Juvenile Justice Alternative Education Program	163,153	85,320	85,320	85,000	85,000
Total Expenditures	165,816,410	173,754,970	170,192,853	173,632,522	177,342,748
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	22,784,772	18,593,425	17,046,445	6,984,595	6,890,181
Other Financing Sources (Uses)					
Transfers In	-	-	145,546	-	-
Transfers Out	(5,431,006)	(6,154,854)	(6,960,655)	(7,041,835)	(4,766,260)
Proceeds	-	154,728	-	72,215	-
Total Other Financing Sources (Uses)	(5,431,006)	(6,000,126)	(6,815,109)	(6,969,620)	(4,766,260)
Net Changes in Fund Balances	17,353,766	12,593,299	10,231,336	14,975	2,123,921
Fund Balance, Beginning	25,764,443	43,118,208	55,409,709	65,641,045	65,656,020
Adjustment to Fund Balance	-	(301,798)	-	-	-
Fund Balance, Ending	\$ 43,118,208	\$ 55,409,709	\$ 65,641,045	\$ 65,656,020	\$ 67,779,941
Fund Balance Recap					
Nonspendable Fund Balance	\$ 411,727	\$ 433,859	\$ 480,627	\$ 490,000	\$ 490,000
Restricted Fund Balance	9,936,133	10,708,581	11,104,927	10,575,885	10,650,885
Committed Fund Balance	265,663	370,679	120,438	360,000	360,000
Unassigned Fund Balance	32,504,685	43,896,590	53,935,053	54,230,135	56,279,056
Fund Balance, Ending	\$ 43,118,208	\$ 55,409,709	\$ 65,641,045	\$ 65,656,020	\$ 67,779,941

LAREDO INDEPENDENT SCHOOL DISTRICT
 STATEMENT OF REVENUES - GENERAL OPERATING FUND (199) AND EDU JOBS FUND (287)
 FOR THE FISCAL YEAR ENDED AUGUST 31, 2012, WITH COMPARATIVE DATA FOR PRIOR YEARS

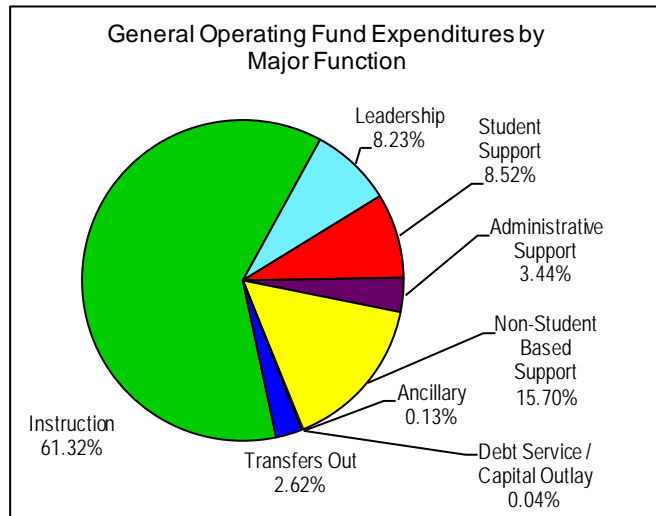
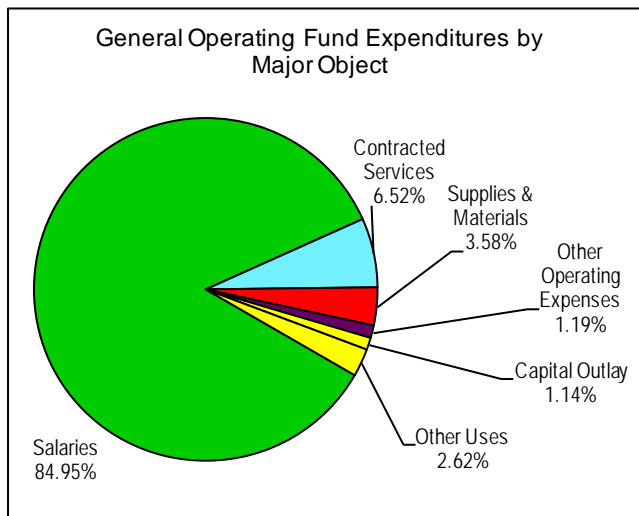
	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 PROJECTED	2011-2012 PROPOSED
Local Sources:					
Current Year Taxes	\$ 20,319,534	\$ 21,217,564	\$ 21,327,521	\$ 21,500,000	\$ 20,950,628
Current Year Discount	-	(242,688)	(312,417)	(326,331)	(335,210)
Delinquent Levy (Taxes, Prior Years)	764,093	689,707	907,512	720,000	780,000
Penalties, Interest, and Other Tax Revenues	637,646	633,957	699,888	630,580	525,760
Sale of WADA to Other School Districts	5,051	-	-	-	-
Summer School Tuition	-	4,350	2,850	-	-
Earnings from Temporary Deposits and Investments	2,288,018	1,215,988	372,266	236,000	107,000
Rent Revenue	10,372	1,783	1,073	3,500	-
Gifts & Bequests	34,893	847,559	500	-	-
Insurance Recovery	29,641	1,010	128,933	1,884	-
Other Revenues from Local Sources	964,661	587,231	430,168	414,200	377,500
County Education District	-	8,895	-	-	-
Miscellaneous Revenues from Intermediate Sources	1,335,726	975,541	1,123,192	303,133	-
Permanent School Fund	804,458	452,500	333,929	213,757	-
Total Local Sources	27,194,093	26,393,397	25,015,415	23,696,723	22,405,678
State Sources:					
Available School Foundation	6,240,138	5,773,791	2,940,994	7,396,074	5,526,242
Foundation	146,083,463	150,560,857	147,692,125	136,775,280	140,856,123
Foundation-NIFA	-	504,425	136,185	-	-
Foundation - High School Allotment	-	-	1,515,987	-	-
Indirect Cost	-	-	67,191	46,250	50,000
Other State Program Revenues	-	-	17	14	-
TEA State Prog Revenues	37,224	41,242	34,716	67,198	20,000
TRS on Behalf Benefit	7,785,412	8,164,503	8,507,328	8,853,174	9,474,000
Total State Sources	160,146,237	165,044,818	160,894,543	153,137,990	155,926,365
Federal Sources:					
Indirect Costs Special Revenues	399,771	477,497	513,873	325,000	355,000
ROTC Salaries	149,261	146,352	173,902	178,000	170,000
TEA Federal Revenues	53,163	48,535	-	-	4,300,886
Medicaid Reimbursement (SHARS)	621,747	166,850	266,545	2,912,014	800,000
Prior Year Medicaid Reimbursement	-	-	228,213	316,086	175,000
MAC Program	36,910	70,946	146,807	51,304	100,000
Total Federal Sources	1,260,852	910,180	1,329,340	3,782,404	5,900,886
Total Revenues	\$ 188,601,182	\$ 192,348,395	\$ 187,239,298	\$ 180,617,117	\$ 184,232,929

LAREDO INDEPENDENT SCHOOL DISTRICT

EXPENDITURES BY FUNCTION AND MAJOR OBJECT - GENERAL OPERATING FUND (199) AND EDU JOBS GRANTS (287)

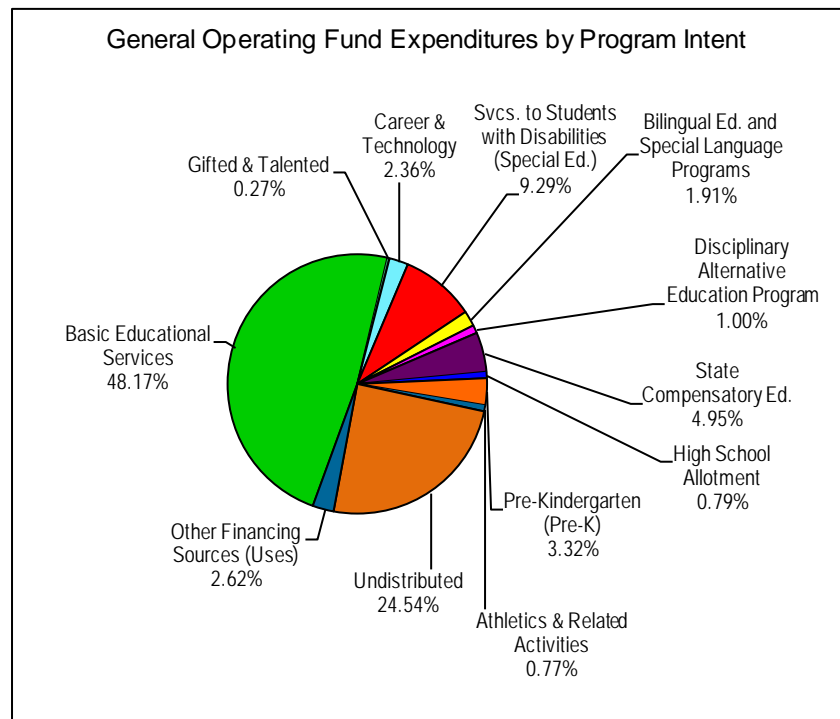
FOR THE FISCAL YEAR ENDED AUGUST 31, 2012

Function	Salaries 6100	Contracted Services 6200	Supplies & Materials 6300	Other Operating Expenses 6400	Capital Outlay 6600	Other Uses 8900	Function Totals
11 Instruction	\$ 100,151,218	\$ 1,159,983	\$ 3,636,754	\$ 348,490	\$ 1,512,172	\$ -	\$ 106,808,617
12 Instructional Resources and Media Svcs.	3,514,416	90,218	395,342	38,987	16,961	-	4,055,924
13 Curriculum and Instructional Staff Devpt.	376,558	111,780	23,500	232,800	-	-	744,638
21 Instructional Leadership	3,027,969	30,909	156,455	66,720	24,700	-	3,306,753
23 School Leadership	11,477,827	6,400	85,358	48,949	54,944	-	11,673,478
31 Guidance, Counseling, and Evaluation	6,063,029	29,498	30,300	26,750	3,190	-	6,152,767
32 Social Work Services	1,303,929	22,700	21,924	57,030	2,650	-	1,408,233
33 Health Services	1,662,871	31,650	62,810	1,875	-	-	1,759,206
34 Student (Pupil) Transportation	3,040,343	72,300	595,900	(233,500)	15,000	-	3,490,043
36 Cocurricular/Extracurricular Activities	2,315,658	10,807	54,997	321,381	-	-	2,702,843
41 General Administration	4,477,456	1,139,737	190,905	451,569	4,500	-	6,264,167
51 Plant Maintenance and Operations	11,171,368	8,675,347	1,059,995	767,266	206,037	-	21,880,013
52 Security and Monitoring Services	3,411,408	9,800	72,650	8,160	16,500	-	3,518,518
53 Data Processing Services	2,489,888	403,802	111,683	17,299	158,958	-	3,181,630
61 Community Services	209,968	1,000	20,000	12,050	-	-	243,018
81 Facilities Acquisition and Construction	-	-	-	-	67,900	-	67,900
95 Juvenile Justice Alternative Ed. Prog.	-	85,000	-	-	-	-	85,000
00 Other Financing Sources (Uses)	-	-	-	-	-	4,766,260	4,766,260
Major Object Totals	\$ 154,693,906	\$ 11,880,931	\$ 6,518,573	\$ 2,165,826	\$ 2,083,512	\$ 4,766,260	\$ 182,109,008



LAREDO INDEPENDENT SCHOOL DISTRICT
EXPENDITURES BY PROGRAM AND MAJOR OBJECT - GENERAL OPERATING FUND (199) AND EDU JOBS GRANTS (287)
FOR THE FISCAL YEAR ENDED AUGUST 31, 2012

Program		Salaries 6100	Contracted Services 6200	Supplies & Materials 6300	Other Operating Expenses 6400	Debt Service 6500	Capital Outlay 6600	Other Uses 8900	Program Intent Totals
11	Basic Educational Services	\$ 84,183,008	\$ 677,073	\$ 1,251,400	\$ 386,682	\$ -	\$ 1,229,441	\$ -	\$ 87,727,604
21	Gifted & Talented	450,334	1,184	34,070	5,200	-	1,500	-	492,288
22	Career & Technology	4,143,419	7,518	125,823	22,786	-	-	-	4,299,546
23	Svcs. to Students with Disabilities (Special Ed.)	16,778,819	24,992	100,457	4,985	-	12,950	-	16,922,203
25	Bilingual Ed. and Special Language Programs	2,441,556	11,600	894,470	101,037	-	33,304	-	3,481,967
28	Accelerated Instruction	1,510,844	67,571	83,440	17,700	-	142,007	-	1,821,562
30	State Compensatory Ed.	6,944,187	74,366	1,672,032	164,812	-	152,985	-	9,008,382
31	High School Allotment	873,000	501,000	52,000	14,597	-	-	-	1,440,597
32	Pre-Kindergarten (Pre-K)	6,052,218	-	-	-	-	-	-	6,052,218
91	Athletics & Related Activities	1,389,263	4,200	10,897	2,100	-	2,000	-	1,408,460
99	Undistributed	29,927,258	10,511,427	2,293,984	1,445,927	-	509,325	-	44,687,921
00	Other Financing Sources (Uses)	-	-	-	-	-	-	4,766,260	4,766,260
Major Object Totals		\$ 154,693,906	\$ 11,880,931	\$ 6,518,573	\$ 2,165,826	\$ -	\$ 2,083,512	\$ 4,766,260	\$ 182,109,008



CHILD NUTRITION PROGRAM FUND

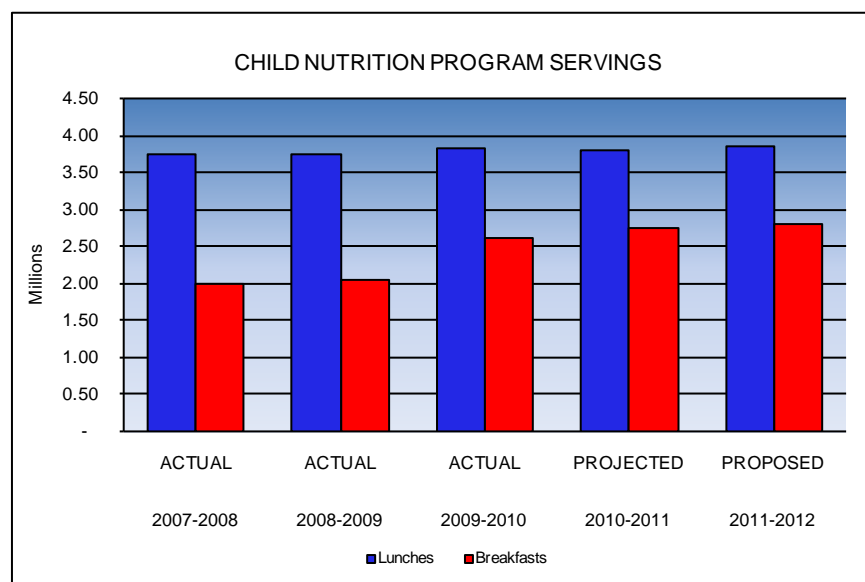
A Child Nutrition Program Fund is accounted for as part of the Operating Fund. The District adopted Provision II, which allows all students to obtain a free meal. This fund utilizes the modified accrual basis of accounting and budgeting. An annual budget is approved by the Board in order to comply with T.E.A. requirements.

Major Revenues: The Child Nutrition Program Fund major revenue source comes from the National School Lunch Program. For 2011-2012, the district budgeted \$15,659,633 for this revenue source. The revenue is generated based on the number of meals served to children who qualify for a free or reduced meal.

Major Expenditures: The major expenditures for this program are the purchase of food item and personnel cost. For 2011-2012, the district budgeted \$6,490,357 and \$6,891,978 respectively.

FOOD SERVICE STATISTICS

	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 PROJECTED	2011-2012 PROPOSED	FY 2011 % CHANGE
LUNCHES						
Regular	227,137	227,121	232,585	231,936	234,255	1%
Reduced	266,598	266,580	272,993	272,231	274,953	1%
Free	3,167,272	3,180,269	3,256,782	3,247,687	3,280,164	1%
Paying	76,675	73,575	65,631	57,170	57,742	1%
Total	3,737,682	3,747,545	3,827,991	3,809,024	3,847,114	1%
BREAKFASTS						
Regular	80,066	82,350	105,130	110,009	111,659	1%
Reduced	98,174	104,431	133,319	139,506	141,599	1%
Free	1,789,194	1,847,008	2,357,925	2,467,364	2,504,374	1%
Paying	30,884	27,028	29,071	34,693	35,213	1%
Total	1,998,318	2,060,817	2,625,445	2,751,572	2,792,846	1%
TOTAL	5,736,000	5,808,362	6,453,436	6,560,596	6,639,960	1%

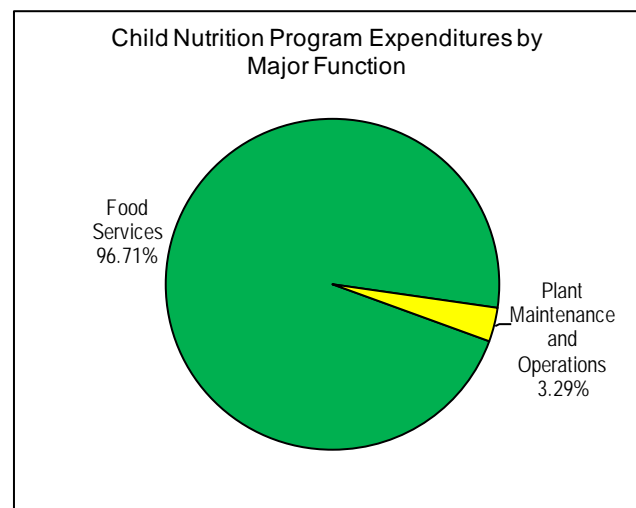
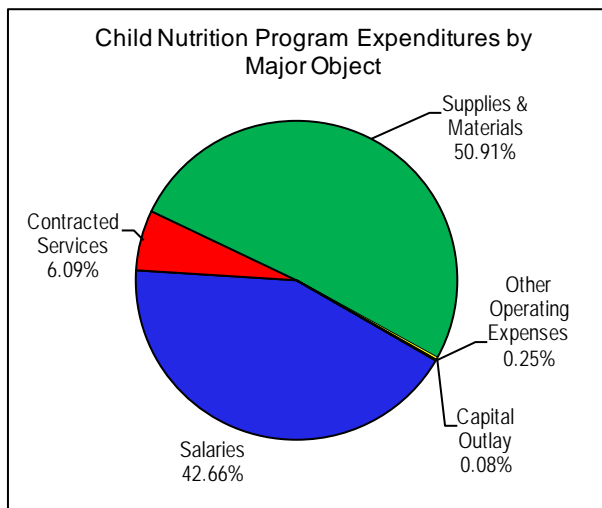


LAREDO INDEPENDENT SCHOOL DISTRICT
 STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - CHILD NUTRITION PROGRAM (101)
 FOR THE FISCAL YEAR ENDED AUGUST 31, 2012, WITH COMPARATIVE DATA FOR PRIOR YEARS

	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 PROJECTED	2011-2012 PROPOSED
Revenues					
Local Sources	\$ 417,760	\$ 424,307	\$ 430,218	\$ 365,146	\$ 393,604
State Sources	103,005	101,239	100,732	96,606	101,739
Federal Sources	12,266,676	12,805,834	15,158,079	15,569,764	15,659,633
Total Revenues	12,787,441	13,331,380	15,689,029	16,031,516	16,154,976
Expenditures by Function					
Food Services	11,821,501	12,474,853	14,025,451	15,621,103	15,622,976
Plant Maintenance and Operations	285,274	205,304	142,294	145,166	532,000
Security and Monitoring Services	17,142	-	-	-	-
Debt Service	830,645	-	-	-	-
Total Expenditures	12,954,562	12,680,157	14,167,745	15,766,269	16,154,976
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	(167,121)	651,223	1,521,284	265,247	-
Other Financing Sources (Uses)					
Transfers Out	-	(324)	-	-	-
Total Other Financing Sources (Uses)	-	(324)	-	-	-
Net Changes in Fund Balances	(167,121)	650,899	1,521,284	265,247	-
Fund Balance, Beginning	2,173,098	2,005,977	2,656,876	4,178,160	4,443,407
Fund Balance, Ending	\$ 2,005,977	\$ 2,656,876	\$ 4,178,160	\$ 4,443,407	\$ 4,443,407

LAREDO INDEPENDENT SCHOOL DISTRICT
 EXPENDITURES BY FUNCTION AND MAJOR OBJECT - CHILD NUTRITION PROGRAM FUND (101)
 FOR THE FISCAL YEAR ENDED AUGUST 31, 2012

Function		Salaries 6100	Contracted Services 6200	Supplies & Materials 6300	Other Operating Expenses 6400	Debt Service 6500	Capital Outlay 6600	Other Uses 8900	Function Totals
35	Food Services	\$ 6,891,978	\$ 482,195	\$ 8,195,155	\$ 40,248	\$ -	\$ 13,400	\$ -	\$ 15,622,976
51	Plant Maintenance and Operations	-	502,000	30,000	-	-	-	-	532,000
Major Object Totals		\$ 6,891,978	\$ 984,195	\$ 8,225,155	\$ 40,248	\$ -	\$ 13,400	\$ -	\$ 16,154,976



ATHLETICS FUND

This fund accounts for expenditures associated with all sports programs at the middle school and high school levels. The current programs available for our student athletes include: football, volleyball, cross-country, tennis, basketball, soccer, track & field, golf, baseball, softball, and power-lifting. The current funding allotment for a particular sports program is dependent on the number of participants which compete, and the variable cost of their equipment.

Major Revenues: The major source of revenue for the Athletics Fund is the gate receipts. The projected income for 2010-2011 is \$202,000.

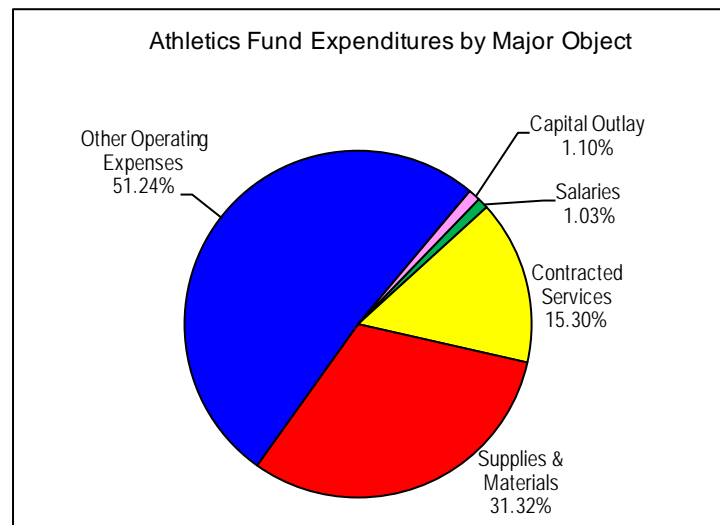
Major Expenditures: Most of the expenditures are for other operating expenses and general supplies. The total projected expenditures for 2010-2011 is \$1,222,000.

LAREDO INDEPENDENT SCHOOL DISTRICT
 STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - ATHLETICS FUND (181)
 FOR THE FISCAL YEAR ENDED AUGUST 31, 2012, WITH COMPARATIVE DATA FOR PRIOR YEARS

	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 PROJECTED	2011-2012 PROPOSED
Revenues					
Local Sources	\$ 201,994	\$ 208,305	\$ 154,706	\$ 155,000	\$ 202,000
State Sources	-	-	-	-	-
Federal Sources	-	-	-	-	-
Total Revenues	201,994	208,305	154,706	155,000	202,000
Expenditures by Function					
Cocurricular/Extracurricular Activities	849,089	1,072,155	1,111,849	1,156,000	1,200,950
Plant Maintenance and Operations	15,982	13,974	33,281	19,000	21,050
Total Expenditures	865,071	1,086,129	1,145,130	1,175,000	1,222,000
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	(663,077)	(877,824)	(990,424)	(1,020,000)	(1,020,000)
Other Financing Sources (Uses)					
Transfers In	663,077	877,824	990,424	1,020,000	1,020,000
Total Other Financing Sources (Uses)	663,077	877,824	990,424	1,020,000	1,020,000
Net Changes in Fund Balances	-	-	-	-	-
Fund Balance, Beginning	-	-	-	-	-
Fund Balance, Ending	\$ -	\$ -	\$ -	\$ -	\$ -

LAREDO INDEPENDENT SCHOOL DISTRICT
 EXPENDITURES BY FUNCTION AND MAJOR OBJECT - ATHLETICS FUND (181)
 FOR THE FISCAL YEAR ENDED AUGUST 31, 2012

Function		Salaries 6100	Contracted Services 6200	Supplies & Materials 6300	Other Operating Expenses 6400	Debt Service 6500	Capital Outlay 6600	Other Uses 8900	Function Totals
36	Cocurricular/Extracurricular Activities	\$ 12,600	\$ 186,050	\$ 364,104	\$ 626,196	\$ -	\$ 12,000	\$ -	\$ 1,200,950
51	Plant Maintenance and Operations	-	900	18,650	-	-	1,500	-	21,050
Major Object Totals		\$ 12,600	\$ 186,950	\$ 382,754	\$ 626,196	\$ -	\$ 13,500	\$ -	\$ 1,222,000



SCIENCE LABORATORY GRANT PROGRAM FUND

The Science Laboratory Grant Program Fund accounts for \$7,185,200 received on June 17, 2009. Proceeds from the grant will be used for the construction of science laboratories at:

- Martin High School (11)
- Nixon High School (5)
- Cigarroa High School (6)

LAREDO INDEPENDENT SCHOOL DISTRICT

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - SCIENCE LABORATORY GRANT PROGRAM FUND (191)

FOR THE FISCAL YEAR ENDED AUGUST 31, 2012, WITH COMPARATIVE DATA FOR PRIOR YEARS

	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 PROJECTED	2011-2012 PROPOSED
Revenues					
Local Sources	\$ -	\$ 322	\$ 15,501	\$ 3,097	\$ -
State Sources	-	-	3,005,034	4,180,166	-
Federal Sources	-	-	-	-	-
Total Revenues	-	322	3,020,535	4,183,263	-
Expenditures by Function					
Facilities Acquisition and Construction	-	-	3,005,034	4,131,488	67,598
Total Expenditures	-	-	3,005,034	4,131,488	67,598
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	-	322	15,501	51,775	(67,598)
Net Changes in Fund Balances	-	322	15,501	51,775	(67,598)
Fund Balance, Beginning	-	-	322	15,823	67,598
Fund Balance, Ending	\$ -	\$ 322	\$ 15,823	\$ 67,598	\$ -

2006 PPFCO FUND

The 2006 Public Property Financial Corporation Obligation (PPFCO) Fund accounts for a loan of \$6,000,000 issued on July 13, 2006. Proceeds from the sale of the obligations will be used for the:

- Purchase of band and orchestra instruments,
- Purchase of computer and electronic equipment,
- Purchase of school vehicles and trucks, and
- Payment of the issuance costs of the obligations.

LAREDO INDEPENDENT SCHOOL DISTRICT
 STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - 2006 PPFCO FUND (196)
 FOR THE FISCAL YEAR ENDED AUGUST 31, 2012, WITH COMPARATIVE DATA FOR PRIOR YEARS

	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 PROJECTED	2011-2012 PROPOSED
Revenues					
Local Sources	\$ 84,986	\$ 15,832	\$ 2,476	\$ 1,402	\$ 780
State Sources	-	-	-	- 0	-
Federal Sources	-	-	-	-	-
Total Revenues	84,986	15,832	2,476	1,402	780
Expenditures by Function					
Instruction	853,919	169,655	249,422	69,565	311,283
Instructional Resources and Media Services	-	-	-	-	2,623
School Leadership	-	-	-	-	9
Guidance, Counseling, and Evaluation Services	-	-	-	-	12
Social Work Services	-	-	-	-	4,950
Health Services	-	-	-	-	25,212
Student (Pupil) Transportation	-	-	-	-	6,822
Cocurricular/Extracurricular Activities	-	-	-	5,438	10,832
General Administration	-	-	-	-	159,760
Plant Maintenance and Operations	118,218	-	-	-	27,051
Security and Monitoring Services	-	-	12,166	150,497	211,565
Debt Service	-	-	-	-	60,377
Total Expenditures	972,137	169,655	261,588	225,500	820,496
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	(887,151)	(153,823)	(259,112)	(224,098)	(819,716)
Net Changes in Fund Balances	(887,151)	(153,823)	(259,112)	(224,098)	(819,716)
Fund Balance, Beginning	2,343,900	1,456,749	1,302,926	1,043,814	819,716
Fund Balance, Ending	\$ 1,456,749	\$ 1,302,926	\$ 1,043,814	\$ 819,716	\$ -

DEBT SERVICE FUND

The Debt Service Fund is a governmental fund type, with budgetary control, that must be used to account for general long-term debt principal and interest for debt issues and other long-term debts for which a tax has been dedicated. A separate bank account must be kept for this fund. Principal and interest payments for operating indebtedness, including warrants, notes, and short-term lease-purchase agreements, are to be made from the fund for which the debt was incurred. This fund utilizes the modified accrual basis of accounting.

DEBT MANAGEMENT POLICIES

Laredo Independent School District has managed its debt by maintaining a conservative approach to financing and refunding of debt instruments. All previous bonds have been financed and savings in interest have realized.

Type of Debt

- General Obligation Bonds (GO's): GO'S are used only to fund capital assets of the general government and are not to be used to fund operating needs of the District. The full faith and credit of the District as well as the ad valorem tax authority of the District back these bonds. General obligation bonds must be authorized by a vote of the citizens of the Laredo Independent School District.
- Public Property Finance Contractual Obligation (PPFCO): Contractual obligations are issued to finance the capital requirements of the district. Contractual obligations are issued at parity with general obligation bonds, but carry a secondary revenue stream pledge. This debt can be issued without a vote of the citizens.
- Qualified Zone Academy Bond (QZAB): The QZAB is for the purpose of paying all or a portion of the District's costs incurred in connection with the repair, rehabilitation, renovation, and replacement of school facilities at the Qualified Zone Academies, which are Martin, Nixon, and Cigarroa High Schools.

Method of Sale

The District uses a combination of competitive bidding process and a negotiation process in the sale of bonds. The notice of sale is carefully constructed to ensure the best possible value for the District, while considering the existing market conditions and other prevailing factors. Parameters to be examined include:

- Limits between lowest and highest coupons
- Coupon requirements relative to the yield curve
- Method of underwriter compensation, discount or premium coupons
- Use of bond insurance
- Deep discount bonds
- Variable rate bonds
- Call provisions

Currently, the District has approximately \$210,439,211 million in debt of which \$24,000,000 is qualified zone academy bonds (QZAB).

The district has increased its debt to improve the fact that it is the oldest school system in the State of Texas. We have buildings that are over 75 years old and offices that are over 100 years old; however, once the replacement schools are completed, LISD will have modern, state-of-the-art facilities.

Federal Requirements

The District complies with arbitrage rebate and other federal requirements.

BOND RATINGS

Bond ratings directly affect the cost of debt. The District's fiscal policies call for the maintenance of high bond ratings in order to minimize its cost of debt. Laredo ISD's bonds currently have an underlying rating of:

General Obligation Bonds	Moody's A1	Standard & Poor's A+	Fitch AA-
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LEGAL DEBT MARGIN

Debt margin, sometimes referred to as borrowing power, is the difference between the amount of debt limit calculated as prescribed by law and the net amount of outstanding indebtedness subject to limitation. The computation of the District's legal debt margin, as established by State Statutes, as of August 31, 2011, is as follows:

Assessed Valuation of 2011 Tax Roll		\$3,036,571,284
Debt Limit - 10 Percent of Assessed Valuation [1]		303,657,128
Less:		
General Obligation Bonds Outstanding at Aug 31, 2011	\$186,439,211	
Amount Available in Debt Service Fund Bal. at Aug 31, 2011	<u>5,166,080</u>	
Applicable Debt		<u>(181,273,131)</u>
Legal Debt Margin at August 31, 2011		<u><u>\$122,383,997</u></u>

Note:

[1] This percentage is in accordance with the recommendation of the Texas Education Agency as stated in the Texas Education Code, Bulletin 721, Sec. 20.04.

RATIO OF ANNUAL DEBT SERVICE EXPENDITURES FOR GENERAL BONDED DEBT TO TOTAL GENERAL EXPENDITURES

<u>Taxing Jurisdiction</u>	<u>Estimated Gross Debt</u>	<u>Estimated Percent Applicable</u>	<u>Estimated Overlapping Funded Debt</u>
City of Laredo	\$193,993,899	24.31%	\$ 47,159,917
County of Webb	65,177,069	17.20%	11,210,456
Laredo Community College	41,661,943	24.31%	10,128,018
Total			<u>68,498,391</u>
Laredo Independent School District	\$186,439,211	100.00%	<u>186,439,211</u>
Total Direct and Overlapping Debt			<u>\$ 254,937,602</u>

LAREDO INDEPENDENT SCHOOL DISTRICT
 COMBINED SCHEDULE OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - DEBT SERVICE FUNDS (500s)
 FOR THE FISCAL YEAR ENDED AUGUST 31, 2012

	511 Debt Service Fund	512 PFC Fund	TOTAL Debt Service Funds
Revenues			
Local Sources	\$ 5,052,161	\$ 2,000	\$ 5,054,161
State Sources	12,571,697	3,411,716	15,983,413
Federal Sources	-	-	-
Total Revenues	17,623,858	3,413,716	21,037,574
Expenditures by Function			
Debt Service	26,944,428	4,729,030	31,673,458
Total Expenditures	26,944,428	4,729,030	31,673,458
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	(9,320,570)	(1,315,314)	(10,635,884)
Other Financing Sources (Uses)			
Transfers in	2,063,829	1,227,431	3,291,260
Total Other Financing Sources (Uses)	2,063,829	1,227,431	3,291,260
Net Changes in Fund Balances	(7,256,741)	(87,883)	(7,344,624)
Fund Balance, Beginning	21,983,746	473,825	22,457,571
Fund Balance, Ending	\$ 14,727,005	\$ 385,942	\$ 15,112,948

LAREDO INDEPENDENT SCHOOL DISTRICT

COMBINED STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - DEBT SERVICE FUNDS

FOR THE FISCAL YEAR ENDED AUGUST 31, 2012, WITH COMPARATIVE DATA FOR PRIOR YEARS

	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 PROJECTED	2011-2012 PROPOSED
Revenues					
Local Sources	\$ 5,525,464	\$ 5,475,675	\$ 5,250,175	\$ 5,281,142	\$ 5,054,161
State Sources	16,321,496	17,696,362	17,606,288	17,135,797	15,983,413
Federal Sources	-	-	-	-	-
Total Revenues	21,846,960	23,172,037	22,856,463	22,416,939	21,037,574
Expenditures by Function					
Debt Service	25,153,792	26,008,201	26,104,790	25,928,537	31,673,458
Total Expenditures	25,153,792	26,008,201	26,104,790	25,928,537	31,673,458
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	(3,306,832)	(2,836,164)	(3,248,327)	(3,511,598)	(10,635,884)
Other Financing Sources (Uses)					
Transfers in	4,267,929	5,267,324	5,359,380	5,444,210	3,291,260
Proceeds on Refunding Bonds	-	-	18,420,000	18,415,000	-
Premium on Issuance of Bonds	-	-	1,382,794	926,503	-
Redemption of Refunded Bonds	-	-	(19,771,368)	(19,062,461)	-
Total Other Financing Sources (Uses)	4,267,929	5,267,324	5,390,806	5,723,252	3,291,260
Net Changes in Fund Balances	961,097	2,431,160	2,142,479	2,211,654	(7,344,624)
Fund Balance, Beginning	14,711,181	15,672,278	18,103,438	20,245,917	22,457,571
Fund Balance, Ending	\$ 15,672,278	\$ 18,103,438	\$ 20,245,917	\$ 22,457,571	\$ 15,112,948
Fund Balance Recap					
Reserve for QZAB Payments	\$ 11,075,775	\$ 13,295,766	\$ 15,264,508	\$ 17,291,492	\$ 11,327,361
Reserve for Debt Service	4,596,503	4,807,672	4,981,408	5,166,080	3,785,587
Total Fund Balance	\$ 15,672,278	\$ 18,103,438	\$ 20,245,917	\$ 22,457,571	\$ 15,112,948

LAREDO INDEPENDENT SCHOOL DISTRICT
 STATEMENT OF REVENUES AND EXPENDITURES, AND CHANGES IN FUND BALANCE - DEBT SERVICE FUND (511)
 FOR THE FISCAL YEAR ENDED AUGUST 31, 2012, WITH COMPARATIVE DATA FOR PRIOR YEARS

	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 PROJECTED	2011-2012 PROPOSED
Revenues					
Local Sources	\$ 5,495,428	\$ 5,457,227	\$ 5,246,660	\$ 5,278,922	\$ 5,052,161
State Sources	12,775,352	14,194,228	14,116,555	13,687,366	12,571,697
Federal Sources	-	-	-	-	-
Total Revenues	18,270,780	19,651,455	19,363,215	18,966,288	17,623,858
Expenditures by Function					
Debt Service	20,427,909	21,285,219	21,375,452	21,190,799	26,944,428
Total Expenditures	20,427,909	21,285,219	21,375,452	21,190,799	26,944,428
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	(2,157,129)	(1,633,764)	(2,012,237)	(2,224,511)	(9,320,570)
Other Financing Sources (Uses)					
Transfers In	3,222,238	4,088,529	4,107,667	4,122,767	2,063,829
Proceeds on Refunding Bonds	-	-	18,420,000	18,415,000	-
Premium on Issuance of Bonds	-	-	1,382,794	926,503	-
Payment to Escrow Agent	-	-	(19,771,368)	(19,062,461)	-
Total Other Financing Sources (Uses)	3,222,238	4,088,529	4,139,093	4,401,809	2,063,829
Net Changes in Fund Balances	1,065,109	2,454,765	2,126,856	2,177,298	(7,256,741)
Fund Balance, Beginning	14,159,718	15,224,827	17,679,592	19,806,448	21,983,746
Fund Balance, Ending	\$ 15,224,827	\$ 17,679,592	\$ 19,806,448	\$ 21,983,746	\$ 14,727,005
Fund Balance Recap					
Reserve for QZAB Payments	\$ 11,075,775	\$ 13,295,766	\$ 15,264,508	\$ 17,291,492	\$ 11,327,361
Reserve for Debt Service	4,149,052	4,383,826	4,541,940	4,692,254	3,399,645
Total Fund Balance	\$ 15,224,827	\$ 17,679,592	\$ 19,806,448	\$ 21,983,746	\$ 14,727,005

LAREDO INDEPENDENT SCHOOL DISTRICT
 STATEMENT OF REVENUES - DEBT SERVICE FUND (511)
 FOR THE FISCAL YEAR ENDED AUGUST 31, 2012, WITH COMPARATIVE DATA FOR PRIOR YEARS

	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 PROJECTED	2011-2012 PROPOSED
Local Sources					
Current Year Taxes	\$ 4,563,348	\$ 4,719,347	\$ 4,730,424	\$ 4,762,058	\$ 4,638,361
Delinquent Levy	121,462	133,690	189,632	152,000	160,000
P & I Current Year	75,565	82,708	85,851	87,926	50,000
Delinquent Penalty	50,658	50,812	64,208	53,715	45,000
Interest on Checking Account	244,625	26,820	1,873	11,160	5,000
Interest on Investment	-	54,746	64,882	68,659	-
Interest on Checking QZAB 1 Sinking	14,217	1,438	-	-	-
Interest on Checking QZAB 2 Sinking	24,024	1,307	-	-	-
Interest on Investment QZAB 1 Sinking	-	142,536	5,709	42,189	35,600
Interest on Investment QZAB 2 Sinking	-	128,191	3,862	25,925	32,000
Interest on Investment Pool	114,396	57,182	29,017	4,490	6,000
Interest on Inv Pool QZAB 1 Sinking	142,106	20,452	12,690	2,000	1,200
Interest on Inv Pool QZAB 2 Sinking	115,478	-	11,447	1,800	1,000
Interest on Inv Pool QZAB 3 Sinking	29,549	37,998	46,965	67,000	78,000
Miscellaneous Local Sources	-	-	100	-	-
Total Local Sources	5,495,428	5,457,227	5,246,660	5,278,922	5,052,161
State Sources					
State Aid - EDA	1,935,821	3,483,988	3,457,283	3,167,464	3,350,900
State Aid - IFA	10,839,531	10,710,240	10,659,272	10,519,902	9,220,797
Total State Sources	12,775,352	14,194,228	14,116,555	13,687,366	12,571,697
Total Revenues	18,270,780	19,651,455	19,363,215	18,966,288	17,623,858
Other Financing Sources:					
Transfer In - Operating	3,222,238	4,088,529	4,107,667	4,122,767	2,063,829
Premium of Issuance of Bonds	-	-	1,382,794	926,503	-
Proceeds on Refunding Bonds	-	-	18,420,000	18,415,000	-
Total Other Resources	3,222,238	4,088,529	23,910,461	23,464,270	2,063,829
Total Revenues & Other Financing Sources	\$ 21,493,018	\$ 23,739,984	\$ 43,273,676	\$ 42,430,558	\$ 19,687,687

LAREDO INDEPENDENT SCHOOL DISTRICT
 STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - PFC (512)
 FOR THE FISCAL YEAR ENDED AUGUST 31, 2012, WITH COMPARATIVE DATA FOR PRIOR YEARS

	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 PROJECTED	2011-2012 PROPOSED
Revenues					
Local Sources	\$ 30,036	\$ 18,448	\$ 3,515	\$ 2,220	\$ 2,000
State Sources	3,546,144	3,502,134	3,489,733	3,448,431	3,411,716
Federal Sources	-	-	-	-	-
Total Revenues	3,576,180	3,520,582	3,493,248	3,450,651	3,413,716
Expenditures by Function					
Debt Service	4,725,883	4,722,982	4,729,338	4,737,738	4,729,030
Total Expenditures	4,725,883	4,722,982	4,729,338	4,737,738	4,729,030
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	(1,149,703)	(1,202,400)	(1,236,090)	(1,287,087)	(1,315,314)
Other Financing Sources (Uses)					
Transfers In	1,045,691	1,178,795	1,251,713	1,321,443	1,227,431
Total Other Financing Sources (Uses)	1,045,691	1,178,795	1,251,713	1,321,443	1,227,431
Net Changes in Fund Balances	(104,012)	(23,605)	15,623	34,357	(87,883)
Fund Balance, Beginning	551,463	447,451	423,846	439,469	473,825
Fund Balance, Ending	\$ 447,451	\$ 423,846	\$ 439,469	\$ 473,825	\$ 385,942

LAREDO INDEPENDENT SCHOOL DISTRICT
FY 2012 DEBT SERVICE REQUIREMENTS
BY ISSUE

	ORIGINAL ISSUE	MATURITY DATE	OUTSTANDING 09/01/11	FY 2012 PRINCIPAL	FY 2012 INTEREST	FY 2012 TOTAL P/I
Bonded Debt:						
Series 2001	98,599,909	August, 2025	2,509,910	-	-	-
Series 2005	54,144,784	August, 2024	52,764,784	3,024,784	3,818,666	6,843,450
Series 2005	59,855,846	August, 2030	45,859,517	2,854,517	1,714,983	4,569,500
Series 2006	56,950,000	August, 2029	48,805,000	1,820,000	2,249,586	4,069,586
Series 2010	18,420,000	August, 2025	18,420,000	-	822,500	822,500
Series 2011	18,150,000	August, 2025	18,080,000	1,770,000	686,631	2,456,631
Total Bonded Debt			186,439,211	9,469,301	9,292,366	18,761,668
QZAB:						
QZAB Bonds #1	8,000,000	August, 2012	8,000,000	8,000,000	88,000	8,088,000
QZAB Bonds #2	8,000,000	August, 2013	8,000,000	-	87,760	87,760
QZAB Bonds #3	8,000,000	August, 2021	8,000,000	-	-	-
Total QZAB			24,000,000	8,000,000	175,760	8,175,760
TOTAL			<u>\$ 210,439,211</u>	<u>\$ 17,469,301</u>	<u>\$ 9,468,126</u>	<u>\$ 26,937,428</u>

LAREDO INDEPENDENT SCHOOL DISTRICT
DEBT AMORTIZATION SCHEDULE
FOR THE YEAR ENDED AUGUST 31, 2012

Fiscal Year August 31,	Series 2001		Series 2005		Series 2005		Series 2006		Series 2010	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2012	\$ -	\$ -	\$ 3,024,784	\$ 3,818,666	\$ 2,854,517	\$ 1,714,983	\$ 1,820,000	\$ 2,249,586	\$ -	\$ 822,500
2013	-	-	4,370,000	2,463,450	2,715,585	1,853,915	1,895,000	2,172,236	-	822,500
2014	-	-	4,575,000	2,244,950	2,574,622	1,994,878	1,975,000	2,091,699	-	822,500
2015	-	-	4,790,000	2,016,200	2,441,406	2,128,094	2,060,000	2,007,761	-	822,500
2016	920,573	2,994,427	2,245,000	1,776,700	2,270,965	2,298,535	2,165,000	1,904,761	-	822,500
2017	833,573	3,076,427	2,355,000	1,664,450	2,143,388	2,426,112	2,275,000	1,796,511	-	822,500
2018	755,764	3,154,236	2,445,000	1,570,250	2,019,082	2,550,418	2,365,000	1,702,668	-	822,500
2019	-	-	6,470,000	1,448,000	1,906,019	2,663,481	2,465,000	1,603,338	-	822,500
2020	-	-	4,065,000	1,124,500	1,804,687	2,764,813	2,570,000	1,498,575	2,725,000	822,500
2021	-	-	4,265,000	921,250	1,704,746	2,864,754	2,700,000	1,370,075	2,845,000	686,250
2022	-	-	4,480,000	708,000	1,611,461	2,958,039	2,820,000	1,248,575	3,000,000	544,000
2023	-	-	4,715,000	484,000	1,525,394	3,039,106	2,950,000	1,121,675	3,155,000	394,000
2024	-	-	4,965,000	248,250	1,442,596	3,121,904	3,080,000	988,925	3,280,000	267,800
2025	-	-	-	-	1,365,331	3,204,169	3,220,000	850,325	3,415,000	136,600
2026	-	-	-	-	1,289,718	3,279,782	3,365,000	705,425	-	-
2027	-	-	-	-	3,755,000	809,500	3,515,000	554,000	-	-
2028	-	-	-	-	3,945,000	621,750	3,690,000	378,250	-	-
2029	-	-	-	-	4,140,000	424,500	3,875,000	193,750	-	-
2030	-	-	-	-	4,350,000	217,500	-	-	-	-
	\$ 2,509,910	\$ 9,225,090	\$ 52,764,784	\$ 20,488,666	\$ 45,859,517	\$ 40,936,233	\$ 48,805,000	\$ 24,438,135	\$ 18,420,000	\$ 9,431,150

Fiscal Year August 31,	QZAB Bonds #1		QZAB Bonds #2	
	Principal	Interest	Principal	Interest
2012	\$ 8,000,000	\$ 88,000	\$ -	\$ 87,760
2013	-	-	8,000,000	87,760
2014	-	-	-	-
2015	-	-	-	-
2016	-	-	-	-
2017	-	-	-	-
2018	-	-	-	-
2019	-	-	-	-
2020	-	-	-	-
2021	-	-	-	-
2022	-	-	-	-
2023	-	-	-	-
2024	-	-	-	-
2025	-	-	-	-
2026	-	-	-	-
2027	-	-	-	-
2028	-	-	-	-
2029	-	-	-	-
2030	-	-	-	-
	\$ 8,000,000	\$ 88,000	\$ 8,000,000	\$ 175,520

Series 2011		Total Outstanding Bonds		
Principal	Interest	Principal	Interest	Total
\$ 1,770,000	\$ 686,631	\$ 9,469,301	\$ 9,292,366	18,761,668
1,820,000	633,531	10,800,585	7,945,633	18,746,218
1,890,000	560,731	11,014,622	7,714,758	18,729,380
1,975,000	466,231	11,266,406	7,440,787	18,707,193
900,000	406,981	8,501,538	10,203,904	18,705,442
930,000	379,981	8,536,961	10,165,982	18,702,943
960,000	352,081	8,544,846	10,152,153	18,696,999
1,000,000	313,681	11,841,019	6,851,000	18,692,019
1,035,000	273,682	12,199,687	6,484,070	18,683,757
1,065,000	242,631	12,579,746	6,084,960	18,664,706
1,105,000	209,350	13,016,461	5,667,964	18,684,425
1,155,000	156,750	13,500,394	5,195,531	18,695,925
1,215,000	99,000	13,982,596	4,725,879	18,708,475
1,260,000	50,400	9,260,331	4,241,494	13,501,825
-	-	4,654,718	3,985,207	8,639,925
-	-	7,270,000	1,363,500	8,633,500
-	-	7,635,000	1,000,000	8,635,000
-	-	8,015,000	618,250	8,633,250
-	-	4,350,000	217,500	4,567,500
\$ 18,080,000	\$ 4,831,663	\$ 186,439,211	\$ 109,350,937	\$ 295,790,148

QZAB Bonds #3		Total Outstanding Loans		
Principal	Interest	Principal	Interest	Total
\$ -	\$ -	\$ 8,000,000	\$ 175,760	\$ 8,175,760
-	-	8,000,000	87,760	8,087,760
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
8,000,000	-	8,000,000	-	8,000,000
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
\$ 8,000,000	\$ -	\$ 24,000,000	\$ 263,520	\$ 24,263,520

Fiscal Year August 31,	Total Debt Service Requirements		
	Principal	Interest	Total
2012	17,469,301	9,468,126	26,937,428
2013	18,800,585	8,033,393	26,833,978
2014	11,014,622	7,714,758	18,729,380
2015	11,266,406	7,440,787	18,707,193
2016	8,501,538	10,203,904	18,705,442
2017	8,536,961	10,165,982	18,702,943
2018	8,544,846	10,152,153	18,696,999
2019	11,841,019	6,851,000	18,692,019
2020	12,199,687	6,484,070	18,683,757
2021	20,579,746	6,084,960	26,664,706
2022	13,016,461	5,667,964	18,684,425
2023	13,500,394	5,195,531	18,695,925
2024	13,982,596	4,725,879	18,708,475
2025	9,260,331	4,241,494	13,501,825
2026	4,654,718	3,985,207	8,639,925
2027	7,270,000	1,363,500	8,633,500
2028	7,635,000	1,000,000	8,635,000
2029	8,015,000	618,250	8,633,250
2030	4,350,000	217,500	4,567,500
	\$ 210,439,211	\$ 109,614,457	\$ 320,053,668

LAREDO INDEPENDENT SCHOOL DISTRICT
PUBLIC FACILITIES CORPORATION - OUTSTANDING DEBT SCHEDULE
FOR THE YEAR ENDED AUGUST 31, 2012

Fiscal Year August 31,	Series A		Series B		Series C		Series D	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2012	890,000	1,188,750	190,000	241,090	690,000	954,100	60,000	91,688
2013	925,000	1,153,150	200,000	234,250	715,000	926,500	65,000	88,688
2014	960,000	1,116,150	205,000	226,750	755,000	890,750	65,000	85,438
2015	1,000,000	1,077,750	215,000	218,755	790,000	853,000	70,000	82,188
2016	1,050,000	1,027,750	220,000	210,155	830,000	813,500	75,000	78,688
2017	1,100,000	975,250	230,000	201,025	870,000	772,000	80,000	74,938
2018	1,155,000	920,250	240,000	191,250	915,000	728,500	80,000	70,938
2019	1,215,000	862,500	255,000	179,250	960,000	682,750	85,000	66,738
2020	1,275,000	801,750	265,000	166,500	1,010,000	634,750	90,000	62,275
2021	1,340,000	738,000	280,000	153,250	1,060,000	584,250	95,000	57,550
2022	1,405,000	671,000	290,000	139,250	1,115,000	531,250	100,000	52,563
2023	1,475,000	600,750	305,000	124,750	1,170,000	475,500	105,000	47,313
2024	1,550,000	527,000	320,000	109,500	1,225,000	417,000	110,000	41,800
2025	1,625,000	449,500	340,000	93,500	1,290,000	355,750	115,000	35,750
2026	1,710,000	368,250	355,000	76,500	1,350,000	291,250	125,000	29,425
2027	1,795,000	282,750	375,000	58,750	1,420,000	223,750	130,000	22,550
2028	1,885,000	193,000	390,000	40,000	1,490,000	152,750	135,000	15,400
2029	1,975,000	98,750	410,000	20,500	1,565,000	78,250	145,000	7,975
TOTAL	\$ 24,330,000	\$ 13,052,300	\$ 5,085,000	\$ 2,685,025	\$ 19,220,000	\$ 10,365,600	\$ 1,730,000	\$ 1,011,900

Series E		Series F		Total PFC Bonded Debt Requirements		
Principal	Interest	Principal	Interest	Principal	Interest	Total
35,000	49,475	140,000	182,928	2,005,000	2,708,030	4,713,030
35,000	47,638	145,000	178,168	2,085,000	2,628,393	4,713,393
40,000	45,800	145,000	173,020	2,170,000	2,537,908	4,707,908
40,000	43,700	155,000	167,655	2,270,000	2,443,048	4,713,048
40,000	41,600	160,000	161,765	2,375,000	2,333,458	4,708,458
45,000	39,500	165,000	155,525	2,490,000	2,218,238	4,708,238
45,000	37,250	170,000	148,925	2,605,000	2,097,113	4,702,113
50,000	35,000	180,000	140,425	2,745,000	1,966,663	4,711,663
50,000	32,500	190,000	131,425	2,880,000	1,829,200	4,709,200
55,000	30,000	200,000	121,925	3,030,000	1,684,975	4,714,975
55,000	27,250	210,000	111,925	3,175,000	1,533,238	4,708,238
60,000	24,500	220,000	100,375	3,335,000	1,373,188	4,708,188
65,000	21,500	230,000	88,275	3,500,000	1,205,075	4,705,075
65,000	18,250	245,000	75,625	3,680,000	1,028,375	4,708,375
70,000	15,000	260,000	62,150	3,870,000	842,575	4,712,575
75,000	11,500	275,000	47,850	4,070,000	647,150	4,717,150
75,000	7,750	290,000	32,725	4,265,000	441,625	4,706,625
80,000	4,000	305,000	16,775	4,480,000	226,250	4,706,250
\$ 980,000	\$ 532,213	\$ 3,685,000	\$ 2,097,460	\$ 55,030,000	\$ 29,744,498	\$ 84,774,498

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SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for resources restricted to, or committed for, specific purposes by a grantor. Federal financial assistance often is accounted for in a Special Revenue Fund. In most Special Revenue Funds, unused balances are recorded as deferred revenue and carried forward to the succeeding fiscal year, provided the amount carried forward is within the limits established by the grantor. In some cases, the unused balances are returned to the grantor at the close of specified project periods. The District budgets for Special Revenue Funds and uses project accounting for them in order to maintain integrity for the various sources of funds. These funds utilize the modified accrual basis of accounting and budgeting.

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 standards developed for all children.

212 ESEA, Title I, Part C - Education of Migratory Children

This fund classification is to be used to account, on a project basis, for funds granted for programs benefiting children of migrant agriculture or agriculture-related workers and children of migrant fishermen.

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.

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.

226 IDEA - Part B, Discretionary (Deaf)

This fund classification is to be used to account, on a project basis, for funds used to support an Education Service Center (ESC) special education component and also:

- Targeted support to LEA's
- Regional Day School Programs for the Deaf
- Private residential placements
- Priority projects
- Other emerging needs

227 IDEA - Part B, Formula (Deaf)

This fund classification is to be used to account, on a project basis, for funds granted to operate educational programs for children with disabilities.

228 IDEA - Part B, Preschool (Deaf)

This fund classification is to be used to account, on a project basis, for funds granted for preschool children with disabilities.

242 Summer Feeding Program, Texas Department of Agriculture (TDA)

This fund classification is to be used to account, on a project basis, for funds received from the Department of Human Services that are awarded for meals provided to the community based on the average number of daily participants. This fund should be used regardless of whether a school district's National School Breakfast and Lunch Program is accounted for in the General Fund (101), a Special Revenue Fund (240) or an Enterprise Fund (701).

243 Technical Preparation

This fund classification is to be used to account, on a project basis, for funds granted to provide a combined secondary and postsecondary program (grade 9 through high school and two years of postsecondary) of technical skills in the areas of: Engineering, Science, Mechanical, Agriculture, Health, and Business.

244 Career and Technical - Basic Grant

This fund classification is to be used to account, on a project basis, for funds granted to provide career and technology education to develop new and/or improve career and technology education programs for paid and unpaid employment. Full participation in the basic grant is from individuals who are members of special populations, at 1) a limited number of campuses (sites) or 2) a limited number of program areas.

255 ESEA, Title II, Part A: Teacher and Principal Training and Recruiting

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 English Language Acquisition and Language Enhancement

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.

394 Life Skills Program

This fund classification is to be used to account, on a project basis, for funds granted to provide pregnant and parenting students the services needed to keep them in school until completion.

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 use of these materials.

429 Texas Crime Stoppers Program

Crime Justice Department (CJD) goals are to support programs that protect people from crime, reduce the number of crimes committed, and promote accountability, efficiency, and effectiveness for the criminal justice system. CJD focuses resources on projects that enhance Texas' capacity to prevent crime, provide service and treatment options, enforce laws, train staff and volunteers, and serve crime victims.

435 Regional Day School for the Deaf

This fund classification is to be used by the fiscal agent of a shared services arrangement to account, on a project basis for funds allocated for staff and activities of the Regional Day School Program for the Deaf (RDSPD). These funds are not to be used to pay salaries of teachers with a teaching assignment other than deaf students in the RDSPD. State deaf funds should not be used to pay the salary of teachers of American Sign Language as a foreign language at the junior high or high school level, as this is a course for regular education credit.

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 E-Rate

To account for on a project basis for funds awarded by the Schools and Libraries Division of the Federal Government. These monies will allow Districts to provide for infrastructure for networking computers or to access the Internet.

482 Dr. Hochman Grant

This grant is used to purchase supplemental educational materials and supplies.

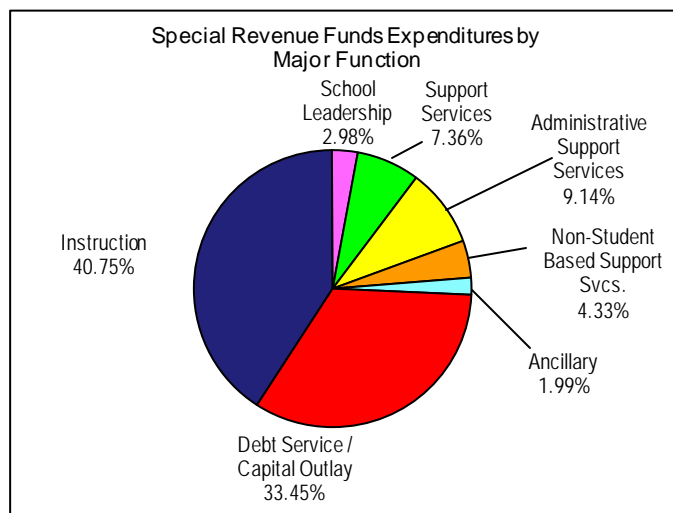
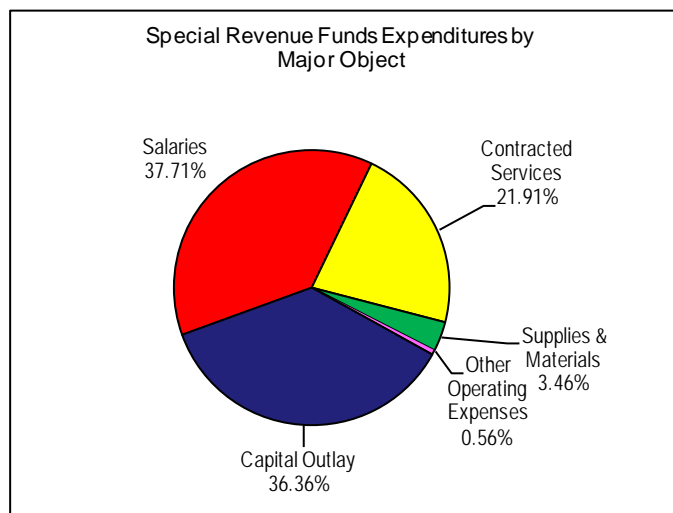
LAREDO INDEPENDENT SCHOOL DISTRICT

COMBINED STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - SPECIAL REVENUE FUNDS
FOR THE FISCAL YEAR ENDED AUGUST 31, 2012, WITH COMPARATIVE DATA FOR PRIOR YEARS

	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 PROJECTED	2011-2012 PROPOSED
Revenues					
Local Sources	\$ 1,188,312	\$ 1,941,316	\$ 3,352,936	\$ 2,491,439	\$ 305,000
State Sources	8,421,162	9,134,232	6,573,517	5,775,168	674,338
Federal Sources	28,505,934	33,660,219	38,886,391	38,239,725	43,267,448
Total Revenues	38,115,408	44,735,767	48,812,844	46,506,332	44,246,786
Expenditures by Function					
Instruction	26,461,416	32,310,545	36,350,110	33,931,874	19,989,898
Instructional Resources and Media Services	462,725	674,555	519,949	395,664	152,978
Curriculum Devpt. and Instructional Staff Devpt.	3,219,236	3,025,998	2,333,623	1,791,430	907,705
Instructional Leadership	1,593,564	1,466,601	1,243,597	1,014,996	1,160,490
School Leadership	123,220	150,995	216,870	466,717	380,490
Guidance, Counseling, and Evaluation Services	1,555,077	1,366,808	1,238,810	922,250	1,726,422
Social Work Services	187,757	30,016	25,228	10,826	2,000
Health Services	1,353,044	1,478,809	1,465,598	1,413,935	1,438,209
Student (Pupil) Transportation	20,010	829	256,000	1,051,158	-
Food Services	759,797	715,178	695,756	470,750	610,044
Cocurricular/Extracurricular Activities	30,910	15,485	236,055	254,337	23,000
General Administration	130,865	486,078	574,837	173,589	4,721,628
Plant Maintenance and Operations	407,536	492,098	360,193	518,273	1,976,203
Security and Monitoring Services	4,181	16,500	22,681	2,474,624	-
Data Processing Services	283,596	241,906	246,704	281,727	260,122
Community Services	968,131	1,035,200	1,282,605	1,534,279	1,026,920
Debt Service	3,716,264	1,436,831	-	-	-
Facilities Acquisition and Construction	400,870	2,030,503	685,139	339,173	17,272,672
Payments to Fiscal Agent/Mem. Districts	8,391	6,637	-	6,000	6,000
Total Expenditures	41,686,590	46,981,572	47,753,755	47,051,602	51,654,781
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	(3,571,182)	(2,245,805)	1,059,089	(545,270)	(7,407,995)
Other Financing Sources (Uses)					
Transfers in	507,939	2,224,790	(701,153)	577,625	5,222,372
Total Other Financing Sources (Uses)	507,939	2,224,790	(701,153)	577,625	5,222,372
Net Changes in Fund Balances	(3,063,243)	(21,015)	357,936	32,355	(2,185,623)
Fund Balance, Beginning	6,576,210	2,985,518	3,205,028	3,562,964	3,595,319
Adjustment to Fund Balance	(527,449)	240,525	-	-	-
Fund Balance, Ending	\$ 2,985,518	\$ 3,205,028	\$ 3,562,964	\$ 3,595,319	\$ 1,409,696

LAREDO INDEPENDENT SCHOOL DISTRICT
EXPENDITURES BY FUNCTION AND MAJOR OBJECT - SPECIAL REVENUE FUNDS
FOR THE FISCAL YEAR ENDED AUGUST 31, 2012

		Salaries 6100	Contracted Services 6200	Supplies & Materials 6300	Other Operating Expenses 6400	Debt Service 6500	Capital Outlay 6600	Other Uses 8900	Function Totals
11	Instruction	\$ 12,796,782	\$ 4,361,851	\$ 1,275,952	\$ 46,450	\$ -	\$ 1,508,863	\$ -	\$ 19,989,898
12	Instructional Resources and Media Svcs.	152,978	-	-	-	-	-	-	152,978
13	Curriculum and Instructional Staff Devpt.	752,053	77,500	36,753	40,349	-	1,050	-	907,705
21	Instructional Leadership	897,793	101,566	52,049	109,082	-	-	-	1,160,490
23	School Leadership	380,490	-	-	-	-	-	-	380,490
31	Guidance, Counseling, and Evaluation	1,680,422	-	38,000	8,000	-	-	-	1,726,422
32	Social Work Services	-	-	-	2,000	-	-	-	2,000
33	Health Services	1,348,209	90,000	-	-	-	-	-	1,438,209
35	Food Services	244,044	21,000	341,000	4,000	-	-	-	610,044
36	Cocurricular/Extracurricular Activities	-	-	-	23,000	-	-	-	23,000
41	General Administration	-	4,721,628	-	-	-	-	-	4,721,628
51	Plant Maintenance and Operations	25,983	1,942,720	7,500	-	-	-	-	1,976,203
53	Data Processing Services	260,122	-	-	-	-	-	-	260,122
61	Community Services	937,920	-	38,000	51,000	-	-	-	1,026,920
81	Facilities Acquisition and Construction	-	-	-	-	-	17,272,672	-	17,272,672
93	Intergovernmental Charges	-	-	-	6,000	-	-	-	6,000
Major Object Totals		\$ 19,476,796	\$ 11,316,265	\$ 1,789,254	\$ 289,881	\$ -	\$ 18,782,585	\$ -	\$ 51,654,781



LAREDO INDEPENDENT SCHOOL DISTRICT

COMBINED SCHEDULE OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - SPECIAL REVENUE FUNDS

FOR THE FISCAL YEAR ENDED AUGUST 31, 2012

	211 ESEA Title I - Part A Improving Basic Program	212 ESEA Title I - Part C Education of Migratory Children	224 IDEA - Part B Formula	225 IDEA - Part B Pre- School
Revenues				
Local Sources	\$ -	\$ -	\$ -	\$ -
State Sources	-	-	-	-
Federal Sources	15,270,859	305,968	4,122,190	39,012
Total Revenues	15,270,859	305,968	4,122,190	39,012
Expenditures by Function				
Instruction	11,315,829	24,530	2,513,981	29,012
Instructional Resources and Media Services	152,978	-	-	-
Curriculum Devpt. and Instructional Staff Devpt.	356,626	-	54,500	10,000
Instructional Leadership	268,354	99,809	349,431	-
School Leadership	380,490	-	-	-
Guidance, Counseling, and Evaluation Services	605,528	48,071	1,018,778	-
Social Work Services	-	-	2,000	-
Health Services	1,348,209	-	90,000	-
Student (Pupil) Transportation	-	-	-	-
Food Services	-	-	-	-
Cocurricular/Extracurricular Activities	-	-	13,000	-
General Administration	-	-	-	-
Plant Maintenance and Operations	29,983	-	-	-
Data Processing Services	-	-	-	-
Community Services	812,862	133,558	80,500	-
Facilities Acquisition and Construction	-	-	-	-
Payments to Fiscal Agent/Mem. Districts	-	-	-	-
Total Expenditures	15,270,859	305,968	4,122,190	39,012
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	-	-	-	-
Other Financing Sources (Uses)				
Transfers in	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-
Net Changes in Fund Balances	-	-	-	-
Fund Balance, Beginning	-	-	-	-
Fund Balance, Ending	\$ -	\$ -	\$ -	\$ -

226	227	228	242	243	244	255
IDEA - Part B Discretionary (Deaf)	IDEA - Part B Formula (Deaf)	IDEA - Part B Pre- School (Deaf)	Summer Feeding Program (TDA)	Technical Preparation	Career and Technical - Basic Grant	ESEA, Title II Part A
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-	-
32,288	23,537	4,981	622,044	4,500	600,574	2,365,913
32,288	23,537	4,981	622,044	4,500	600,574	2,365,913
21,288	20,517	4,981	-	4,500	368,661	2,083,600
-	-	-	-	-	-	-
5,000	2,000	-	-	-	120,474	134,220
-	1,020	-	-	-	63,000	148,093
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	610,044	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	12,000	-	-	-
-	-	-	-	-	48,439	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
6,000	-	-	-	-	-	-
32,288	23,537	4,981	622,044	4,500	600,574	2,365,913
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

LAREDO INDEPENDENT SCHOOL DISTRICT
 COMBINED SCHEDULE OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - SPECIAL REVENUE FUNDS (continued)
 FOR THE FISCAL YEAR ENDED AUGUST 31, 2012

	263 English Language Acquisition and Enhancement	404 Student Success Initiative	411 Technology Allotment	429 Texas Crime Stoppers Program
Revenues				
Local Sources	\$ -	\$ -	\$ -	\$ -
State Sources	-	53,029	-	10,000
Federal Sources	1,663,794	-	-	-
Total Revenues	1,663,794	53,029	-	10,000
Expenditures by Function				
Instruction	1,556,577	53,029	256,570	-
Instructional Resources and Media Services	-	-	-	-
Curriculum Devpt. and Instructional Staff Devpt.	-	-	219,885	-
Instructional Leadership	107,217	-	123,566	-
School Leadership	-	-	-	-
Guidance, Counseling, and Evaluation Services	-	-	-	-
Social Work Services	-	-	-	-
Health Services	-	-	-	-
Student (Pupil) Transportation	-	-	-	-
Food Services	-	-	-	-
Cocurricular/Extracurricular Activities	-	-	-	10,000
General Administration	-	-	-	-
Plant Maintenance and Operations	-	-	-	-
Data Processing Services	-	-	211,683	-
Community Services	-	-	-	-
Facilities Acquisition and Construction	-	-	-	-
Payments to Fiscal Agent/Mem. Districts	-	-	-	-
Total Expenditures	1,663,794	53,029	811,704	10,000
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	-	-	(811,704)	-
Other Financing Sources (Uses)				
Transfers in	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-
Net Changes in Fund Balances	-	-	(811,704)	-
Fund Balance, Beginning	-	-	1,719,611	-
Fund Balance, Ending	\$ -	\$ -	\$ 907,907	\$ -

435 Regional Day School for the Deaf	461 Campus Activity Funds	480 E-RATE	482 Dr. Hochman Grant	Total Total Non-Major Special Revenue Funds
\$ -	\$ 300,000	\$ -	\$ 5,000	\$ 305,000
611,309	-	-	-	674,338
-	-	18,211,788	-	43,267,448
611,309	300,000	18,211,788	5,000	44,246,786
731,183	500,000	505,640	-	19,989,898
-	-	-	-	152,978
-	-	-	5,000	907,705
-	-	-	-	1,160,490
-	-	-	-	380,490
54,045	-	-	-	1,726,422
-	-	-	-	2,000
-	-	-	-	1,438,209
-	-	-	-	-
-	-	-	-	610,044
-	-	-	-	23,000
-	-	4,721,628	-	4,721,628
-	-	1,934,220	-	1,976,203
-	-	-	-	260,122
-	-	-	-	1,026,920
-	-	17,272,672	-	17,272,672
-	-	-	-	6,000
785,228	500,000	24,434,160	5,000	51,654,781
(173,919)	(200,000)	(6,222,372)	-	(7,407,995)
-	-	5,222,372	-	5,222,372
-	-	5,222,372	-	5,222,372
(173,919)	(200,000)	(1,000,000)	-	(2,185,623)
675,708	200,000	1,000,000	-	3,595,319
\$ 501,789	\$ -	\$ -	\$ -	\$ 1,409,696

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CAPITAL PROJECTS FUND

The capital projects fund is a governmental fund type, with budgetary control, that must be used to account, on a project basis, for projects financed by the proceeds from the bond issues, or for capital projects otherwise mandated to be accounted for in this fund. The capital projects fund utilizes the modified accrual basis of accounting.

FUNDING SOURCES OF CAPITAL PROJECTS

IFA – Instructional Facilities Allotment

The District accounts for proceeds from long-term debt financing (including the sale of bonds) and revenues and expenditures related to authorized construction and other capital asset acquisitions in these funds. The board approves project budgets, not annual appropriated budgets.

QZAB – Qualified Zone Academy Bond

The purpose of paying all or a portion of the District's costs incurred in connection with the repair, rehabilitation, renovation, and replacement of school facilities under the Qualified Zone Academy Bond.

EDA – Existing Debt Allotment

A grant from the Texas Education Agency for the purpose of financing the principal and interest payments for eligible bonds issued in years prior to 1999. The EDA funding supports the repayment of debt that is already outstanding.

PFC – Public Facilities Corporation

The Public Facilities Corporation issued \$68 million in bonds to fund part of the construction project.

LAREDO INDEPENDENT SCHOOL DISTRICT
 COMBINED STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - CAPITAL PROJECTS FUNDS
 FOR THE FISCAL YEAR ENDED AUGUST 31, 2012

	625 QZAB #1	626 QZAB #2	627 PFC	630 QZAB #3
Revenues				
Local Sources	\$ 1,273	\$ 235	\$ 3,661	\$ 325
State Sources	-	-	-	-
Federal Sources	-	-	-	-
Total Revenues	1,273	235	3,661	325
Expenditures by Function				
Facilities Acquisition and Construction	452,849	353,353	4,379,988	559,731
Total Expenditures	452,849	353,353	4,379,988	559,731
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	(451,576)	(353,118)	(4,376,327)	(559,406)
Other Financing Sources (Uses)				
Transfers Out	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-
Net Changes in Fund Balances	(451,576)	(353,118)	(4,376,327)	(559,406)
Fund Balance, Beginning	451,576	353,118	4,376,327	559,406
Fund Balance, Ending	\$ -	\$ -	\$ -	\$ -

695 2005 BOND	697 IFA #2	698 2006 BOND	699 IFA #1	TOTAL CAPITAL PROJECTS FUNDS
\$ 56,834	\$ 1,000	\$ 84,114	\$ 575	\$ 148,017
-	-	-	-	-
-	-	-	-	-
56,834	1,000	84,114	575	148,017
23,922,962	1,259,769	36,458,936	677,505	68,065,093
23,922,962	1,259,769	36,458,936	677,505	68,065,093
(23,866,128)	(1,258,769)	(36,374,822)	(676,930)	(67,917,076)
(4,767,372)	-	-	-	(4,767,372)
(4,767,372)	-	-	-	(4,767,372)
(28,633,500)	(1,258,769)	(36,374,822)	(676,930)	(72,684,448)
28,633,500	1,258,769	36,374,822	676,930	72,684,448
\$ -	\$ -	\$ -	\$ -	\$ -

LAREDO INDEPENDENT SCHOOL DISTRICT

COMBINED STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - CAPITAL PROJECTS FUNDS

FOR THE FISCAL YEAR ENDED AUGUST 31, 2012, WITH COMPARATIVE DATA FOR PRIOR YEARS

	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 PROJECTED	2011-2012 PROPOSED
Revenues					
Local Sources	\$ 6,594,460	\$ 4,192,054	\$ 2,717,719	\$ 977,843	\$ 148,017
State Sources	-	-	-	-	-
Federal Sources	-	-	-	-	-
Total Revenues	6,594,460	4,192,054	2,717,719	977,843	148,017
Expenditures by Function					
Plant Maintenance and Operations	29,936	-	-	-	-
Facilities Acquisition and Construction	34,318,410	16,121,729	14,510,045	23,119,782	68,065,093
Total Expenditures	34,348,346	16,121,729	14,510,045	23,119,782	68,065,093
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	(27,753,886)	(11,929,675)	(11,792,326)	(22,141,939)	(67,917,076)
Other Financing Sources (Uses)					
Transfers Out	(7,939)	(2,214,760)	1,166,458	-	(4,767,372)
Total Other Financing Sources (Uses)	(7,939)	(2,214,760)	1,166,458	-	(4,767,372)
Net Changes in Fund Balances	(27,761,825)	(14,144,435)	(10,625,868)	(22,141,939)	(72,684,448)
Fund Balance, Beginning	147,383,247	119,621,422	105,476,987	94,851,119	72,684,448
Adjustments to Fund Balance	-	-	-	(24,732)	-
Fund Balance, Ending	\$ 119,621,422	\$ 105,476,987	\$ 94,851,119	\$ 72,684,448	\$ -

LAREDO INDEPENDENT SCHOOL DISTRICT

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - CAPITAL PROJECTS FUND (FUND 616)

FOR THE FISCAL YEAR ENDED AUGUST 31, 2012, WITH COMPARATIVE DATA FOR PRIOR YEARS

	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 PROJECTED	2011-2012 PROPOSED
Revenues					
Local Sources	\$ -	\$ -	\$ -	\$ -	\$ -
State Sources	-	-	-	-	-
Federal Sources	-	-	-	-	-
Total Revenues	-	-	-	-	-
Expenditures by Function					
Plant Maintenance and Operations	29,936	-	-	-	-
Facilities Acquisition and Construction	26,233	-	-	-	-
Total Expenditures	56,169	-	-	-	-
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	(56,169)	-	-	-	-
Net Changes in Fund Balances	(56,169)	-	-	-	-
Fund Balance, Beginning	80,901	24,732	24,732	24,732	-
Adjustments to Fund Balance	-	-	-	(24,732)	-
Fund Balance, Ending	\$ 24,732	\$ 24,732	\$ 24,732	\$ -	\$ -

LAREDO INDEPENDENT SCHOOL DISTRICT
 STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - QZAB #1 (FUND 625)
 FOR THE FISCAL YEAR ENDED AUGUST 31, 2012, WITH COMPARATIVE DATA FOR PRIOR YEARS

	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 PROJECTED	2011-2012 PROPOSED
Revenues					
Local Sources	\$ 108,585	\$ 27,338	\$ 4,028	\$ 1,664	\$ 1,273
State Sources	-	-	-	-	-
Federal Sources	-	-	-	-	-
Total Revenues	108,585	27,338	4,028	1,664	1,273
Expenditures by Function					
Facilities Acquisition and Construction	867,284	1,641,114	-	-	452,849
Total Expenditures	867,284	1,641,114	-	-	452,849
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	(758,699)	(1,613,776)	4,028	1,664	(451,576)
Net Changes in Fund Balances	(758,699)	(1,613,776)	4,028	1,664	(451,576)
Fund Balance, Beginning	2,818,359	2,059,660	445,884	449,912	451,576
Fund Balance, Ending	\$ 2,059,660	\$ 445,884	\$ 449,912	\$ 451,576	\$ -

LAREDO INDEPENDENT SCHOOL DISTRICT
 STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - QZAB #2 (FUND 626)
 FOR THE FISCAL YEAR ENDED AUGUST 31, 2012, WITH COMPARATIVE DATA FOR PRIOR YEARS

	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 PROJECTED	2011-2012 PROPOSED
Revenues					
Local Sources	\$ 143,702	\$ 9,521	\$ 884	\$ 462	\$ 235
State Sources	-	-	-	-	-
Federal Sources	-	-	-	-	-
Total Revenues	143,702	9,521	884	462	235
Expenditures by Function					
Facilities Acquisition and Construction	3,037,953	356,060	7,715	-	353,353
Total Expenditures	3,037,953	356,060	7,715	-	353,353
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	(2,894,251)	(346,539)	(6,831)	462	(353,118)
Net Changes in Fund Balances	(2,894,251)	(346,539)	(6,831)	462	(353,118)
Fund Balance, Beginning	3,600,277	706,026	359,487	352,656	353,118
Fund Balance, Ending	\$ 706,026	\$ 359,487	\$ 352,656	\$ 353,118	\$ -

LAREDO INDEPENDENT SCHOOL DISTRICT
 STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - PFC (FUND 627)
 FOR THE FISCAL YEAR ENDED AUGUST 31, 2012, WITH COMPARATIVE DATA FOR PRIOR YEARS

	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 PROJECTED	2011-2012 PROPOSED
Revenues					
Local Sources	\$ 531,788	\$ 71,127	\$ 10,103	\$ 5,402	\$ 3,661
State Sources	-	-	-	-	-
Federal Sources	-	-	-	-	-
Total Revenues	531,788	71,127	10,103	5,402	3,661
Expenditures by Function					
Facilities Acquisition and Construction	12,151,677	52,150	867,854	-	4,379,988
Total Expenditures	12,151,677	52,150	867,854	-	4,379,988
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	(11,619,889)	18,977	(857,751)	5,402	(4,376,327)
Net Changes in Fund Balances	(11,619,889)	18,977	(857,751)	5,402	(4,376,327)
Fund Balance, Beginning	16,829,588	5,209,699	5,228,676	4,370,925	4,376,327
Fund Balance, Ending	\$ 5,209,699	\$ 5,228,676	\$ 4,370,925	\$ 4,376,327	\$ -

LAREDO INDEPENDENT SCHOOL DISTRICT
 STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - QZAB #3 (FUND 630)
 FOR THE FISCAL YEAR ENDED AUGUST 31, 2012, WITH COMPARATIVE DATA FOR PRIOR YEARS

	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 PROJECTED	2011-2012 PROPOSED
Revenues					
Local Sources	\$ 148,896	\$ 14,418	\$ 1,276	\$ 745	\$ 325
State Sources	-	-	-	-	-
Federal Sources	-	-	-	-	-
Total Revenues	148,896	14,418	1,276	745	325
Expenditures by Function					
Facilities Acquisition and Construction	2,793,101	1,137,818	-	3,750	559,731
Total Expenditures	2,793,101	1,137,818	-	3,750	559,731
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	(2,644,205)	(1,123,400)	1,276	(3,005)	(559,406)
Net Changes in Fund Balances	(2,644,205)	(1,123,400)	1,276	(3,005)	(559,406)
Fund Balance, Beginning	4,328,740	1,684,535	561,135	562,411	559,406
Fund Balance, Ending	\$ 1,684,535	\$ 561,135	\$ 562,411	\$ 559,406	\$ -

LAREDO INDEPENDENT SCHOOL DISTRICT

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - BOND SERIES 2005 EDA (FUND 695)

FOR THE FISCAL YEAR ENDED AUGUST 31, 2012, WITH COMPARATIVE DATA FOR PRIOR YEARS

	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 PROJECTED	2011-2012 PROPOSED
Revenues					
Local Sources	\$ 2,621,559	\$ 2,468,632	\$ 2,316,272	\$ 755,845	\$ 56,834
State Sources	-	-	-	-	-
Federal Sources	-	-	-	-	-
Total Revenues	2,621,559	2,468,632	2,316,272	755,845	56,834
Expenditures by Function					
Facilities Acquisition and Construction	7,166,787	2,865,095	7,038,700	16,360,780	23,922,962
Total Expenditures	7,166,787	2,865,095	7,038,700	16,360,780	23,922,962
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	(4,545,228)	(396,463)	(4,722,428)	(15,604,935)	(23,866,128)
Other Financing Sources (Uses)					
Transfers Out	(7,939)	(2,214,760)	1,166,458	-	(4,767,372)
Total Other Financing Sources (Uses)	(7,939)	(2,214,760)	1,166,458	-	(4,767,372)
Net Changes in Fund Balances	(4,553,167)	(2,611,223)	(3,555,970)	(15,604,935)	(28,633,500)
Fund Balance, Beginning	54,958,796	50,405,628	47,794,405	44,238,435	28,633,500
Fund Balance, Ending	\$ 50,405,629	\$ 47,794,405	\$ 44,238,435	\$ 28,633,500	\$ -

LAREDO INDEPENDENT SCHOOL DISTRICT
 STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - IFA #2 (FUND 697)
 FOR THE FISCAL YEAR ENDED AUGUST 31, 2012, WITH COMPARATIVE DATA FOR PRIOR YEARS

	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 PROJECTED	2011-2012 PROPOSED
Revenues					
Local Sources	\$ 78,674	\$ 7,010	\$ 2,030	\$ 1,677	\$ 1,000
State Sources	-	-	-	-	-
Federal Sources	-	-	-	-	-
Total Revenues	78,674	7,010	2,030	1,677	1,000
Expenditures by Function					
Facilities Acquisition and Construction	1,818,403	217,397	(746,463)	4,948	1,259,769
Total Expenditures	1,818,403	217,397	(746,463)	4,948	1,259,769
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	(1,739,729)	(210,387)	748,493	(3,271)	(1,258,769)
Net Changes in Fund Balances	(1,739,729)	(210,387)	748,493	(3,271)	(1,258,769)
Fund Balance, Beginning	2,463,662	723,934	513,547	1,262,040	1,258,769
Fund Balance, Ending	\$ 723,933	\$ 513,547	\$ 1,262,040	\$ 1,258,769	\$ -

LAREDO INDEPENDENT SCHOOL DISTRICT

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - BOND SERIES 2006 IFA (FUND 698)

FOR THE FISCAL YEAR ENDED AUGUST 31, 2012, WITH COMPARATIVE DATA FOR PRIOR YEARS

	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 PROJECTED	2011-2012 PROPOSED
Revenues					
Local Sources	\$ 2,852,735	\$ 1,579,841	\$ 381,379	\$ 211,093	\$ 84,114
State Sources	-	-	-	-	-
Federal Sources	-	-	-	-	-
Total Revenues	2,852,735	1,579,841	381,379	211,093	84,114
Expenditures by Function					
Facilities Acquisition and Construction	4,433,705	9,401,771	7,267,513	6,747,795	36,458,936
Total Expenditures	4,433,705	9,401,771	7,267,513	6,747,795	36,458,936
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	(1,580,970)	(7,821,930)	(6,886,134)	(6,536,702)	(36,374,822)
Net Changes in Fund Balances	(1,580,970)	(7,821,930)	(6,886,134)	(6,536,702)	(36,374,822)
Fund Balance, Beginning	59,200,558	57,619,588	49,797,658	42,911,524	36,374,822
Fund Balance, Ending	\$ 57,619,588	\$ 49,797,658	\$ 42,911,524	\$ 36,374,822	\$ -

LAREDO INDEPENDENT SCHOOL DISTRICT
 STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - IFA #1 (FUND 699)
 FOR THE FISCAL YEAR ENDED AUGUST 31, 2012, WITH COMPARATIVE DATA FOR PRIOR YEARS

	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 PROJECTED	2011-2012 PROPOSED
Revenues					
Local Sources	\$ 108,521	\$ 14,167	\$ 1,747	\$ 955	\$ 575
State Sources	-	-	-	-	-
Federal Sources	-	-	-	-	-
Total Revenues	108,521	14,167	1,747	955	575
Expenditures by Function					
Facilities Acquisition and Construction	2,023,267	450,324	74,726	2,509	677,505
Total Expenditures	2,023,267	450,324	74,726	2,509	677,505
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	(1,914,746)	(436,157)	(72,979)	(1,554)	(676,930)
Net Changes in Fund Balances	(1,914,746)	(436,157)	(72,979)	(1,554)	(676,930)
Fund Balance, Beginning	3,102,366	1,187,620	751,463	678,484	676,930
Fund Balance, Ending	\$ 1,187,620	\$ 751,463	\$ 678,484	\$ 676,930	\$ -

CAPITAL IMPROVEMENT PROGRAM

OVERVIEW

The Capital Improvement Plan of the Laredo Independent School District is an aggressive plan that focuses in enhancing the instructional environment for all LISD students. When the construction program began in 1999, LISD promised to provide its students with state-of-the-art facilities that would be conducive to learning. LISD is making every effort to keep its promise! As a result, the district is on the verge of rebuilding or remodeling every school and major support facility in the district. Our schools now feature technology-ready classrooms, air conditioned gymnasiums, larger cafeterias with full-service kitchens, new and expanded libraries, convenient student drop-off and pick-up zones, and other amenities. In addition, the District utilized other funding sources such as General Fund, Science Lab grants, NIFA funds, Child Nutrition funds, and other energy incentive monies to support and provide for the various construction projects approved.

For projects under phase IV and V, construction staff prepared feasibility studies and estimates with respective Architect and Engineers of projects. Conceptual studies, schematics, and design development phases were presented and approved by the Board. Various options were presented to the Board including site facility studies of LISD owned properties. Staff, Architect, and Engineers developed a scope of work that would be adequate, efficient, reasonable, and satisfy the needs of the District. In addition, the intent was to comply and adhere to local, State, and Federal policies and building code.

In 1999, 2005, and 2006, the Laredo Independent School District voters approved three bond elections for school construction. With interest earnings and the creation of a Public Facilities Corporation (PFC), total construction dollars now exceed \$400 million.

- 1999 PHASE I – A Facilities Needs Assessment was conducted, and the Vitteta Architects and Consultants developed a bond package totaling \$144 million with various project options. On May 1, 1999, LISD constituents approved \$144 million in bonds to be sold to finance the Capital Improvement Plan (CIP).
- 2000 PHASE II – In June 2000, a revised plan was developed which increased the original scope of the CIP, adjusting it from \$144 million to \$175.1 million. Funding for the additional \$31.1 million would be provided by \$16 million of Qualified Zone Academy Bonds (QZAB) and \$15.1 million in interest earnings. This investment of over \$175 million will be for the replacement of 12 elementary schools and provide significant additions and renovations to the various campuses as well as support facilities.
- 2004 PHASE III – In 2004, a Public Facilities Corporation (PFC) was created to finance \$68 million in new construction funds. A PFC is a non-profit organization created by the State of Texas which allows school districts to issue debt. It is an alternate finance mechanism similar to a lease-purchase program based on the availability of state funding. In addition, an \$8 million QZAB was issued to finance renovations for different schools. These projects were comprised primarily of educational facilities and additional scope of work for improvements to schools not completed with Phase I and Phase II bonds and other funding mechanisms.
- 2005 PHASE IV – Although less than three percent of registered voters living within the Laredo Independent School District cast a ballot during the special election on June 25, 2005, it was enough to secure \$60 million in bonds for additional facilities construction. These projects are comprised of non-instructional facilities such as athletic fields, field houses, fine arts, and other support service facilities.
- 2006 PHASE V – Additional projects identified by the District were placed in an election for May 2006. With a 58.41% ratio, the election passed and it included \$57 million in projects. The estimated number of voters in Laredo ISD is 45,410; 7,521 cast a vote for the bond proposition. These projects were instructional in nature. It was comprised of additions and improvements to various school facilities and the replacement of an Elementary School not completed with phase I.

PROJECT MANAGEMENT

The District evaluated the methods of project management such as in-house management, outsourced management or a combination of both. The District decided to utilize a combination of in-house staff and specialists/consultants in the areas of architecture, project management, testing, environmental assessments, traffic engineers and others. Various approved Procurement methods were utilized for the various services and purchases pertaining to the construction bond projects. For major construction projects, the two methods utilized were the Construction Manager at Risk (CMAR) for projects under Phase III and Request for Competitive Sealed Proposals (RFCSP) for projects under Phase I, II, IV, and V.

PROJECTS AND IMPROVEMENTS FUNDED FROM PHASES I – V

The elementary schools will have technology-ready science classrooms, music classrooms, art classrooms, multipurpose rooms, air conditioned gymnasiums, larger cafeterias with state of the art kitchens, larger libraries with storytelling areas, adequate storage facilities, compliance with American Disability Act (ADA) regulations, compliance with Texas Education Agency (TEA) design standards, energy cost efficient schools, convenient student drop off/pick up zones, and fire/burglar alarm systems. The high schools will have new regulation sized gyms, classroom additions, and larger cafeterias with kitchens.

The schedule below identifies all the projects undertaken at the District with funds from the initial Capital Improvement Plan and the 2004 PFC. The total funding and project costs are estimated at \$400,639,342 for Phases I-V.

Funding For Phases I - V

Instructional Facilities Allotment (IFA) Funding	
IFA #1 - Fund 699	\$ 72,000,000
IFA #2 - Fund 697	72,000,000
2006 Series - Fund 698	57,618,061
Qualified Zone Academy Bonds (QZAB) Funding	
QZAB #1 - Fund 625	8,000,000
QZAB #2 - Fund 626	8,000,000
QZAB #3 - Fund 630	8,000,000
Public Facilities Corporation (PFC) Funding	
2004 PFC - Fund 627	69,350,492
Existing Debt Allotment (EDA) Funding	
2005 Series	60,685,722
Interest Earnings	44,985,067
Total Sources of Funds	<u>\$ 400,639,342</u>

Phases I – III (Construction Costs Only)

1999 Bond ~ New Schools	Open(s)	Cost	Progress
Farias Elementary School	2002-03	4,824,052	100%
Sanchez/Ochoa Elementary School	2002-03	5,015,364	100%
Santa Maria Elementary School	2002-03	4,767,861	100%
Lamar Middle School	2003-04	9,214,973	100%
Milton Elementary School	2003-04	4,806,039	100%
Alma Pierce Elementary School	2003-04	4,622,878	100%
Santo Nino Elementary School	2003-04	4,883,084	100%
Bruni Elementary School	2004-05	5,377,673	100%
Macdonell Elementary School	2004-05	4,716,009	100%
Memorial Middle School	2005-06	9,614,154	100%
K. Tarver Elementary School	2005-06	5,216,500	100%
Heights Elementary School	2007-08	5,795,500	100%
J.C. Martin Elementary School	2009-10	1,345,567	100%
Leyendecker Elementary School	2008-09	16,431	100%
1999 Bond ~ Additions & Renovations	Open(s)	Cost	Progress
Dovalina Elementary School	2002-03	2,929,707	100%
Kawas Elementary School	2003-04	3,031,661	100%
Ligarde Elementary	2003-04	4,099,831	100%
Zachry Elementary School	2003-04	1,859,104	100%
Martin High School - Gymnasium/Wellness Center	2004-05	4,870,797	100%
Nixon High School Improvements	2003-04	8,813,668	100%
Cigarroa Middle School and High School - Phase I	2004-05	9,150,966	100%
Cigarroa Middle School and High School - Phase II	2006-07	649,130	100%
Christen Middle School Phase II	2007-08	2,212,921	100%
Martin High School Phase III	2008-09	1,510,712	100%
1999 Bond ~ Other projects	Open(s)	Cost	Progress
Landscaping and Irrigation Improvements at Farias Elem	2006-07	142,534	100%
2000 QZAB 1 & 2 Bond ~ Projects	Open(s)	Cost	Progress
Nixon High School Improvements	2003-04	2,531,665	100%
Memorial Middle School	2005-06	215,558	100%
Cigarroa High & Middle Phase II	2006-07	7,427,717	100%
Martin High School Phase III	2008-09	5,404,151	100%
Cigarroa High & Middle OCR Improvements	2008-09	13,900	100%
2004 QZAB 3 Bond ~ Projects	Open(s)	Cost	Progress
Cigarroa High and Middle School QZAB	2006-07	1,920,000	100%
Christen Middle School Phase II	2007-08	2,099,709	100%
Martin High School Phase III	2008-09	2,216,670	100%
Nixon High School Autism Classroom	2007-08	80,117	100%
Nixon High School OCR Improvements	2007-08	313,553	100%
Lamar Middle School OCR Improvements	2008-09	376,267	100%
Cigarroa High & Middle OCR Improvements	2008-09	432,855	100%

1999 Bond ~ New Schools	Open(s)	Cost	Progress
Farias Elementary School	2002-03	4,824,052	100%
Sanchez/Ochoa Elementary School	2002-03	5,015,364	100%
Santa Maria Elementary School	2002-03	4,767,861	100%
Lamar Middle School	2003-04	9,214,973	100%
Milton Elementary School	2003-04	4,806,039	100%
Alma Pierce Elementary School	2003-04	4,622,878	100%
Santo Nino Elementary School	2003-04	4,883,084	100%
Bruni Elementary School	2004-05	5,377,673	100%
Macdonell Elementary School	2004-05	4,716,009	100%
Memorial Middle School	2005-06	9,614,154	100%
K. Tarver Elementary School	2005-06	5,216,500	100%
Heights Elementary School	2007-08	5,795,500	100%
J.C. Martin Elementary School	2009-10	1,345,567	100%
Leyendecker Elementary School	2008-09	16,431	100%
1999 Bond ~ Additions & Renovations	Open(s)	Cost	Progress
Dovalina Elementary School	2002-03	2,929,707	100%
Kawas Elementary School	2003-04	3,031,661	100%
Ligarde Elementary	2003-04	4,099,831	100%
Zachry Elementary School	2003-04	1,859,104	100%
Martin High School - Gymnasium/Wellness Center	2004-05	4,870,797	100%
Nixon High School Improvements	2003-04	8,813,668	100%
Cigarroa Middle School and High School - Phase I	2004-05	9,150,966	100%
Cigarroa Middle School and High School - Phase II	2006-07	649,130	100%
Christen Middle School Phase II	2007-08	2,212,921	100%
Martin High School Phase III	2008-09	1,510,712	100%
1999 Bond ~ Other projects	Open(s)	Cost	Progress
Landscaping and Irrigation Improvements at Farias Elem	2006-07	142,534	100%
2000 QZAB 1 & 2 Bond ~ Projects	Open(s)	Cost	Progress
Nixon High School Improvements	2003-04	2,531,665	100%
Memorial Middle School	2005-06	215,558	100%
Cigarroa High & Middle Phase II	2006-07	7,427,717	100%
Martin High School Phase III	2008-09	5,671,400	100%
Cigarroa High & Middle OCR Improvements	2008-09	13,900	100%
2004 QZAB 3 Bond ~ Projects	Open(s)	Cost	Progress
Cigarroa High and Middle School QZAB	2006-07	1,920,000	100%
Christen Middle School Phase II	2007-08	2,099,709	100%
Martin High School Phase III	2008-09	2,216,670	100%
Nixon High School Autism Classroom	2007-08	80,117	100%
Nixon High School OCR Improvements	2007-08	313,553	100%
Lamar Middle School OCR Improvements	2008-09	376,267	100%
Cigarroa High & Middle OCR Improvements	2008-09	432,855	100%

2004 PFC ~ New Schools/Facilities	Open(s)	Cost	Progress
Buenos Aires Elementary School	2007-08	7,749,343	100%
Cigarroa High School Library	2005-06	912,920	100%
Cigarroa High School Literacy Center	2005-06	1,128,000	100%
Daiches Elementary School	2006-07	7,216,815	100%
Leyendecker Elementary School	2008-09	7,793,754	100%
Martin High School West Wing	2007-08	10,363,707	100%
Martin High School Literacy Center	2007-08	1,136,495	100%
Nixon High School Literacy Center	2005-06	1,021,500	100%
Ryan Elementary School	2006-07	8,142,337	100%
2004 PFC ~ Additions & Renovations	Open(s)	Cost	Progress
Christen Middle School Phase I	2006-07	11,483,243	100%
D.D. Hachar Elementary School	2007-08	5,765,434	100%
2004 PFC ~ Other Projects			
Landscaping and Irrigation at Ryan Elementary School	2007-08	156,707	100%
Landscaping and Irrigation at Daiches Elementary School	2007-08	141,314	100%
Landscaping and Irrigation at Gallego Elementary School	2009-10	84,998	100%

Phase IV (Construction Costs Only)

2005 Bond ~ New Schools/Facilities	Open(s)	Cost	Progress
Kawas Soccer Fields	2009-10	1,138,517	96%
Zachary Softball Fields	2011-12	2,367,137	31%
Cigarroa Middle Orchestra Building	2009-10	1,222,396	98%
Demolition of Food Service Center	2009-10	97,502	100%
Food Services	2010-11	6,802,000	95%
Demolition of Old Ochoa Campus (New Transportation Facility)	2009-10	197,384	100%
Transportation	2010-11	2,900,388	95%
Demolition of Shirley Field Complex	2009-10	172,955	100%
Shirley Field	2010-11	8,465,830	95%
Nixon High School Field House	2006-07	1,962,827	100%
Martin High School Field House	2010-11	1,621,800	95%
2005 Bond ~ Other Projects			
D.D. Hachar Elementary School Phase II	2007-08	3,515,504	100%
Christen Middle School Phase II	2007-08	2,379,887	100%
Martin High School Phase III	2008-09	1,285,669	100%
Memorial Middle Field	2007-08	2,077,844	100%
Martin High School Cafeteria	2007-08	521,435	100%

Phase V (Construction Costs Only)**2006 Bond ~ New Schools/Facilities**

	Open(s)	Cost	Progress
J.C. Martin Elementary School	2009-10	8,862,195	100%
High School Science Labs	2010-11	6,874,342	95%
Early College High School at TAMU	2011-12	7,037,000	25%
Pre-K Classrooms	2010-11	4,002,539	94%
Leyendecker Elementary School - ECC	2008-09	1,300,000	100%
Parental Involvement Center	*	-	-
Student Services Center	*	-	-
New Middle School	*	-	-
Alternative Education Campus	*	-	-

*Construction Timelines and Final Budgets Pending Board Approval

2006 Bond ~ Other Projects

Nixon High School Connectivity	2009-10	960,000	100%
Martin High School OCR	2009-10	2,244,398	100%
Martin High School Renovations	2009-10	320,002	100%

CAPITAL IMPROVEMENT PLAN

Application of Funds as of August 31, 2010

Phases I & II (1999 Bond and Qualified Zone Academy Bonds)
Projects Completed

001	Martin High School	Wellness Center (Ph I & II)	15,412,614	15,050,881	2,380	359,353
002	Nixon High School	New Wings & Improvements	13,353,536	12,437,470	4,928	911,139
003	Dr. L Cigarroa H. School	Additions & Renovation	13,890,474	13,744,491	-	145,983
041	Christen Middle	Additions & Renovation (PhI)	5,232,509	5,182,297	27,158	23,054
042	Lamar Middle	Replacement School	10,735,697	10,702,105	-	33,592
043	Joaquin Cigarroa Middle	Additions & Renovation	6,999,085	6,826,681	-	172,404
044	Memorial Middle	Replacement School	11,936,406	11,922,558	-	13,848
101	Bruni Elementary	Replacement School	9,281,129	9,242,839	-	38,290
102	Buenos Aires Elementary	Replacement School	1,046,903	1,037,459	-	9,444
104	Daiches Elementary	Replacement School	1,226,683	1,214,503	-	12,180
105	Farias Elementary	Replacement School	8,085,520	8,072,279	-	13,241
106	Heights Elementary	Replacement School	7,163,779	7,161,456	-	2,323
107	K. Tarver Elementary	Replacement School	6,624,078	6,578,953	-	45,125
108	Leyendecker Elementary	Replacement School	1,460,229	1,455,286	-	4,943
109	Macdonell Elementary	Replacement School	7,435,977	7,429,264	-	6,713
110	Milton Elementary	Replacement School	6,727,197	6,703,221	-	23,976
111	A. Pierce Elementary	Replacement School	8,004,686	7,991,600	-	13,086
112	Ryan Elementary	Replacement School	1,429,510	1,429,292	-	218
115	Santa Maria Elementary	Replacement School	7,154,515	7,126,324	-	28,191
116	Santo Nino Elementary	Replacement School	5,994,081	5,988,972	-	5,109
119	D. D. Hachar Elementary	Additions & Renovation	1,257,859	1,232,151	-	25,708
120	J. C. Martin Elementary	Replacement School	2,340,260	2,319,707	-	20,553
121	H. B. Zachry Elementary	Additions & Renovation	2,355,235	2,350,902	-	4,333
122	J. Kawas Elementary	Additions & Renovation	3,869,620	3,844,149	-	25,471
123	Dovalina Elementary	Additions & Renovation	3,734,664	3,734,656	-	8
124	H. Ligarde Elementary	Additions & Renovation	5,141,757	5,137,453	-	4,304
125	Sanchez/Ochoa Elementary	Replacement School	6,478,152	6,478,147	-	5

Projects in Progress

Other Costs	872,071	117,321	-	754,750
Other Uses	2,700,000	2,700,000	-	-

Total Phases I & II

177,944,226	175,212,413	34,466	2,697,347
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Note: Available balances remaining from the budgeted projects will be transferred to other projects in process as needed.

Campus/Facility	Project	Budget	Actual Paid	Encumbrance	Available Balance
Phase III (2004 Public Facility Corporation & Qualified Zone Academy Bond)					
<i>2004 Public Facility Corporation</i>					
Projects Completed					
001 Martin High School	West Wing (Ph II) & Literacy	13,615,737	13,245,924	-	369,813
002 Nixon High School	Literacy Center	4,798,112	4,143,819	-	654,293
003 Dr. L Cigarroa H. School	Library & Literacy Center	2,228,203	2,152,688	-	75,515
041 Christen Middle	Improvements (Phase I)	12,056,705	11,769,158	-	287,547
102 Buenos Aires Elementary	Replacement School	8,451,810	8,326,852	-	124,958
104 Daiches Elementary	Replacement School	7,867,465	7,788,395	-	79,070
108 Leyendecker Elementary	Replacement School	8,426,439	8,417,404	-	9,035
112 Ryan Elementary	Replacement School	7,976,507	7,813,132	-	163,375
119 D. D. Hachar Elementary	Replacement School	6,403,322	6,257,682	-	145,640
Projects in Progress					
870 District Wide		2,467,124	-	-	2,467,124
Total 2004 Public Facility Corporation		74,291,424	69,915,054	-	4,376,369
<i>Qualified Zone Academy Bond</i>					
Projects Completed					
001 Martin High School	Renovation	2,216,670	2,216,670	-	-
002 Nixon High School	Renovation	447,315	447,315	-	-
003 Dr. L Cigarroa H. School	Renovation	1,236,317	1,236,316	-	1
041 Christen Middle	Renovation	2,105,792	2,103,459	-	2,333
042 Lamar Middle	Renovation	799,418	589,570	-	209,848
043 Joaquin Cigarroa Middle	Renovation	1,587,717	1,530,893	-	56,824
107 K. Tarver Elementary	Renovation	21,214	20,876	-	338
Projects in Progress					
945 Construction Project		284,322	-	-	284,322
Other Costs		90,000	84,171	-	5,830
Total Qualified Zone Academy Bond		8,788,765	8,229,270	-	559,495
Total Phase III		83,080,189	78,144,324	-	4,935,864

Note: Available balances remaining from the budgeted projects will be transferred to other projects in process as needed.

Campus/Facility	Project	Budget	Actual Paid	Encumbrance	Available Balance
Phase IV (2005 60 M)					
Projects Completed					
002 Nixon High School	New Field House	3,895,481	2,190,066	5,411	1,700,004
003 Dr. L Cigarroa H. School	Renovation	1,147,977	122,895	45,744	979,338
004 Vidal M. Trevino Magnet	Renovation	11,191,659	20,500	498,513	10,672,646
041 Christen Middle	Renovation (Phase II)	2,428,942	2,428,942	-	-
042 Lamar Middle	Renovation	56,027	56,026	-	1
044 Memorial Middle	Athletic Field	2,551,713	2,551,712	-	1
102 Buenos Aires Elementary	Land Acquisition	800,659	800,658	-	1
106 Heights Elementary	Land Acquisition	327,158	327,158	-	1
737 Textbooks & Records Mgmt.	Renovation	12,500	12,500	-	-
936 Division Of Operations	Renovation	55,000	55,000	-	-
Projects in Progress					
001 Martin High School	Gym, Band Hall, Main Bldg (Ph III)	16,383,653	13,639,545	760,845	1,983,262
007 Lara Academy	Expansion portables	177,998	-	15,973	162,025
043 Joaquin Cigarroa Middle	Renovations, Orchestra Bldg	3,030,260	1,573,004	94,731	1,362,525
104 Daiches Elementary	Early Childhood Center	-	-	-	-
112 Ryan Elementary	Early Childhood Center	783,293	783,292	-	1
119 D.D. Hachar Elementary	2 Story Building (Phase II)	3,497,680	3,497,680	-	-
121 H.B. Zachary Elementary	Softball Fields	2,975,412	1,623,461	1,146,694	205,257
122 Kawas Elementary	Soccer Fields	1,575,025	1,335,421	58,993	180,612
736 Fixed Assets & Custodial Svcs.	Renovation	40,500	40,500	-	-
805 Fine Arts	New Replacement	345,000	10,350	-	334,650
870 District Wide	New Administrative Complex	1,917,974	1,917,972	-	2
877 Transportation Center	New Replacement	4,286,152	3,317,124	403,162	565,866
945 Construction Project		1,764,293	662,244	-	1,102,049
946 Food Service Center	New Replacement	7,965,361	7,407,560	469,440	88,361
998 Unallocated Org. Unit	Other Debts	685,721	648,519	-	37,202
Total Phase IV		67,895,438	45,022,130	3,499,505	19,373,803

Note: Available balances remaining from the budgeted projects will be transferred to other projects in process.

Campus/Facility	Project	Budget	Actual Paid	Encumbrance	Available Balance
Phase V (2006 57 M)					
Projects Completed					
041 Christen Middle School	Renovation (Phase II)	93,453	93,453	-	-
Projects in Progress					
001 Martin High School	Science Labs	5,348,113	4,335,714	352,452	659,947
002 Nixon High School	Science Labs	26,160,189	5,063,492	1,785,495	19,311,202
003 Dr. L Cigarroa H. School	Science Labs	2,887,019	1,811,861	243,867	831,291
008 Early College High School	New Replacement	9,891,684	2,621,709	5,898,347	1,371,628
105 Farias Elementary	Early Childhood Center	3,599,027	1,543,317	193,392	1,862,318
108 Leyendecker Elementary	Early Childhood Center	1,300,000	1,300,000	-	-
111 A. Pierce Elementary	Early Childhood Center	2,793,006	1,411,157	161,802	1,220,047
120 J.C. Martin Elementary	Early Childhood Center	9,039,732	9,039,731	-	1
123 Dovalina Elementary	Early Childhood Center	2,757,042	1,290,454	138,021	1,328,568
945 Construction Project		747,001	-	-	747,001
998 Unallocated Org. Unit	Other Debts	618,061	593,980	-	24,081
Total Phase V		65,234,327	29,104,868	8,773,377	27,356,082

Note: Available balances remaining from the budgeted projects will be transferred to other projects in process.

IMPACT OF CAPITAL PROJECTS TO THE GENERAL OPERATING FUND

The proceeds of the District's bond sales and the capital projects expenditures are accounted for in Capital Projects Funds which are budgeted on a project basis. However, many of these projects have an effect on the General Operating Fund budget. Capital projects can affect operating costs through ways such as staffing, utilities, and increased maintenance costs. Since these new facilities constructed are larger, the District expects there will be an increase in utility costs, especially electricity. In addition, the General Fund funds additional project costs if the Construction Program does not have available funds to cover the expenses

The following is a list of capital projects that will be completed and open for school year 2011-2012 and their respective impact to the General Operating Fund:

	Old Square Footage	New Square Footage	Utilities	Custodial Services	Janitorial Supplies	Total Effect
Early College High School	-	42,731	\$ 64,524	\$ 28,000	\$ 10,768	\$ 103,292
Softball Fields - Zachry	-	4,855	7,331	-	1,223	8,555
			\$ 71,855	\$ 28,000	\$ 11,992	\$ 111,847

These completed projects consist of additions and complete replacements:

Zachary Elementary will have a new women's fast pitch softball complex. The complex will include two softball fields, bleachers, concession stand, parking lot, and irrigation system. It will be built on vacant land adjacent to the campus and will be the first district owned softball complex. No additional personnel will be required for this capital project.

The new Early College High School consists of one two story building. The first floor includes Administrative, Counseling, and Registrar Offices, Clinic, Kitchen, Serving Line, Commons Area, General Use and Special Education Classrooms and miscellaneous support rooms. The second floor includes General Classrooms, a Science Lab, and Computer Labs, and miscellaneous support rooms. Total program square footage is approximately 42,731 SF. A school bus drop-off lane and staff/student parking for 112 vehicles will be included as part of this project.

A total of 400 students will be allowed to occupy this new facility according to building codes. This campus will be located adjacent to the Texas A&M International University campus on a four acre site. This new facility will require the district to hire one additional custodial staff and no other personnel will required since our current Early College High School is fully staffed and the school has reached its maximum capacity of 400 students.

The estimates are based on an increase of \$1,510 per 1,000 square feet of space for utilities (electricity) and \$252 per 1,000 square feet for janitorial supplies. The custodial services formula is one custodian per every 18,000 square feet of school building space. Each custodian approximately costs the district \$14,000. The total effect of the new campuses and/or facilities opening in school year 2011-2012 is \$111,847 to the General Operating Fund.

INFORMATIONAL SECTION

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GENERAL OPERATING FUND – MAJOR REVENUE SOURCES

BACKGROUND

Funding for public education in Texas comes primarily from three main sources: local funds, state funds, and federal funds. State funds make up the largest portion for Laredo ISD. Local funds, primarily the local property tax revenues make up the second largest source of revenue for the District. Federal funds represent the smallest portion of the three revenue sources for the state's public schools including this District. Most federal funds are earmarked for specific programs or to provide services to a specific group of students (e.g., low income, special education).

Because local funding is provided through property tax revenues, a district's wealth is described in terms of its property value. A "low-wealth," or "property-poor," school district has less wealth (tax revenue) per student than the average of the districts in the state.

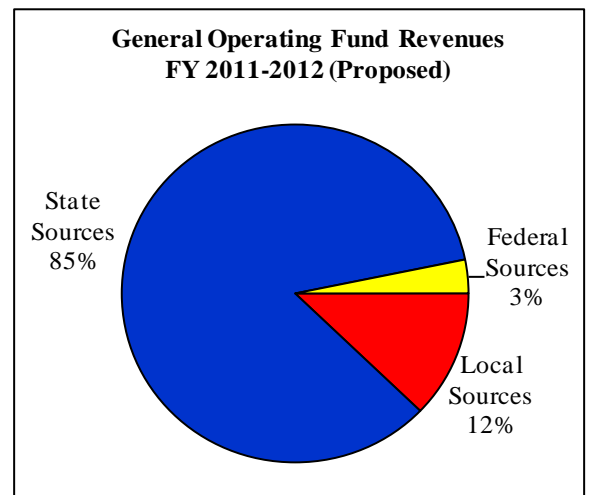
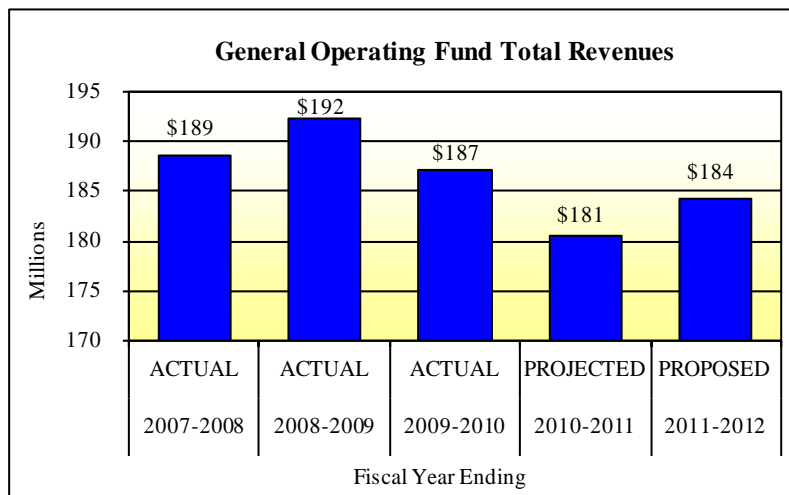
For fiscal year 2011-2012, Laredo ISD will tax \$1.0400 for every \$100 of taxable value within its boundaries (the District's total tax rate is \$1.2740; 23.4 cents goes to pay debt service). A penny generates about \$189,290 in tax revenues to the District.

GENERAL OPERATING FUND

For fiscal year 2011-2012, the General Operating fund revenues are projected at \$184,232,929. This is a \$3,615,812 increase over the estimated 2010-2011 total revenues. This is mainly due to the availability of funds under the Education Jobs (Ed Jobs) Fund for compensation and benefits and other expenses necessary to retain existing school-level employees, to recall or rehire former school-level employees, and to hire new school-level employees, in order to provide early childhood, elementary, or secondary educational and related services.

For fiscal year 2011-2012, total revenues include non-cash revenues of \$9,474,000 for Teacher Retirement System payments. The net cash revenues for the District are estimated at \$174,758,929. We are projecting to end fiscal year 2010-2011 with \$171,763,943 in net cash revenues and with non-cash revenues of \$8,853,174 for Teacher Retirement System payments.

Out of the proposed 2011-2012 revenues, \$22,405,678 is generated locally, \$155,926,365 is funded from the State and \$5,900,886 comes from federal sources.

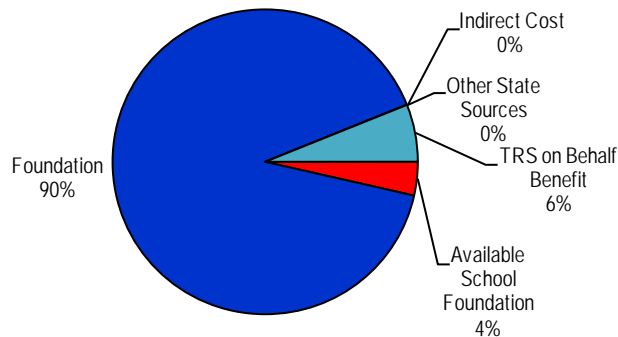


A. STATE PROGRAM REVENUES

The majority of state funds are distributed to districts through a system known as the Foundation School Program (FSP). The state distributes funds from the Available School Fund to local school districts through the two-tiered program. Tier 1 of the FSP provides funds to meet the costs of basic education programs that meet state accreditation standards. Tier 2 provides schools with equal access to revenue for educational enrichment. Both tiers contain a state and local share, with the latter depending on the property wealth of each district. Under Tier 1 of FSP, additional funding is made available to school districts for special, vocational, compensatory, bilingual, and gifted and talented programs.

The District receives most of its revenues from the state; for 2011-2012 we are estimating that 85 % of general operating revenues will be funded from the state. Estimated revenues for 2011-2012 are \$155,926,365 compared to projected 2010-2011 revenues of \$153,137,990. This is due to a projected increase in the Foundation revenues.

**General Operating Fund Revenues
from State Sources FY 2011-2012 (Proposed)**



1. Available School Fund & Foundation School Program

Fiscal year 2011-2012: The District is projecting to receive \$146,382,365 in total cash revenues from the State. The estimated Average Daily Attendance (ADA) for this year is projected to decrease slightly to 22,400. The District is projecting to generate \$5,526,242, in State aid from the Available School Fund and \$140,856,123 from the Foundation School Program this fiscal year. These estimates are based on the State Legislative Payment Estimate. It should be noted that in order to receive the proposed State Aid, the District must generate a minimum of \$21,395,418 in M&O local taxes collected. With the proposed tax rate, the District will generate the required amount in this fiscal year.

Fiscal year 2010-2011: The District is estimating to generate \$144,171,354 in total cash revenues from the State. The District's Average Daily Attendance (ADA) for 2010-2011 increased to 22,494.243 as compared to prior year of 22,346.454. The District budgeted \$1,876,335 to be generated through the Available School Fund during fiscal year 2010-2011 but estimates collections of \$7,396,074. Also, the District anticipated generating \$148,122,836 in revenues from the Foundation School Program but estimates to collect \$136,775,280.

Some of these State revenues are to be used specifically for certain programs; please see below:

Program Revenues	2010-2011	2011-2012
Regular Block Grant	\$ 103,170,167	\$ 95,140,081
Gifted & Talented Block Grant	659,198	656,432
Special Education Allotment	10,599,669	10,381,344
Career & Technology Block Grant	4,911,905	4,622,940
Bilingual Education Block Grant	6,619,033	6,604,200
Compensatory Education Block Grant	22,059,615	22,131,897
Transportation	277,583	277,583
New Instructional Facility Allotment	5,959	-
High School Allotment	1,464,681	1,430,000
Total	<u>\$ 149,767,810</u>	<u>\$ 141,244,477</u>

2. On Behalf TRS Payments

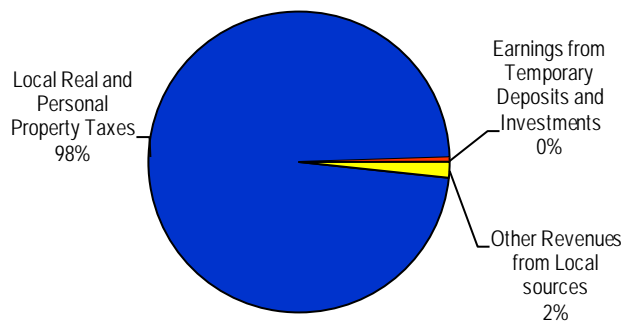
This revenue source is a non-cash transaction that the District is required to record on its books. The State of Texas and the Governmental Accounting Standards Board, Statement No. 24 mandates this requirement. This amount constitutes the amount of retirement payments (contributions) made by the State on behalf of the District for all of its employees. The intent of this transaction is to account for the entire cost of providing school services in the State of Texas.

The projected amount for fiscal year 2011-2012 is \$9,474,000. As the district finalizes the final audit for 2010-2011, a more detailed projection will be presented to the Board to amend the budget. The projected amount of revenues and expenditures to be recorded for fiscal year 2010-2011 is \$8,853,174.

B. LOCAL REVENUES

Local revenues constitute 12% of all projected revenues of the general operating fund for fiscal year 2011-2012 and for the projected 2010-2011. Local revenues include real property taxes (current and prior year tax collections, and penalty, interest, and other tax revenues), and other revenues from local sources (including interest earnings), and miscellaneous revenues from local sources.

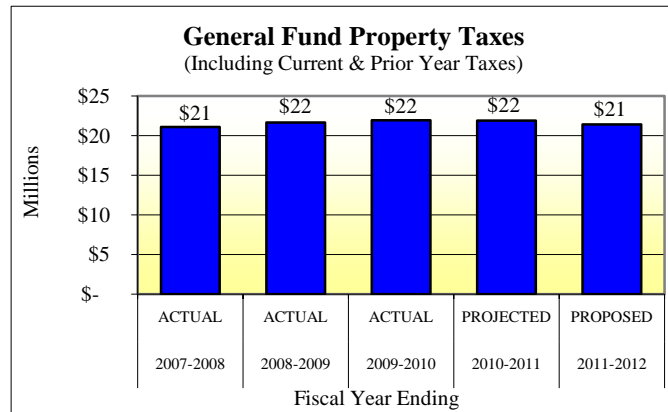
**General Operating Fund Revenues
from Local Sources FY 2011-2012 (Proposed)**



1. Local Real and Personal Property Taxes

Tax year 2011 total assessed value is \$3,035,153,756 with net taxable values of \$2,208,434,168. The proposed tax rate for the District per \$100 valuation is \$1.274; \$1.040 for the purpose of maintenance and operations (M&O – General Fund), and \$0.234 for the payment of principal and interest on the debt of the District (I&S – Debt Service Fund).

Tax year 2010 total assessed value was \$3,025,814,906 with net taxable values of \$2,210,534,746. The tax rate for the District per \$100 valuation was \$1.274; \$1.040 M&O and \$0.234 I&S.



Property Taxes:

Fiscal Year 2011-2012: The District estimates a 2011 tax levy of \$22,122,745 for maintenance and operations in fiscal year 2011-2012. The District estimates to collect \$20,615,418 (93.18%) of the estimated tax levy for the general operating fund maintenance and operations.

Fiscal year 2010-2011: The 2010 adjusted tax levy for maintenance and operations for the District is \$22,118,978. The District's goal was to collect 95% of the tax levy and projects to end the fiscal year with 95.72% collections, estimating to generate \$21,173,669 in current year taxes for the general operating fund.

Prior Year Taxes:

The District estimates 3.53% collections of the tax levy in prior year taxes. The District contracts a law firm to collect prior taxes. Collections efforts by the Tax Office include mail outs, working with the Tax Attorney to file suit on properties, and foreclosure. A 15% commission is charged by the law firm and passed through to the taxpayers for the years that a 15% fee was assessed.

Fiscal year 2011-2012: The District estimates \$780,000 delinquent tax collections (approximately 3.53% of the 2010 adjusted tax levy of \$22,118,978).

Fiscal year 2010-2011: The District estimates that the Tax Office will have total collections of \$720,000 in prior year delinquent taxes (3.25% of the 2009 adjusted tax levy of \$22,124,416).

Other Revenues Related To Taxes (Penalty & Interest):

Fiscal year 2011-2012: Expected collections for this year are \$525,760. Efforts include additional mail outs, phone contacts, and increased activity from the Tax Office.

Fiscal year 2010-2011: The District estimates to collect \$630,580 for penalties, interest, tax certificates and attorney fees.

2. Earnings from Temporary Deposits and Investments (Interest)

The District invests all available cash into secure transactions that are in compliance with State Law and the District's Investment Policy. The District currently invests funds in Certificates of Deposit with maturities varying from one month to twenty-four months. These Certificates of Deposits are collateralized at 110% with letters of credit from the Federal Home Loan Bank and with securities holdings from the Federal Home Loan Mortgage Corporation that are pledged to the District. Any cash not available for extended investments is placed in the Texas DAILY Pool, Texpool, and bank accounts, and is available to be withdrawn as needed. The District utilizes these funds to maximize its returns.

Fiscal year 2011-2012: The District expects total interest earnings to further decrease from last year's estimate, bringing \$107,000 in revenues.

Fiscal year 2010-2011: The District estimates to collect \$236,000 in interest for this fiscal year, 84.29% of the original budgeted amount of \$280,000 due to economic conditions and declining interest rates.

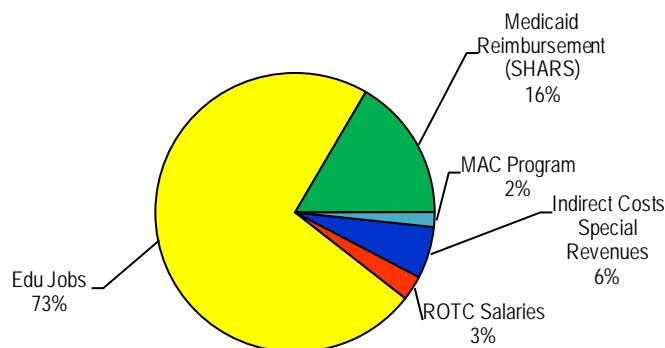
C. FEDERAL PROGRAM REVENUES

Federal sources constitute 3% of all General Operating fund revenues. The revenue source includes the indirect cost charged to the Special Revenue Funds, the ROTC reimbursement, the Medicaid Reimbursement, Education Jobs Grant, and the Medicaid Administrative Claiming reimbursement.

Fiscal year 2011-2012: The District estimates to charge an indirect cost rate of 2.397% to the federal programs for this fiscal year. The General Fund utilizes this amount to fund administrative costs and services provided to the federal programs. The budget for this year is estimated at \$355,000; total Federal revenues are estimated at \$5,900,886. This amount includes the Education Jobs Funds in the amount of \$4,300,886, which will be accounted as a Special Revenue fund once the notice of grant agreement has been received by the District. This Grant is considered a non-recurring revenue and will not be awarded for fiscal year 2012-2013.

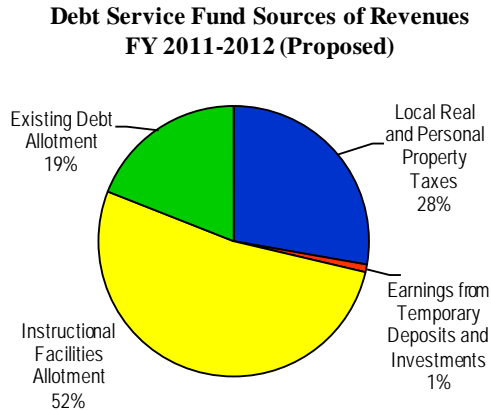
Fiscal year 2010-2011: The District budgeted \$935,000 in total Federal revenues for this fiscal year, and it estimates to collect 404.54% or \$3,782,404 of the budgeted amount. This increase is due to an increase in reimbursements for assessment, audiology, counseling, school health services, medical services, occupational therapy, physical therapy, psychological services, speech therapy, special transportation and personal care services provided by the District for an approximate reimbursement amount of \$2,912,014. The indirect cost amount for this year is projected at \$325,000.

**General Operating Fund Revenues
from Federal Sources FY 2011-2012 (Proposed)**



DEBT SERVICE FUND – MAJOR REVENUE SOURCES

Fiscal year 2011-2012 Debt Service Fund revenues are projected at \$17,623,858, a decrease over projected 2010-2011 total revenues of \$18,966,288. Local sources of revenue comprise 29% of debt service revenues, while the remaining 71% come from state sources.



A. LOCAL REVENUES

1. Local Real and Personal Property Taxes

Tax year 2011 total assessed value is \$3,035,153,756 with net taxable values of \$2,208,434,168. The proposed tax rate for the District per \$100 valuation is \$1.274; \$1.040 for the purpose of maintenance and operations (M&O – General Fund), and \$0.234 for the payment of principal and interest on the debt of the District (I&S – Debt Service Fund).

Tax year 2010 total assessed value was \$3,025,814,906 with net taxable values of \$2,210,534,746. The tax rate for the District per \$100 valuation was \$1.274; \$1.040 M&O and \$0.234 I&S.

Property Taxes:

Fiscal year 2011-2012: The District estimates a 2011 tax levy of \$4,977,618 for interest and sinking in fiscal year 2011-2012. The District estimates to collect \$4,638,361 (93.18%) of the estimated tax levy for the Debt Service Fund.

Fiscal year 2010-2011: The 2010 adjusted tax levy for interest and sinking for the District is \$4,976,770. The District's goal was to collect 95% of the tax levy and projects to end the fiscal year with 95.68% collections, estimating to generate \$4,762,058 of the adjusted tax levy.

Prior Year Taxes:

The District normally expects to collect 3% of prior year's tax levy. The District contracts a law firm to collect prior taxes. Collections efforts by the Tax Office include mail outs, working with the Tax Attorney to file suit on properties, and foreclosure. A 15% commission is charged by the law firm and passed through to the taxpayers for the years that a 15% fee was assessed.

Fiscal year 2011-2012: The District is projecting 3.36% collections of the 2010 I&S adjusted tax levy, and it estimates that the Tax Office will collect \$160,000 of the adjusted levy.

Fiscal year 2010-2011: The District estimates to collect 3.05% of the estimated 2009 I&S adjusted tax levy. Total projected collections are \$152,000.

Other Revenues Related to Taxes (Penalty & Interest)

Fiscal year 2011-2012: Expected collections for this year are \$95,000. The District is projecting a decrease in these collections below the 2010-2011 fiscal year.

Fiscal year 2010-2011: The District estimates to collect \$141,641 for penalties, interest, tax certificates and attorney fees.

2. Earnings from Temporary Deposits and Investments (Interest)

The District invests all available cash into secure transactions that are in compliance with State Law and the District's Investment Policy. The District currently invests funds in Certificates of Deposit with maturities varying from one month to twenty-four months. These Certificates of Deposits are collateralized at 110% with letters of credit from the Federal Home Loan Bank and with securities holdings from the Federal Home Loan Mortgage Corporation that are pledged to the District. Any cash not available for extended investments is placed in the Texas DAILY Pool, Texpool, and bank accounts, and is available to be withdrawn as needed. The District utilizes these funds to maximize its returns.

Fiscal year 2011-2012: The District expects total interest earnings to be \$158,800.

Fiscal year 2010-2011: The District estimates to collect \$223,223 in interest for this fiscal year, 275.58% of the original budgeted amount of \$81,000.

B. STATE REVENUES

Texas provides state aid for facilities through equalized support for debt service taxes. An Instructional Facilities Allotment (IFA) is available to low-wealth school districts to assist them in paying debt service on bonded indebtedness for new instructional facilities. An Equalized Debt Allotment (EDA) is available to all districts to provide equalized assistance for existing debt.

Both IFA and EDA funds are calculated using a guaranteed-yield program. Districts levy a debt service tax and raise as much of the yield as possible from local property taxes. The state makes up the difference between what the district raises from property taxes and the total guaranteed yield. State support for debt service for facilities is limited to the amount of money appropriated by the Texas Legislature.

1. State Aid – Instructional Facilities Allotment (IFA)

The IFA is a grant from the Texas Education Agency (TEA) for the purpose of financing the principal and interest payments for eligible bonds for the construction and repair of schools.

Fiscal year 2011-2012: The District projects to receive \$9,220,797 from this grant.

Fiscal year 2010-2011: The District estimates to receive \$10,519,902 from this revenue source.

2. State Aid – Existing Debt Allotment (EDA)

The EDA is a grant from the Texas Education Agency (TEA) for the purpose of financing the principal and interest payments for eligible bonds issued in years prior to 1999.

Fiscal year 2011-2012: The District projects to receive \$3,351,950 from this grant.

Fiscal year 2010-2011: The District estimates to receive \$3,167,464 from this revenue source.

MAJOR REVENUE ASSUMPTIONS

At the heart of the 2011-2012 budget process are the assumptions of fund balance, sources of revenues, and expenditure projections, such as salary increases and fixed and variable costs. The Division of Finance prepares annual budgets to forecast the financial picture of the school district. It is imperative that assumptions be made to accurately forecast our financial position. These assumptions are listed below.

Net Taxable Value

The net taxable value of property in the District will slightly decrease due increase in exemptions. Fiscal year 2011-2012 had a decrease of \$2.1 million (0.95%) and fiscal year 2010-2011 experienced a decrease of \$8.96 million (.40%), but projections for the next three years will remain at a constant.

Tax Rate

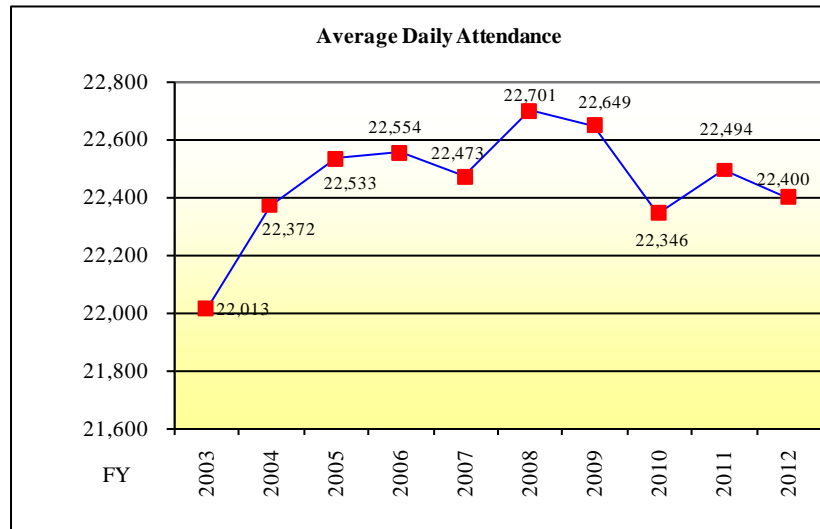
The Tax Rate for 2011-2012 remained constant at \$1.274 per \$100 valuation and is expected to remain constant after 2011-2012.

Tax Collections Rate

The tax collections ratio increased this year, to a projected 95.72%. The goal for fiscal year 2011-2012 and the next three years is to exceed 93%.

Average Daily Attendance (ADA)

ADA is projected at 22,400 students for fiscal year 2011-2012 in calculating our revenue estimates and for the next three years. The following chart presents a trend in ADA for the past nine years actual and projected for fiscal year 2010-2011.



Fund Balance

The General Operating fund balance is projected to increase for the current fiscal year 2011-2012 by \$2,123,921; however, the District projects that by the year 2014-2015 it will decrease its fund balance by \$17,280.

TRENDS & FORECASTS

The Division of Finance prepares annual budgets to forecast the financial picture of the school district. Monthly updates are prepared in the format on unaudited financial statements to monitor the district's financial position. These monthly updates include the following:

- Monthly Disbursements
- Un-audited Financial Statements
- Donations Report
- Investment Report
- Tax Collection Report

The District's General Fund, which includes the Child Nutrition Program Fund, Science Laboratory Grant, Athletics Fund, 2006 PPFCO, and the General Operating Fund, historical and projected revenues and expenditures and changes in Fund Balance for fiscal year 2011-2012 are as follows:

	2007-2008 ACTUAL	2008-2009 ACTUAL	2009-2010 ACTUAL	2010-2011 PROJECTED	2011-2012 PROPOSED
Total Revenues	\$ 201,713,571	\$ 205,914,895	\$ 206,116,377	\$ 200,988,298	\$ 200,590,685
Total Expenditures	181,166,722	187,783,643	188,782,682	194,930,779	195,607,818
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	20,546,849	18,131,252	17,333,695	6,057,519	4,982,867
Total Other Financing Sources (Uses)	(4,767,929)	(5,122,626)	(5,824,685)	(5,949,620)	(3,746,260)
Net Changes in Fund Balances	15,778,920	13,008,626	11,509,010	107,899	1,236,607
Fund Balance, Beginning	30,884,085	46,663,006	59,369,830	70,878,843	70,986,741
Adjustment to Fund Balance	-	(301,802)	-	-	-
Fund Balance, Ending	\$ 46,663,006	\$ 59,369,830	\$ 70,878,843	\$ 70,986,741	\$ 72,223,348

Financial Forecast

The three year financial forecast for the General Fund is updated annually to reflect the impact of the approved 2011-2012 fiscal year budget on the district's future financial condition. This forecast does not include the 2006 PPFCO Fund and Science Laboratory Grant as they are expected to end in fiscal year 2011-2012.

	2011-2012 PROPOSED	2012-2013 PROJECTED	2013-2014 PROJECTED	2014-2015 PROJECTED
Total Revenues	200,589,905	191,213,602	191,511,388	191,761,113
Total Expenditures	194,719,724	187,652,659	188,143,529	188,575,578
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	5,870,181	3,560,944	3,367,859	3,185,535
Total Other Financing Sources (Uses)	(3,746,260)	(3,746,260)	(3,746,260)	(3,746,260)
Net Changes in Fund Balances	2,123,921	(185,316)	(378,401)	(560,725)
Fund Balance, Beginning	70,099,427	72,223,348	72,038,032	71,659,631
Fund Balance, Ending	\$ 72,223,348	\$ 72,038,032	\$ 71,659,631	\$ 71,098,905

To understand these projections you must see the pages ahead. A brief basis for our assumptions is included for the General Funds. Funding formulas due to legislative sessions are not set in advance; however, given the history of formulas and levels of expenditures experienced by the district, these levels are attainable.

Projections are also included for our Debt Service funds, which are also approved by the board.

Development of the Financial Forecast

The objective of the financial forecast is to provide a framework for evaluating the district financial condition as a basis for decision making during the year keeping in mind the short term and long term impact of decisions.

Decision in 2011-2012 Affecting Future Condition

The District's decision making process for LISD involves many stakeholders and it starts in September with the program managers and director that oversee the different grants and programs. Other individuals involved at this early stage include the Human Resources Staff who develop staffing formulas to be applied to the different programs.

The principals and department directors evaluate their programs and recommend to the Division of Finance the funding priorities for their programs and departments. The funding requests are evaluated by the Superintendent's Office and the Board of Trustees and approved for implementation for the new budget year.

LAREDO INDEPENDENT SCHOOL DISTRICT
 STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - GENERAL OPERATING FUND (199)
 FOR THE FISCAL YEAR ENDED AUGUST 31, 2012, WITH PROJECTIONS FOR THE NEXT THREE YEARS

	2011-2012 PROPOSED	2012-2013 PROJECTED	2013-2014 PROJECTED	2014-2015 PROJECTED
Revenues				
Local Sources	\$ 22,405,678	\$ 22,405,678	\$ 22,495,301	\$ 22,585,282
State Sources	155,926,365	150,724,356	150,724,356	150,724,356
Federal Sources	5,900,886	1,600,000	1,650,000	1,650,000
Total Revenues	184,232,929	174,730,034	174,869,657	174,959,638
Expenditures by Function				
Instruction	106,808,617	99,722,234	99,737,678	99,787,153
Instructional Resources and Media Services	4,055,924	4,064,036	4,072,164	4,080,308
Curriculum Devpt. and Instructional Staff Devpt.	744,638	746,127	747,619	749,114
Instructional Leadership	3,306,753	3,313,367	3,319,994	3,326,634
School Leadership	11,673,478	11,696,825	11,720,219	11,743,659
Guidance, Counseling, and Evaluation Services	6,152,767	6,165,073	6,177,403	6,189,758
Social Work Services	1,408,233	1,411,049	1,413,871	1,416,699
Health Services	1,759,206	1,762,724	1,766,249	1,769,781
Student (Pupil) Transportation	3,490,043	3,197,023	3,203,417	3,209,824
Cocurricular/Extracurricular Activities	2,702,843	2,708,249	2,713,665	2,719,092
General Administration	6,264,167	6,126,695	6,138,948	6,051,226
Plant Maintenance and Operations	21,880,013	21,923,773	21,967,621	22,011,556
Security and Monitoring Services	3,518,518	3,525,555	3,532,606	3,539,671
Data Processing Services	3,181,630	3,187,993	3,194,369	3,200,758
Community Services	243,018	243,504	243,991	244,479
Facilities Acquisition and Construction	67,900	68,036	68,172	68,308
Juvenile Justice Alternative Education Program	85,000	85,000	85,000	85,000
Total Expenditures	177,342,748	169,947,263	170,102,986	170,193,020
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	6,890,181	4,782,771	4,766,671	4,766,618
Other Financing Sources (Uses)				
Transfers Out	(4,766,260)	(4,766,260)	(4,766,260)	(4,766,260)
Total Other Financing Sources (Uses)	(4,766,260)	(4,766,260)	(4,766,260)	(4,766,260)
Net Changes in Fund Balances	2,123,921	16,511	411	358
Fund Balance, Beginning	65,656,020	67,779,941	67,796,452	67,796,863
Fund Balance, Ending	\$ 67,779,941	\$ 67,796,452	\$ 67,796,863	\$ 67,797,221

Basis of Projection: Forecasts are based on an analysis of historical information and changes to state aid revenues. Local revenues are projected to remain the same in 2013 and the maintenance and operations tax rate is expected to remain the same as well. The slightly increase in the tax roll is expected to offset the decrease in interest earnings, as a result of the uncertainties regarding the market economic outlook. State revenues are projected to decrease in the next biennium due to Senate Bill 1, which greatly impacted the district by the state funding reduction. Federal revenues will be decreased in FY12 due to the elimination of the Edu Jobs Grant, and it is anticipated to remain constant after FY13. Instructional and administrative expenditures are expected to decrease in FY12 and FY13 as a consequence of the state funding reduction; other expenditures are estimated to increase by .2%. Transfers out will include \$1,020,000 to Athletic fund, \$455,000 to E-Rate Fund and the necessary transfer to Debt Service Funds 511 and 512. Average daily attendance is projected at 22,400.

LAREDO INDEPENDENT SCHOOL DISTRICT
 STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - CHILD NUTRITION PROGRAM (101)
 FOR THE FISCAL YEAR ENDED AUGUST 31, 2012, WITH PROJECTIONS FOR THE NEXT THREE YEARS

	2011-2012 PROPOSED	2012-2013 PROJECTED	2013-2014 PROJECTED	2014-2015 PROJECTED
Revenues				
Local Sources	\$ 393,604	\$ 364,100	\$ 364,100	\$ 364,100
State Sources	101,739	101,239	101,239	101,239
Federal Sources	15,659,633	15,816,229	15,974,392	16,134,136
Total Revenues	16,154,976	16,281,568	16,439,731	16,599,475
Expenditures by Function				
Food Services	15,622,976	15,935,436	16,254,144	16,579,227
Plant Maintenance and Operations	532,000	547,960	564,399	581,331
Total Expenditures	16,154,976	16,483,396	16,818,543	17,160,558
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	-	(201,827)	(378,812)	(561,083)
Net Changes in Fund Balances	-	(201,827)	(378,812)	(561,083)
Fund Balance, Beginning	4,443,407	4,443,407	4,241,580	3,862,767
Fund Balance, Ending	\$ 4,443,407	\$ 4,241,580	\$ 3,862,767	\$ 3,301,684

Basis of Projection: Local and State revenue sources are projected to remain stable, meanwhile, Federal revenues are projected to increase by 1% yearly. On the expenditures side, Food Service expenditures payroll, contracted services, and supplies, including food items, are expected to increase at a total annual rate of 2%. Plant maintenance and operations including utilities are projected to increase at a rate of 3% annually.

LAREDO INDEPENDENT SCHOOL DISTRICT
 STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - ATHLETICS FUND (181)
 FOR THE FISCAL YEAR ENDED AUGUST 31, 2012, WITH PROJECTIONS FOR THE NEXT THREE YEARS

	2011-2012 PROPOSED	2012-2013 PROJECTED	2013-2014 PROJECTED	2014-2015 PROJECTED
Revenues				
Local Sources	\$ 202,000	\$ 202,000	\$ 202,000	\$ 202,000
State Sources	-	-	-	-
Federal Sources	-	-	-	-
Total Revenues	202,000	202,000	202,000	202,000
Expenditures by Function				
Cocurricular/Extracurricular Activities	1,200,950	1,200,950	1,200,950	1,200,950
Plant Maintenance and Operations	21,050	21,050	21,050	21,050
Total Expenditures	1,222,000	1,222,000	1,222,000	1,222,000
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	(1,020,000)	(1,020,000)	(1,020,000)	(1,020,000)
Other Financing Sources (Uses)				
Transfers in	1,020,000	1,020,000	1,020,000	1,020,000
Total Other Financing Sources (Uses)	1,020,000	1,020,000	1,020,000	1,020,000
Net Changes in Fund Balances	-	-	-	-
Fund Balance, Beginning	-	-	-	-
Fund Balance, Ending	\$ -	\$ -	\$ -	\$ -

Basis of Projection: Local revenues of the Athletics fund are gate receipts. The other financing source is a transfer of funds from the General Operating Fund. We project to keep receiving \$202,000 in gate receipts and the same transfer in from the General Operating Fund. Expenditures are also expected to remain constant at \$1,020,000.

LAREDO INDEPENDENT SCHOOL DISTRICT
 STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - DEBT SERVICE FUND (511)
 FOR THE FISCAL YEAR ENDED AUGUST 31, 2012, WITH PROJECTIONS FOR THE NEXT THREE YEARS

	2011-2012 PROPOSED	2012-2013 PROJECTED	2013-2014 PROJECTED	2014-2015 PROJECTED
Revenues				
Local Sources	\$ 5,052,161	\$ 5,054,182	\$ 5,056,204	\$ 5,058,226
State Sources	12,571,697	12,697,414	12,824,388	12,952,632
Federal Sources	-	-	-	-
Total Revenues	17,623,858	17,751,596	17,880,592	18,010,858
Expenditures by Function				
Debt Service	26,944,428	27,007,574	18,906,318	18,906,318
Total Expenditures	26,944,428	27,007,574	18,906,318	18,906,318
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	(9,320,570)	(9,255,978)	(1,025,726)	(895,460)
Other Financing Sources (Uses)				
Transfers in	2,063,829	1,195,827	389,888	389,888
Total Other Financing Sources (Uses)	2,063,829	1,195,827	389,888	389,888
Net Changes in Fund Balances	(7,256,741)	(8,060,151)	(635,838)	(505,572)
Fund Balance, Beginning	21,983,746	14,727,005	6,666,854	6,031,015
Fund Balance, Ending	\$ 14,727,005	\$ 6,666,854	\$ 6,031,015	\$ 5,525,443

Basis of Projection: Although the Interest and Sinking (I&S) tax rate is expected to remain the same, local revenues are expected to increase due to a yearly tax roll increase of .04%. Expenditures are projected based on the amortization schedule in pages 82-83 for the payment of principal and interest for outstanding bonds and loans. In addition, we estimate to spend \$6,000 yearly on agent fees. State revenues are estimated to remain constant. The other financing source is a transfer in from the General Operating Fund, is calculated to cover the M&O portion of the debt service payments.

LAREDO INDEPENDENT SCHOOL DISTRICT
 STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE - PFC (512)
 FOR THE FISCAL YEAR ENDED AUGUST 31, 2012, WITH PROJECTIONS FOR THE NEXT THREE YEARS

	2011-2012 PROPOSED	2012-2013 PROJECTED	2013-2014 PROJECTED	2014-2015 PROJECTED
Revenues				
Local Sources	\$ 2,000	\$ 1,800	\$ 1,600	\$ 1,400
State Sources	3,411,716	3,411,716	3,411,716	3,411,716
Federal Sources	-	-	-	-
Total Revenues	3,413,716	3,413,516	3,413,316	3,413,116
Expenditures by Function				
Debt Service	4,729,030	4,733,393	4,727,908	4,733,048
Total Expenditures	4,729,030	4,733,393	4,727,908	4,733,048
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	(1,315,314)	(1,319,877)	(1,314,592)	(1,319,932)
Other Financing Sources (Uses)				
Transfers in	1,227,431	1,319,877	1,314,592	1,319,932
Total Other Financing Sources (Uses)	1,227,431	1,319,877	1,314,592	1,319,932
Net Changes in Fund Balances	(87,883)	-	-	-
Fund Balance, Beginning	473,825	385,942	385,942	385,942
Fund Balance, Ending	\$ 385,942	\$ 385,942	\$ 385,942	\$ 385,942

Basis of Projection: Expenditures are projected based on the Public Facilities Corporation (PFC) outstanding debt schedule in pages 80-81 for the payment of principal and interest for outstanding PFC bonds. In addition, we estimate to spend \$20,000 yearly on agent fees. Local revenues are expected to decrease due to a reduction in interest earnings and State revenue is projected to remain constant. The other financing source is a transfer in from the General Operating Fund, is calculated to cover the M&O portion of the debt service payments.

APPRAISAL ROLL & PROPERTY VALUES

Tax Year (1)	Fiscal Year	Real Property				Personal Property			
		Appraised Value (2)	Exemptions (3)	CAP LOSS (6)	Taxable Value	Appraised & Assessed Value	Exemptions (3)	CAP LOSS (6)	Taxable Value
2002	2002-2003	2,055,489,803	624,693,945	104,106	1,430,691,752	258,875,299	0	0	258,875,299
2003	2003-2004	1,897,272,357	675,624,975	85,267	1,221,562,115	270,837,330	0	0	270,837,330
2004	2004-2005	1,967,477,564	554,430,833	3,658,759	1,409,387,972	271,781,800	0	0	271,781,800
2005	2005-2006	2,096,262,961	563,253,209	2,539,616	1,530,470,136	277,897,380	0	0	277,897,380
2006	2006-2007	2,249,999,210	582,793,765	9,689,245	1,657,516,200	287,225,760	0	0	287,225,760
2007	2007-2008	2,782,642,706	622,347,599	9,666,703	2,150,628,404	312,401,028	0	0	312,401,028
2008	2008-2009	2,927,078,952	651,666,047	9,459,667	2,265,953,238	325,686,877	0	0	325,686,877
2009	2009-2010	3,022,371,121	797,895,605	4,976,420	2,219,499,096	308,911,113	0	0	308,911,113
2010	2010-2011	3,029,076,190	815,280,160	3,261,284	2,210,534,746	282,355,140	0	0	282,355,140
2011	2011-2012	3,036,571,284	826,719,588	1,417,528	2,208,434,168	275,565,299	0	0	275,565,299

Tax Year (1)	Fiscal Year	Webb County Appraisal District Certified Control Total Values				Webb County Appraisal District Certified Exemption Values			
		Appraised Value (2)	Exemptions (3)	CAP LOSS (6)	Taxable Value	Partial Exemptions	Agricultural Value Lost	CAP LOSS (6)	Totally Exempt Values
2002	2002-2003	2,055,489,803	624,693,945	104,106	1,430,691,752	231,629,792	2,957,340	104,106	393,168,259
2003	2003-2004	2,168,109,687	675,624,975	85,267	1,492,399,445	227,742,357	2,958,140	85,267	447,882,618
2004	2004-2005	2,239,259,364	554,430,833	3,658,759	1,681,169,772	218,594,211	2,480,610	3,658,759	335,836,622
2005	2005-2006	2,374,160,241	563,253,209	2,539,616	1,808,367,416	221,582,262	745,280	2,539,616	341,670,947
2006	2006-2007	2,537,224,970	582,793,765	9,689,245	1,944,741,960	215,818,791	796,840	9,689,245	366,974,974
2007	2007-2008	2,782,642,706	622,347,599	9,666,703	2,150,628,404	216,509,897	253,260	9,666,703	405,837,702
2008	2008-2009	2,927,078,952	651,666,047	9,459,667	2,265,953,238	214,323,331	253,240	9,459,667	437,342,716
2009	2009-2010	3,022,371,121	797,895,605	4,976,420	2,219,499,096	294,370,227	253,190	4,976,420	503,525,378
2010	2010-2011	3,029,076,190	815,280,160	3,261,284	2,210,534,746	297,257,664	212,690	3,261,284	516,509,410
2011	2011-2012	3,036,571,284	826,719,588	1,417,528	2,208,434,168	294,349,075	253,180	1,417,528	531,368,210

Notes:

- 1) The tax year starts on October 1 and ends on September 30 of the following year.
- 2) Includes all taxable values plus all partial exemptions plus agricultural value lost and totally exempt values.
- 3) Includes all partial exemptions, totally exempt values.
- 4) Beginning with tax year 1997, the legislature enacted a law allowing senior citizens over '65 to be granted a prorated amount of the o'65 exemption from date qualified to end of tax year.
- 5) Beginning with tax year 1997, the legislature enacted a law increasing the homestead amount from \$5,000 to \$15,000 .
- 6) Beginning with tax year 1998, the legislature enacted a law limiting the increase of property value to 10% per year from its last appraisal.
- 7) In tax year 2000 the Webb County Appraisal District included by error the "non-certified" values. Total were adjusted to reflect only the actual "certified values".
- 8) Effective with tax year 2004, the Texas Legislature provided that all disable persons receive the same benefits as an Over 65 person, including the "freeze" provision.
- 9) Effective with Tax year 2009, the Texas Legislature provided an additional veteran exemption, 100% Vet Disability, in addition to all the other partial verteran disability ratings.
- 10) Effective with Tax Year 2010, as of October 1, 2010, the School Board approved retaining the original "freeze amount" when a taxpayer changes from Over 65 to Disability or vice versa.
- 11) Effective with Tax Year 2008, School Board authorized the 3-2-1 % discounts; in effect untill rescinded by the Board.

Source: LISD Tax Office

PROPERTY TAX RATES & TAX LEVIES COMPARISON

Property Tax Rates						
Tax Year	Fiscal Year	Laredo Independent School District	United Independent School District	Laredo Community College	City of Laredo	Webb County & Road/Bridge
2002	2002/2003	1.502714	1.476871	0.226500	0.630534	0.457923
2003	2003/2004	1.502714	1.476871	0.236000	0.641761	0.472022
2004	2004/2005	1.474110	1.526871	0.236000	0.637000	0.437923
2005	2005/2006	1.554110	1.606871	0.233712	0.637000	0.437923
2006	2006/2007	1.495510	1.474355	0.230500	0.637000	0.420055
2007	2007-2008	1.274000	1.184869	0.222200	0.637000	0.420055
2008	2008-2009	1.274000	1.184869	0.221100	0.637000	0.420055
2009	2009-2010	1.274000	1.194860	0.227200	0.637000	0.420055
2010	2010-2011	1.274000	1.194860	0.238120	0.637000	0.420055
2011	2011-2012	1.274000	1.194860	0.258540	0.637000	0.420055

Original Tax Levies						
Tax Year	Fiscal Year	Laredo Independent School District	United Independent School District	Laredo Community College	City of Laredo	Webb County & Road/Bridge
2002	2002/2003	20,378,959	66,951,115	12,892,422	35,010,831	33,424,545
2003	2003/2004	21,344,510	72,156,593	14,540,002	38,455,159	35,073,016
2004	2004/2005	24,426,783	83,821,422	16,320,700	43,209,681	38,284,552
2005	2005/2006	26,644,992	100,665,114	17,727,308	47,466,861	42,351,341
2006	2006/2007	27,671,836	113,168,711	19,720,017	53,559,195	50,623,052
2007	2007-2008	25,966,124	95,866,850	21,192,705	59,584,704	51,752,884
2008	2008-2009	27,408,723	108,147,626	23,297,634	65,642,009	55,559,866
2009	2009-2010	27,210,755	111,038,081	24,304,862	66,926,927	56,069,370
2010	2010-2011	27,078,969	112,407,770	25,422,145	67,184,974	57,474,928
2011	2011-2012	27,100,363	122,310,106	27,353,531	66,842,112	59,565,434

Notes:

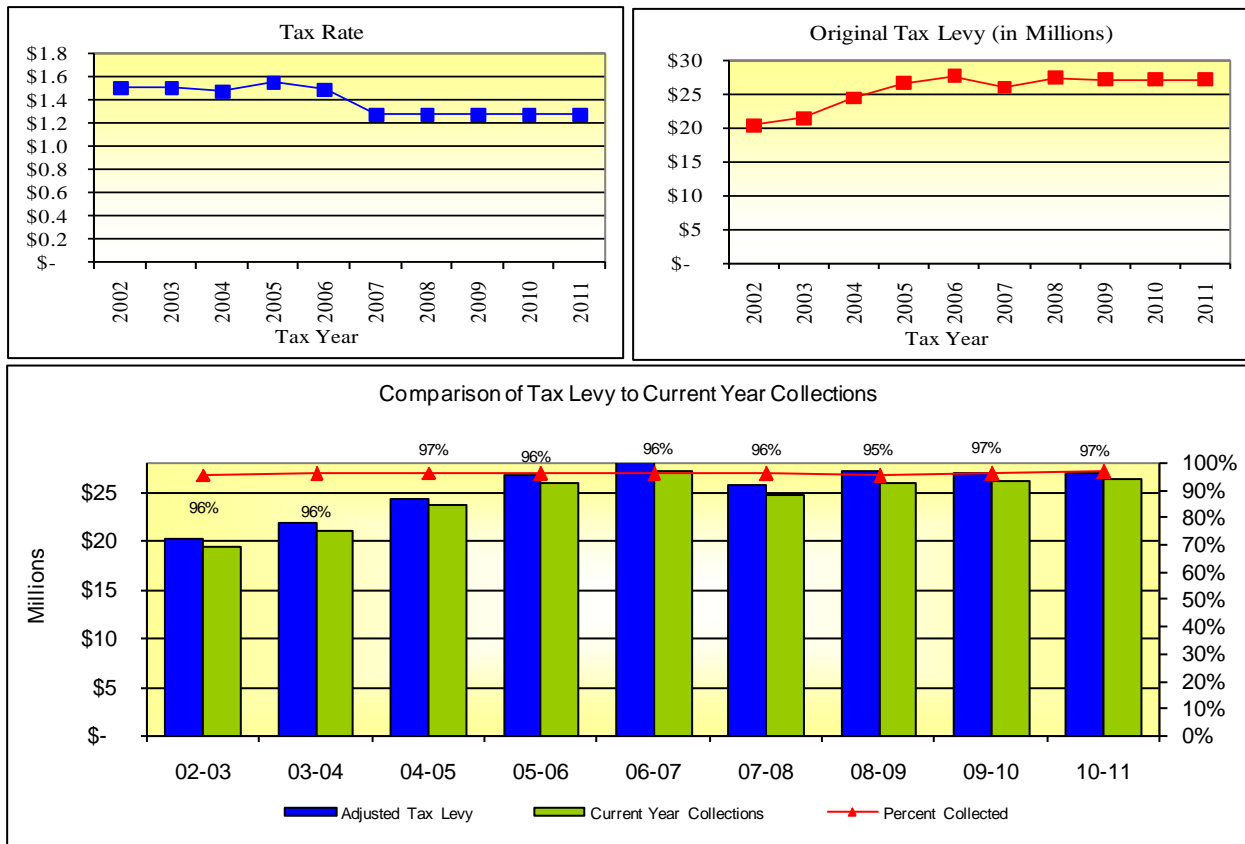
- 1) The Webb County Education District (WCED) was in existence only for tax years 1991 and 1992.
- 2) The Property Tax Code was enacted by the 66th Texas Legislature in 1979.
- 3) Appraisal districts began appraisal of property with the 1982 tax year.
- 4) All property must be assessed at 100% of appraised value. Assessment ratios are prohibited.
- 5) The LISD School Board authorized 3-2-1 discounts beginning with tax year 2008.
- 6) The LISD School board authorized a local 10% homestead exemption beginning with tax year 2009.
- 7) The State of Texas authorized an additional veteran exemption; the exemption allows for 100% exemption for veterans with a 100% disability rating.

LISD PROPERTY TAX RATES AND TAX LEVIES

Tax Year	Fiscal Year	Tax Rate [1]	Original Tax Levy	Early Payment Discounts	Net Supplement & Adjustments To Tax Levy	Adjusted Total Tax Levy [2]	Current Year Tax Collections [3]	Percent of Current Taxes Collected
2002	02-03	1.502714	20,378,959	0	(48,357)	20,330,602	19,517,103	96.00%
2003	03-04	1.502714	21,344,510	0	538,919	21,883,429	21,065,822	96.26%
2004	04-05	1.474110	24,426,783	0	(2,683)	24,424,100	23,634,674	96.77%
2005	05-06	1.554110	26,642,445	0	209,775	26,852,220	25,887,131	96.41%
2006	06-07	1.495510	27,671,836	0	677,025	28,348,861	27,272,795	96.20%
2007	07-08	1.274000	25,966,124	0	(130,421)	25,835,704	24,817,262	96.06%
2008	08-09	1.274000	27,297,263	(297,252)	(35,053)	27,262,209	26,007,037	95.40%
2009	09-10	1.274000	27,210,755	(435,750)	(115,466)	27,095,289	26,150,535	96.51%
2010	10-11	1.274000	27,078,969	(\$400,310)	12,031	27,091,000	26,319,068	97.15%
2011	11-12	1.274000	27,100,353	Tax collections began on 10/01/11; report on next available reporting period.				

Notes:

- 1) Tax rates are at 100% of assessed value.
- 2) Tax Levy has been adjusted to account for supplements, adjustments and for discounts.
- 3) All property must be assessed at 100% of appraised value. Assessment ratios are prohibited.
- 4) The LISD School Board authorized 3-2-1 discounts beginning with tax year 2008.
- 5) The LISD School board authorized a local 10% homestead exemption beginning with tax year 2009.
- 6) The State of Texas authorized an additional veteran exemption; the exemption allows for 100% exemption for veterans with a 100% disability rating.

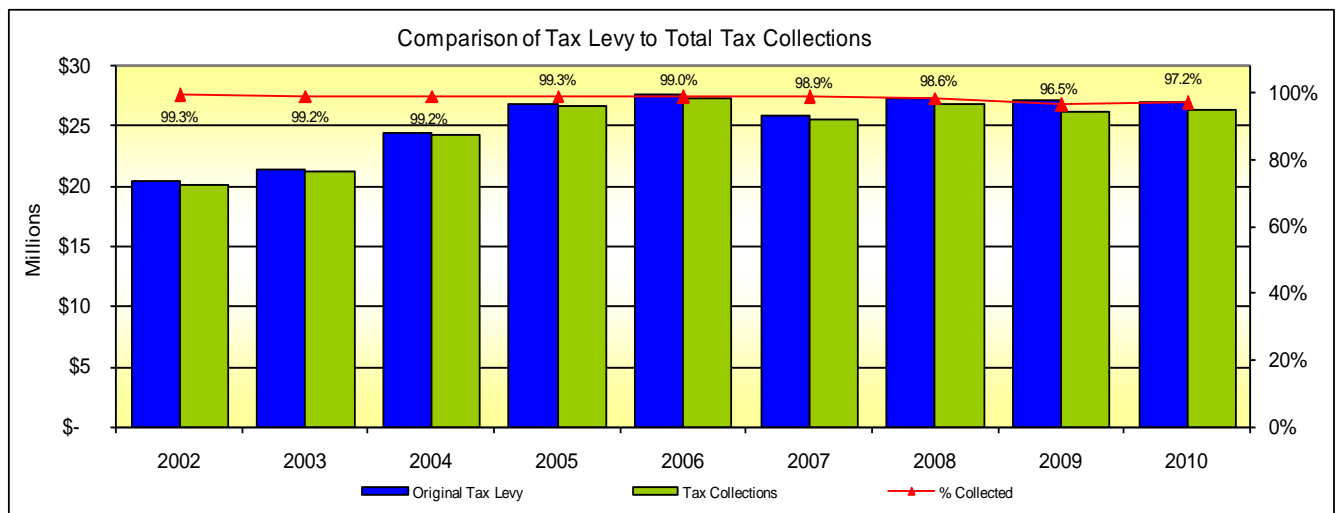


LISD PROPERTY TAX LEVIES & COLLECTIONS

Tax Year	Fiscal Year	Tax Rate (1)	Original Tax Levy (2)	Total Tax Collections as of 09/30	Percent of Total Tax Collections To Tax Levy (3)	Levy Balance as of 09-30-11
2002	2002-2003	1.502714	20,378,959	20,203,968	99.31%	174,991
2003	2003-2004	1.502714	21,344,510	21,176,602	99.21%	167,908
2004	2004-2005	1.474110	24,426,783	24,240,885	99.24%	185,898
2005	2005-2006	1.554110	26,852,020	26,651,873	99.25%	200,147
2006	2006-2007	1.495510	27,671,836	27,392,801	98.99%	279,034
2007	2007-2008	1.274000	25,835,704	25,545,182	98.88%	290,522
2008	2008-2009	1.274000	27,297,263	26,926,409	98.64%	370,853
2009	2009-2010	1.274000	27,210,755	26,150,535	96.51%	405,208
2010	2010-2011	1.274000	27,078,969	26,319,068	97.15%	771,924
2011	2011-2012	1.274000	27,100,363	Data not available at this time		

Notes:

1. Tax rates are at 100% of assessed value.
2. Original Tax Levy has not been adjusted to account for supplements, adjustments and for discounts.
3. * 2011 Tax Collections will begin until January 2012.



DISTRICT'S PRINCIPAL TAXPAYERS

<u>Taxpayer</u>	<u>Type of Business</u>	<u>2011 Assessed Valuation - Real & Personal Property</u>	<u>Percentage of Total District's Assessed Valuation</u>
Laredo Texas Hospital Co LP	Medical/Hospital	\$ 94,868,820	3.12%
Webb Hospital Holdings LLC	Medical/Hospital	17,478,640	0.58%
International Bk of Commerce	Bank	16,537,393	0.54%
HE Butt Grocery Co	Grocery Store	15,170,930	7.13%
AEP Texas Central Company	Electric Utility	14,823,600	0.49%
Laredo Specialty Hospital LP	Hospital	13,069,460	0.43%
The Laredo National Bank	Bank	12,754,560	0.42%
Southwestern Bell Telephone LP	Telephone Co.	11,209,580	0.37%
TWE-Advance-Newhouse Partnership	Cable/TV	8,872,660	4.17%
WildBlue Communications Inc	Internet Service	7,993,440	0.26%
		<u>\$ 212,779,083</u>	7.01%

Total Appraised Value within LISD's Jurisdiction:	\$ 3,036,571,284
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ANALYSIS OF BUDGET'S EFFECT ON TAXPAYERS

Tax Year Fiscal Year	2007 2007-2008	2008 2008-2009	2009 2009-2010	2010 2010-2011	2011 2011-2012
Avg Homestead Market Value	\$69,259	\$74,814	\$76,454	\$77,644	\$78,472
Avg Homestead Appraised Value	69,259	74,814	76,454	77,644	78,472
Less: State Mandated Homestead Exemption	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Less: Local 10% Homestead Exemption	0	0	(7,645)	(7,764)	(7,847)
Average Taxable Value	\$54,259	\$59,814	\$53,809	\$54,880	\$55,625
Property Tax Rate	1.274	1.274	1.274	1.274	1.274
Average Property Tax Due	\$691.26	\$762.03	\$685.52	\$699.17	\$708.66
Increase (Decrease)	(\$54.10)	\$70.77	(\$76.51)	\$13.64	\$9.49
Average Increase by Month	(\$4.51)	\$5.90	(\$6.38)	\$1.14	\$0.79

Although the property tax rate remained constant, the overall effect of this year's tax assessment was an average increase of \$9.49, due to an increase in average market values of property. The cost of this year's monthly average increase in taxes for a typical homeowner is \$0.79, compared to:



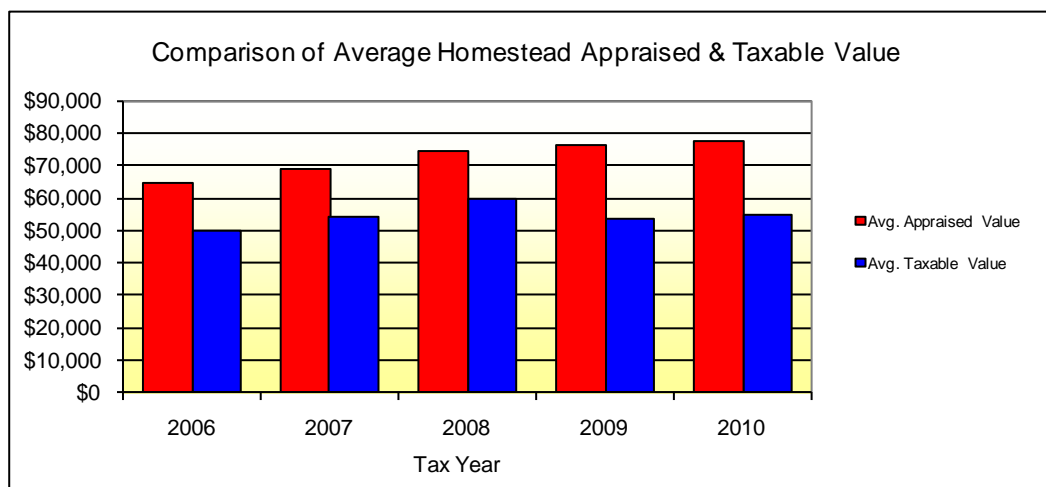
~ \$5.00
McDonalds Value Meal



\$11.25 - \$35.25
Laredo Bucks Hockey Ticket



\$8.50
Movie Tickets

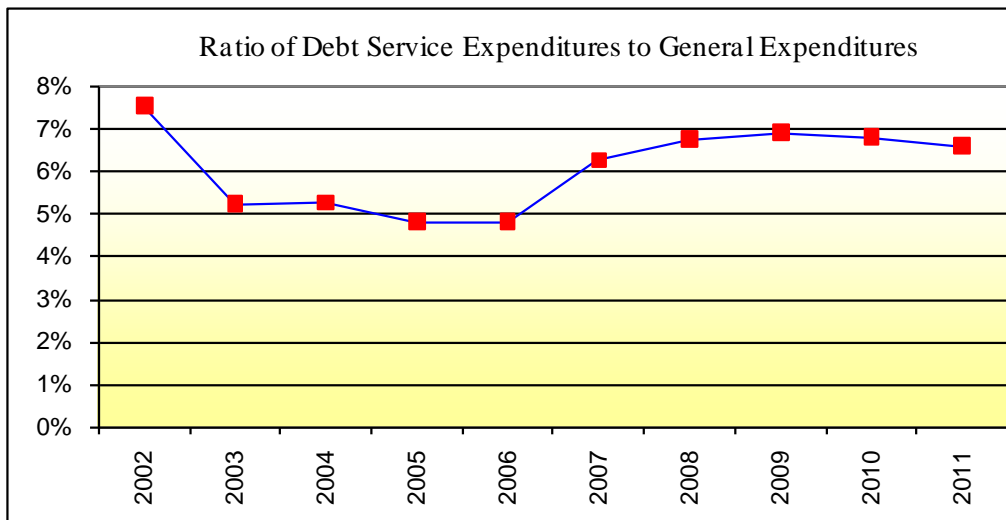


RATIO OF ANNUAL DEBT SERVICE EXPENDITURES FOR GENERAL BONDED DEBT TO TOTAL EXPENDITURES (1)

Year Ended August 31	Debt Service Expenditures			Total General Expenditures	Ratio of Debt Service to General Expenditures
	Principal	Interest (2)	Total		
2002	6,685,000	9,657,132	16,342,132	216,622,321	7.54%
2003	5,985,000	6,941,548	12,926,548	247,448,171	5.22%
2004	6,100,000	6,749,818	12,849,818	244,075,410	5.26%
2005	6,790,000	6,140,402	12,930,402	269,071,342	4.81%
2006	4,923,013	8,821,017	13,744,030	284,897,496	4.82%
2007	7,711,379	9,983,916	17,695,295	282,686,553	6.26%
2008	10,013,177	9,075,213	19,088,390	282,355,450	6.76%
2009	10,198,982	8,880,427	19,079,409	276,895,145	6.89%
2010	10,404,518	8,478,808	18,883,326	277,151,272	6.81%
2011	10,889,652	8,059,114	18,948,766	286,627,622	6.61%

Notes:

1. Expenditures of all governmental fund types of the District are included. These consist of the General Funds, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds.
2. Interest amounts shown above do not include fiscal agent or other debt service related fees.

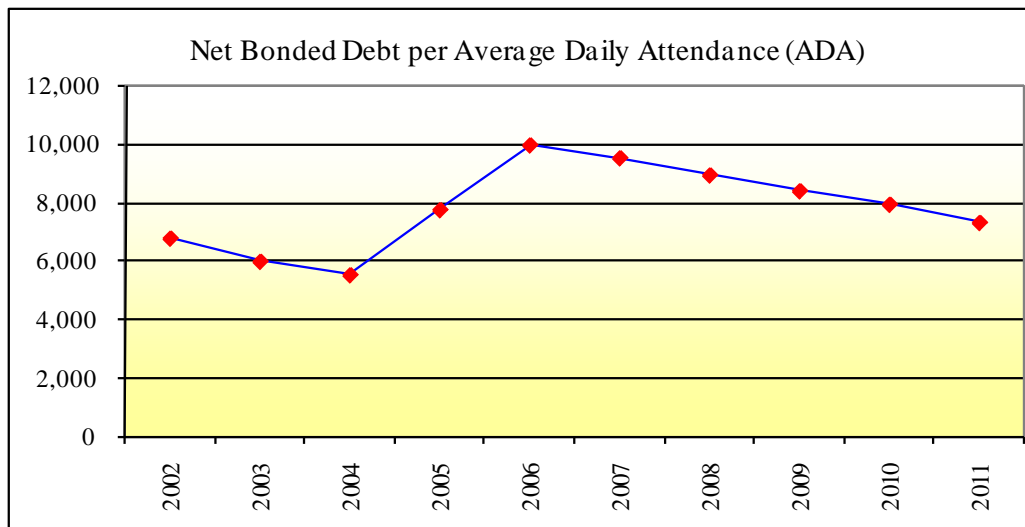


**RATIO OF NET GENERAL BONDED DEBT
TO NET BONDED DEBT PER AVERAGE DAILY ATTENDANCE (ADA)**

Year Ended August 31	Average Daily Attendance	Assessed Value For Operations & Debt Service (1)	Gross Bonded Debt	Less Debt Service Funds	Net Bonded Debt	Ratio of Net Bonded Debt To Assessed Value	Net Bonded Debt Per Average Daily Attendance
2002	21,495	1,430,691,752	148,568,392	2,582,074	145,986,318	10.20%	6,791.64
2003	22,013	1,492,399,445	136,720,524	4,557,512	132,163,012	8.86%	6,003.86
2004	22,372	1,681,169,772	130,834,301	6,760,288	124,074,013	7.38%	5,545.95
2005	22,533	1,808,367,416	183,899,931	9,037,522	174,862,409	9.67%	7,760.28
2006	22,554	1,944,741,960	235,926,919	11,220,413	224,706,506	11.55%	9,963.04
2007	22,473	2,150,628,404	228,215,540	14,159,718	214,055,822	9.95%	9,525.02
2008	22,701	2,265,953,238	218,202,363	15,224,827	202,977,536	8.96%	8,941.35
2009	22,649	2,219,499,096	208,003,381	17,679,592	190,323,789	8.58%	8,403.19
2010	22,346	2,210,534,746	197,328,863	19,806,448	177,522,415	8.03%	7,944.26
2011	22,494	2,208,434,168	186,439,211	21,661,088	164,778,123	7.46%	7,325.43

Note:

1. Assessed valuation after adjustments to tax levy.



GENERAL GOVERNMENTAL REVENUES (LAST 10 FISCAL YEARS)

Source (1)	2002	2003	2004	2005
Revenue from Local, Intermediate, & Other Local Sources:				
Local real & property taxes	\$ 19,517,810	\$ 20,844,940	\$ 22,706,956	\$ 25,171,654
Revenues from sale of WADA & Shared Services	4,132,338	5,356,077	5,028,376	6,850,839
Co-curricular, enterprising serv	387,581	443,233	399,076	459,328
Other revenue from local sources (2)	6,892,279	4,496,839	2,724,961	8,290,112
Revenue from intermediate sources	407,063	435,118	242,053	229,454
Total	31,337,071	31,576,207	31,101,422	41,001,387
Revenue From State Sources:				
Per capita and foundation	109,242,309	111,916,179	131,713,457	119,915,636
Existing Debt and Instructional Facilities Allotment	10,741,406	10,763,283	10,665,674	14,673,848
Teacher Retirement System on Behalf	5,445,715	8,696,250	7,981,849	6,356,609
Other state programs	1,577,947	1,902,723	3,089,194	6,662,787
Other governmental agencies	100,414	882,222	8,140	53,028
Total	127,107,791	134,160,657	153,458,314	147,661,908
Revenue From Federal Sources:				
Federally distributed	2,058,085	1,944,918	1,475,563	1,537,981
Elementary and Secondary Education Act	12,074,656	18,437,381	20,588,434	23,469,806
Indiviudals w/Disabilities Education Act	2,038,489	2,151,434	3,359,351	4,369,807
Vocational Education - non foundation	446,210	558,422	452,566	528,615
Other state distributed federal prog (3)	9,326,711	9,459,612	10,650,957	11,187,262
Total	25,944,151	32,551,767	36,526,871	41,093,471
TOTAL	\$ 184,389,013	\$ 198,288,631	\$ 221,086,607	\$ 229,756,766

GENERAL GOVERNMENTAL REVENUES BY SOURCE - PER AVERAGE DAILY ATTENDANCE

Source (1)	2002	2003	2004	2005
Average Daily Attendance	21,495	22,013	22,372	22,533
Local real & property taxes	\$ 908	\$ 947	\$ 1,015	\$ 1,117
Other local revenue (2)	550	487	375	703
Total Revenue from Local, Intermediate, & Other	1,458	1,434	1,390	1,820
Per capita and foundation	5,082	5,084	5,887	5,322
Teacher Retirement System on Behalf	253	395	357	282
Other state programs	578	615	615	949
Total Revenue From State Sources	5,913	6,095	6,859	6,553
Revenue from Federal Sources (3)	1,207	1,479	1,633	1,824
TOTAL	\$ 8,578	\$ 9,008	\$ 9,882	\$ 10,196

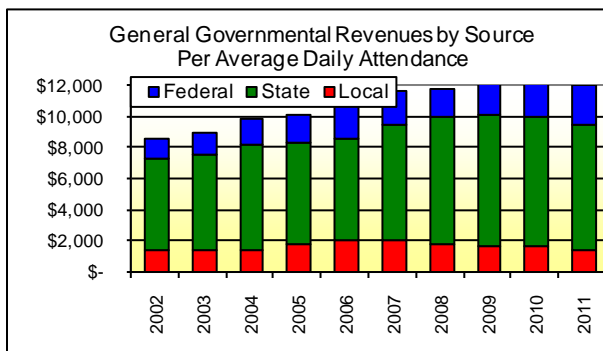
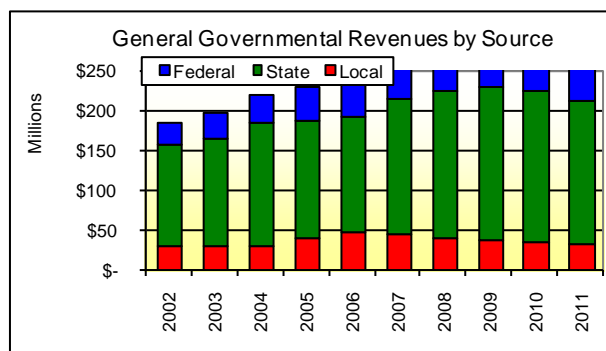
Notes:

- (1) Revenues for all governmental fund types of the District are included. These consist of the General Fund, Special Revenue Funds, Debt Service Fund, Capital Projects Fund, and ExpendableTrust Funds.
- (2) Includes Chapter 41 Partnerships.
- (3) Beginning in Fiscal year 1999, the Food Service Program is accounted for as a General Fund rather than a Proprietary Fund since the District implemented Provision II.

...CONTINUED

2006	2007	2008	2009	2010	2011	Variance 2010-2011
\$ 27,491,642	\$ 29,010,563	\$ 26,532,307	\$ 27,285,097	\$ 27,692,619	\$ 27,634,399	\$ (58,220)
6,640,127	-	5,051	-	-	-	-
553,185	528,835	536,186	520,357	484,592	464,476	(20,116)
13,276,017	15,934,020	13,339,033	10,376,871	8,122,925	4,645,641	(3,477,284)
217,477	213,021	832,460	479,546	649,342	227,276	(422,066)
48,178,448	45,686,439	41,245,037	38,661,871	36,949,478	32,971,792	(3,977,686)
116,445,925	140,940,457	154,495,914	158,955,299	152,907,602	144,072,232	(8,835,371)
14,520,582	16,890,612	16,321,496	17,696,362	17,606,288	17,135,797	(470,491)
6,758,006	6,995,207	7,785,412	8,164,503	8,507,328	8,472,207	(35,121)
7,447,557	4,162,568	6,320,078	7,146,717	9,146,859	10,635,491	1,488,632
592,200	17,563	15,000	13,769	12,037	10,000	(2,037)
145,764,270	169,006,407	184,937,900	191,976,650	188,180,114	180,325,727	(7,854,387)
2,948,304	1,681,647	2,206,616	990,028	1,329,340	910,111	(419,229)
29,262,416	28,520,971	22,935,267	28,966,330	32,201,846	34,077,887	1,876,041
4,239,483	3,687,329	3,935,414	3,160,041	5,465,208	6,474,885	1,009,677
543,102	462,179	689,489	585,270	434,054	476,149	42,095
11,465,843	12,346,604	12,266,676	13,674,564	15,943,362	15,652,861	(290,501)
48,459,148	46,698,730	42,033,462	47,376,232	55,373,810	57,591,893	2,218,082
\$ 242,401,866	\$ 261,391,576	\$ 268,216,399	\$ 278,014,753	\$ 280,503,402	\$ 270,889,412	\$ (9,613,990)

2006	2007	2008	2009	2010	2011	Variance 2010-2011
22,554	22,473	22,701	22,649	22,346	22,494	148
\$ 1,219	\$ 1,291	\$ 1,169	\$ 1,205	\$ 1,239	\$ 1,229	\$ (11)
917	742	648	502	414	237	(177)
2,136	2,033	1,817	1,707	1,654	1,466	(188)
5,163	6,272	6,806	7,018	6,843	6,405	(438)
300	311	343	360	381	377	(4)
1,000	938	998	1,097	1,198	1,235	37
6,463	7,520	8,147	8,476	8,421	8,017	(405)
2,149	2,078	1,852	2,092	2,478	2,560	82
\$ 10,748	\$ 11,631	\$ 11,815	\$ 12,275	\$ 12,553	\$ 12,043	\$ (510)



GENERAL GOVERNMENTAL EXPENDITURES (LAST 10 FISCAL YEARS)

FUNCTION	2002	2003	2004	2005	2006
Instruction	\$ 100,278,509	\$ 115,157,386	\$ 124,125,253	\$ 130,271,572	\$ 129,617,828
Leadership	11,638,666	12,977,038	13,890,508	14,195,435	15,372,464
Support Srevices - Student Pupil	23,167,073	26,448,660	28,596,196	20,876,115	34,828,724
Administrative	4,967,619	5,908,368	5,902,123	6,013,067	6,462,377
Support Services - Non-Student Based	16,202,077	18,043,254	21,137,158	24,002,548	26,930,845
Ancillary Services	694,253	783,457	743,051	405,884	381,775
Debt Service	20,475,728	14,693,175	15,497,714	26,921,211	20,677,181
Capital Outlay	39,542,652	48,771,194	34,035,840	36,178,910	50,483,909
Intergovernmental Charges	269,543	311,938	147,567	206,600	142,393
Total	<u>\$ 217,236,120</u>	<u>\$ 243,094,470</u>	<u>\$ 244,075,410</u>	<u>\$ 259,071,342</u>	<u>\$ 284,897,496</u>

GENERAL GOVERNMENTAL EXPENDITURES BY FUNCTION PER AVERAGE DAILY ATTENDANCE

FUNCTION	2002	2003	2004	2005	2006
Average Daily Attendance	21,495	22,013	22,372	22,533	22,554
Instruction & Instruction Related Services	\$ 4,665	\$ 5,231	\$ 5,548	\$ 5,781	\$ 5,747
Instructional & School Leadership	541	590	621	630	682
Support Srevices - Student Pupil	1,078	1,202	1,278	926	1,544
Administrative Support Services	231	268	264	267	287
Support Services - Non-Student Based	754	820	945	1,065	1,194
Ancillary Services	32	36	33	18	17
Debt Service	953	667	693	1,195	917
Capital Outlay	1,840	2,216	1,521	1,606	2,238
Intergovernmental Charges	13	14	7	9	6
Total	<u>\$ 10,106</u>	<u>\$ 11,043</u>	<u>\$ 10,910</u>	<u>\$ 11,497</u>	<u>\$ 12,632</u>

NOTES:

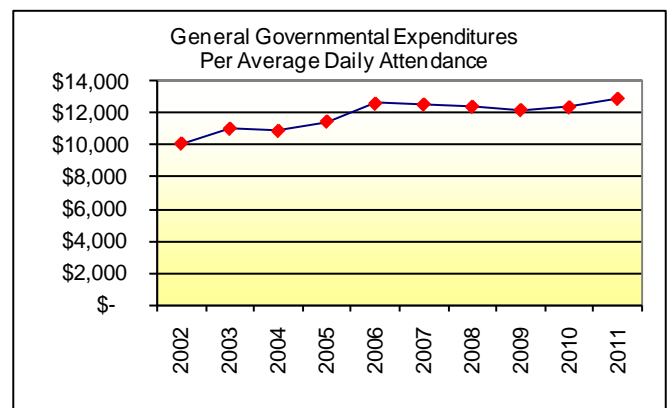
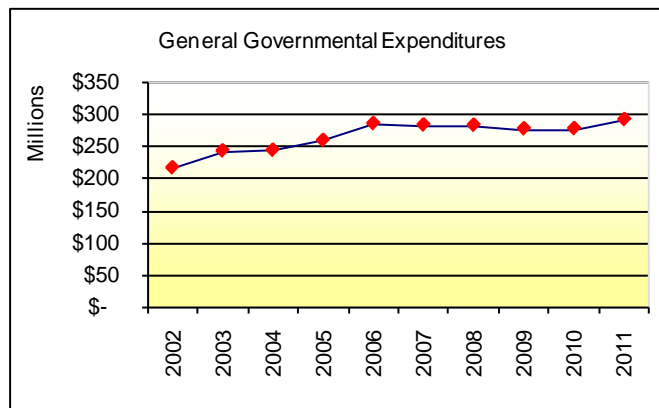
(1) Expenditures of all governmental fund types of the District are included. These consist of the General Fund, Special Revenue Funds, Debt Service Funds, Capital Project Funds, Expendable Trust Funds.

(2) Beginning in fiscal year 1999, the Food Service Program is accounted for as a General Fund rather than a Proprietary Fund since the District implemented Provision II.

...CONTINUED

2007	2008	2009	2010	2011	Variance 2010-2011
\$ 137,091,068	\$ 133,256,636	\$ 141,782,893	\$ 145,125,251	\$ 143,059,730	\$ (2,065,521)
16,089,965	16,314,797	16,235,499	16,690,781	16,770,681	79,900
35,092,381	33,070,280	32,998,323	35,189,373	37,282,672	2,093,299
6,414,077	6,151,232	7,128,076	6,911,475	6,482,201	(429,274)
27,738,632	26,704,350	27,939,933	27,322,717	31,787,211	4,464,494
940,663	1,307,924	1,343,308	1,490,764	1,765,635	274,871
25,371,342	30,470,950	31,147,360	26,677,839	25,928,537	(749,302)
33,927,132	34,907,736	18,227,796	17,657,752	27,863,033	10,205,281
21,293	171,544	91,957	85,320	91,000	5,680
\$ 282,686,553	\$ 282,355,449	\$ 276,895,145	\$ 277,151,272	\$ 291,030,700	\$ 13,879,428

2007	2008	2009	2010	2011	Variance 2010-2011
22,473	22,701	22,649	22,346	22,494	148
\$ 6,100	\$ 5,870	\$ 6,260	\$ 6,494	\$ 6,360	\$ (135)
716	719	717	747	746	(1)
1,562	1,457	1,457	1,575	1,657	83
285	271	315	309	288	(21)
1,234	1,176	1,234	1,223	1,413	190
42	58	59	67	78	12
1,129	1,342	1,375	1,194	1,153	(41)
1,510	1,538	805	790	1,239	448
1	8	4	4	4	0
\$ 12,579	\$ 12,438	\$ 12,225	\$ 12,403	\$ 12,938	\$ 535

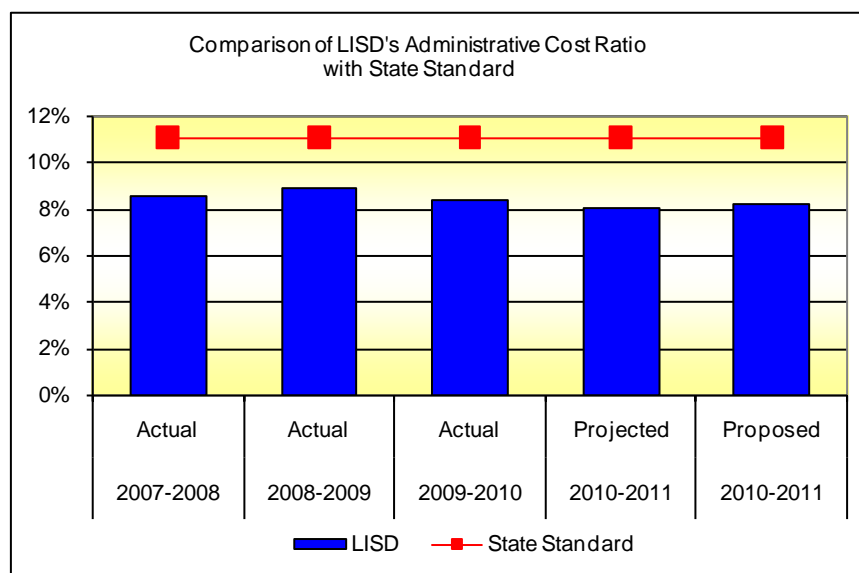


ADMINISTRATIVE COST RATIO

	2007-2008 Actual	2008-2009 Actual	2009-2010 Actual	2010-2011 Projected	2011-2012 Proposed
Administrative Costs by Function:					
21 - Instructional Leadership	\$ 3,043,930	\$ 3,172,042	\$ 3,386,184	\$ 3,272,770	\$ 3,072,053
41 - General Administration	5,725,797	6,168,080	6,025,479	5,537,028	5,951,667
Total	\$ 8,769,727	\$ 9,340,122	\$ 9,411,663	\$ 8,809,798	\$ 9,023,720
Instructional Costs by Function:					
11 - Instruction	\$ 92,031,115	\$ 93,468,631	\$ 100,017,822	\$ 97,939,392	\$ 99,557,398
12 - Instructional Resources	4,262,489	4,118,352	4,123,457	4,178,079	3,858,963
13 - Curriculum & Instructional	427,526	531,536	832,708	422,511	722,638
31 - Guidance & Counseling	6,037,164	6,193,690	6,647,938	6,661,416	5,689,577
Total	\$ 102,758,294	\$ 104,312,209	\$ 111,621,925	\$ 109,201,397	\$ 109,828,576
Administrative Cost Ratio (1):	8.534%	8.954%	8.432%	8.067%	8.216%
Administrative Cost Standard (2):	11.050%	11.050%	11.050%	11.050%	11.050%

Notes:

- (1) The administrative cost ratio for a school district is determined by dividing non-federal operating expenditures in general administration and instructional leadership by expenditures in instruction, instructional resources, curriculum, and guidance and counseling functions.
- (2) The Administrative Cost Standard is the ratio set annually by the State. For a district our size, it is 11.05%.



DISTRICT PERSONNEL

The following schedule presents a summary of Full-Time Employees (FTEs) by fund. The 2011-2012 fiscal year includes all approved positions, whether they are filled or vacant. There are 3,833 approved positions. Furthermore, this schedule does not include substitutes or employees who work for the district less than part-time (e.g. crossing guards, parental monitors, etc.).

The total decrease of 245 positions is a result of a combination of personnel strategies. The District offered an early notification incentive program that paid qualified employees 15% of their base salary for separation of employment. In addition, the Board of Trustees approved a change in the Prekindergarten Program from a full day to a half day of instruction for Prekindergarten 3. This change in program eliminated 16 teaching positions. The District also implemented a change the Kindergarten Program from a 1 teacher : 1 teacher aide ratio to a 2 teachers : 1 teacher aide ratio. This change in program eliminated approximately 43 teacher aide positions. The Bilingual department also restructured their Bilingual/ESL Teacher Resource Strategists from 13 to 4 positions. The number of Librarians in the high schools was reduced from 2 to 1. The district's ratio for Technology Trainers was also reduced from 2 to 1 position at the high schools and from 1 to 0.5 position at the middle and elementary schools. The District also closed 43.71 vacant departmental positions that were not going to be filled in 2011-2012.

Personnel by Fund:

Fund Description	07-08	08-09	09-10	10-11	11-12
101 Child Nutrition Program	327.00	327.00	324.00	313.00	313.00
199 General Operating Fund	3,390.52	3,365.34	3,236.74	3,231.04	3,099.78
204 ESEA, Title IV, Part A - Safe and Drug-Free Schools and Communities Act	2.00	3.00	3.00	0.00	0.00
211 ESEA, Title I, Part A - Improving Basic Programs	288.42	265.32	273.92	249.82	249.22
212 ESEA, Title I, Part C - Education of Migratory Children	5.00	6.00	5.00	4.00	4.00
224 IDEA - Part B, Formula	58.81	57.64	59.64	60.64	70.00
244 Vocational Education - Basic Grant	5.50	2.50	3.50	2.50	2.50
255 ESEA, Title II - Part A - Teacher and Principal Training and Recruiting	57.00	55.00	55.00	43.00	40.00
261 Reading First	28.00	22.00	20.00	0.00	0.00
262 Enhancing Education Through Technology	2.00	2.00	2.00	0.00	0.00
263 English Language Acquisition and Language Enhancement	18.35	19.00	18.00	18.00	27.00
280 TIP 2	0.50	0.00	0.00	0.00	0.00
283 TARGET	0.24	0.24	0.00	0.00	0.00
285 Title I ARRA	0.00	0.00	0.00	48.00	0.00
287 Class Size Reduction	0.00	0.00	1.00	0.00	0.00
394 Pregnancy, Education and Parenting Program	3.00	1.00	2.00	2.00	0.00
404 Accelerated Reading / Student Success Initiative	0.00	69.00	74.00	35.00	1.00
411 Technology Allotment	6.26	6.26	5.50	7.50	7.50
415 Kindergarten and Prekindergarten Grants	77.90	64.20	63.20	44.50	0.00
428 High School Allotment	22.00	26.00	15.00	0.00	0.00
435 Shared Services Arrangements - Regional Day School for the Deaf	18.00	19.00	19.00	19.00	19.00
Total District Employees (All Funds)	4,310.50	4,310.50	4,180.50	4,078.00	3,833.00
Staff Increase / (Decrease)	54.00	0.00	(130.00)	(102.50)	(245.00)

General Fund Breakdown:

General Fund FTEs	07-08	08-09	09-10	10-11	11-12
101 Child Nutrition Program Fund	327.00	327.00	324.00	313.00	313.00
199 General Operating Fund	3,390.52	3,365.34	3,236.74	3,231.04	3,099.78
Total General Fund FTEs	3,717.52	3,692.34	3,560.74	3,544.04	3,412.78

Child Nutrition Program

Child Nutrition Program Fund (101)	07-08	08-09	09-10	10-11	11-12
946 Food Services	327.00	327.00	324.00	313.00	313.00
Total Child Nutrition Program FTEs	327.00	327.00	324.00	313.00	313.00

General Operating Fund – Campus & Department Personnel

General Operating Fund (199) Campus FTEs	07-08	08-09	09-10	10-11	11-12
001 Martin High School	183.24	202.64	202.04	198.15	186.06
002 Nixon High School	190.53	206.53	208.47	204.65	194.31
003 Dr. L Cigarroa High School	165.21	178.21	179.65	172.52	159.72
004 Vidal M. Trevino Comm. and Fine Arts School	37.03	38.03	45.61	47.55	48.06
007 F.S. Lara Academy	39.49	41.99	33.49	34.49	33.55
008 Laredo Early College High School @ TAMIU	2.01	4.51	6.56	21.55	21.01
041 Christen Middle School	135.82	152.82	154.17	152.27	143.68
042 Lamar Middle School	132.21	144.21	136.08	135.13	129.65
043 Joaquin Cigarroa Middle School	129.28	145.28	141.53	137.69	127.68
044 Memorial Middle School	71.53	90.53	91.28	89.33	84.59
101 Bruni Elementary School	67.92	74.22	71.41	71.80	68.52
102 Buenos Aires Elementary	110.46	66.83	65.04	68.10	65.29
104 Daiches Elementary	51.04	60.04	57.62	58.83	56.65
105 Farias Elementary	76.07	83.67	83.31	86.84	82.60
106 Heights Elementary	33.57	44.57	45.49	46.38	48.68
107 K. Tarver Elementary	57.90	64.60	63.70	64.87	63.24
108 Leyendecker Elementary	47.10	64.40	67.66	71.41	70.93
109 Macdonell Elementary	59.54	63.14	60.90	62.26	62.78
110 Milton Elementary	147.00	82.25	81.26	82.50	78.84
111 A. Pierce Elementary	138.44	84.82	84.97	85.10	83.64
112 Ryan Elementary	139.78	87.39	81.89	82.94	84.86
115 Santa Maria Elementary	115.76	72.88	66.14	66.85	65.23
116 Santo Nino Elementary	69.77	81.27	76.75	77.60	76.43
119 D. D. Hachar Elementary	96.98	59.09	55.73	58.57	60.87
120 J. C. Martin Elementary	54.59	70.99	60.54	65.82	63.20
121 H. B. Zachry Elementary	69.53	72.53	69.42	70.39	69.09
122 J. Kawas Elementary	60.27	63.87	65.38	67.10	66.38
123 Dovalina Elementary	52.11	61.11	52.62	51.06	52.59
124 H. Ligarde Elementary	61.09	70.09	66.15	68.51	69.89
125 Sanchez/Ochoa Elementary	76.21	85.29	85.47	84.37	79.06
Total General Operating Fund Campus FTEs	2,671.48	2,617.80	2,560.33	2,584.63	2,497.08

Departments continue next page

General Operating Fund (199) Department FTEs	07-08	08-09	09-10	10-11	11-12
006 Pregnancy,Ed.,& Parenting	14.00	3.00	1.00	1.00	1.00
701 Superintendent's Office	5.00	5.00	4.00	4.00	4.00
702 Board of Education	1.00	1.00	1.00	1.00	1.00
703 Tax Office	6.00	7.00	9.00	9.00	9.00
726 Risk Management Dept.	2.00	2.00	2.00	2.00	2.00
727 Financial Management Dept.	28.00	28.00	31.00	31.00	27.00
728 Human Resources Dept.	30.00	33.00	29.00	30.00	26.00
729 Procurement Department	7.00	7.00	7.00	7.00	6.00
730 Communication Department	5.00	6.00	6.00	6.00	6.00
731 Safety & Occupational Health Dept.	4.00	5.00	4.00	3.00	2.00
732 Student Services Dept.	4.00	6.00	4.00	5.00	4.00
733 Internal Auditor	4.00	4.00	4.00	4.00	4.00
735 Hearings Officer	10.00	2.00	2.00	2.00	1.00
736 Fixed Assets & Custodial Services Dept.	20.00	25.00	40.00	20.00	21.50
737 Textbooks & Records Management Dept.	6.00	10.00	6.00	6.00	4.50
802 State Bilingual	1.00	1.00	1.00	1.00	1.00
804 Compliance	1.00	1.00	0.00	0.00	0.00
805 Fine Arts / UIL Services	3.00	3.00	2.00	2.00	1.00
806 Elementary P.E.	2.00	3.00	3.00	3.00	1.00
808 Language Arts	1.00	1.00	1.00	1.00	1.00
811 Instructional Technology	3.00	4.00	4.00	4.00	3.00
814 Mathematics	1.00	1.00	0.00	0.00	1.00
816 Early Childhood	3.00	3.00	3.00	5.00	5.00
817 Attendance	0.00	11.00	11.00	6.00	5.00
820 Innovative Programas	2.00	2.00	1.00	1.00	1.00
822 Academic Compliance and Accountability	2.00	2.00	6.00	5.50	3.50
833 Department of Elementary Education	0.00	0.00	0.00	0.00	2.00
835 Curriculum & Instruction	9.00	10.00	5.00	4.00	3.00
836 Gifted and Talented	2.00	2.00	2.00	2.00	1.00
837 Staff Development	1.00	1.00	1.00	1.00	1.00
838 CATE	2.00	2.00	2.00	2.00	2.00
844 Dyslexia / 504 Services	3.44	2.44	2.31	2.31	2.50
846 Testing & Assessment	3.00	4.00	4.00	5.00	4.00
849 Grants	1.00	1.00	2.00	1.00	1.00
870 District Wide	6.00	0.00	0.00	0.00	0.00
873 Crime Stoppers	0.50	0.50	0.50	1.00	1.00
874 Guidance and Counseling	2.00	2.00	2.00	2.00	2.00
876 Health Services	2.00	2.50	2.50	2.50	2.50
877 Pupil Transportation	161.00	172.00	120.00	115.00	112.50
878 Athletic Department	13.00	13.00	13.00	13.00	12.00
879 Special Education Dept.	36.10	38.10	41.10	40.10	32.20
881 Library Services	3.00	3.00	3.00	3.00	3.00
882 Printing/Creative Services	11.00	12.00	9.00	9.00	6.00
883 Instructional Television	8.00	9.00	9.00	9.00	8.00
885 Postal Services	0.00	1.00	1.00	1.00	1.00
934 Information Technology	42.00	45.00	45.00	44.00	43.00
936 Division of Operations	121.00	121.00	110.00	109.00	106.00
937 Support Services	1.00	2.00	2.00	3.00	2.00
938 LISD Construction Department	7.00	9.00	7.00	7.00	4.00
943 LISD Police Department	119.00	119.00	111.00	111.00	109.50
Total General Operating Fund Department FTEs	719.04	747.54	676.41	646.41	602.70

STUDENT ENROLLMENT – HISTORICAL & PROJECTED

Grade:	PEIMS Enrollment					Growth , Retention, and Attrition				
	2006-07	2007-08	2008-09	2009-10	2010-11	2007	2008	2009	2010	Average
EE+PK	2,427	2,542	2,486	2,439	2,345					
KN	1,973	1,961	1,947	1,953	2,062					
1	2,213	2,203	2,211	2,140	2,170					
2	1,943	2,040	1,979	2,045	1,977	0.92183	0.89832	0.92492	0.92383	0.92438
3	1,944	1,927	1,945	1,909	1,947	0.99177	0.95343	0.96463	0.95208	0.95835
4	1,802	1,840	1,789	1,872	1,822	0.94650	0.92839	0.96247	0.95443	0.95845
5	1,719	1,739	1,743	1,821	1,837	0.96504	0.94728	1.01789	0.98130	0.99960
6	1,694	1,618	1,618	1,484	1,628	0.94124	0.93042	0.85141	0.89401	0.87271
7	1,727	1,680	1,628	1,607	1,522	0.99174	1.00618	0.99320	1.02561	1.00940
8	1,674	1,683	1,659	1,635	1,559	0.97452	0.98750	1.00430	0.97013	0.98722
9	1,993	2,022	1,881	1,952	2,096	1.20789	1.11765	1.17661	1.28196	1.22928
10	1,442	1,438	1,482	1,363	1,329	0.72153	0.73294	0.72461	0.68084	0.70273
11	1,198	1,301	1,306	1,251	1,177	0.90222	0.90821	0.84413	0.86354	0.85383
12	1,133	1,154	1,289	1,236	1,222	0.96327	0.99078	0.94640	0.97682	0.96161
TOTAL:	24,882	25,148	24,963	24,707	24,693					
TOT(EE-5th)	14,021	14,252	14,100	14,179	14,160					
TOT(6th-8th)	5,095	4,981	4,905	4,726	4,709					
TOT(9th-12th)	5,766	5,915	5,958	5,802	5,824					
%CHG(EE-5th)	-0.003	0.016	-0.011	0.006	-0.001					
%CHG(6th-8th)	-0.010	-0.022	-0.015	-0.036	-0.004					
%CHG(9th-12th)	0.005	0.026	0.007	-0.026	0.004					
%(EE-5th)	0.563	0.567	0.565	0.574	0.573					
%(6th-8th)	0.205	0.198	0.196	0.191	0.191					
%(9th-12th)	0.232	0.235	0.239	0.235	0.236					
Added EE-5th	-49	231	-152	79	-19					
Added 6th-8th	-54	-114	-76	-179	-17					
Added 9th-12th	31	149	43	-156	22					

To gain a better understanding of the future size and structure of the Laredo Independent School District student population, Population and Survey Analysts (PASA) was engaged by the District to identify expected development patterns. PASA assessed the housing patterns in the District over the next 10 years and developed a likely scenario of projected students by grade level through the year 2014 for both LISD “Planning Units” (or cells) and for current attendance zones.

The Fall 2004 Demographic Update Project primary objectives were to evaluate historical trends in Laredo ISD student population; provide long-term projections of single-family housing and of multi-family housing for each Planning Unit in the District; provide three scenarios of District-wide enrollment projections by grade and grade group; provide projections of enrollment for each of the Planning Units in the District, as well as for current attendance zones, through the Fall, 2014; and assess needs for relief for schools that will be overcrowded, based on student projections, and determine potential demand for new sites.

The chart above represents the most-likely scenario of growth by grade and grade group. This scenario assumes that the Federal tax package/moderate mortgage rates will stimulate personal and corporate investments modestly; projecting consumer and business spending to remain stable, inflation and interest rates remain relatively low for the next two to three years, continued availability of affordable housing, and student population will continue to grow at past two-year levels.

STUDENT ENROLLMENT – HISTORICAL & PROJECTED (continued)

Oct. 15, 2011-12	Oct. 15, 2012-13	Oct. 15, 2013-14	Oct. 15, 2014-15	Added Students	
				2007-12	2012-15
2,980	2,990	3,000	2,993	553	13
2,016	1,994	1,981	1,964	43	(52)
2,308	2,283	2,269	2,248	95	(60)
2,081	2,082	2,055	2,031	138	(50)
1,939	1,929	1,926	1,891	(5)	(48)
1,802	1,801	1,789	1,776	-	(26)
1,695	1,711	1,707	1,685	(24)	(10)
1,615	1,618	1,630	1,618	(79)	3
1,589	1,584	1,584	1,587	(138)	(2)
1,520	1,506	1,498	1,490	(154)	(30)
1,815	1,803	1,782	1,763	(178)	(52)
1,369	1,318	1,306	1,284	(73)	(85)
1,083	1,084	1,041	1,026	(115)	(57)
1,138	1,086	1,085	1,036	5	(102)
24,950	24,789	24,653	24,392	68	(558)
14,821	14,790	14,727	14,588		
4,724	4,708	4,712	4,695		
5,405	5,291	5,214	5,109		
0.045	-0.002	-0.004	-0.009		
0.003	-0.003	0.001	-0.004		
-0.075	-0.021	-0.015	-0.020		
0.594	0.597	0.597	0.598		
0.189	0.190	0.191	0.192		
0.217	0.213	0.211	0.209		
661	-31	-63	-139		
15	-16	4	-17		
-419	-114	-77	-105		

PASA expects interest rates to go up slowly, but continuously. This will have somewhat of a dampening effect on home purchases. With the most-likely growth scenario, the parents of younger children would keep moving to the district and either renting or purchasing homes at the same “proportion” as they are today. However, there will be a continued out-migration of entry-level immigrants once they feel jobs are available to them outside Laredo ISD.

Under the “most-likely” projection series, the District enrollment is projected to decrease an average of 0.05% annually for 2011 through 2014.

Projections were first prepared for the total student-aged population (individuals 5 through 19). Distributing these individuals in grades K through 12 was accomplished with the use of District-specific retention rates and attrition rates. Laredo ISD retention and attrition rates are shown in the chart above and reflect an estimate of the increase or decrease by grade that can be expected each year, based on the past three years. Attrition refers to the absence within the public schools of some segment of individuals of school age who reside within Laredo ISD boundaries.

*Source of Information: Population and Survey Analysts (PASA) Demographic Update
prepared for Laredo Independent School District, August 2005*

*School Years 2006-07, 2007-08, 2009-2008, 2009-2010, 2010-2011 updated by LISD Financial Management
Department*

STUDENT DEMOGRAPHICS

Ethnicity: Over 99% of the student population is of Hispanic descent as compared to 48.6% for the state, as indicated in the 2009-10 Texas Education Agency (TEA) Student Information report. Less than one percent are African-American, White, or Asian ethnicity; the State's student population is 14.0% African-American, 48.6% Hispanic, 33.3% White, 0.4% Native American and 3.7% Asian or Pacific Islander. The chart below shows the ethnic distribution of Laredo Independent School District students over the last 10 years:

Ethnicity	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
African American	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.0%	0.1%
Hispanic	98.9%	99.1%	99.2%	99.2%	99.3%	99.4%	99.5%	99.5%	99.5%	99.2%
White	0.9%	0.8%	0.7%	0.5%	0.5%	0.4%	0.3%	0.3%	0.2%	0.5%
Asian/Pacific Isl.	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.2%	0.2%

Economically Disadvantaged: The percent of economically disadvantaged students is calculated as “the sum of the students coded as eligible for free or reduced-price lunch or eligible for other public assistance” divided by the total number of students. Most of the students in our District are classified as economically disadvantaged with a 97.2%, compared to 59.0% in the state.

Limited English Proficiency (LEP): These are students identified as limited English proficient by the Language Proficiency Assessment Committee (LPAC) according to criteria established in the Texas Administrative Code. Not all pupils identified as LEP receive bilingual or English as a second language instruction, although most do. Percentages are calculated by dividing the number of LEP pupils by the total number of students in the school or district. The District has 64.1% of students are classified as LEP compared to 16.9% in the State.

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Economically Disadv.	91.1%	96.2%	95.5%	95.6%	96.2%	96.7%	96.5%	96.0%	96.5%	97.2%
LEP	58.7%	58.9%	59.9%	63.2%	65.9%	68.5%	68.7%	68.3%	66.0%	64.1%

Bilingual Program: Percentage of students identified as LEP and provided bilingual education service, including basic curriculum skills in their native language and language skill development in English through English as a Second Language methodology. The District has 63.8% of students participating compared to 16.1% in the State.

Special Education: This refers to the population served by programs for students with disabilities. Assessment decisions for students in special education programs are made by their Admission, Review, and Dismissal (ARD) committee. The ARD committee is made up of their parent(s) or guardian, teacher, administrator, and other concerned parties. The District has 8.0% of students in the Special Education program; 9.0% in the State.

Gifted & Talented (GT): The GT program offers students a challenging, differentiated, and extended curriculum to develop higher-order thinking skills and encourage independence and decision-making. Percentage of students participating in the GT program is 8.0% and 7.6% in the District and State, respectively.

Career and Technology Education: Programs which are directly related to the preparation of students for a career. The District has 20.0% of students participate in CATE courses compared to 21.3% in the State.

Programs	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Bilingual/ESL	57.8%	58.6%	59.4%	62.8%	65.1%	67.0%	68.1%	67.7%	66.4%	63.8%
Career & Technology	14.7%	15.6%	21.7%	24.2%	25.7%	23.7%	18.4%	17.0%	23.0%	20.0%
Gifted & Talented	8.3%	8.6%	7.9%	7.4%	6.9%	6.9%	7.4%	7.5%	7.8%	8.0%
Special Education	13.1%	13.8%	14.5%	13.8%	13.4%	12.8%	11.2%	10.0%	8.9%	8.0%

*Source of Information: Texas Education Agency, Academic Excellence Indicator System
(available at www.tea.state.tx.us)*

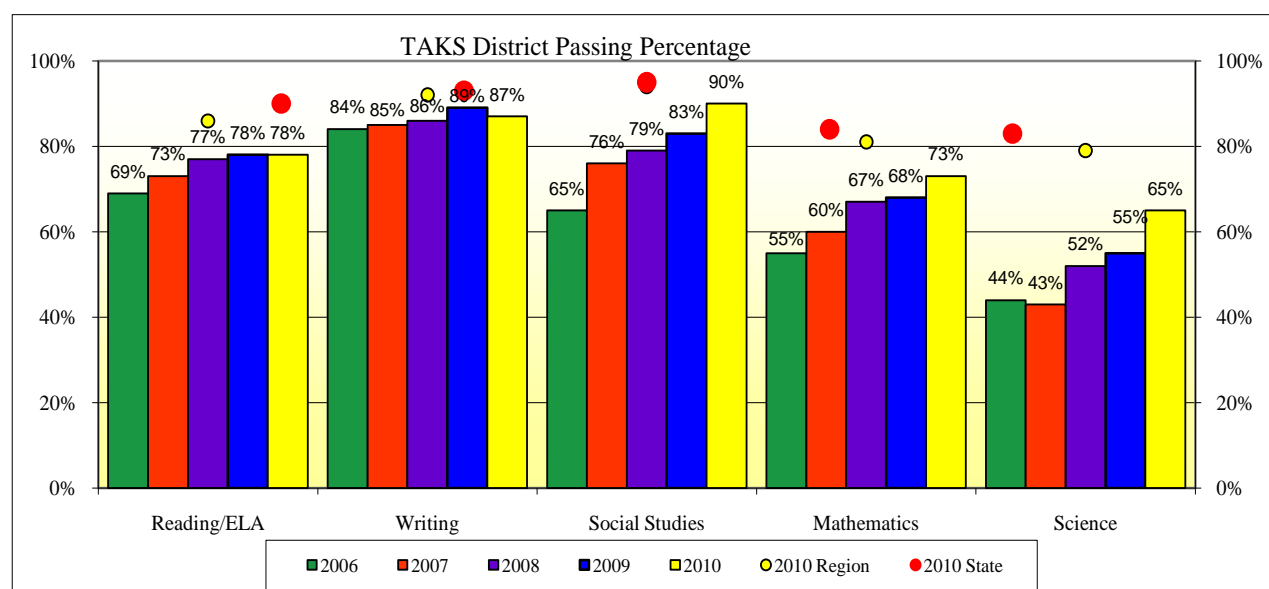
ACADEMIC PERFORMANCE

As mandated by the 76th Texas Legislature in 1999, the Texas Assessment of Knowledge and Skills (TAKS) was administered beginning in the 2002-2003 school year. Previously, performance was measured by the Texas Assessment of Academic Skills (TAAS). The TAKS measures the statewide curriculum in Reading at Grades 3-9; in Writing at Grades 4 and 7; in English Language Arts at Grades 10 and 11; in Mathematics at Grades 3-11; in Science at Grades 5, 10, and 11; and Social Studies at Grades 8, 10, and 11. The Spanish TAKS is administered at Grades 3 through 6. Satisfactory performance on the TAKS test at Grade 11 is a prerequisite to receiving a high school diploma.

The State of Texas Assessments of Academic Readiness (STAAR™) will replace the Texas Assessment of Knowledge and Skills (TAKS), STAAR™ will include the 12 end-of-course assessments mandated by SB 1031 in 2007 and the new grade 3–8 assessments mandated by HB 3 in 2009. The new tests will be implemented in the 2011–2012 school year.

The chart below compares the District's TAKS results for school years 2005-2006 through 2009-2010 with the State and Region; although scores remain low, the District has seen an overall improvement over the previous year.

	2006 TAKS			2007 TAKS			2008 TAKS			2009 TAKS			2010 TAKS			District Advance
	State	Region	District	State	Region	District	State	Region	District	State	Region	District	State	Region	District	
Reading/ELA	87%	81%	69%	89%	83%	73%	91%	86%	77%	91%	87%	78%	90%	86%	78%	0%
Writing	91%	90%	84%	92%	92%	85%	93%	91%	86%	93%	93%	89%	93%	92%	87%	-2%
Social Studies	87%	81%	65%	89%	85%	76%	91%	88%	79%	93%	90%	83%	95%	94%	90%	7%
Mathematics	75%	69%	55%	77%	72%	60%	80%	76%	67%	82%	79%	68%	84%	81%	73%	5%
Science	70%	61%	44%	71%	63%	43%	74%	67%	52%	78%	71%	55%	83%	79%	65%	10%
All Tests Taken	67%	59%	42%	70%	62%	46%	72%	66%	52%	74%	68%	54%	77%	71%	59%	5%



Source: Texas Education Agency, Academic Excellence Indicator System (available at www.tea.state.tx.us)

The District's TAKS results by grade for school years for the past four years are displayed below:

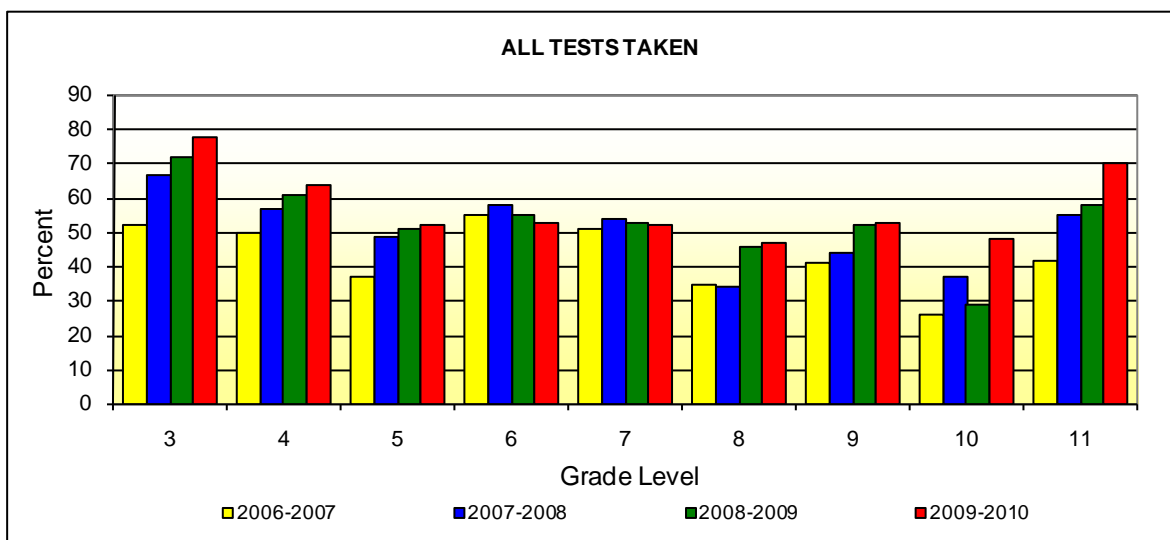
2006-2007										
Grade	3	4	5	6	7	8	9	10	11	
All Tests Taken	52	50	37	55	51	35	41	26	42	
Reading/ELA	70	62	58	75	65	73	74	76	80	
Mathematics	57	65	63	60	60	55	43	57	71	
Writing	.	83	.	.	86	
Science	.	.	48	.	.	43	.	29	48	
Social Studies	73	.	72	83	

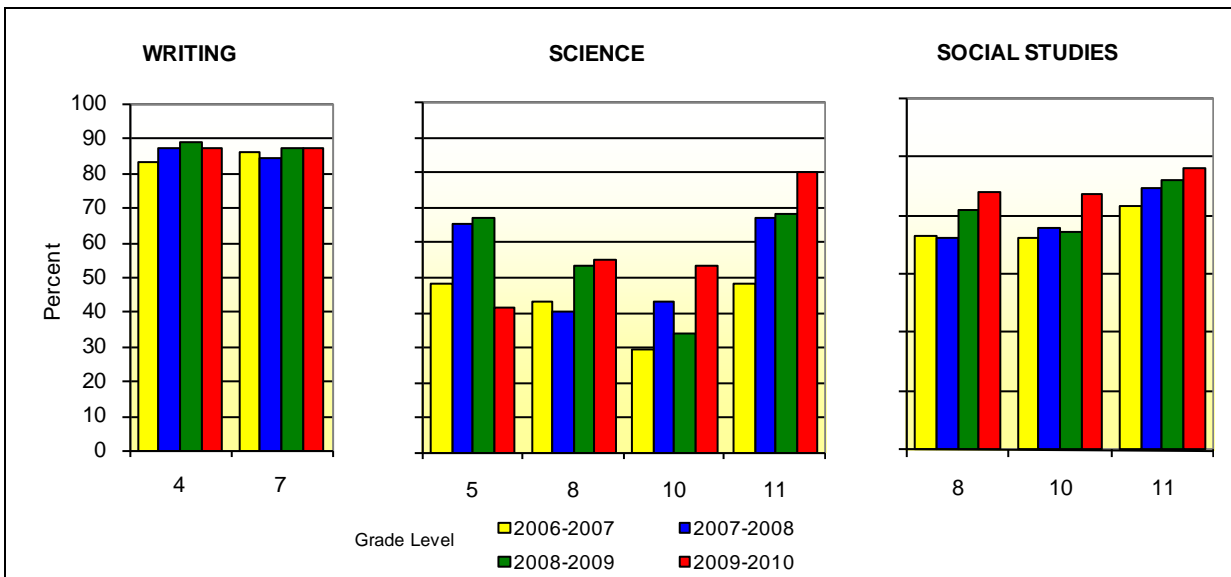
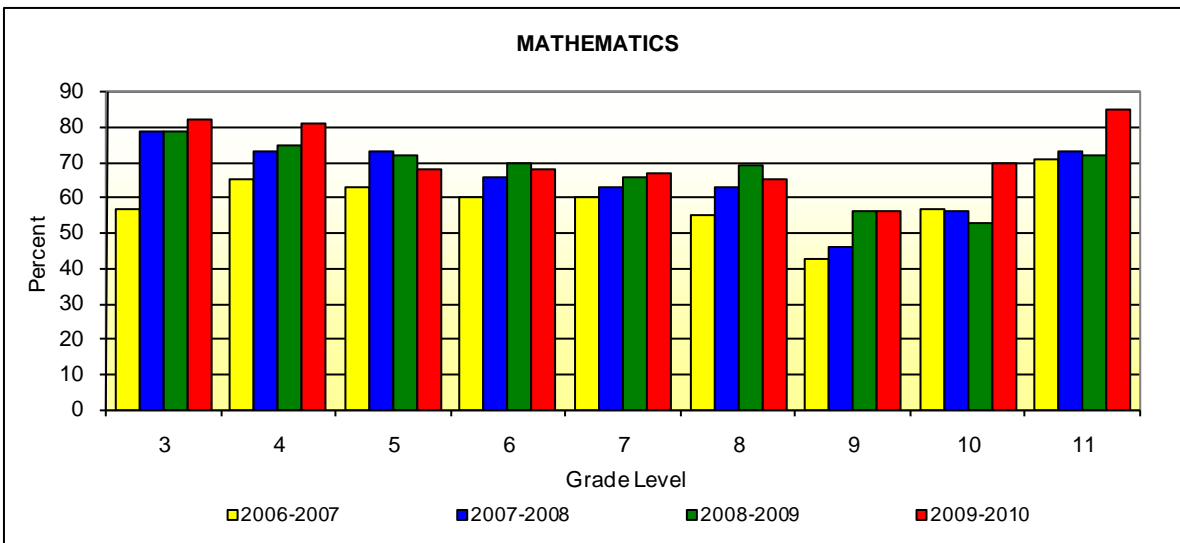
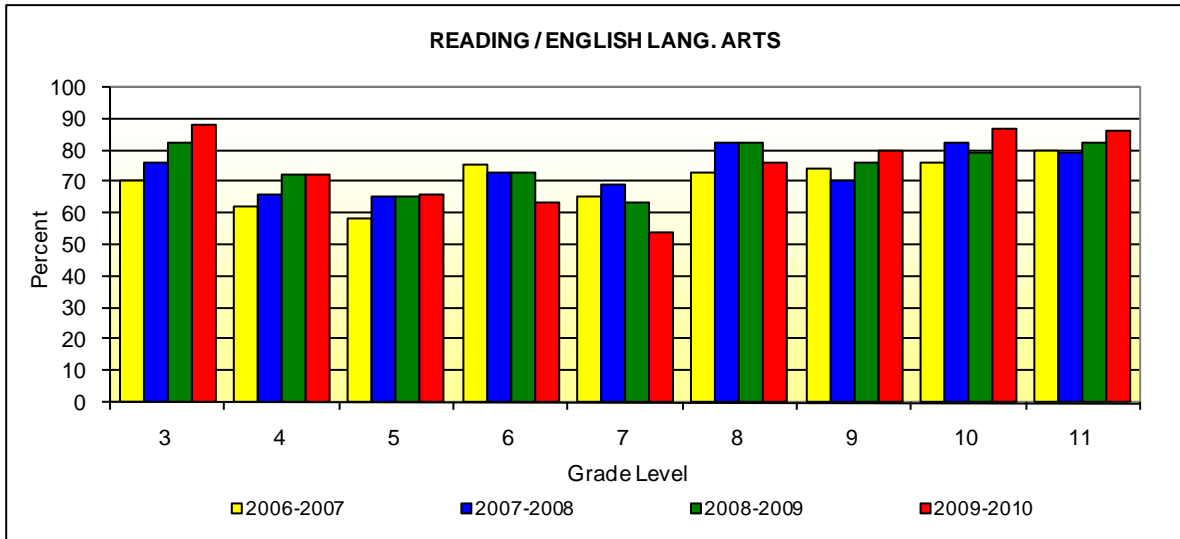
2007-2008										
Grade	3	4	5	6	7	8	9	10	11	
All Tests Taken	67	57	49	58	54	34	44	37	55	
Reading/ELA	76	66	65	73	69	82	70	82	79	
Mathematics	79	73	73	66	63	63	46	56	73	
Writing	.	87	.	.	84	
Science	.	.	65	.	.	40	.	43	67	
Social Studies	72	.	76	89	

2008-2009										
Grade	3	4	5	6	7	8	9	10	11	
All Tests Taken	72	61	51	55	53	46	52	29	58	
Reading/ELA	82	72	65	73	63	82	76	79	82	
Mathematics	79	75	72	70	66	69	56	53	72	
Writing	.	89	.	.	87	
Science	.	.	67	.	.	53	.	34	68	
Social Studies	82	.	74	92	

2009-2010										
Grade	3	4	5	6	7	8	9	10	11	
All Tests Taken	78	64	52	53	52	47	53	48	70	
Reading/ELA	88	72	66	63	54	76	80	87	86	
Mathematics	82	81	68	68	67	65	56	70	85	
Writing	.	87	.	.	87	
Science	.	.	41	.	.	55	.	53	80	
Social Studies	88	.	87	96	

Source: Texas Education Agency, Academic Excellence Indicator System (available at www.tea.state.tx.us)

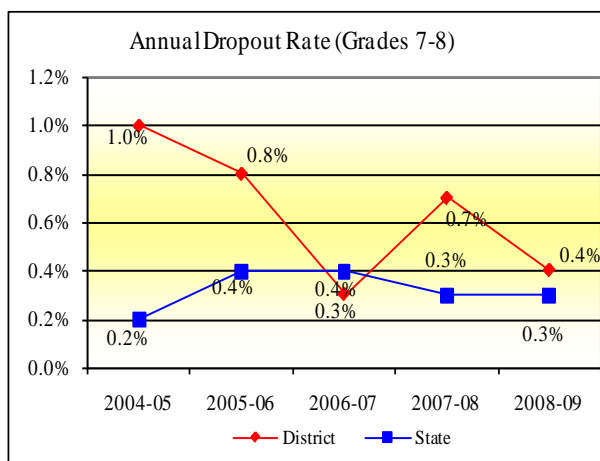
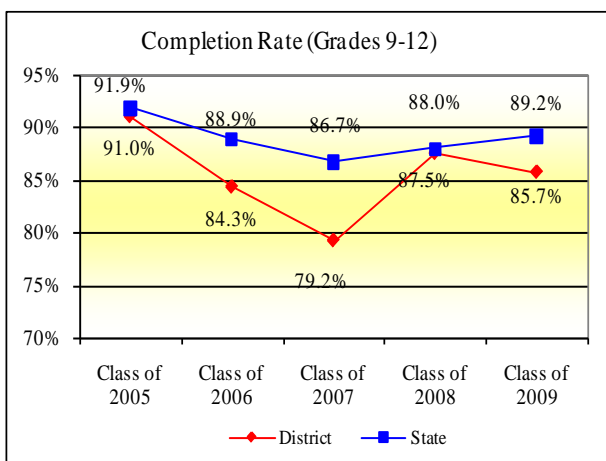
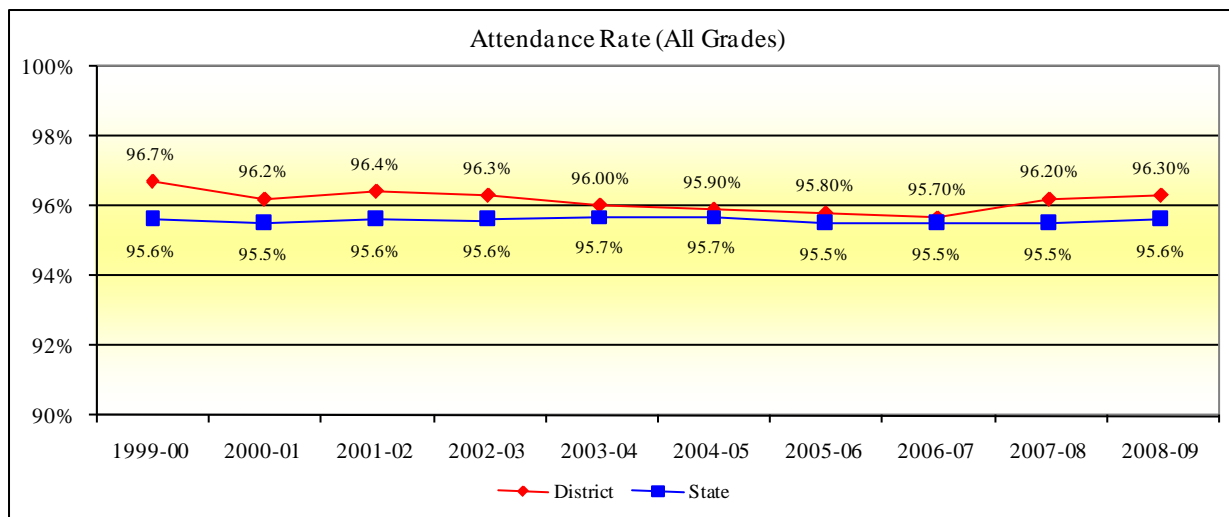




ANNUAL DROPOUT, ATTENDANCE & COMPLETION RATES

The following charts present a comparison of the District and State's attendance rate, dropout rate for grades 7-8, and completion (graduation) rate for grades 9-12. The source of the information presented comes from the Texas Education Agency (TEA) website. The most current information is presented in these charts.

The attendance rate of the District has been historically higher than the State's average. For school year 2008-2009, the District's attendance rate was 96.3%, compared to a State average of 95.6%. 85.7% students graduated from the Class of 2009, compared to 89.2% State-wide. The annual dropout rate for grades 7-8 for school year 2008-2009 was 0.4% for the District and 0.3% for the State.



Source: Texas Education Agency, Academic Excellence Indicator System & Accountability Rating System
(Available at www.tea.state.tx.us)

COMMUNITY PROFILE

Location

Laredo, Texas, is located on the north bank of the historical Rio Grande River in southwestern Webb County in South Texas, about 150 miles southwest of San Antonio and 135 miles west of Corpus Christi. The City of Laredo encompasses 53,403.48 acres or 83.44 sq. mi. Its average elevation is 438 feet and its topography is relatively flat with rolling hills.

The river forms the international boundary between the United States and Mexico and separates Laredo from its sister-city Nuevo Laredo, Mexico. "Los Dos Laredos" actually constitute one metropolitan center, as pedestrians and vehicles pass freely from one city to the other over the toll bridge facilities of the Laredo Bridge System with minimal inconvenience at the U.S. and Mexican customs and immigration inspection stations. The distance separating the central shopping districts of the two cities is only one-half mile.



Laredo is the southern terminus of U.S. Interstate 35, which originates at the Canadian border and serves such metropolitan centers as Minneapolis-St. Paul, Des Moines, Kansas City, Oklahoma City, Dallas-Fort Worth and San Antonio. U.S. Highway 59, which crosses Texas in a direct line from Texarkana through Houston, also ends at Laredo; U.S. Highway 83, extending from Brownsville, at the southernmost tip of Texas in a direct line from Texas Panhandle and Midwestern plains states, passes through the City. At Laredo these arterial highways join the Pan American Highway extending south to Central and South America.



Local History



The town of Laredo was founded in 1755 while the area was part of a region called Nuevo Santander in the Spanish colony of New Spain. In 1840 Laredo was the capital of the independent Republic of Rio Grande, set up in rebellion to the dictatorship of Santa Anna and brought back into Mexico by military force. In 1846 during the Mexican-American War the town was occupied by the Texas Rangers. After the war the Treaty of Guadalupe-Hidalgo ceded the land to the United States. A referendum was taken in the town, which voted overwhelmingly to be part of Mexico rather than the United States. However, the U.S. Military refused the petition, and the bulk of the population moved over the river into Mexican territory to found the new town of Nuevo Laredo. In 1849 the military set up Fort McIntosh (originally Camp Crawford) by the town. Laredo was re-chartered as a city in 1852. In 2005, Laredo celebrated its 250th anniversary of its founding.

Known today as the city under seven flags, Laredo has emerged as the principal port of entry into Mexico. As the second fastest growing city in the nation, this border metropolis has greatly benefited from the well-planned, historic "Streets of Laredo," and its urban core continues to be reinvigorated as commercial areas and neighborhoods make the "Gateway City" their home. This cosmopolitan city is a major port of entry for international trade and tourism between the United States and Mexico. The city presently maintains three border crossings with the Mexican State of Tamaulipas at Nuevo Laredo, and one with the Mexican State of Nuevo Leon at Colombia. A fifth bridge is currently being planned along the Tamaulipas border. The City of Laredo is the largest city in the County of Webb.

Population

The U.S. census reported Laredo's population in 1980 at 91,449 and in 1990 at 122,899. During the 10 years since 1990, Laredo's MSA population grew by 44.0% to reach 176,576 in 2000. Laredo's MSA has a current estimated 2010 population of about 237,244 people, an increase of approximately 34.0%. Nuevo Laredo's population for 2010 is 373,725. Laredo is part of the Laredo-Nuevo Laredo Metropolitan Area with an estimate population of 610,969.

Year	1980	1990	2000	2010
City	91,449	122,899	176,576	237,244
County	99,258	133,239	193,117	251,632
State	14,229,000	17,045,000	20,851,820	25,257,114
U.S.	226,546,000	248,791,000	281,422,000	309,349,689

Source: U.S. Census Bureau - 2010 Census Estimates

Laredo experienced a population increase of 34.0% since the 2000 census. According to the U.S. Census Bureau, as of the 2010 Census Estimates, there are 237,244 people, 62,830 households, and 51,815 families residing in the city. The racial makeup of the city is predominantly White (93.4%), 0.1% African American, 0.3% American Indian, 0.9% Asian, 4.7% from other races, and 0.7% from two or more races. 95.7% of the population is of Hispanic or Latino origin.

The average age in Laredo is 27.5 years, younger than the state and national average of 33.6 and 37.2, respectively. The population is spread out with 29.5% under the age of 14, 16.5.0% from 15-24, 28.4% from 25-44, 17.8% from 45-64, and 7.6% who are 65 years of age or older.

	Laredo		Texas	U.S.A.
Population				
Total population	237,244		25,257,114	309,349,689
Gender				
Male	114,913	48.4%	49.6%	49.2%
Female	122,331	51.6%	50.4%	50.8%
Age				
14 or younger	69,965	29.5%	22.8%	19.8%
15-24	39,254	16.5%	14.7%	14.1%
25-44	67,520	28.4%	28.1%	26.5%
45-64	42,414	17.8%	23.9%	26.4%
65+	18,091	7.6%	10.4%	13.1%
Average age (years)	27.5		33.6	37.2
Race and Ethnicity				
White	221,509	93.4%	74.1%	74.2%
Black or African American	321	0.1%	11.8%	12.6%
American Indian and Alaska Native	610	0.3%	0.5%	0.8%
Asian	2123	0.9%	3.8%	4.8%
Native Hawaiian and Other Pacific Islander	0	0.0%	0.1%	0.2%
Some other race	11,101	4.7%	7.5%	4.8%
Two or more races	1,580	0.7%	2.2%	2.7%
Hispanic or Latino *	227,058	95.7%	37.7%	16.4%

*Note: * Hispanic ethnicity is a separate data category from race. This number should not be added to race totals.*

Source: U.S. Census Bureau - 2010 Census Estimates

Education

The U.S. Census Bureau indicates that 128,025 of the population are 25 years of age or older, from which 20.3% have at least a high school degree, 21.3% have some college, 5.6% have an associate's degree, 13.9% have a bachelor's degree, and 3.6% have a graduate or professional degree.

	Laredo		Texas	U.S.A.
Educational Attainment				
Population 25 and older	128,025		15,772,122	204,288,933
High school graduates (includes equivalency)	25,961	20.3%	25.6%	28.5%
Some college, no degree	27,224	21.3%	22.8%	21.3%
Associate's degree	7,150	5.6%	6.3%	7.6%
Bachelor's degree	17,806	13.9%	17.3%	17.7%
Graduate or professional degree	4,558	3.6%	8.6%	10.4%
School Enrollment				
Population 3 years and over enrolled in school	82,123		7,197,800	82,724,222
Nursery school, preschool	6,566	8.0%	6.0%	6.0%
Kindergarten	4,763	5.8%	5.8%	5.1%
Elementary school (grades 1-8)	38,979	47.5%	43.1%	39.8%
High School (grades 9-12)	16,219	19.7%	20.5%	20.8%
College or graduate school	15,596	19.0%	24.5%	28.3%

Source: U.S. Census Bureau - 2010 Census Estimates

Income

According to the U.S. Census Bureau, the median income for a household in the city is \$35,997, and the median income for a family is \$38,057. Males have a median income of \$30,968 versus \$14,044 for females. The per capita income for the city is \$14,117. 31.40% of the population and 26.80% of families are below the poverty line. Out of the total population, 41.80% of those are age 18 and younger, and 23.70% of those are 65 and older are living below the poverty line.

Median Income		Poverty Status	
Household	\$35,997	Population	31.40%
Family	\$38,057	Families	26.80%
Males	\$30,968	Age 65 and over	23.70%
Females	\$14,044	Age 18 and younger	41.80%

Median Household Income by Age				Household Income by Race or Ethnicity			
Age	Laredo	Texas	USA	Age	Laredo	Texas	USA
15 to 24 years	\$17,216	\$23,656	\$24,143	White	\$35,824	\$51,708	\$52,480
25 to 44 years	\$39,163	\$50,837	\$54,024	Black or African American	\$16,199	\$35,640	\$33,578
45 to 64 years	\$43,291	\$59,538	\$60,683	American Indian & Alaska Native	\$23,691	\$43,442	\$35,062
65 years & over	\$21,880	\$34,178	\$34,381	Asian	N/A	\$63,947	\$67,022
				Native Hawaiian & Other Islander	\$0	\$50,334	\$52,776
				Some other race	\$34,432	\$34,427	\$38,230
				Two or more races	\$54,353	\$44,237	\$43,597
Per Capita Income	\$14,117	\$23,863	\$26,059	Hispanic or Latino origin (of any race)	\$35,132	\$37,087	\$40,165
				White alone, not Hispanic or Latino	\$58,671	\$59,772	\$54,168

Source: U.S. Census Bureau - 2010 Census Estimates

Housing

The Census indicates that there were 25,597 or 40.7 percent of renter occupied units and 37,233 or 59.3 percent of owner occupied units. The average household size in Laredo is 3.62.

	Renter Occupied			Owner Occupied		
	Laredo	Texas	USA	Laredo	Texas	USA
Occupied Housing Units	25,597	3,182,761	39,694,047	37,233	5,555,903	74,873,372
% Occupied Housing Units	40.7%	36.4%	34.6%	59.3%	63.6%	65.4%
Avg. Household Size	3.62	2.63	2.50	3.84	2.93	2.70
Vacancy Rate	4.10	10.60	8.20	1.70	2.20	2.50
Median Monthly Cost (\$)	\$424	\$437	\$431	\$1,373	\$1,402	\$1,496
Median Rent (\$) or Value (\$)	\$679	\$801	\$855	\$113,500	\$128,100	\$179,900

Source: U.S. Census Bureau - 2010 Census Estimates

Hotel Statistics

In 2010, Laredo reportedly had 38 hotels/motels with about 3,900 rooms. In 2010 the occupancy rate for Laredo was 59.7 and in 2009 48.2; the state average was 55.0 and 53.5, respectively. The average daily rental rate in 2010 was \$66.08 compared to a state average of \$83.16.

Year-End	Corpus Christi	El Paso	Laredo	McAllen/Edinburg	San Antonio	Texas
2002	52.8	61.8	68.9	56.9	61.0	55.4
2004	50.6	67.5	69.1	56.4	59.7	55.9
2005	50.9	66.7	65.9	55.6	62.7	59.7
2006	51.5	70.5	63.6	57.7	63.0	61.1
2007	48.9	67.2	58.8	58.7	61.2	61.4
2008	47.9	67.8	55.9	58.0	60.4	61.4
2009	46.9	63.6	48.2	51.0	51.9	53.5
2010	49.6	68.1	59.7	51.1	57.1	55.0

Source: Market Texas Tourism

Labor Statistics

At the end of 2010, Laredo's unemployment rate was 8.0%. The 2009 average was 7.9%, compared to 6.3% in 2001. The labor force and unemployment levels continue to increase.

Annual Average	Labor Force	Employment	Unemployment	Unemployment Rate
2001	68,227	63,913	4,314	6.3%
2002	73,237	68,133	5,104	7.0%
2003	76,181	70,808	5,373	7.1%
2004	78,064	73,026	5,038	6.5%
2005	81,085	76,489	4,596	5.7%
2006	83,120	78,823	4,297	5.2%
2007	84,633	80,814	3,819	4.5%
2008	87,647	83,081	4,566	5.2%
2009	89,142	82,082	7,060	7.9%
2010	90,633	83,352	7,281	8.0%

Source: U.S. Department of Labor - Bureau of Labor Statistics

Major Employers

Education ranks among Laredo's top ten public employment sectors. Two educational facilities, United Independent School District, and Laredo Independent School District are included among the area's top employers. There are more than 103 schools in the area.

H.E.B. Groceries are the largest employers in the private (services) sector, employing 1,602 in Laredo. Laredo Medical Center is the second largest employer in the private (services) sector.

Employer	Services Provided	Sector	Number of Employees
United Independent School District	Education	Public Sector	6,179
Laredo Independent School District	Education	Public Sector	4,500
City of Laredo	City	Public Sector	2,371
Laredo Sector Border Patrol	Immigration	Public Sector	2,000
H.E.B. Grocery	Grocery Store	Private Sector	1,626
Webb County	County	Public Sector	1,500
Laredo Medical Center	Medical Services	Private Sector	1,300
Texas A&M International University	Education	Public Sector	1,215
McDonald's Restaurant	Fast Food	Private Sector	1,200
Wal-Mart	Retail	Private Sector	937

Source: Laredo Development Foundation - March 2011

Finance

The commercial banks in Laredo include: Bank of America; Commerce Bank; Chase Bank; Falcon National Bank; First National Bank; International Bank of Commerce; BBVA Compass Bank; Texas Community Bank; Laredo Federal Credit Union; and Wells Fargo Bank.

Tourism

Tourism is a service business that is basic in Laredo's economy. The City is a popular site for conventions, sales meetings and other gatherings, and thousands of visitors are attracted to the City every year by such activities. Many other visitors come from points elsewhere in Texas and other states, and from Canada, for brief vacations and visits to Nuevo Laredo. Laredo is the leading point of entry from American and Canadian tourists traveling to the interior of Mexico.

Transportation

Laredo is the largest, most efficient port of entry on the U.S./Mexico border. In 2010, the Port of Laredo handled 2,885,416 cross border loaded truck shipments, 458,559 rail car shipments and 424.9 million pounds of air freight. Including cars, over 11.6 million vehicles crossed the Rio Grande at Laredo in 2010.

Bridges – Laredo, the Gateway to Mexico, is the largest inland port on the Texas-Mexico Border. The City's four international bridges are: (I) Gateway to the Americas Bridge, (II) Juarez-Lincoln International Bridge, (III) Colombia-Solidarity Bridge, and (IV) World Trade Bridge. A fifth bridge is being planned by the City and the County in order to alleviate traffic congestion in the inner city.

Year	Pedestrians	Vehicles	Trucks	Rail
2001	8,755,496	15,107,042	2,807,010	349,620
2002	8,981,765	14,676,964	2,902,494	365,836
2003	8,504,137	14,130,042	2,740,446	394,199
2004	8,794,848	13,935,639	2,845,322	408,514
2005	8,403,954	12,952,355	2,988,995	409,406
2006	8,801,303	11,971,727	3,224,349	401,609
2007	9,059,923	10,810,359	3,181,199	587,484
2008	9,355,451	9,780,941	3,151,117	520,923
2009	8,726,964	9,830,303	2,783,202	403,582
2010	7,633,735	8,696,899	2,885,416	458,559

Source: Texas Center for Border Economic and Enterprise Development

Highways – Major highways include: (1) IH-35 to San Antonio, Dallas, and north to the Canadian Border, (2) Hwy 83 to Brownsville (east) and El Paso (west), (3) Hwy 59 to Houston and New Orleans, and (4) Hwy 359 to Corpus Christi.

Air – The City owns and operates the Laredo International Airport and is currently served by American Airlines, Continental Airlines, and Allegiant Air. Airport activity increased in 2010; total passengers enplaned were 112,520, an 11.13% increase from 2009.

Year	Laredo Airline Activity (Passengers enplaned)	Laredo Air Cargo (Based on gross-landed weight lbs.)
2001	75,610	215,026,756
2002	77,892	262,475,560
2003	76,077	272,367,959
2004	83,690	365,242,625
2005	92,316	375,049,058
2006	97,331	357,353,428
2007	113,974	339,520,576
2008	106,682	285,788,862
2009	101,252	266,686,784
2010	112,520	424,942,460

Source: Federal Aviation Administration

Rail – Laredo is serviced by Union Pacific Railroad and Kansas City Southern. Union Pacific Railroad, the largest railroad in North America. Union Pacific covers 23 states across two thirds of the United States and has rail lines serving many major cities including Chicago, Kansas City, St. Louis, Memphis, New Orleans, Seattle, Portland, Los Angeles, and Houston. UP also have direct connections to all areas of Mexico and Canada. Laredo is Union Pacific's #1 Rail Interchange Gateway on the U.S./Mexico Border.

Bus Services – Bus transportation in the Laredo area is furnished by Americano USA, Autobuses Latino de Greyhound, El Conejo Bus Lines, Greyhound Bus Lines, Ybarra Brothers, El Expreso Bus Company, and Giros El Paisano. An inter-city bus system serves Los Dos Laredos and the City's transportation system, El Metro provides service in Laredo as well as El Aguila (County Transit System). The City completed a \$12 million Mass Transit Center in 1997 which serves as a bus terminal to bus companies which currently serve the region and both Mexico and the United States.

Governmental Structure and Public Safety

The City of Laredo is administered by a City Manager form, with the City Council consisting of a mayor elected at large and eight Council members presenting districts.

Police Protection		Fire Protection	
Stations	1	Stations	14
Substations	17	Regional Fire Training Facilities	1
Full Time Police	460	Full-Time Fireman	344
Marked Vehicles	284	Pumper Trucks	17

Source: Laredo Development Foundation

Utilities & Public Works

Electricity Distributors – Electric power is supplied by AEP/Central Power & Light Co. (CP&L), TXU Energy Inc., Reliant Energy, First Choice Power, Inc., Green Mountain Energy Company, StarTex Power, Bounce Energy, Gateway Power Services, Southwest Power & Light, Champion Energy Services, Abacus Resources Energy, GEXA Energy, APNA Energy, Cirro Energy, Kinetic Energy, Simple Power, Spark Energy, Dynowatt, Mega Energy LP, Amigo Energy, Texas Power,.

Telecommunications – Telephone service is provided by Southwestern Bell Telephone; long distance service providers include AT&T Company, Lone Star Telecom, MCI, Sprint, T&H Telephone Services, and U.S. Long Distance.

Natural Gas – Natural gas is supplied to Laredo users by Center Point/Reliant Energy Entex and Proviron Natural Gas.

Water – Laredo's source of water comes from the Rio Grande River. The daily average consumption is 60MGD (million gallons per day). The plant capacity is 66.0MDG.

Sewer – Laredo has a secondary/oxidation type of treatment plant. Its maximum capacity is 21.0MG and has a present load of 17.1MG.

Source: Laredo Development Foundation

Healthcare

There are five medical centers in Laredo, the Laredo Medical Center, Doctor's Hospital, Gateway Community Health Center, Providence Surgical & Medical Center, and the Laredo Specialty Hospital.

The largest hospital in Laredo is the Laredo Medical Center. In 1894, Mercy Hospital, founded by an order of Catholic nuns, opened its doors. In 2003, it became Laredo Medical Center as ownership and management changed. Its specialty clinics and associated wards upgrade the scope of medical services available in Laredo so that they are comparable to those of any general hospital its size. Laredo Medical Center completed work on an ambulatory care center and physician office building in north Laredo at a cost of \$12.5 million, and construction was completed on a new Laredo Medical Center, which opened in fall 2000 at an estimated cost of \$140 million.

Doctor's Hospital is the second largest medical center in Laredo. The hospital complex is over 250,000-square-foot (23,000 m²) complex with 180 licensed beds in a 58-acre (230,000 m²) campus and is affiliated to Universal Health Services. It is located in Loop 20 in north Laredo. Behind the main building the Doctors Regional Cancer Treatment Center which offers comprehensive cancer services.

The Gateway Community Health Center is the third largest medical center in Laredo. The health center's main building is 64,000 square feet (5,900 m²) and three stories high. The Medical center recently moved in 2006 to its new \$11,000,000 building. The main Gateway Community Health Center is located in East Laredo close to U.S.

Highway 59. It also has three branches in the Laredo area: the South Clinic, El Cenizo Community Center, and Quad City Community Center.

Education Facilities

The City of Laredo has two school districts, Laredo Independent School District and United Independent School District. Laredo Community College, Texas A&M International University, and The University of Texas Health Science Center offer advanced degrees to residents of Laredo. In addition, the following schools offer vocational training: American Driving School Inc., Laredo Beauty College, Laredo Driver Training School Inc., and TCR Computer Training Center.

Laredo Community College was created as Laredo Junior College on September 28, 1946, by the voting citizens of the Independent School District of Laredo, Texas, and originally quartered in abandoned buildings of Fort McIntosh, which was acquired from the U.S. government.. The name of the College was changed to Laredo Community College in August 1993. The district expanded to include two campuses in the spring of 2004. Both Laredo Community College and Laredo Community College South serve a three-county area composed of Webb, Jim Hogg, and Zapata counties. The college has full accreditation by the Southern Association of Colleges and Secondary Schools, the Association of Texas Colleges, and the Texas Education Agency. The school offers the first two years of pre-professional courses in engineering, education, medicine, dentistry, nursing, law, business administration and computer science leading to an Associate in Arts diploma, transferable to a senior institution.

Texas A&M International University (TAMIU), a Member of The Texas A&M University System, prepares students for leadership roles in their chosen profession in an increasingly complex, culturally diverse state, national, and global society. TAMIU provides students with a learning environment anchored by the highest quality programs built on a solid academic foundation in the arts and sciences. To fulfill its mission, the University offers a range of baccalaureate, master and doctorate programs. In addition to offering excellent undergraduate and graduate programs, the University pursues a progressive agenda for global study and understanding across all disciplines.

The University of Texas Health Science Center campus is an extension university from UTHSC in San Antonio, Texas. The university offers Doctoral Degrees in the medical and dental fields.

Education Facilities	High Schools	Middle Schools	Elementary Schools	Magnet Schools	Academy/ Other
Laredo ISD	4	4	20	3	2
United ISD	4	9	27	3	1
Parochial/Private	4	5	29	0	0

Source: Laredo Development Foundation, Laredo Independent School District, United Independent School District

Higher Educational Facilities	Miles	Degrees Offered
Laredo Community College	0	Associates, GED
Texas A&M International University	0	Bachelors, Masters, Doctorate
Texas A&M University - Kingsville	120	Bachelors, Masters, Doctorate
University of Texas at San Antonio	150	Bachelors, Masters, Doctorate
Texas State University - San Marcos	200	Bachelors
University of Texas at Austin	230	Bachelors, Masters, Doctorate
Texas A&M University - College Station	345	Bachelors, Masters, Doctorate

Source: Laredo Development Foundation

Entertainment & Recreation Highlights

Lake Casa Blanca International State Park - Hunting and fishing are good in the Laredo area. Lake Casa Blanca, a 1,500-acre lake built by Webb County on the outskirts of Laredo, provides diversified recreational opportunities. The lake yields black bass, catfish and other varieties of fish and is used for boating and water skiing. The adjacent park area provides a large swimming pool, picnic and game areas and an 18-hole public golf course and club house. Activities include camping, picnicking, lake swimming, boating, mountain biking, and fishing.

LIFE Downs – Quarter horse race meets are held several times each year at the LIFE Downs track located at the Laredo International Fair and Exposition grounds near Lake Casa Blanca. Many thoroughbred horse owners and trainers stable their horses at LIFE Downs during winter months, where permanent stables can accommodate over 300 animals. The annual Laredo International Fair and Exposition attracts visitors from all parts of Texas and Mexico.

Laredo Energy Arena – This multi-purpose facility has established itself as the premiere entertainment option in south Texas and Northern Mexico. It allows affordable, family-oriented entertainment for sporting events, concerts, trade shows, civic events, ice shows, circuses, boxing, rodeos and more. The 178,000 square foot \$36.5 million facility seats 8,000 people for ice hockey and arena football, and up to 10,000 for concerts. It has 14 luxury suites, four meeting rooms and a private club for 200 charter members.

George Washington's Birthday Celebration – The Washington's Birthday Celebration is a month long event that celebrates George Washington's Birthday. It was founded in 1898 by the Improved Order of the Red Men, local chapter Yaqui Tribe #59. It is the largest celebration of its kind in the United States, with 400,000 attendees annually. The first celebration was a success, and its popularity grew rapidly; in 1923 it received its state charter. In 1924, the Celebration featured its first Colonial Pageant, which featured 13 young girls from Laredo, representing the 13 original colonies. The celebration includes parades, a carnival, an air show, fireworks, live concerts, and a city-wide prom during which many of Laredo's elite dress in very formal attire. The related Jalapeño Festival is one of the United States' top 10 eating festivals. is the largest Celebration of its kind in the United States with approximately 400,000 attendees annually. The Washington's Birthday Celebration was selected as one of the American Bus Association's Top 100 Events in North America for group travel in 2011.

Jamboozie Street Festival - Jamboozie is held in late January in downtown Laredo as part of the Washington Birthday Celebrations. As somewhat of an imitation of New Orleans's Mardi Gras, the Jamboozie is known to be a colorful event, with many people dressed in beads and masks and sometimes flamboyant outfits. Besides many concession stands and up to four stages that feature local and regional bands (mostly alternative rock, classic rock and Spanish music), there are also several bars along the proximity that are open.

Border Olympics – The annual Border Olympics Track Meet and Golf Tournament, which started in 1933, in which athletes from universities, colleges and high schools throughout Texas, New Mexico, Oklahoma, and Arkansas, as well as the Republic of Mexico compete, also attracts many tourists.

San Agustin Church – Part of Laredo's historic district, the current church building dates back to 1872 and contains genealogical records from the late 1700s.

Republic of the Rio Grande Capitol Building Museum - Located in the downtown historical district next to the historical La Posada Hotel. It was once the Republic of the Rio Grande Capitol building now showcases memorabilia from the short lived Republic of the Rio Grande. It displays pictures, books, and furniture from the 19th century Laredo area. It offers guided tours for school age children and adults year-round. Because of this Republic, Laredo had flown seven flags instead of the traditional Six Flags over Texas.

Imaginarium of South Texas - Formerly Laredo Children's Museum, located in Mall del Norte, provides a hands-on experience with science, technology, and art for Laredo's youth. A second museum is planned on the Texas A&M International University campus.

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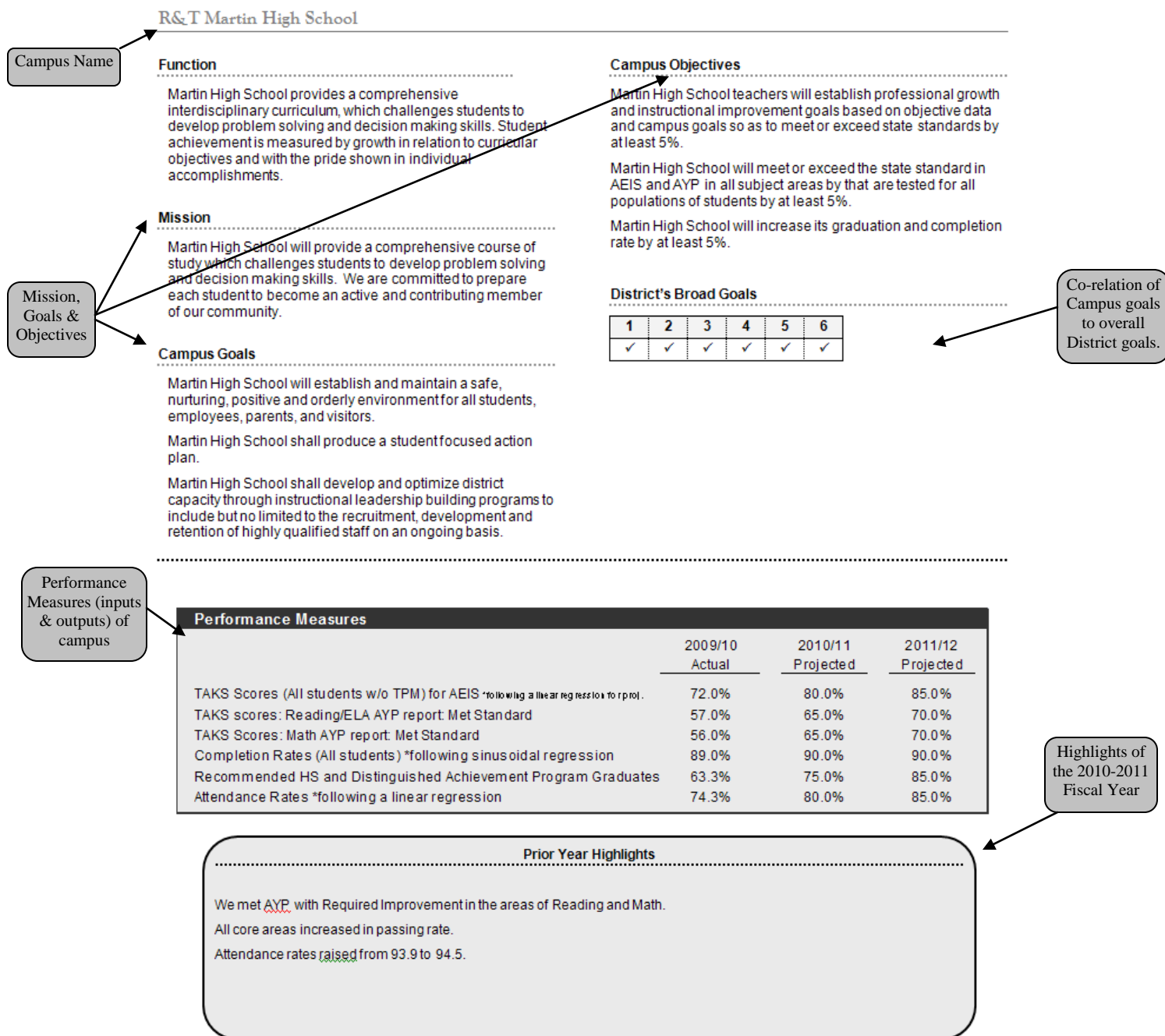
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OVERVIEW OF CAMPUS SECTION

This section presents an overview of the allocations for personnel and expenditures by campus. It also includes an overview of the functions carried out by the campuses; their individual mission, goals, and objectives; and highlights from the prior year. In addition, it includes a section on performance measures. Presented here is the information you will find for each campus:

(Page 1 of 2)



R&T Martin High School

General Operating Fund Expenditures

	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	1,705		1,731		1,840	
Payroll Costs by Function						
Instructional	\$ 7,731,974	66.0%	\$ 7,354,603	66.0%	\$ 7,002,260	63.7%
Leadership	980,266	8.4%	986,389	8.8%	968,191	8.8%
Support Services - Student Based	1,397,041	11.9%	1,377,239	12.4%	1,333,670	12.1%
Support Services - Non-Student Based	446,015	3.8%	467,072	4.2%	496,382	4.5%
Total	10,555,297	90.1%	10,185,303	91.4%	9,800,503	89.2%
Non-Payroll Costs by Function						
Instructional	375,010	3.2%	241,687	2.2%	293,603	2.7%
Leadership	3,721	0.0%	4,108	0.0%	8,800	0.1%
Support Services - Student Based	106,946	0.9%	98,283	0.9%	104,707	1.0%
Support Services - Non-Student Based	650,452	5.6%	616,668	5.5%	778,739	7.1%
Ancillary Services	990	0.0%	676	0.0%	-	0.0%
Debt / Capital Outlay	25,318	0.2%	-	0.0%	-	0.0%
Total	1,162,437	9.9%	961,423	8.6%	1,185,849	10.8%
Total General Operating Fund	\$ 11,717,734	100.0%	\$ 11,146,725	100.0%	\$ 10,986,352	100.0%

Attendance

For each function, how much does the campus spend in payroll and non-payroll costs?

Allocation of campus personnel.

Campus Staff (All Funds)

Position	2010	2011	2012
Principal	1.00	1.00	1.00
Magnet School Director	1.00	1.00	1.00
Assistant Principals	5.00	4.00	3.00
Program Coordinator	1.00	1.00	1.00
Counselor	8.34	8.34	8.34
Teachers	137.12	132.94	124.36
Diagnostician/Supv	2.00	2.00	2.00
Librarian	2.00	2.00	1.00
Asst. Phy. Therapist	0.15	0.15	0.15
Occupational Therapists	0.15	0.19	0.15
Nurse	2.00	2.00	2.00
Social Worker	0.16	0.16	0.10
Speech Pathologist	0.60	1.00	0.30
Testing Facilitators	1.00	1.00	1.00
ESL/Bilingual Strategists	2.00	3.00	3.00
Mathematics Specialist	-	-	1.00
Clerks	6.00	6.00	6.00
Secretaries	6.00	6.00	6.00
Nurse Aides	1.00	1.00	1.00
Registrar	2.00	2.00	2.00
Bookkeeper	3.00	3.00	2.00
Teacher Aides	19.20	24.05	21.00
Attendance Officers	4.00	4.00	4.00
Library Clerks	3.00	3.00	2.00
P/I Liaison	1.00	1.00	1.00
PBX Operator	1.00	1.00	1.00
Technician/Computer Support	2.00	2.00	1.00
Custodians	19.00	19.00	20.00
Total	230.72	231.83	216.40

2011/12 General Operating Budget by Object

	Budget	%
Payroll	\$ 9,800,503	89.2%
Contracted Services	781,503	7.1%
Supplies & Materials	261,142	2.4%
Other Operating Expenses	137,304	1.2%
Capital Outlay	5,900	0.1%
Total	\$ 10,986,352	

How was the 2011-2012 Budget Allocated?

2011/12 General Operating Budget by Program

	Budget	%
Regular Program	\$ 5,420,395	49.3%
Gifted & Talented	506	0.0%
Career & Technology	1,387,483	12.6%
Special Education	1,249,725	11.4%
Bilingual/ESL	183,366	1.7%
State Compensatory	716,676	6.5%
Athletics	416,709	3.8%
Undistributed	1,611,492	14.7%
Total	\$ 10,986,352	

How much is allocated to each program?

SCHOOL DIRECTORY

Antonio M. Bruni Elementary School

1508 San Eduardo Ave. 78040
Ph: (956) 795-3910 • Fax: (956) 795-3913

Don Jose Gallego Elementary School

520 Clark Blvd. 78040
Ph: (956) 795-3920 • Fax: (956) 795-3923

Leon Daiches Elementary School

1401 Green St. 78040
Ph: (956) 795-3930 • Fax: (956) 795-3933

Anita T. Dovalina Elementary School

1700 W. Anna Ave. 78040
Ph: (956) 273-3320 • Fax: (956) 795-3933

Francisco Farias Elementary School

1510 Chicago St. 78041
Ph: (956) 795-3950 • Fax: (956) 795-3954

Demetrio D. Hachar Elementary School

3000 Guadalupe St. 78043
Ph: (956) 795-3960 • Fax: (956) 795-3963

Heights Elementary School

1208 Market St. 78040
Ph: (956) 795-3970 • Fax: (956) 795-3973

Jesus A. Kawas Elementary School

2100 S. Milmo Ave. 78046
Ph: (956) 795-3980 • Fax: (956) 795-3982

John Z. Leyendecker Elementary School

1311 Garden St. 78040
Ph: (956) 795-3990 • Fax: (956) 795-3992

Honore Ligarde Elementary School

2800 S. Canada Ave. 78046
Ph: (956) 795-4000 • Fax: (956) 795-4002

Dr. Joaquin G. Cigarroa Middle School

2600 Palo Blanco St. 78046
Ph: (956) 273-6100 • Fax: (956) 718-2208

Louis J. Christen Middle School

2001 Santa Maria Ave. 78040
Ph: (956) 795-3725 • Fax: (956) 795-3732

Dr. Leonides G. Cigarroa High School

Address: 2600 Zacatecas St. 78046
Ph: (956) 273-6800 • Fax: (956) 795-3814

Raymond & Tirza Martin High School

2002 San Bernardo Ave. 78040
Ph: (956) 795-3850 • Fax: (956) 795-3860

Joseph W. Nixon High School

2000 East Plum St. 78043
Ph: (956) 273-7400 • Fax: (956) 795-3844

Laredo Early College High School

5241 University Blvd. 78041
Coward Hall, Room 122
Ph: (956) 273-7700 • Fax: (956) 795-8185

Christopher M. Macdonell Elementary School

1606 Benavides St. 78040
Ph: (956) 795-4010 • Fax: (956) 795-4012

Joseph C. Martin Elementary School

1600 Monterrey Ave. 78040
Ph: (956) 795-4020 • Fax: (956) 795-4025

Clarence L. Milton Elementary School

2500 Ash St. 78040
Ph: (956) 795-4030 • Fax: (956) 795-4033

Alma A. Pierce Elementary School

800 Eistetter St. 78041
Ph: (956) 795-4050 • Fax: (956) 795-4053

Michael S. Ryan Elementary School

2401 Clark Blvd. 78043
Ph: (956) 795-4060 • Fax: (956) 795-4061

Tomas Sanchez/Hermelinda Ochoa Elementary School

211 E. Ash St. 78040
Ph: (956) 795-4040 • Fax: (956) 795-4042

Santa Maria Elementary School

3817 Santa Maria St. 78041
Ph: (956) 795-4080 • Fax: (956) 795-4082

Santo Niño Elementary School

2701 Bismark St. 78043
Ph: (956) 795-4090 • Fax: (956) 795-4093

Katherine F. Tarver Elementary School

3200 Tilden Ave. 78040
Ph: (956) 795-4100 • Fax: (956) 795-4103

Henry B. Zachry Elementary School

3200 Chacota St. 78046
Ph: (956) 795-4120 • Fax: (956) 795-4122

Mirabeau B. Lamar Middle School

1818 Arkansas Ave. 78043
Ph: (956) 795-3750 • Fax: (956) 795-3766

Memorial Middle School

2002 Marcella Ave. 78043
Ph: (956) 795-3775 • Fax: (956) 795-3780

Dr. Dennis D. Cantu Health Science Magnet School

2002 San Bernardo Ave. 78040
Ph: (956) 795-3874 • Fax: (956) 795-3875

Sabas Perez School for Engineering and Technology Education

2600 Zacatecas St. 78046
Ph: (956) 795-3800 • Fax: (956) 795-3814

Vidal M. Treviño School of Communications & Fine Arts

820 Main St. 78040
Ph: (956) 795-3325 • Fax: (956) 795-3330

Francisco S. Lara Academy

2901 East Travis St. 78043
Ph: (956) 795-3900 • Fax: (956) 726-0350

Non-Traditional High School

2502 Galveston St. 78043
Ph: (956) 273-8000 • Fax: (956) 795-3643

Function

Martin High School provides a comprehensive interdisciplinary curriculum, which challenges students to develop problem solving and decision making skills. Student achievement is measured by growth in relation to curricular objectives and with the pride shown in individual accomplishments.

Mission

Martin High School will provide a comprehensive course of study which challenges students to develop problem solving and decision making skills. We are committed to prepare each student to become an active and contributing member of our community.

Campus Goals

Martin High School will establish and maintain a safe, nurturing, positive and orderly environment for all students, employees, parents, and visitors.

Martin High School shall produce a student focused action plan.

Martin High School shall develop and optimize district capacity through instructional leadership building programs to include but no limited to the recruitment, development and retention of highly qualified staff on an ongoing basis.

Campus Objectives

Martin High School teachers will establish professional growth and instructional improvement goals based on objective data and campus goals so as to meet or exceed state standards by at least 5%.

Martin High School will meet or exceed the state standard in AEIS and AYP in all subject areas by that are tested for all populations of students by at least 5%.

Martin High School will increase its graduation and completion rate by at least 5%.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓	✓	✓	✓

Performance Measures

	2009/10 Actual	2010/11 Projected	2011/12 Projected
TAKS Scores (All students w/o TPM) for AEIS *following a linear regression for proj.	72.0%	80.0%	85.0%
TAKS scores: Reading/ELA AYP report: Met Standard	57.0%	65.0%	70.0%
TAKS Scores: Math AYP report: Met Standard	56.0%	65.0%	70.0%
Completion Rates (All students) *following sinusoidal regression	89.0%	90.0%	90.0%
Recommended HS and Distinguished Achievement Program Graduates	63.3%	75.0%	85.0%
Attendance Rates *following a linear regression	74.3%	80.0%	85.0%

Prior Year Highlights

We met AYP with Required Improvement in the areas of Reading and Math.

All core areas increased in passing rate.

Attendance rates raised from 93.9 to 94.5.

General Operating Fund Expenditures						
	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	1,705		1,731		1,840	
Payroll Costs by Function						
Instructional	\$ 7,731,974	66.0%	\$ 7,354,603	66.0%	\$ 7,002,260	63.7%
Leadership	980,266	8.4%	986,389	8.8%	968,191	8.8%
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Support Services - Non-Student Based	650,452	5.6%	616,668	5.5%	778,739	7.1%
Ancillary Services	990	0.0%	676	0.0%	-	0.0%
Debt / Capital Outlay	25,318	0.2%	-	0.0%	-	0.0%
Total	1,162,437	9.9%	961,423	8.6%	1,185,849	10.8%
Total General Operating Fund	\$ 11,717,734	100.0%	\$ 11,146,725	100.0%	\$ 10,986,352	100.0%

Campus Staff (All Funds)				
Position	2010	2011	2012	
Principal	1.00	1.00	1.00	
Magnet School Director	1.00	1.00	1.00	
Assistant Principals	5.00	4.00	3.00	
Program Coordinator	1.00	1.00	1.00	
Counselor	8.34	8.34	8.34	
Teachers	137.12	132.94	124.36	
Diagnostician/Supv	2.00	2.00	2.00	
Librarian	2.00	2.00	1.00	
Asst. Phy. Therapist	0.15	0.15	0.15	
Occupational Therapists	0.15	0.19	0.15	
Nurse	2.00	2.00	2.00	
Social Worker	0.16	0.16	0.10	
Speech Pathologist	0.60	1.00	0.30	
Testing Facilitators	1.00	1.00	1.00	
ESL/Bilingual Strategists	2.00	3.00	3.00	
Mathematics Specialist	-	-	1.00	
Clerks	6.00	6.00	6.00	
Secretaries	6.00	6.00	6.00	
Nurse Aides	1.00	1.00	1.00	
Registrar	2.00	2.00	2.00	
Bookkeeper	3.00	3.00	2.00	
Teacher Aides	19.20	24.05	21.00	
Attendance Officers	4.00	4.00	4.00	
Library Clerks	3.00	3.00	2.00	
P/I Liaison	1.00	1.00	1.00	
PBX Operator	1.00	1.00	1.00	
Technician/Computer Support	2.00	2.00	1.00	
Custodians	19.00	19.00	20.00	
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2011/12 General Operating Budget by Object		
	Budget	%
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2011/12 General Operating Budget by Program		
	Budget	%
Regular Program	\$ 5,420,395	49.3%
Gifted & Talented	506	0.0%
Career & Technology	1,387,483	12.6%
Special Education	1,249,725	11.4%
Bilingual/ESL	183,366	1.7%
State Compensatory	716,676	6.5%
Athletics	416,709	3.8%
Undistributed	1,611,492	14.7%
Total	\$ 10,986,352	

Function

J.W. Nixon High School is one of the four high schools within the Laredo Independent School District with more than 2,000 students. The campus encompasses more than six city blocks. It provides students with excellent academic and vocational opportunities. Additionally, it provides a variety of extra-curricular and athletic events.

Mission

J.W. Nixon High School teachers, administrators, staff, and business partners are committed to enhance the academic skills and social awareness of all students. We will provide a safe, orderly, and motivational environment conducive to effective teaching and successful learning.

Campus Goals

J.W. Nixon High School will not accept the normalization of failure.

J.W. Nixon High School will provide an educational environment in which all students will learn.

J.W. Nixon High School will establish strong relationships between teachers, students and parents.

Campus Objectives

The ELA TAKS scores will increase by 5%, the math TAKS scores will increase by 10%, the social studies TAKS scores will increase by 5%, and the science scores will increase by 5% at the end of the 2011-2012 school year.

J.W. Nixon High School will achieve an acceptable rating on AEIS.

J.W. Nixon High School will meet an AYP status.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓	✓	✓	✓

Performance Measures

	2009/10 Actual	2010/11 Projected	2011/12 Projected
Increase attendance rates by 1%	94%	95%	96%
Dropout rates will decrease by 1%	4%	3%	2%
Parental involvement will increase by 3%	20%	20%	40%
ELA TAKS scores will increase by 2%	82%	90%	90%
Math TAKS scores will increase by 2%	50%	70%	75%
Science TAKS scores will increase by 5%	27%	60%	65%

Prior Year Highlights

Core area tutorials were held every Monday through Thursday beginning in January. ELA tutorials were held on Saturdays in January and February. Math, science, and social studies Saturday tutorials were held in March and April.

ACC math and math models classes were provided to students lagging behind in their math scores.

An ELA and At-Risk strategist were hired to assist the campus to meet the goals established for increases in academics and attendance.

General Operating Fund Expenditures

	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	1,927		1,970		2,011	
Payroll Costs by Function						
Instructional	\$ 7,772,865	66.3%	\$ 7,463,921	67.1%	\$ 7,473,036	67.2%
Leadership	924,719	7.9%	912,822	8.2%	857,938	7.7%
Support Services - Student Based	1,341,929	11.5%	1,337,292	12.0%	1,132,241	10.2%
Support Services - Non-Student Based	468,723	4.0%	492,826	4.4%	515,871	4.6%
	10,508,236	89.7%	10,206,860	91.8%	9,979,086	89.8%
Non-Payroll Costs by Function						
Instructional	389,447	3.3%	146,033	1.3%	217,948	2.0%
Leadership	3,250	0.0%	3,406	0.0%	8,150	0.1%
Support Services - Student Based	107,598	0.9%	95,170	0.9%	87,225	0.8%
Support Services - Non-Student Based	707,036	6.0%	670,556	6.0%	822,027	7.4%
Ancillary Services	832	0.0%	1,524	0.0%	-	0.0%
	1,208,164	10.3%	916,689	8.2%	1,135,350	10.2%
	<u>\$ 11,716,400</u>	<u>100.0%</u>	<u>\$ 11,123,549</u>	<u>100.0%</u>	<u>\$ 11,114,436</u>	<u>100.0%</u>

Campus Staff (All Funds)

Position	2010	2011	2012
Principal	1.00	1.00	1.00
Assistant Principals	6.00	6.00	4.00
Program Coordinator	1.00	1.00	1.00
Diagnostician/Supv	1.95	1.95	1.95
Counselor	7.33	7.33	7.33
Teachers	139.80	133.83	129.15
Librarian	2.00	2.00	1.00
Asst. Phy. Therapist	0.20	0.19	0.15
Occupational Therapists	0.05	0.11	0.16
Nurse	2.00	2.00	1.00
Social Worker	0.10	0.10	0.15
Speech Pathologist	0.50	0.70	0.60
Testing Facilitators	-	1.00	1.00
ESL/Bilingual Strategists	2.00	2.00	1.00
Mathematics Specialists	-	-	1.00
Clerks	6.00	6.00	6.00
Secretaries	5.00	6.00	5.00
CEI/Computer Lab Manager	1.00	1.00	1.00
Nurse Aides	1.00	1.00	2.00
Registrar	3.00	3.00	3.00
Bookkeeper	2.00	1.00	1.00
Teacher Aides	23.20	25.10	23.10
Attendance Officers	4.00	4.00	4.00
Library Clerks	2.00	2.00	2.00
P/I Liaison	1.00	1.00	1.00
PBX Operator	1.00	1.00	1.00
At Risk Specialist	-	-	1.00
Custodians	20.00	20.00	21.00
Total	233.13	230.31	221.59

2011/12 General Operating Budget by Object

	Budget	%
Payroll	\$ 9,979,086	89.8%
Contracted Services	811,004	7.3%
Supplies & Materials	209,807	1.9%
Other Operating Expenses	114,437	1.0%
Capital Outlay	102	0.0%
Total	<u>\$ 11,114,436</u>	

2011/12 General Operating Budget by Program

	Budget	%
Regular Program	\$ 5,698,593	51.3%
Gifted & Talented	859	0.0%
Career & Technology	1,355,619	12.2%
Special Education	1,194,998	10.8%
Bilingual/ESL	93,666	0.8%
State Compensatory	726,402	6.5%
Athletics	383,560	3.5%
Undistributed	1,660,739	14.9%
Total	<u>\$ 11,114,436</u>	

Function

- *Analyze and Evaluate assessment results for continuous growth opportunities for both teachers and students.
- *Conduct weekly department planning meetings to develop effective lesson planning to ensure differentiated and rigorous instruction that is comparable to the mandates assessments.
- *Provide students with opportunities to gain college credit through dual enrollment and/or articulated courses. *Conduct meaningful interventions for character education.

Mission

In partnership with the parents of our students and with other community members, CHS will provide our students with optimal opportunities to allow for the academic, career/technical, and personal/social development thus allowing them to fulfill their academic potential and learn for life.

Campus Goals

1. CHS will meet or exceed federal, state, and local academic assessments through the intervention of innovative learning.
2. CHS will be recognized for a comprehensive student support system that promotes a safe learning environment thru innovative programs for all members of the community.
3. CHS will be recognized for its community involvement and collaborative partnerships with parents, community institutions, and business entities to support student achievement.
4. CHS will be recognized for its innovative activities which support health and wellness for all stakeholders.

Campus Goals (Cont.)

5. CHS will allocate and maintain financial stability and commit to ethical business practices with the use of program funds within district guidelines.
6. CHS will commit to district recruitment, development, retention, and supportive programs for highly qualified faculty and staff.

Campus Objectives

CHS will strategically implement innovative and data-driven best practices that address the TEKS objectives to improve student performance by at least 14% in all areas.

CHS will promote a focus on character education to foster responsible citizens and a 4% increase on graduation rates.

CHS will implement activities for parents and community members to become involved in the education of our students by increasing their involvement by 50%.

CHS will implement health and recreational activities for all stakeholders for the school community to enhance health awareness.

CHS will comply 100% with district policies in procurement procedures to include student activity and organization funds.

CHS will comply 100% with district policies in allocating, retaining, and developing highly qualified human resources to include FTE's, substitutes, and support staff.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓	✓	✓	✓

Performance Measures

	2009/10 Actual	2010/11 Projected	2011/12 Projected
English Language Arts	83.0%	88.0%	93.0%
Mathematics	70.0%	80.0%	88.0%
Science	63.0%	80.0%	87.0%
Social Studies	87.0%	95.0%	99.0%
Attendance	93.8%	94.5%	95.0%
Completion Rate	81.8%	90.0%	92.0%
Drop Out	4.1%	2.0%	1.5%

Prior Year Highlights

- English Language Arts increased 8 pts (6 pts TPM) in 2009-2010
- Mathematics increased 14 pts (24 pts TPM) in 2009-2010.
- Science increased 19 pts (20 pts TPM) in 2009-2010.
- Social Studies increased 7 pts (6 pts TPM) in 2009-2010.

General Operating Fund Expenditures

	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	1,456		1,417		1,472	
Payroll Costs by Function						
Instructional	\$ 7,046,289	64.6%	\$ 6,497,450	64.3%	\$ 5,972,294	62.7%
Leadership	795,972	7.3%	852,113	8.4%	838,925	8.8%
Support Services - Student Based	1,288,772	11.8%	1,278,541	12.6%	1,259,251	13.2%
Support Services - Non-Student Based	406,949	3.7%	392,566	3.9%	405,446	4.3%
	<u>9,537,981</u>	<u>87.5%</u>	<u>9,020,671</u>	<u>89.2%</u>	<u>8,475,916</u>	<u>89.0%</u>
Non-Payroll Costs by Function						
Instructional	456,879	4.2%	200,377	2.0%	146,119	1.5%
Leadership	7,410	0.1%	3,668	0.0%	14,800	0.2%
Support Services - Student Based	83,665	0.8%	68,996	0.7%	43,050	0.5%
Support Services - Non-Student Based	816,759	7.5%	817,862	8.1%	840,688	8.8%
Ancillary Services	57	0.0%	113	0.0%	-	0.0%
	<u>1,364,771</u>	<u>12.5%</u>	<u>1,091,016</u>	<u>10.8%</u>	<u>1,044,657</u>	<u>11.0%</u>
	<u>\$ 10,902,752</u>	<u>100.0%</u>	<u>\$ 10,111,687</u>	<u>100.0%</u>	<u>\$ 9,520,573</u>	<u>100.0%</u>

Campus Staff (All Funds)

Position	2010	2011	2012
Principal	1.00	1.00	1.00
Assistant Principals	4.00	4.00	3.00
Program Coordinator	2.00	2.00	2.00
Counselor	6.33	6.33	6.33
Teachers	120.66	112.53	101.79
Diagnostician/Supv	2.00	2.00	2.00
Librarian	2.00	2.00	1.00
Occupational Therapists	0.05	-	0.03
Asst. Phy. Therapist	0.20	-	0.80
Nurse	2.00	2.00	1.00
Social Worker	0.12	0.12	0.10
Speech Pathologist	0.50	0.70	0.50
Testing Facilitators	-	1.00	1.00
ESL/Bilingual Strategists	2.00	2.00	-
Clerks	4.00	6.00	5.00
Secretaries	4.00	4.00	4.00
Nurse Aides	1.00	1.00	2.00
Registrar	2.00	2.00	2.00
Bookkeeper	2.00	2.00	1.00
Teacher Aides	21.00	20.00	21.00
Attendance Officers	4.00	4.00	4.00
Library Clerks	2.00	1.00	2.00
P/I Liaison	1.00	1.00	1.00
PBX Operator	1.00	1.00	1.00
Custodians	16.00	16.00	16.00
Total	<u>200.86</u>	<u>193.68</u>	<u>179.55</u>

2011/12 General Operating Budget by Object

	Budget	%
Payroll	\$ 8,475,916	89.0%
Contracted Services	834,962	8.8%
Supplies & Materials	119,557	1.3%
Other Operating Expenses	89,138	0.9%
Capital Outlay	1,000	0.0%
Total	<u>\$ 9,520,573</u>	

2011/12 General Operating Budget by Program

	Budget	%
Regular Program	\$ 4,809,884	50.5%
Gifted & Talented	454	0.0%
Career & Technology	771,803	8.1%
Special Education	1,289,735	13.5%
Bilingual/ESL	117,574	1.2%
State Compensatory	591,215	6.2%
Athletics	385,587	4.1%
Undistributed	1,554,321	16.3%
Total	<u>\$ 9,520,573</u>	

Vidal M. Treviño School of Communications and Fine Arts

Function

The VMT campus is comprised of 675 students who are receiving course work in communication, dance music, theatre arts, and visual arts in an environment that is culturally rich and artistically stimulating. The school is located in a historical area that provides a college-like environment.

Mission

The Vidal M. Trevino School of Communications and Fine Arts will provide a comprehensive course of study in the areas of communication, dance, music, theatre arts and visual arts; and will also provide a rigorous academic instructional program.

Campus Goals

By the year 2014, Vidal M. Trevino School will provide a challenging learning environment that will challenge each student to optimize their learning potential in the academic and artistic realm to meet or exceed federal, state and local academic mandates.

By the year 2014, Vidal M. Trevino School will institute a comprehensive student support system that fosters social and psychological development of all students and promote a safe, secure and drug free learning environment.

By the year 2014, Vidal M. Trevino School will enhance its collaborative partnership with parents, community, institutions of higher learning, business entities, and schools to increase student achievement.

Campus Objectives

VMT will provide an integrated and differentiated instruction to develop students/competencies in specific knowledge and analytical skills needed to increase student achievement and increase score by 2% annually.

VMT will provide education in the areas of health, character, and an appreciation of the arts that will foster responsible students & will facilitate the increase of the graduation rate at parent campuses by 2%. VMT will provide a safe and drug free environment conducive to learning.

VMT will increase parental involvement through participation in campus events by 2%. VMT will maintain & increase the community & business support through proactive networking by 5%. VMT will partner with other schools to enrich and support academic achievement as noted by 2% increase in TAKS scores.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓			

Performance Measures

	2009/10 Actual	2010/11 Projected	2011/12 Projected
Reading	96.0%	97.0%	98.0%
Math	90.0%	91.0%	92.0%
Social Studies	98.0%	99.0%	99.0%
Science	69.0%	70.0%	N/A

Prior Year Highlights

Math scores increased. The addition of a tutor for the struggling math students, positively impacted student scores.

The overall TAKS scores in reading, math, and social studies were maintained in the 90's percentile.

The Dual-Enrollment classes have excelled in their college grades.

Students are very committed to succeed in their college work.

General Operating Fund Expenditures						
	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Payroll Costs by Function						
Instructional	\$ 2,010,396	72.7%	\$ 1,890,886	71.9%	\$ 1,954,135	72.8%
Leadership	255,372	9.2%	205,095	7.8%	201,406	7.5%
Support Services - Student Based	157,211	5.7%	177,445	6.8%	162,484	6.1%
Support Services - Non-Student Based	136,960	5.0%	137,356	5.2%	148,505	5.5%
	<u>2,559,940</u>	<u>92.6%</u>	<u>2,410,781</u>	<u>91.7%</u>	<u>2,466,530</u>	<u>91.8%</u>
Non-Payroll Costs by Function						
Instructional	85,498	3.1%	106,109	4.0%	99,039	3.7%
Leadership	4,546	0.2%	1,915	0.1%	2,600	0.1%
Support Services - Student Based	10,235	0.4%	6,106	0.2%	4,600	0.2%
Support Services - Non-Student Based	104,213	3.8%	103,398	3.9%	112,744	4.2%
	<u>204,493</u>	<u>7.4%</u>	<u>217,528</u>	<u>8.3%</u>	<u>218,983</u>	<u>8.2%</u>
	<u>\$ 2,764,433</u>	<u>100.0%</u>	<u>\$ 2,628,309</u>	<u>100.0%</u>	<u>\$ 2,685,513</u>	<u>100.0%</u>

* Attendance is allocated to the home campus

Campus Staff (All Funds)				
Position	2010	2011	2012	
Magnet School Director	1.00	1.00	1.00	
Magnet School Assist. Director	0.50	0.50	-	
Counselor	1.00	1.00	1.00	
Teachers	29.11	31.05	32.06	
Nurse	1.00	1.00	1.00	
Clerks	1.00	1.00	2.00	
Secretaries	1.00	1.00	1.00	
Registrar	1.00	1.00	1.00	
Teacher Aides	2.00	2.00	1.00	
Library Clerks	1.00	1.00	1.00	
Broadcast/Visual Arts Spec.	1.00	1.00	1.00	
Custodians	6.00	6.00	6.00	
Total	<u>45.61</u>	<u>47.55</u>	<u>48.06</u>	

2011/12 General Operating Budget by Object		
	Budget	%
Payroll	\$ 2,466,530	91.8%
Contracted Services	117,333	4.4%
Supplies & Materials	82,007	3.1%
Other Operating Expenses	10,243	0.4%
Capital Outlay	9,400	0.4%
Total	<u>\$ 2,685,513</u>	

2011/12 General Operating Budget by Program		
	Budget	%
Regular Program	\$ 2,175,472	81.0%
Gifted & Talented	297	0.0%
Career & Technology	108,891	4.1%
Special Education	3,830	0.1%
Bilingual/ESL	3,945	0.1%
State Compensatory	62,320	2.3%
Undistributed	330,758	12.3%
Total	<u>\$ 2,685,513</u>	

Function

F.S. Lara Academy is comprised of Middle School (grade 6, 7, 8) and High School students (9-12). We consist of one Principal, one Assistant Principal, Sixteen teachers, one regular counselor, and one LCDC counselor. We additionally have four teacher aides.

Mission

F.S. Lara Academy's mission is providing a safe, structured environment, conducive to learning for students' grade 6-12. Our alternative setting provides students with opportunities to feel successful, safe, and learn self-discipline to make better decisions in their education.

Campus Goals

Improve the academic performance, discipline, and academic needs of all students in the alternative setting by individualized learning plans, and discipline goals.

Promote a safe, nurturing, structured environment for all students through administrative, police, and security presence with an emphasis on teacher student referral decrease.

Develop partnerships with parents and community through counselor meetings.

Campus Objectives

Increase the average daily attendance of all students by 5%.
Eliminate the possession/use of drugs and weapons on campus through daily searches and provide training for all staff members.

Increase parental involvement by 20% through counselor meetings and school partnerships.

Increase awareness to students and parents of community service agencies by having 25% more meetings in the school throughout the year.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓			

Performance Measures

	2009/10 Actual	2010/11 Projected	2011/12 Projected
Student Enrollment	588	650	700
Attendance	83%	85%	87%
Assessment	588	650	700
Parent Involvement	588	650	700

Prior Year Highlights

Weekly/Monthly faculty meetings to discuss curriculum, teacher/student needs and strategies to help students become successful.

Counseling department - Family meetings: monthly meetings with parents to provide support for drug abuse, anger management, and human services available to families of Lara students.

Incentive Program for early Release - incentive program for students to behave, do their work, and release early to home campus with communication between Lara and home campuses.

General Operating Fund Expenditures

	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	107		133		133	
Payroll Costs by Function						
Instructional	\$ 1,232,269	66.0%	\$ 1,230,982	65.8%	\$ 1,264,348	60.5%
Leadership	267,299	14.3%	271,883	14.5%	274,778	13.2%
Support Services - Student Based	167,800	9.0%	175,292	9.4%	181,141	8.7%
Support Services - Non-Student Based	83,310	4.5%	73,445	3.9%	58,262	2.8%
	1,750,678	93.8%	1,751,602	93.7%	1,778,529	85.1%
Non-Payroll Costs by Function						
Instructional	58,541	3.1%	53,107	2.8%	170,807	8.2%
Leadership	1,000	0.1%	733	0.0%	24,000	1.1%
Support Services - Student Based	17,453	0.9%	15,313	0.8%	16,200	0.8%
Support Services - Non-Student Based	35,835	1.9%	47,698	2.6%	97,711	4.7%
Ancillary Services	2,710	0.1%	1,350	0.1%	2,000	0.1%
	115,539	6.2%	118,202	6.3%	310,718	14.9%
	<u>\$ 1,866,218</u>	<u>100.0%</u>	<u>\$ 1,869,804</u>	<u>100.0%</u>	<u>\$ 2,089,247</u>	<u>100.0%</u>

Campus Staff (All Funds)

Position	2010	2011	2012
Principal	1.00	1.00	1.00
Assistant Principals	1.00	1.00	1.00
Counselor	1.00	1.00	1.50
Teachers	18.20	18.20	18.20
Nurse	1.00	1.00	1.00
Social Worker	0.29	0.29	0.10
Clerks	1.00	1.00	1.00
Secretaries	1.00	1.00	1.00
Registrar	1.00	1.00	1.00
Teacher Aides	5.00	5.00	5.00
Attendance Officers	-	1.00	1.00
Library Clerks	1.00	1.00	1.00
Custodians	3.00	3.00	2.00
Total	34.49	35.49	34.80

2011/12 General Operating Budget by Object

	Budget	%
Payroll	\$ 1,778,529	85.1%
Contracted Services	67,571	3.2%
Supplies & Materials	83,440	4.0%
Other Operating Expenses	17,700	0.8%
Capital Outlay	142,007	6.8%
Total	<u>\$ 2,089,247</u>	

2011/12 General Operating Budget by Program

	Budget	%
Special Education	\$ 267,706	12.8%
State Compensatory	1,820,455	87.1%
Undistributed	1,086	0.1%
Total	<u>\$ 2,089,247</u>	

Function

The Laredo ECHS at Texas A & M International University was based on the principle that academic rigor, combined with the opportunity to save time and money is a powerful motivator for students to work hard and meet serious intellectual challenges. Laredo ECHS blends high school and college in a rigorous yet supportive program, compressing the time it takes to complete a high school diploma and the first two years of college.

Mission

The Mission of the Early College High School is to provide our students with the cognitive skills and subject area knowledge that they need to master in order to succeed in today's college and universities.

Campus Goals

By the year 2012, the ECHS shall meet or exceed federal state and local academic mandates.

By the year 2012, the ECHS shall be recognized for a comprehensive student support system that promotes high academic standards, prepares students for post-secondary education and a safe and learning environment thru innovative safety programs.

By the year 2012, the ECHS shall have a new campus building that supports student achievement creating an environment conducive to student excelling.

Campus Objectives

By May 2012, the ECHS will provide an integrated and differentiated curriculum to develop student's competencies in specific knowledge and analytical skills needed to increase student achievement in AEIS standards in all areas to reflect ELA at 95%, Math 95%, Social Studies 95%, and Science 95%.

By May 2012, Early College High School will promote a safe, drug free environment that is conducive to learning, consequently reducing disciplinary referrals by 5% per year, truancy by 2% and will maintain a dropout rate no higher and 1% overall, and will reduce students placed at an AEP by 2%.

By May 2012, parental involvement and participation will increase by 10% as evidenced by the number of parents participating. (sign in sheets, meetings and parent participation in school and district activities) The ECHS will have a school activity twice a semester.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓	✓	✓	✓

Performance Measures

	2009/10 Actual	2010/11 Projected	2011/12 Projected
Reading TAKS	100%	100%	98%
Math TAKS	96%	97%	97%
Science TAKS	94%	95%	95%
Social Studies TAKS	98%	99%	99%
Attendance Rate	98%	97.5%	98%

Prior Year Highlights

Maintained TEA Exemplary Rating.

85% retention rate from the recruited cohort of students. More students passing their university' courses.

Recognition as a top performing school through the NCEA.

General Operating Fund Expenditures

	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	375		381		389	
Payroll Costs by Function						
Instructional	\$ 931,049	48.7%	\$ 918,024	49.9%	\$ 932,177	48.1%
Leadership	211,866	11.1%	159,366	8.7%	164,171	8.5%
Support Services - Student Based	71,666	3.7%	69,440	3.8%	69,260	3.6%
Support Services - Non-Student Based	20,327	1.1%	20,965	1.1%	21,180	1.1%
	<u>1,234,908</u>	<u>64.5%</u>	<u>1,167,795</u>	<u>63.4%</u>	<u>1,186,788</u>	<u>61.2%</u>
Non-Payroll Costs by Function						
Instructional	662,382	34.6%	651,748	35.4%	632,734	32.7%
Leadership	3,221	0.2%	545	0.0%	1,500	0.1%
Support Services - Student Based	2,227	0.1%	8,460	0.5%	21,400	1.1%
Support Services - Non-Student Based	8,996	0.5%	11,597	0.6%	26,367	1.4%
Ancillary Services	1,747	0.1%	811	0.0%	1,000	0.1%
Debt / Capital Outlay	-	0.0%	-	0.0%	67,900	3.5%
	<u>678,574</u>	<u>35.5%</u>	<u>673,160</u>	<u>36.6%</u>	<u>750,901</u>	<u>38.8%</u>
	<u>\$ 1,913,482</u>	<u>100.0%</u>	<u>\$ 1,840,955</u>	<u>100.0%</u>	<u>\$ 1,937,689</u>	<u>100.0%</u>

Campus Staff (All Funds)

Position	2010	2011	2012
Principal	1.00	1.00	1.00
Assistant Principal	0.50	0.50	-
Counselor	1.00	1.00	1.00
Teachers	17.00	17.00	16.30
Diagnostician	0.05	0.05	0.05
Occupational Therapists	0.01	-	-
Asst. Phy. Therapist	-	-	0.01
Nurse	1.00	1.00	1.00
Secretaries	-	1.00	1.00
Registrar	1.00	1.00	1.00
Teacher Aides	1.00	-	-
P/I Liaison	1.00	1.00	1.00
Custodians	1.00	1.00	1.00
Total	24.56	24.55	23.36

2011/12 General Operating Budget by Object

	Budget	%
Payroll	\$ 1,186,788	61.2%
Contracted Services	530,202	27.4%
Supplies & Materials	100,236	5.2%
Other Operating Expenses	52,563	2.7%
Capital Outlay	67,900	3.5%
Total	\$ 1,937,689	

2011/12 General Operating Budget by Program

	Budget	%
Regular Program	\$ 241,636	12.5%
Gifted & Talented	630	0.0%
Career & Technology	60,816	3.1%
Special Education	1,271	0.1%
Bilingual/ESL	2,036	0.1%
State Compensatory	51,401	2.7%
High School Allotment	1,440,597	74.3%
Undistributed	139,302	7.2%
Total	\$ 1,937,689	

L. J. Christen Middle School

Function

L.J. Christen Middle School houses more than 1362 students in grades sixth, seventh, and eighth. There are 170 employees consisting of administrators, teachers, teacher aides, office staff, cafeteria personnel, custodial staff, security guards and police officers.

Mission

L.J. Christen Middle School's mission is to provide a challenging, relevant, rigorous curriculum to ensure the success of all students. We seek to create lifelong learners that will strive for success towards higher learning and our community.

Campus Goals

By the year 2012, L.J. Christen Middle School shall meet or exceed federal, state, and local academic mandates.

By the year 2012, L.J. Christen Middle shall use funds to provide instructional materials for differentiated instruction to address the needs of the special population.

By the year 2012, L.J. Christen Middle shall be recognized.

Campus Objectives

By May 2012, L.J. Christen Middle School will increase TAKS from (6th grade) 78% to 84%, (7th grade) 65% to 78%, (8th grade) 75% to 80% to achieve all state and national mandates in the area of Reading/ELA and to meet the 2010-2011 require mandates.

By May 2012, L.J. Christen Middle School will ensure that 100% of material and supplies purchased will support standard-based instruction and inquiry in all content area.

By May 2012, L.J. Christen Middle School will decreased the drop rate for grades 7th and 8th by 2% in order to keep students safe and stay in a positive learning environment.

District's Broad Goals

1	2	3	4	5	6
✓		✓	✓	✓	

Performance Measures

	2008/09 Actual	2009/10 Projected	2010/11 Projected
Attendance rate will improve 1%	97.0%	97.0%	98.0%
Drop-out will decrease by -.2%	0.5%	0.3%	0.3%
Parental involvement will increase by 5%	20.0%	20.0%	25.0%
The reading scores will improve to 82% in all grade levels	75.0%	75.0%	83.0%
The math scores will improve to 73% in all grade levels	70.0%	70.0%	78.0%
The social studies will improve to 85% in eighth grade	80.0%	80.0%	90.0%

Prior Year Highlights

L. J. Christen Middle School will earn acceptable rating.

Scores on all TAKS testing will show growth.

100% of our staff is highly qualified.

General Operating Fund Expenditures

	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	1,383		1,362		1,359	
Payroll Costs by Function						
Instructional	\$ 2,161,006	47.0%	\$ 1,645,801	41.2%	\$ 5,658,510	71.8%
Leadership	564,763	12.3%	639,132	16.0%	570,695	7.2%
Support Services - Student Based	677,403	14.7%	651,686	16.3%	642,588	8.2%
Support Services - Non-Student Based	287,218	6.2%	253,758	6.4%	284,503	3.6%
	3,690,391	80.3%	3,190,378	80.0%	7,156,296	90.8%
Non-Payroll Costs by Function						
Instructional	413,581	9.0%	324,909	8.1%	223,998	2.8%
Leadership	18,927	0.4%	12,232	0.3%	21,000	0.3%
Support Services - Student Based	39,723	0.9%	47,211	1.2%	38,400	0.5%
Support Services - Non-Student Based	432,394	9.4%	413,135	10.4%	443,775	5.6%
Ancillary Services	1,151	0.0%	2,054	0.1%	-	0.0%
	905,776	19.7%	799,541	20.0%	727,173	9.2%
	<u>\$ 4,596,167</u>	<u>100.0%</u>	<u>\$ 3,989,919</u>	<u>100.0%</u>	<u>\$ 7,883,469</u>	<u>100.0%</u>

Campus Staff (All Funds)

Position	2010	2011	2012
Principal	1.00	1.00	1.00
Assistant Principals	3.00	4.00	3.00
Monitor/LAP	1.00	1.00	-
Counselor	4.00	5.00	4.00
Teachers	103.67	102.92	98.12
Diagnostician/Supv	2.00	1.80	1.40
Librarian	1.00	1.00	1.00
Occupational Therapists	0.19	0.24	0.21
Asst. Phy. Therapist	0.15	0.75	0.15
Nurse	2.00	2.00	1.00
Social Worker	0.16	0.16	0.10
Speech Pathologist	0.80	0.20	0.55
ESL/Bilingual Strategists	0.75	0.75	-
Clerks	8.00	7.00	7.00
Secretaries	2.00	2.00	3.00
CEI/Computer Lab Manager	1.00	1.00	1.00
Nurse Aides	1.00	1.00	2.00
Registrar	1.00	1.00	1.00
Bookkeeper	1.00	1.00	1.00
Teacher Aides	26.20	21.20	16.15
Attendance Officers	2.00	2.00	2.00
Library Clerks	1.00	1.00	1.00
P/I Liaison	1.00	1.00	1.00
Custodians	12.00	12.00	12.00
Total	<u>175.92</u>	<u>171.02</u>	<u>157.68</u>

2011/12 General Operating Budget by Object

	Budget	%
Payroll	\$ 7,156,296	90.8%
Contracted Services	437,507	5.5%
Supplies & Materials	195,586	2.5%
Other Operating Expenses	57,400	0.7%
Capital Outlay	36,680	0.5%
Total	<u>\$ 7,883,469</u>	

2011/12 General Operating Budget by Program

	Budget	%
Regular Program	\$ 5,036,410	63.9%
Gifted & Talented	467	0.0%
Career & Technology	111,703	1.4%
Special Education	974,919	12.4%
Bilingual/ESL	240,161	3.0%
State Compensatory	554,756	7.0%
Athletics	54,486	0.7%
Undistributed	910,567	11.6%
Total	<u>\$ 7,883,469</u>	

Function

M.B. Lamar Middle School provides a comprehensive interdisciplinary curriculum which challenges students to develop problem-solving and decision-making skills. Student achievement is measured by growth in relation to curricular objectives and pride in individual accomplishments. The school's foundation is based on the belief that all education is the basis of success and high expectations leading to high achievement because our students have individual worth.

Mission

The mission of M.B. Lamar Middle School as an educational partner with the Mustang Team and LISD is to educate its students by providing a relevant and challenging curriculum through innovative programs and effective use of all available resources in a safe and nurturing environment.

Campus Goals

M.B. Lamar Middle School will implement effective human resource practices that will result in ethical and fair employment practices, improved employee relations, retentions and recruitment.

M.B. Lamar Middle School will lead the district's initiative toward continued improvement in academic performance of all students as measured by TAKS and other appropriate measures of gain.

Campus Goals (Cont.)

M.B. Lamar Middle School shall produce and implement a student-focused curriculum action plan designed to integrate technology and surpass state and federal accountability mandates.

Campus Objectives

Implement Conceptual Based Curriculum training through Region One ESC collaboration initiative; therefore conceptual instruction will further enhance student understanding and increase TAKS scores for all student groups.

M.B. Lamar Middle School will have increased its partnerships with businesses, institutions of higher learning and community organizations by 6%.

M.B. Lamar Middle School will increase communication with parents through the use of eChalk and periodic newsletters to provide updated information regarding our needs, safety procedures and student achievement.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓	✓	✓	✓

Performance Measures

	2008/09 Actual	2009/10 Projected	2010/11 Projected
Increase the number of Special Education students passing the TAKS, TAKS-A and TAKS-M	75.0%	80.0%	80.0%
Increase the number of Bilingual Education students passing the TAKS, TAKS-A and TAKS -M	70.0%	80.0%	85.0%
Increase the implementation of Bloom's Taxonomy	100.0%	100.0%	100.0%
Increase the percentage of students mastering Reading TAKS	81.0%	90.0%	90.0%
Increase percentage of students mastering Math TAKS	70.0%	85.0%	85.0%
Increase percentage of students mastering Writing TAKS	92.0%	95.0%	95.0%

Prior Year Highlights

Student attendance continues to improve as teachers closely monitor daily attendance, make the necessary referrals to truant officers and keep a teacher-parent phone call log.

Integrated skills and study skills classes were scheduled to target sub-groups to improve AYP status.

By implementing CSCOPE, core areas developed opportunities to improve curriculum content, context and cognitive levels to obtain overall student achievement.

General Operating Fund Expenditures

	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	1,302		1,330		1,318	
Payroll Costs by Function						
Instructional	\$ 5,500,816	73.6%	\$ 5,482,181	73.7%	\$ 5,464,929	74.7%
Leadership	548,671	7.3%	562,275	7.6%	531,157	7.3%
Support Services - Student Based	639,274	8.6%	679,044	9.1%	543,841	7.4%
Support Services - Non-Student Based	214,903	2.9%	214,647	2.9%	246,234	3.4%
	<u>6,903,664</u>	<u>92.4%</u>	<u>6,938,147</u>	<u>93.3%</u>	<u>6,786,161</u>	<u>92.7%</u>
Non-Payroll Costs by Function						
Instructional	199,549	2.7%	93,889	1.3%	130,346	1.8%
Leadership	2,526	0.0%	3,164	0.0%	3,000	0.0%
Support Services - Student Based	20,139	0.3%	25,265	0.3%	33,150	0.5%
Support Services - Non-Student Based	348,671	4.7%	377,554	5.1%	367,319	5.0%
Ancillary Services	489	0.0%	729	0.0%	-	0.0%
	<u>571,374</u>	<u>7.6%</u>	<u>500,602</u>	<u>6.7%</u>	<u>533,815</u>	<u>7.3%</u>
	<u>\$ 7,475,038</u>	<u>100.0%</u>	<u>\$ 7,438,748</u>	<u>100.0%</u>	<u>\$ 7,319,976</u>	<u>100.0%</u>

Campus Staff (All Funds)

Position	2010	2011	2012
Principal	1.00	1.00	1.00
Assistant Principals	3.00	3.00	3.00
Counselor	5.00	4.00	4.00
Teachers	97.54	97.63	91.68
Diagnostician/Supv	1.20	1.45	1.00
Librarian	1.00	1.00	1.00
Occupational Therapists	0.19	-	0.07
Asst. Phy. Therapist	0.20	0.15	0.20
Nurse	2.00	2.00	2.00
Social Worker	0.10	0.10	0.10
Speech Pathologist	0.70	0.70	0.50
ESL/Bilingual Strategists	0.50	0.50	0.50
Clerks	5.00	5.00	5.00
Secretaries	1.00	2.00	2.00
CEI/Computer Lab Manager	2.00	2.00	1.00
Nurse Aides	1.00	1.00	1.00
Registrar	1.00	1.00	1.00
Bookkeeper	1.00	1.00	1.00
Teacher Aides	18.15	14.10	14.10
Attendance Officers	2.00	2.00	2.00
Library Clerks	1.00	1.00	1.00
P/I Liaison	1.00	1.00	1.00
Custodians	9.00	9.00	10.00
Total	<u>154.58</u>	<u>150.63</u>	<u>144.15</u>

2011/12 General Operating Budget by Object

	Budget	%
Payroll	\$ 6,786,161	92.7%
Contracted Services	369,358	5.0%
Supplies & Materials	98,557	1.3%
Other Operating Expenses	48,000	0.7%
Capital Outlay	17,900	0.2%
Total	<u>\$ 7,319,976</u>	

2011/12 General Operating Budget by Program

	Budget	%
Regular Program	\$ 4,830,920	66.0%
Gifted & Talented	661	0.0%
Career & Technology	123,515	1.7%
Special Education	957,356	13.1%
Bilingual/ESL	131,613	1.8%
State Compensatory	433,006	5.9%
Athletics	52,494	0.7%
Undistributed	790,411	10.8%
Total	<u>\$ 7,319,976</u>	

Function

Through our campus goals and objectives, we will ensure that all students become life long learners, be successful and productive members of society.

Mission

Cigarroa Middle School will expand on the foundations of basic American principles, culture, and values to prepare our students to be contributing members of our community. We will strive to develop in each individual a sense of responsibility to become self-sufficient.

Campus Goals

By the year 2014, Cigarroa Middle School will provide rigorous and integrated instruction to increase TAKS scores from 6th, 7th, and 8th grade to achieve all state and national mandates in all core areas and to meet the required mandates.

By the year 2014, Cigarroa Middle School will have 98% of all faculty and staff receive the appropriate staff development and may have 15% of the teachers travel to conferences that will support standard based instruction by having the teachers or staff present to the campus stakeholders.

By the year 2014, Cigarroa Middle School shall decrease the dropout rate from grades 7th and 8th in order to keep students safe and stay in positive learning environment.

Campus Objectives

Teachers will utilize Learner-Centered Inquiry-Based instruction and Instructional Effective Strategies to increase TAKS scores as indicated.

100% of campus faculty will be certified to teach in their assigned content area and increase number of ESL certified teachers by 10%.

100% Budget compliance and accurate accountability of funds and resources.

100% of teaching staff will be utilized to assist with student learning every day.

100% accountability of Fixed Assets and accurate inventories.

Disciplinary referrals will decrease by 5%.

Maintain dropout rate under 1% and target 0.0%.

Incident reports will decrease by 10% annually.

Attendance rate will increase by 1.4%.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓	✓	✓	✓

Performance Measures

	2009/10 Actual	2010/11 Projected	2011/12 Projected
Reading scores	74.0%	84.0%	84.0%
Math scores	77.0%	83.0%	83.0%
Attendance rate	96.9%	97.5%	97.6%
AYP requirements in Reading	65.0%	82.0%	87.0%
AYP requirements in Math	69.0%	80.0%	83.0%
AYP attendance rate	96.9%	97.6%	97.7%

Prior Year Highlights

Increase scores in all areas and all Special Education population groups.
Comparable improvement in Mathematics as indicated in AEIS Report Card.
Provide individual needs-driven tutorials (afterschool and Saturdays).

General Operating Fund Expenditures

	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	1,209		1,226		1,238	
Payroll Costs by Function						
Instructional	\$ 1,966,281	51.0%	\$ 1,647,406	49.3%	\$ 5,180,883	77.3%
Leadership	576,872	14.9%	558,446	16.7%	590,457	8.8%
Support Services - Student Based	627,971	16.3%	658,678	19.7%	427,781	6.4%
Support Services - Non-Student Based	286,993	7.4%	273,282	8.2%	299,003	4.5%
	<u>3,458,117</u>	<u>89.6%</u>	<u>3,137,811</u>	<u>93.8%</u>	<u>6,498,124</u>	<u>96.9%</u>
Non-Payroll Costs by Function						
Instructional	250,625	6.5%	113,397	3.4%	121,517	1.8%
Leadership	4,973	0.1%	5,625	0.2%	12,400	0.2%
Support Services - Student Based	15,597	0.4%	19,920	0.6%	21,000	0.3%
Support Services - Non-Student Based	128,645	3.3%	65,965	2.0%	50,066	0.7%
Ancillary Services	997	0.0%	1,274	0.0%	1,000	0.0%
	<u>400,838</u>	<u>10.4%</u>	<u>206,181</u>	<u>6.2%</u>	<u>205,983</u>	<u>3.1%</u>
	<u>\$ 3,858,955</u>	<u>100.0%</u>	<u>\$ 3,343,992</u>	<u>100.0%</u>	<u>\$ 6,704,107</u>	<u>100.0%</u>

Campus Staff (All Funds)

Position	2010	2011	2012
Principal	1.00	1.00	1.00
Assistant Principals	3.00	3.00	1.00
Counselor	4.00	4.00	4.00
Teachers	101.21	97.17	93.93
Diagnostician/Supv	2.00	2.00	0.80
Librarian	1.00	1.00	1.00
Occupational Therapists	0.05	0.05	0.08
Asst. Phy. Therapist	0.20	0.20	0.20
Nurse	1.00	1.00	1.00
Social Worker	0.12	0.12	0.12
Speech Pathologist	1.20	0.70	0.90
ESL/Bilingual Strategists	0.50	0.50	0.50
Clerks	6.00	6.00	6.00
Secretaries	3.00	3.00	3.00
CEI/Computer Lab Manager	1.00	1.00	1.00
Nurse Aides	2.00	2.00	3.00
Registrar	1.00	1.00	1.00
Bookkeeper	1.00	1.00	1.00
Teacher Aides	23.00	20.00	14.00
Attendance Officers	2.00	2.00	2.00
Library Clerks	1.00	1.00	1.00
P/I Liaison	1.00	1.00	1.00
Custodians	12.00	12.00	12.00
Total	<u>168.28</u>	<u>160.74</u>	<u>149.53</u>

2011/12 General Operating Budget by Object

	Budget	%
Payroll	\$ 6,498,124	96.9%
Contracted Services	41,965	0.6%
Supplies & Materials	111,018	1.7%
Other Operating Expenses	46,000	0.7%
Capital Outlay	7,000	0.1%
Total	<u>\$ 6,704,107</u>	

2011/12 General Operating Budget by Program

	Budget	%
Regular Program	\$ 4,764,485	71.1%
Gifted & Talented	499	0.0%
Career & Technology	123,869	1.8%
Special Education	736,512	11.0%
Bilingual/ESL	137,135	2.0%
State Compensatory	415,916	6.2%
Athletics	51,363	0.8%
Undistributed	474,328	7.1%
Total	<u>\$ 6,704,107</u>	

Memorial Middle School

Function

Memorial Middle School serves 775 students grades 6th-8th. A total of 98 staff members serve the students. Challenges facing the campus include meeting AYP requirements for the second year in the areas of Reading and Math, Stage I, Year 2 (LEP & Special Ed).

Mission

Memorial Middle School will provide students with opportunities to succeed in a safe environment filled with motivation and resources to ensure a positive impact in a changing society.

Campus Goals

By the year 2014, Memorial Middle School shall meet or exceed state, federal and local accountability systems.

By the year 2014, Memorial Middle School shall establish and maintain a safe, nurturing, positive, orderly learning environment through innovative safety programs.

By the year 2014, Memorial Middle School will promote community partnership and parental involvement to improve student performance.

Campus Objectives

Memorial Middle School is in AYP Stage 1, Year 2, and will meet AYP & AEIS standards in Reading, Math, Writing, Science & Social Studies by increasing TAKS scores by 5% or more in all subgroups.

Memorial Middle School will promote, foster and monitor daily attendance to improve from 97% to 98%.

Memorial Middle School will reduce the number of disciplinary referrals by 5% and decrease the number of students attending an alternative placement by 5%.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓	✓	✓	✓

Performance Measures

	2009/10 Actual	2010/11 Projected	2011/12 Projected
Reading TAKS scores	68.0%	85.0%	90.0%
Math TAKS scores	69.0%	85.0%	88.0%
Writing TAKS scores	87.0%	95.0%	98.0%
Social Studies TAKS scores	91.0%	85.0%	92.0%
Science TAKS scores	50.0%	75.0%	78.0%
Attendance	96.8%	98.0%	98.0%

Prior Year Highlights

Core area teachers attended the AP Summer Institute at TAMU to help them attain higher-order/ critical thinking instructional strategies.

Sp. Ed. instructional intervention (focus groups) began earlier in the school year.

Campus-wide Reading initiative where all students read passages (utilizing strategies/30 minutes) every Monday & Friday.

General Operating Fund Expenditures

	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	744		738		746	
Payroll Costs by Function						
Instructional	\$ 3,410,804	67.8%	\$ 3,254,820	69.2%	\$ 3,280,919	69.5%
Leadership	475,636	9.5%	498,347	10.6%	441,236	9.3%
Support Services - Student Based	399,912	8.0%	365,093	7.8%	350,634	7.4%
Support Services - Non-Student Based	184,841	3.7%	175,380	3.7%	188,758	4.0%
	4,471,193	88.9%	4,293,641	91.3%	4,261,547	90.3%
Non-Payroll Costs by Function						
Instructional	190,258	3.8%	93,212	2.0%	106,626	2.3%
Leadership	8,455	0.2%	4,689	0.1%	3,000	0.1%
Support Services - Student Based	16,227	0.3%	16,225	0.3%	8,000	0.2%
Support Services - Non-Student Based	340,165	6.8%	296,382	6.3%	342,682	7.3%
Ancillary Services	902	0.0%	980	0.0%	-	0.0%
	556,007	11.1%	411,487	8.7%	460,308	9.7%
	<u>\$ 5,027,200</u>	<u>100.0%</u>	<u>\$ 4,705,128</u>	<u>100.0%</u>	<u>\$ 4,721,855</u>	<u>100.0%</u>

Campus Staff (All Funds)

Position	2010	2011	2012
Principal	1.00	1.00	1.00
Assistant Principals	3.00	3.00	2.00
Monitor/LAP	1.00	1.00	1.00
Counselor	2.00	2.00	2.00
Teachers	63.20	59.32	59.23
Diagnostician/Supv	0.60	0.60	0.60
Librarian	1.00	1.00	1.00
Occupational Therapists	0.11	0.11	0.06
Nurse	2.00	2.00	1.00
Social Worker	0.15	0.15	0.10
Speech Pathologist	0.30	0.43	0.60
ESL/Bilingual Strategists	0.75	0.75	-
Clerks	4.00	5.00	4.00
Secretaries	1.00	1.00	1.00
Registrar	1.00	1.00	1.00
Bookkeeper	1.00	1.00	1.00
Teacher Aides	10.00	10.00	8.00
Attendance Officers	2.00	2.00	2.00
Library Clerks	1.00	-	1.00
P/I Liaison	1.00	1.00	1.00
Custodians	8.00	8.00	8.00
Total	104.11	100.36	95.59

2011/12 General Operating Budget by Object

	Budget	%
Payroll	\$ 4,261,547	90.3%
Contracted Services	331,615	7.0%
Supplies & Materials	103,377	2.2%
Other Operating Expenses	25,316	0.5%
Capital Outlay	-	0.0%
Total	<u>\$ 4,721,855</u>	

2011/12 General Operating Budget by Program

	Budget	%
Regular Program	\$ 2,936,747	62.2%
Gifted & Talented	172	0.0%
Career & Technology	117,834	2.5%
Special Education	469,799	9.9%
Bilingual/ESL	123,215	2.6%
State Compensatory	364,500	7.7%
Athletics	45,064	1.0%
Undistributed	664,524	14.1%
Total	<u>\$ 4,721,855</u>	

Function

Antonio M. Bruni Elementary school provides students with a Dual Language Instructional Program in conjunction with the implementation of C-SCOPE in the core areas of Reading, Math, Science, and Social Studies. The instructional program will emphasize the five reading components, word walls, journal writing, learning centers, thinking maps, and the 5E model, and technology applications.

Mission

Antonio M. Bruni Elementary School will provide equal learning opportunities to develop their critical thinking and problem solving skills to become life-long learners.

Department Goals

By the year 2012, Bruni Elementary shall have a unique system that enhances education and students shall meet or exceed federal, state, and local standards.

By the year 2012, Bruni Elementary shall have an exemplary safety campus where students are nurtured and are taught in a safe and caring environment.

By the year 2012, Bruni Elementary shall work together with the community to enhance its educational program and work as a partner in the education of children.

Campus Objectives

By May 2012, Bruni Elementary will achieve 80% passing rate on the STAAR test in the areas of Reading, Math, Writing, and Science. Bruni will also achieve a 60% passing rate on the ELL measure on TELPAS.

By May 2012, Bruni Elementary will reduce its number of disciplinary referrals by 20% from the previous year.

By May 2012, Bruni Elementary will increase its parental involvement up 20% from the previous year.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓			

Performance Measures

	2009/10 Actual	2010/11 Projected	2011/12 Projected
Reading - All Grades AEIS	86%	88%	90%
Math - All Grades AEIS	78%	85%	90%
Writing - AEIS	97%	97%	98%
Science - AEIS	78%	84%	90%
All Tests - AEIS	70%	75%	80%
Attendance - AEIS	97.5%	98.3%	98.0%

Prior Year Highlights

Bruni has an excellent system in place to promote student attendance. Student attendance is expected to jump from 97.5% to 98.3%.

Bruni has increased its parental involvement from the previous year by 20%.

Bruni has an innovative system in place to maintain the safety of the students, staff, and visitors.

General Operating Fund Expenditures						
	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	695		694		724	
Payroll Costs by Function						
Instructional	\$ 2,566,450	71.8%	\$ 2,461,817	74.1%	\$ 2,567,949	73.4%
Leadership	256,560	7.2%	236,063	7.1%	250,532	7.2%
Support Services - Student Based	166,783	4.7%	168,373	5.1%	170,947	4.9%
Support Services - Non-Student Based	150,250	4.2%	134,953	4.1%	129,022	3.7%
Ancillary Services	224	0.0%	4	0.0%	-	0.0%
	3,140,266	87.8%	3,001,205	90.4%	3,118,450	89.1%
Non-Payroll Costs by Function						
Instructional	285,653	8.0%	178,933	5.4%	225,263	6.4%
Leadership	2,181	0.1%	3,254	0.1%	5,000	0.1%
Support Services - Student Based	525	0.0%	1,312	0.0%	1,100	0.0%
Support Services - Non-Student Based	146,452	4.1%	136,480	4.1%	149,941	4.3%
Ancillary Services	1,075	0.0%	336	0.0%	-	0.0%
	435,886	12.2%	320,314	9.6%	381,304	10.9%
	<u>\$ 3,576,151</u>	<u>100.0%</u>	<u>\$ 3,321,519</u>	<u>100.0%</u>	<u>\$ 3,499,754</u>	<u>100.0%</u>

Campus Staff (All Funds)			
Position	2010	2011	2012
Principal	1.00	1.00	1.00
Assistant Principals	1.00	1.00	1.00
Counselor	1.00	1.00	1.20
Teachers	40.26	40.15	40.58
Diagnostician/Supv	0.30	0.40	0.40
Librarian	1.00	1.00	1.00
Occupational Therapists	0.26	0.16	0.17
Asst. Phy. Therapist	0.15	1.15	0.15
Nurse	1.00	1.00	1.00
Social Worker	0.14	0.14	0.10
Speech Pathologist	0.30	0.40	0.30
ESL/Bilingual Strategists	0.25	0.25	0.20
Inst. Spec./Intervention/Lit Coach	1.00	1.20	1.00
Clerks	3.00	3.00	3.00
Secretaries	1.00	1.00	1.00
CEI/Computer Lab Manager	2.00	2.00	2.00
Nurse Aides	1.00	1.00	1.00
Teacher Aides	22.00	20.00	15.12
Attendance Officers	-	0.20	0.20
Library Clerks	1.00	1.00	1.00
P/I Liaison	1.00	1.00	1.00
Custodians	6.00	5.00	5.00
Total	<u>84.66</u>	<u>83.05</u>	<u>77.42</u>

2011/12 General Operating Budget by Object		
	Budget	%
Payroll	\$ 3,118,450	89.1%
Contracted Services	161,062	4.6%
Supplies & Materials	190,412	5.4%
Other Operating Expenses	19,830	0.6%
Capital Outlay	10,000	0.3%
Total	<u>\$ 3,499,754</u>	

2011/12 General Operating Budget by Program		
	Budget	%
Regular Program	\$ 2,144,136	61.3%
Gifted & Talented	196	0.0%
Special Education	370,368	10.6%
Bilingual/ESL	149,443	4.3%
State Compensatory	272,476	7.8%
Prekindergarten	219,912	6.3%
Undistributed	343,223	9.8%
Total	<u>\$ 3,499,754</u>	

Function

Don Jose Gallego Elementary, campus 102, is the Home of the Mighty Ponies. It is located at 520 Clark. We place a strong emphasis on teamwork and increasing student achievement. Academics are at the forefront of all student activities. Parents and community leaders are informed, included, welcomed, and valued as partners in the education of our students. A positive school climate is fostered and nurtured at Don Jose Gallego Elementary. Our motto is "Yes We Can".

Mission

Our Mission is to develop and nurture each student's academic, social, and emotional growth as needed to reach his/her full potential towards success by providing a relevant and challenging curriculum through, innovative programs and an effective use of resources in a safe learning environment.

Department Goals

Provide educational experiences that will enable all students to learn, master, and exceed all local, state, and national standards.

Promote and increase parental and community involvement in the educational process through more community/ parent/ student oriented activities.

Ensure that students are provided a safe, positive environment, and that all personnel promote their professional and personal growth thus enhancing their productivity and effectiveness.

Campus Objectives

To maintain or exceed standards in all local, state, and national tests, exceed the state's attendance standard, enhance technology proficiency via the utilization of instructional programs, and increase the number of students taking TAKS, TAKS A/M, TAKS ALT.

To involve parents and community members in school related activities, act as classroom tutors, become active participants in the SBDM Process, and involve law enforcement agencies in educating our students and parents on the dangers and consequences of drugs, weapons, and criminal activities.

To acquire instructional supplies and programs, research-based resource materials, staff development training, a/v equipment, classroom furniture, and instructional technology software.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓	✓	✓	✓

Performance Measures

	2009/10 Actual	2010/11 Projected	2011/12 Projected
Attendance	97.2%	98.0%	98.0%
Enrollment	694	700	700
Membership	694	700	700
TAKS Reading scores	82%	85%	90%
TAKS Math scores	79%	83%	88%
TAKS Science scores	74%	85%	88%

Prior Year Highlights

Horizontal and vertical curriculum and resources alignment to address TEKS and TAKS objectives in an effort to improve scores in all tested areas and ensuring that curriculum taught is assessed.

Improving attendance rate by closely monitoring student absences on a daily basis, making contact with parents, and submitting attendance officer request forms for home visits.

Monitoring student progress on a daily/weekly basis using data results from DMAC, CBA, District Assessments, TAKS, TPRI, TEMI, TEJAS LEE, Success Maker, CEI, etc. this addressing student individual needs and providing interventions.

General Operating Fund Expenditures						
	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	690		693		687	
Payroll Costs by Function						
Instructional	\$ 2,371,183	71.6%	\$ 2,363,887	76.8%	\$ 2,474,797	74.5%
Leadership	247,297	7.5%	260,064	8.5%	255,214	7.7%
Support Services - Student Based	125,703	3.8%	119,489	3.9%	109,086	3.3%
Support Services - Non-Student Based	128,192	3.9%	127,852	4.2%	134,658	4.1%
	<u>2,872,375</u>	<u>86.7%</u>	<u>2,871,292</u>	<u>93.3%</u>	<u>2,973,755</u>	<u>89.5%</u>
Non-Payroll Costs by Function						
Instructional	283,527	8.6%	61,693	2.0%	152,479	4.6%
Leadership	11,222	0.3%	883	0.0%	9,772	0.3%
Support Services - Student Based	75	0.0%	904	0.0%	4,350	0.1%
Support Services - Non-Student Based	145,200	4.4%	140,695	4.6%	179,754	5.4%
Ancillary Services	812	0.0%	995	0.0%	1,000	0.0%
	<u>440,836</u>	<u>13.3%</u>	<u>205,170</u>	<u>6.7%</u>	<u>347,355</u>	<u>10.5%</u>
	<u>\$ 3,313,211</u>	<u>100.0%</u>	<u>\$ 3,076,462</u>	<u>100.0%</u>	<u>\$ 3,321,110</u>	<u>100.0%</u>

Campus Staff (All Funds)			
Position	2010	2011	2012
Principal	1.00	1.00	1.00
Assistant Principals	1.00	1.00	1.00
Counselor	1.00	2.00	1.05
Teachers	40.85	41.11	38.81
Diagnostician/Supv	0.20	0.20	0.20
Librarian	1.00	1.00	1.00
Occupational Therapists	0.22	0.12	0.09
Asst. Phy. Therapist	0.20	0.20	0.15
Nurse	1.00	1.00	1.00
Social Worker	0.13	0.13	0.10
Speech Pathologist	0.60	0.70	0.70
ESL/Bilingual Strategists	0.20	0.20	0.20
Inst. Spec./Intervention/Lit Coach	1.00	1.00	2.00
Clerks	3.00	3.00	3.00
Secretaries	1.00	1.00	1.00
CEI/Computer Lab Manager	1.00	2.00	2.00
Nurse Aides	1.00	1.00	1.00
Teacher Aides	21.00	19.00	13.14
Attendance Officers	-	0.20	0.20
Library Clerks	1.00	1.00	1.00
P/I Liaison	1.00	1.00	1.00
Custodians	6.00	6.00	6.00
Total	<u>83.40</u>	<u>83.86</u>	<u>75.64</u>

2011/12 General Operating Budget by Object		
	Budget	%
Payroll	\$ 2,973,755	89.5%
Contracted Services	183,168	5.5%
Supplies & Materials	132,008	4.0%
Other Operating Expenses	22,679	0.7%
Capital Outlay	9,500	0.3%
Total	<u>\$ 3,321,110</u>	

2011/12 General Operating Budget by Program		
	Budget	%
Regular Program	\$ 2,016,844	60.7%
Gifted & Talented	57,863	1.7%
Special Education	272,205	8.2%
Bilingual/ESL	130,196	3.9%
State Compensatory	191,291	5.8%
Prekindergarten	310,088	9.3%
Undistributed	342,623	10.3%
Total	<u>\$ 3,321,110</u>	

Leon Daiches Elementary School

Function

Leon Daiches is located at 1401 Green Street. It is comprised of 580 students in pre-kinder 3 through 5th grade. The demographics are 89.6% LEP and 99.0% economically disadvantaged. Our dedicated staff consists of one principal, one assistant principal, 37.8 teachers, 6.6 support staff, and 20.7 para-professionals.

Mission

The faculty and staff at Daiches Elem. develop and educate our students by providing a relevant and challenging curriculum through innovative programs, and efficient use of resources in a safe and nurturing environment.

Department Goals

By the year 2014, Leon Daiches Elementary School will develop an educational environment that empowers students and helps to develop and strengthen their skills exceeding federal, state, and local academic mandates.

By the year 2014, Leon Daiches Elementary School will have in place a student support system that develops and promotes the well-being of all students as well as a safe and drug-free environment.

By the year 2014, Leon Daiches Elementary School will create effective partnerships with local community agencies and businesses including parents to support student achievement.

Campus Objectives

By May 2012, Daiches will provide an integrated and differentiated curriculum to develop student's competencies in specific knowledge and analytical skills needed to increase student achievement in AEIS and AYP standards in all areas from 6% to at least 10% annually and 62% to 95% in Math.

By May 2012, Leon Daiches will focus on the whole child through enhancement of programs in the areas of health and character education that will foster responsible citizens by decreasing discipline referrals from 5% to 3% and will promote and foster daily attendance by 1% and reduce retention rate.

By May 2012, Leon Daiches will improve the liaison between community and business partnerships to effectively meet the needs of all students from 5% to 10% and will increase a parental involvement program from 5% to 10% where parents are full partners in the decision that affect student learning.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓	✓	✓	✓

Performance Measures

	2009/10 Actual	2010/11 Projected	2011/12 Projected
AEIS campus accountability rating	Acceptable	Recognized	Exemplary
Attendance rate	98.1%	98.0%	99.0%
TAKS Reading - All Students	73.0%	91.0%	100.0%
TAKS Mathematics - All Students	62.0%	75.0%	100.0%
TAKS Writing - All Students	90.0%	75.0%	95.0%
TAKS Science - All Students	63.0%	85.0%	100.0%

Prior Year Highlights

3rd Grade TAKS English Reading Scores increased from 88% to 100%
3rd Grade TAKS English Math Scores increased from 79% to 90%
4th Grade TAKS English Math Scores increased from 67% to 95%
4th Grade TAKS Spanish Math Scores increased from 66% to 90%
4th Grade TAKS English Writing Scores increased from 76% to 95%
5th Grade TAKS Spanish Reading Scores increased from 81% to 95%
5th Grade TAKS Spanish Math increased from 25% to 80%
5th Grade TAKS English Science increased from 85% to 95%

General Operating Fund Expenditures						
	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	581		568		561	
Payroll Costs by Function						
Instructional	\$ 2,116,427	69.4%	\$ 2,022,992	70.4%	\$ 2,136,759	69.8%
Leadership	252,730	8.3%	276,937	9.6%	265,621	8.7%
Support Services - Student Based	176,688	5.8%	177,214	6.2%	193,328	6.3%
Support Services - Non-Student Based	133,363	4.4%	131,934	4.6%	131,820	4.3%
Ancillary Services	9,007	0.3%	11,230	0.4%	12,000	0.4%
	<u>2,688,215</u>	<u>88.1%</u>	<u>2,620,308</u>	<u>91.1%</u>	<u>2,739,528</u>	<u>89.5%</u>
Non-Payroll Costs by Function						
Instructional	184,511	6.0%	100,088	3.5%	122,964	4.0%
Leadership	907	0.0%	68	0.0%	3,653	0.1%
Support Services - Student Based	1,962	0.1%	1,889	0.1%	3,450	0.1%
Support Services - Non-Student Based	175,645	5.8%	151,661	5.3%	191,944	6.3%
Ancillary Services	303	0.0%	988	0.0%	1,000	0.0%
	<u>363,328</u>	<u>11.9%</u>	<u>254,694</u>	<u>8.9%</u>	<u>323,011</u>	<u>10.5%</u>
	<u>\$ 3,051,543</u>	<u>100.0%</u>	<u>\$ 2,875,002</u>	<u>100.0%</u>	<u>\$ 3,062,539</u>	<u>100.0%</u>

Campus Staff (All Funds)			
Position	2010	2011	2012
Principal	1.00	1.00	1.00
Assistant Principals	1.00	1.00	1.00
Counselor	1.00	1.00	1.10
Teachers	38.90	38.74	34.97
Diagnostician/Supv	0.40	0.27	0.40
Librarian	1.00	1.00	1.00
Occupational Therapists	0.35	0.05	0.23
Asst. Phy. Therapist	0.05	0.50	0.10
Nurse	1.00	1.00	1.00
Social Worker	0.12	0.12	0.10
Speech Pathologist	0.40	0.50	0.20
ESL/Bilingual Strategists	0.20	0.20	-
Inst. Spec./Intervention/Lit Coach	1.00	2.00	2.00
Clerks	3.00	3.00	3.00
Secretaries	1.00	1.00	1.00
CEI/Computer Lab Manager	3.00	3.00	3.00
Nurse Aides	1.00	1.00	1.00
Teacher Aides	20.15	17.00	15.00
Attendance Officers	-	0.20	0.20
Library Clerks	1.00	1.00	1.00
Custodians	5.00	5.00	5.00
P/I Liaison	1.00	1.00	1.00
Total	<u>81.57</u>	<u>79.58</u>	<u>73.30</u>

2011/12 General Operating Budget by Object		
	Budget	%
Payroll	\$ 2,739,528	89.5%
Contracted Services	192,042	6.3%
Supplies & Materials	113,336	3.7%
Other Operating Expenses	15,125	0.5%
Capital Outlay	2,508	0.1%
Total	<u>\$ 3,062,539</u>	

2011/12 General Operating Budget by Program		
	Budget	%
Regular Program	\$ 1,935,447	63.2%
Gifted & Talented	149	0.0%
Special Education	145,510	4.8%
Bilingual/ESL	114,864	3.8%
State Compensatory	203,203	6.6%
Prekindergarten	242,444	7.9%
Undistributed	420,922	13.7%
Total	<u>\$ 3,062,539</u>	

F. Farias Elementary School

Function

At Francisco Farias Elementary our mission is to teach our students to become lifelong learners in order to attain the knowledge and skills to become active and responsible citizens.

Mission

Every child at Farias will have the knowledge and skills needed to become an active, productive, and informed citizen. Farias Elementary staff will take every opportunity to be student centered, to participate in professional growth and to maintain a cooperative partnership with every stakeholder.

Department Goals

By the year 2012, 90% of Farias Elementary students will meet standards in all federal, state, and local academic mandates.

By the year 2012, Farias will increase parental and local business involvement by 90%.

By the year 2012, Farias will maintain financial stability and commit to the highest standards in business practices related to district achievement, district operations, and instruction.

Campus Objectives

Objective A: By 2012 90% of all Farias students, including special populations will increase standards on the state and national mandates.

Objective B: By 2012, Farias will increase student achievement in AEIS and AYP standards by 15% through the implementations of differentiated curriculum in all areas of instruction.

Objective C: By May 2012, Farias Elementary will provide a systematic research-based staff development program, which will increase student achievement in all state and federal academic areas by 15%.

District's Broad Goals

1	2	3	4	5	6
✓		✓		✓	

Performance Measures

	2009/10 Actual	2010/11 Projected	2011/12 Projected
Reading	80%	85%	90%
Math	69%	85%	90%
Writing	98%	90%	95%
Science	47%	85%	90%

Prior Year Highlights

Created an educational environment that is conducive to success and safety of all students. Teachers used journaling and increased academic vocabulary usage with students. Teachers used interactive word walls to convey ideas.

Implemented the Cscope curriculum to its full extent. School had Science and Math days where students worked on interactive activities to increase their knowledge and interest in the subject areas.

Continued with the consistent success of students as demonstrated in federal, state and local standards. Teachers analyzed benchmark test data and implemented prescriptive tutoring/teaching to students throughout the day.

General Operating Fund Expenditures						
	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	905		851		853	
Payroll Costs by Function						
Instructional	\$ 3,235,658	75.2%	\$ 3,244,907	76.9%	\$ 3,226,079	76.3%
Leadership	325,066	7.6%	316,781	7.5%	334,105	7.9%
Support Services - Student Based	167,641	3.9%	161,209	3.8%	174,125	4.1%
Support Services - Non-Student Based	145,953	3.4%	149,195	3.5%	151,502	3.6%
Ancillary Services	14,803	0.3%	17,061	0.4%	17,000	0.4%
	3,889,121	90.4%	3,889,153	92.2%	3,902,811	92.3%
Non-Payroll Costs by Function						
Instructional	228,167	5.3%	138,844	3.3%	137,059	3.2%
Leadership	6,850	0.2%	7,996	0.2%	-	0.0%
Support Services - Student Based	1,354	0.0%	1,832	0.0%	1,300	0.0%
Support Services - Non-Student Based	175,641	4.1%	178,371	4.2%	184,285	4.4%
Ancillary Services	284	0.0%	849	0.0%	2,500	0.1%
	412,296	9.6%	327,893	7.8%	325,144	7.7%
	<u>\$ 4,301,417</u>	<u>100.0%</u>	<u>\$ 4,217,046</u>	<u>100.0%</u>	<u>\$ 4,227,955</u>	<u>100.0%</u>

Campus Staff (All Funds)			
Position	2010	2011	2012
Principal	1.00	1.00	1.00
Assistant Principals	2.00	2.00	2.00
Occupational Therapists	0.12	0.47	0.49
Asst. Phy. Therapist	0.15	0.15	0.15
Counselor	2.00	2.00	2.00
Teachers	54.37	53.44	49.01
Diagnostician/Supv	0.40	0.40	0.40
Librarian	1.00	1.00	1.00
Nurse	1.00	1.00	1.00
Social Worker	0.14	0.20	0.10
Speech Pathologist	0.60	0.60	0.70
ESL/Bilingual Strategists	0.25	0.25	0.20
Inst. Spec./Intervention/Lit Coach	1.00	2.00	2.00
Clerks	3.00	3.00	3.00
Secretaries	1.00	1.00	1.00
CEI/Computer Lab Manager	2.00	2.00	2.00
Nurse Aides	1.00	1.00	1.00
Teacher Aides	28.20	27.45	20.15
Attendance Officers	-	0.20	0.20
Library Clerks	1.00	1.00	1.00
P/I Liaison	1.00	1.00	1.00
Custodians	6.00	6.00	6.00
Total	<u>107.23</u>	<u>107.16</u>	<u>95.40</u>

2011/12 General Operating Budget by Object		
	Budget	%
Payroll	\$ 3,902,811	92.3%
Contracted Services	186,681	4.4%
Supplies & Materials	104,313	2.5%
Other Operating Expenses	28,950	0.7%
Capital Outlay	5,200	0.1%
Total	<u>\$ 4,227,955</u>	

2011/12 General Operating Budget by Program		
	Budget	%
Regular Program	\$ 2,613,109	61.8%
Gifted & Talented	49,462	1.2%
Special Education	488,529	11.6%
Bilingual/ESL	146,620	3.5%
State Compensatory	211,893	5.0%
Prekindergarten	360,498	8.5%
Undistributed	357,844	8.5%
Total	<u>\$ 4,227,955</u>	

Heights Elementary School

Function

Heights Elementary School is centrally located within the Laredo Independent School District. At the present time, the school houses 489 students ranging from Pre-K 3 to 5th grades. The campus is a state-of-the-art technology-ready facility. The staff is composed of 35 professional staff members and 32 para-professionals.

Mission

In keeping with our motto, we, the faculty of Heights Elementary School, strive on a daily basis to provide each student with the opportunity to reach his or her potential.

Department Goals

Heights Elementary School shall meet or exceed federal, state and local academic mandates by planning and implementing a management process that will effectively increase student performance, productivity and attendance.

Heights Elementary School shall be recognized for its comprehensive student support system that promotes a safe learning environment for all.

Heights Elementary School shall effectively and efficiently use the school's budget for effective instructional planning.

Campus Objectives

Throughout the school year, Heights Elementary School staff will continue to implement a system based on the District's Super Seven and Core Values and CSCOPE instructional activities as evidenced by an overall 3% gain in all areas of the state assessments and by meeting AYP.

Heights Elementary School teachers and staff will obtain a 100% focus on the whole child by providing positive behaviors in the classroom and campus as evidenced by a decrease in disciplinary referrals by 1%. School safety will be maximized by 100% implementation of the Crisis Management Plan.

Heights Elementary School will facilitate student achievement by providing teachers with the instructional materials needed to ensure the academic success of students as evidenced by an overall academic performance by 3% in all areas of the state and by meeting Adequate Yearly Progress.

District's Broad Goals

1	2	3	4	5	6
✓	✓			✓	

Performance Measures

	2009/10 Actual	2010/11 Projected	2011/12 Projected
Campus AEIS report	Recognized	Recognized	Recognized
AYP report	Met AYP	Met AYP	Met AYP
Attendance rate	97.0%	97.9%	98.0%

Prior Year Highlights

Heights Elementary School maintained its recognized status.

Students taking the 4th Grade Writing TAKS Test and the 5th grade Reading and Science TAKS Tests achieved a 100% passing rate.

Third grade students achieved a 96% passing rate in the English version of the Reading TAKS Test and a 92% passing rate in the English version of the Math TAKS Test.

General Operating Fund Expenditures

	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	467		487		491	
Payroll Costs by Function						
Instructional	\$ 1,502,849	62.2%	\$ 1,628,862	67.3%	\$ 1,697,679	67.0%
Leadership	250,717	10.4%	266,434	11.0%	282,942	11.2%
Support Services - Student Based	137,933	5.7%	156,200	6.5%	156,636	6.2%
Support Services - Non-Student Based	132,506	5.5%	126,803	5.2%	130,132	5.1%
Ancillary Services	16,165	0.7%	23,005	1.0%	23,000	0.9%
	2,040,170	84.5%	2,201,304	91.0%	2,290,389	90.3%
Non-Payroll Costs by Function						
Instructional	251,079	10.4%	91,951	3.8%	117,892	4.7%
Leadership	4,548	0.2%	5,705	0.2%	7,000	0.3%
Support Services - Student Based	1,588	0.1%	1,252	0.1%	1,100	0.0%
Support Services - Non-Student Based	116,508	4.8%	117,773	4.9%	117,202	4.6%
Ancillary Services	1,073	0.0%	684	0.0%	1,500	0.1%
	374,796	15.5%	217,365	9.0%	244,694	9.7%
	<u>\$ 2,414,966</u>	<u>100.0%</u>	<u>\$ 2,418,669</u>	<u>100.0%</u>	<u>\$ 2,535,083</u>	<u>100.0%</u>

Campus Staff (All Funds)

Position	2010	2011	2012
Principal	1.00	1.00	1.00
Assistant Principals	1.00	1.00	1.00
Occupational Therapists	0.21	0.06	0.02
Counselor	1.00	1.00	1.00
Teachers	28.74	28.68	28.26
Diagnostician/Supv	0.20	-	0.20
Librarian	1.00	1.00	1.00
Nurse	1.00	1.00	1.00
Social Worker	0.10	0.10	0.10
Speech Pathologist	0.50	0.50	0.20
ESL/Bilingual Strategists	0.25	0.25	0.20
Inst. Spec./Intervention/Lit Coach	1.00	1.00	2.00
Clerks	2.00	3.00	3.00
Secretaries	1.00	1.00	1.00
CEI/Computer Lab Manager	1.00	1.00	1.00
Nurse Aides	1.00	1.00	1.00
Teacher Aides	14.00	12.00	9.00
Attendance Officers	-	0.20	0.20
Library Clerks	1.00	1.00	1.00
P/I Liaison	1.00	1.00	1.00
Custodians	5.00	5.00	5.00
Total	62.00	60.79	58.18

2011/12 General Operating Budget by Object

	Budget	%
Payroll	\$ 2,290,389	90.3%
Contracted Services	117,477	4.6%
Supplies & Materials	123,017	4.9%
Other Operating Expenses	4,200	0.2%
Capital Outlay	-	0.0%
Total	<u>\$ 2,535,083</u>	

2011/12 General Operating Budget by Program

	Budget	%
Regular Program	\$ 1,504,331	59.3%
Gifted & Talented	196	0.0%
Special Education	97,873	3.9%
Bilingual/ESL	75,322	3.0%
State Compensatory	150,425	5.9%
Prekindergarten	368,784	14.5%
Undistributed	338,152	13.3%
Total	<u>\$ 2,535,083</u>	

K. Tarver Elementary School

Function

K. Tarver Elementary School services students from PK-3 through 5th grade. The approximate student enrollment for the 2011-2012 school will be 615.

Mission

K. Tarver Elementary School strives to maintain its level of academic achievement through consistent improvement and innovation of classroom programs and resources in order to provide students with a high quality education.

Department Goals

K. Tarver Elementary School will provide a student-focused curriculum designed to improve students performance by teaching TEKS through concept-based differentiated instruction in all subject areas.

K. Tarver Elementary will establish and maintain a safe, nurturing, positive, and initiate health and wellness initiative to instill healthy lifestyles for students and staff.

K. Tarver Elementary School will develop and optimize district capacity through instructional leadership building program to include but not limited to the recruitment, development, and retention of high qualified staff.

Campus Objectives

K. Tarver Elementary School will provide an integrated and differentiated curriculum to develop individual student competencies in knowledge/analytical skills needed to meet achievement levels.

K. Tarver Elementary School will promote a safe, drug free environment that is conducive to learning, by reducing the number of discipline referrals, incident reports, and accident reports.

K. Tarver Elementary School will maintain the number of highly qualified teachers and para-professionals as required by the state at 100%.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓	✓	✓	✓

Performance Measures

	2009/10 Actual	2010/11 Projected	2011/12 Projected
Safe school environment	Acceptable	Recognized	Recognized
School report card (AEIS)	Acceptable	Recognized	Recognized
Attendance rate	97.0%	98.0%	98.2%
TAKS scores: Reading	86.0%	90.7%	92.0%
TAKS scores: Math	88.0%	92.0%	94.0%
TAKS scores: Writing	99.0%	99.3%	99.5%
TAKS scores: Science	73.0%	82.0%	84.0%

Prior Year Highlights

K. Tarver Elementary School met or exceeded the AYP numbers projected for the fiscal year.

General Operating Fund Expenditures

	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	634		602		623	
Payroll Costs by Function						
Instructional	\$ 2,196,605	72.3%	\$ 2,106,140	73.7%	\$ 2,289,273	74.2%
Leadership	262,800	8.7%	268,687	9.4%	269,894	8.7%
Support Services - Student Based	133,079	4.4%	124,591	4.4%	99,796	3.2%
Support Services - Non-Student Based	119,840	3.9%	124,788	4.4%	131,069	4.2%
Ancillary Services	8,163	0.3%	8,627	0.3%	9,000	0.3%
	<u>2,720,488</u>	<u>89.6%</u>	<u>2,632,832</u>	<u>92.1%</u>	<u>2,799,032</u>	<u>90.7%</u>
Non-Payroll Costs by Function						
Instructional	163,735	5.4%	75,918	2.7%	123,049	4.0%
Leadership	2,944	0.1%	705	0.0%	2,350	0.1%
Support Services - Student Based	199	0.0%	429	0.0%	1,400	0.0%
Support Services - Non-Student Based	150,081	4.9%	148,025	5.2%	157,764	5.1%
Ancillary Services	474	0.0%	835	0.0%	1,000	0.0%
	<u>317,433</u>	<u>10.4%</u>	<u>225,912</u>	<u>7.9%</u>	<u>285,563</u>	<u>9.3%</u>
	<u>\$ 3,037,921</u>	<u>100.0%</u>	<u>\$ 2,858,744</u>	<u>100.0%</u>	<u>\$ 3,084,595</u>	<u>100.0%</u>

Campus Staff (All Funds)

Position	2010	2011	2012
Principal	1.00	1.00	1.00
Assistant Principals	1.00	1.00	1.00
Occupational Therapists	0.10	0.18	0.12
Asst. Phy. Therapist	0.10	-	-
Counselor	1.00	1.00	1.00
Teachers	39.88	39.82	38.12
Diagnostician/Supv	0.40	0.40	0.40
Librarian	1.00	1.00	1.00
Nurse	1.00	1.00	1.00
Social Worker	0.20	0.20	0.10
Speech Pathologist	0.40	0.55	0.10
ESL/Bilingual Strategists	0.25	0.25	0.20
Inst. Spec./Intervention/Lit Coach	1.00	2.00	2.00
Clerks	3.00	3.00	3.00
Secretaries	1.00	1.00	1.00
CEI/Computer Lab Manager	2.00	2.00	2.00
Nurse Aides	1.00	1.00	1.00
Teacher Aides	18.00	17.10	14.10
Attendance Officers	-	0.20	0.20
Library Clerks	1.00	1.00	1.00
P/I Liaison	1.00	1.00	1.00
Custodians	5.00	5.00	5.00
Total	<u>79.33</u>	<u>79.70</u>	<u>74.34</u>

2011/12 General Operating Budget by Object

	Budget	%
Payroll	\$ 2,799,032	90.7%
Contracted Services	162,482	5.3%
Supplies & Materials	106,546	3.5%
Other Operating Expenses	10,035	0.3%
Capital Outlay	6,500	0.2%
Total	<u>\$ 3,084,595</u>	

2011/12 General Operating Budget by Program

	Budget	%
Regular Program	\$ 1,923,255	62.4%
Gifted & Talented	52,481	1.7%
Special Education	248,755	8.1%
Bilingual/ESL	87,276	2.8%
State Compensatory	218,026	7.1%
Prekindergarten	229,522	7.4%
Undistributed	325,280	10.5%
Total	<u>\$ 3,084,595</u>	

Function

J. Z. Leyendecker services Pre-K 3 thru 5th grade students. Our staff provides a well balanced educational program and prepares students to be successful. The instructional program provides bilingual education bases on students needs and delivered by certified bilingual teachers. We are departmentalized in the 4th and 5th grades.

Mission

J. Z. Leyendecker promotes high expectations for all students within a safe and orderly environment.

Department Goals

J.Z. Leyendecker shall develop and implement a total quality management process to continuously increase effective productivity and performance across the entire school system.

J. Z. Leyendecker shall produce a student focused action plan, designated to (a) integrate technology (b)improve district & student performance for all student populations (c) meet state & federal required accountability mandates to include AEIS & AYP measures by providing a TEKS focused curriculum.

J. Z. Leyendecker shall promote community partnerships and parental involvement to improve student performance, productivity and effectiveness of the school system.

Campus Objectives

- * Report incident referrals to reflect PEIMS Coding.
- * Comply with monthly fire drills.
- * Maintain ratings on annual accident report.
- * Increase % of students meeting standards for promotions.
- * Meet all federal and state standards.
- * Improve technology application skills.
- * Increase parental and community involvement through parental liaison.
- * Strengthen active parents participation (PTA).
- * Increase overall attendance rating.

District's Broad Goals

1	2	3	4	5	6
✓		✓	✓	✓	

Performance Measures

	2009/10 Actual	2010/11 Projected	2011/12 Projected
TAKS performance Reading	Acceptable	Recognized	Recognized
TAKS performance Math	Acceptable	Recognized	Recognized
TAKS performance Science	U/A	Recognized	Recognized
TAKS performance Writing	Recog./Exemp.	Exemplary	Exemplary

Prior Year Highlights

- Increased TAKS performance in Writing.
- Increased TAKS performance in Reading/Math.
- Increased TxBess/Blocks I, II, & III Program participation.

General Operating Fund Expenditures

	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	602		618		636	
Payroll Costs by Function						
Instructional	\$ 2,471,976	71.6%	\$ 2,501,597	76.4%	\$ 2,713,446	77.1%
Leadership	255,834	7.4%	252,625	7.7%	265,991	7.6%
Support Services - Student Based	151,793	4.4%	127,787	3.9%	148,565	4.2%
Support Services - Non-Student Based	150,986	4.4%	136,614	4.2%	134,750	3.8%
	3,030,588	87.7%	3,018,623	92.2%	3,262,752	92.7%
Non-Payroll Costs by Function						
Instructional	200,640	5.8%	98,434	3.0%	89,304	2.5%
Leadership	71,066	2.1%	9,104	0.3%	6,250	0.2%
Support Services - Student Based	1,084	0.0%	1,064	0.0%	450	0.0%
Support Services - Non-Student Based	150,977	4.4%	145,264	4.4%	162,200	4.6%
Ancillary Services	224	0.0%	973	0.0%	-	0.0%
	423,992	12.3%	254,840	7.8%	258,204	7.3%
	<u>\$ 3,454,580</u>	<u>100.0%</u>	<u>\$ 3,273,463</u>	<u>100.0%</u>	<u>\$ 3,520,956</u>	<u>100.0%</u>

Campus Staff (All Funds)

Position	2010	2011	2012
Principal	1.00	1.00	1.00
Assistant Principals	1.00	1.00	1.00
Occupational Therapists	0.38	0.23	0.21
Counselor	1.00	1.00	1.00
Teachers	36.54	38.89	38.29
Diagnostician/Supv	0.20	0.20	0.20
Librarian	1.00	1.00	1.00
Nurse	1.00	1.00	1.00
Social Worker	0.14	0.14	0.10
Speech Pathologist	0.50	1.00	1.10
ESL/Bilingual Strategists	0.25	0.25	0.20
Inst. Spec./Intervention/Lit Coach	1.00	2.00	2.00
Clerks	3.00	3.00	3.00
Secretaries	1.00	1.00	1.00
CEI/Computer Lab Manager	2.00	3.00	3.00
Nurse Aides	1.00	1.00	1.00
Teacher Aides	22.20	21.05	18.15
Attendance Officers	-	0.20	0.20
Library Clerks	1.00	1.00	1.00
P/I Liaison	1.00	1.00	1.00
Custodians	7.00	7.00	6.00
Total	82.21	85.96	81.45

2011/12 General Operating Budget by Object

	Budget	%
Payroll	\$ 3,262,752	92.7%
Contracted Services	160,595	4.6%
Supplies & Materials	85,457	2.4%
Other Operating Expenses	10,752	0.3%
Capital Outlay	1,400.00	0.0%
Total	<u>\$ 3,520,956</u>	

2011/12 General Operating Budget by Program

	Budget	%
Regular Program	\$ 2,108,344	59.9%
Gifted & Talented	157	0.0%
Special Education	443,105	12.6%
Bilingual/ESL	64,150	1.8%
State Compensatory	228,421	6.5%
Prekindergarten	309,256	8.8%
Undistributed	367,523	10.4%
Total	<u>\$ 3,520,956</u>	

Function

C. M. Macdonell Elementary provides 662 students with services that meet their educational needs, including instructional and athletic programs. Special interventions in reading, math, writing, and science are available with highly qualified personnel. Prescriptive tutorials, class size reduction program, a Reading Interventionist and Instructional Specialist help the students become successful learners in all academic areas.

Mission

C. M. Macdonell Elementary will develop academically, and physically skilled students capable of functioning successfully in a changing world. This will be accomplished by providing them with the relevant and challenging curriculum in a safe and nurturing environment.

Campus Goals

Goal I: By the year 2012, 95% of C. M. Macdonell Elementary School students will meet accountability standards as established by local, state and federal measures.

Goal III: By the year 2012, C. M. Macdonell Elementary School will increase its community and business partnership in the Macdonellville initiative by 20%.

Goal V: By the year 2012, C. M. Macdonell will maintain financial compliance and accountability to ensure ethical practices that transfer to high achievement standards.

Campus Objectives

Objective A: By 2012, 98% of all C. M. Macdonell students, including special populations will increase standards on the state and national mandates.

Objective B: By 2012, C. M. Macdonell will increase student achievement in AEIS and AYP standards by 10% through the implementation of differentiated curriculum in all areas of instruction.

Objective C: By May 2012, C. M. Macdonell Elementary will provide a systemic research based staff development program, which will increase student achievement in all state and federal academic areas by 10%.

District's Broad Goals

1	2	3	4	5	6
✓		✓		✓	

Performance Measures

	2009/10 Actual	2010/11 Projected	2011/12 Projected
Implementation of Dual Language	100.0%	100.0%	100.0%
Library and Media Services Updated Library Collections	90.0%	92.0%	95.0%
Technology upgrade on purchase of equipment	95.0%	95.0%	95.0%
Attendance	98.5%	98.5%	98.5%
TAKS results will increase overall	80.0%	90.0%	90.0%
TAKS A scores will improve	80.0%	80.0%	100.0%

Prior Year Highlights

C. M. Macdonell Elementary School was recognized for having 98% attendance.

C. M. Macdonell Elementary School received an exemplary rating status through the Texas Education Agency.

Effective implementation of the Campus Based Dual Language Program and Reading Interventions in English and Spanish.

3rd grade Reading TAKS scores are at 97%.

4th grade Writing TAKS scores are at 100%.

5th grade Reading TAKS scores are at 98%.

General Operating Fund Expenditures

	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	667		658		675	
Payroll Costs by Function						
Instructional	\$ 2,188,106	68.6%	\$ 2,204,920	70.3%	\$ 2,392,928	70.9%
Leadership	257,648	8.1%	250,440	8.0%	270,625	8.0%
Support Services - Student Based	187,532	5.9%	202,829	6.5%	189,330	5.6%
Support Services - Non-Student Based	126,449	4.0%	132,232	4.2%	133,795	4.0%
	<u>2,759,735</u>	<u>86.5%</u>	<u>2,790,421</u>	<u>88.9%</u>	<u>2,986,678</u>	<u>88.5%</u>
Non-Payroll Costs by Function						
Instructional	269,066	8.4%	188,757	6.0%	212,965	6.3%
Leadership	4,211	0.1%	-	0.0%	3,000	0.1%
Support Services - Student Based	160	0.0%	1,622	0.1%	1,000	0.0%
Support Services - Non-Student Based	153,718	4.8%	153,042	4.9%	167,151	5.0%
Ancillary Services	2,609	0.1%	3,732	0.1%	3,000	0.1%
	<u>429,763</u>	<u>13.5%</u>	<u>347,153</u>	<u>11.1%</u>	<u>387,116</u>	<u>11.5%</u>
	<u>\$ 3,189,498</u>	<u>100.0%</u>	<u>\$ 3,137,574</u>	<u>100.0%</u>	<u>\$ 3,373,794</u>	<u>100.0%</u>

Campus Staff (All Funds)

Position	2010	2011	2012
Principal	1.00	1.00	1.00
Assistant Principals	1.00	1.00	1.00
Occupational Therapists	0.09	0.15	0.13
Counselor	1.00	1.00	1.25
Teachers	39.15	40.25	34.75
Diagnostician/Supv	0.30	0.30	0.30
Librarian	1.00	1.00	1.00
Nurse	1.00	1.00	1.00
Social Worker	0.16	0.16	0.10
Speech Pathologist	0.40	0.20	0.55
ESL/Bilingual Strategists	0.25	0.25	0.20
Inst. Spec./Intervention/Lit Coach	1.00	2.00	2.00
Clerks	3.00	3.00	3.00
Secretaries	1.00	1.00	1.00
CEI/Computer Lab Manager	1.00	1.00	1.00
Nurse Aides	1.00	1.00	1.00
Teacher Aides	15.00	14.00	14.00
Attendance Officers	-	0.20	0.20
Library Clerks	1.00	1.00	1.00
P/I Liaison	1.00	1.00	1.00
Custodians	5.00	5.00	5.00
Total	<u>74.35</u>	<u>75.51</u>	<u>70.48</u>

2011/12 General Operating Budget by Object

	Budget	%
Payroll	\$ 2,986,678	88.5%
Contracted Services	170,490	5.1%
Supplies & Materials	184,922	5.5%
Other Operating Expenses	20,704	0.6%
Capital Outlay	11,000	0.3%
Total	<u>\$ 3,373,794</u>	

2011/12 General Operating Budget by Program

	Budget	%
Regular Program	\$ 2,061,562	61.1%
Gifted & Talented	298	0.0%
Special Education	327,525	9.7%
Bilingual/ESL	109,540	3.2%
State Compensatory	241,127	7.1%
Prekindergarten	250,612	7.4%
Undistributed	383,130	11.4%
Total	<u>\$ 3,373,794</u>	

C.L. Milton Elementary School

Function

Our EXEMPLARY campus houses approximately 825 students (99% Hispanic/100% free lunch) in grades PK through 5th. There are 125 teachers and support staff at our school. All classrooms are self-contained. We have 1 resource classroom, 1 functional living skills unit, as well as speech, dyslexia and occupational/physical therapy assistance programs who service all grade levels.

Mission

The mission at C.L. MILTON ELEMENTARY school is to provide learning opportunities for all students to enhance their intellectual, physical, social and emotional abilities.

Campus Goals

C.L. MILTON Elementary shall meet or exceed state, federal and local academic mandates.

C.L. MILTON Elementary shall be Exemplary for a comprehensive student support system that promotes a safe learning environment through innovative safety programs.

C.L. MILTON Elementary shall be Exemplary for its partnerships with community institutions, business entities and parent groups that combine to support student achievement.

Campus Objectives

By May 2014, C.L. MILTON will receive an acceptable rating on the STAAR assessment. (State of Texas Assessments of Academic Readiness).

By May 2012, C.L. MILTON will increase attendance by 1%.

By May 2012, C.L. MILTON will increase parental involvement as full partners participating in the decisions that affect student learning by 20%.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓	✓	✓	✓

Performance Measures

	2009/10 Actual	2010/11 Projected	2011/12 Projected
TAKS Reading - 3rd grade	92.0%	91.0%	91.0%
TAKS Reading - 4th grade	92.0%	91.0%	91.0%
TAKS Reading - 5th grade	92.0%	91.0%	91.0%
TAKS Math - 3rd grade	94.0%	93.0%	93.0%
TAKS Math - 4th grade	94.0%	93.0%	93.0%
TAKS Math - 5th grade	94.0%	93.0%	93.0%
TAKS Writing - 4th grade	99.0%	98.0%	98.0%
TAKS Science - 5th grade	91.0%	91.0%	91.0%

Prior Year Highlights

C.L. Milton achieved EXEMPLARY status due to scores of 90% or higher in all tested areas during the 2009 - 2010 school year.

General Operating Fund Expenditures

	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	856		823		825	
Payroll Costs by Function						
Instructional	\$ 2,976,641	72.8%	\$ 2,657,800	71.7%	\$ 3,050,777	78.8%
Leadership	316,467	7.7%	333,261	9.0%	341,525	8.8%
Support Services - Student Based	212,907	5.2%	240,340	6.5%	89,071	2.3%
Support Services - Non-Student Based	148,096	3.6%	139,536	3.8%	140,608	3.6%
Ancillary Services	31,322	0.8%	29,634	0.8%	29,000	0.7%
	3,685,434	90.2%	3,400,572	91.8%	3,650,981	94.3%
Non-Payroll Costs by Function						
Instructional	224,067	5.5%	124,585	3.4%	49,280	1.3%
Leadership	6,012	0.1%	8,699	0.2%	-	0.0%
Support Services - Student Based	1,995	0.0%	1,529	0.0%	-	0.0%
Support Services - Non-Student Based	168,738	4.1%	169,775	4.6%	169,286	4.4%
Ancillary Services	1,073	0.0%	1,087	0.0%	2,000	0.1%
	401,885	9.8%	305,674	8.2%	220,566	5.7%
	<u>\$ 4,087,319</u>	<u>100.0%</u>	<u>\$ 3,706,247</u>	<u>100.0%</u>	<u>\$ 3,871,547</u>	<u>100.0%</u>

Campus Staff (All Funds)

Position	2010	2011	2012
Principal	1.00	1.00	1.00
Assistant Principals	2.00	2.00	2.00
Counselor	1.50	1.50	1.10
Teachers	51.20	50.02	45.32
Diagnostician/Supv	0.40	0.40	-
Librarian	1.00	1.00	1.00
Occupational Therapists	0.14	0.26	0.12
Asst. Phy. Therapist	0.10	0.20	0.20
Nurse	1.00	1.00	1.00
Social Worker	0.12	0.12	0.10
Speech Pathologist	1.00	0.70	0.30
ESL/Bilingual Strategists	0.25	0.25	0.20
Inst. Spec./Intervention/Lit Coach	2.00	1.00	2.00
Clerks	3.00	3.00	3.00
Secretaries	1.00	1.00	1.00
CEI/Computer Lab Manager	2.00	3.00	3.00
Nurse Aides	1.00	1.00	1.00
Teacher Aides	21.00	19.10	17.10
Attendance Officers	-	0.20	0.20
Library Clerks	1.00	1.00	1.00
P/I Liaison	1.00	1.00	1.00
Custodians	6.00	6.00	5.00
Total	97.71	94.75	86.64

2011/12 General Operating Budget by Object

	Budget	%
Payroll	\$ 3,650,981	94.3%
Contracted Services	171,836	4.4%
Supplies & Materials	37,697	1.0%
Other Operating Expenses	8,933	0.2%
Capital Outlay	2,100	0.1%
Total	<u>\$ 3,871,547</u>	

2011/12 General Operating Budget by Program

	Budget	%
Regular Program	\$ 2,607,237	67.3%
Gifted & Talented	60,603	1.6%
Special Education	284,742	7.4%
Bilingual/ESL	110,247	2.8%
State Compensatory	132,731	3.4%
Prekindergarten	272,889	7.0%
Undistributed	403,098	10.4%
Total	<u>\$ 3,871,547</u>	

Function

Alma A. Pierce has a membership of 892 students from PK3-5th grade. The demographics of the campus are as follows: 99% hispanics, 63% LEPs, 96% economically disadvantaged, 75% at-risk 6% GTs, 4% Sp.Ed. To meet the diverse needs of the students, the school implements bilingual education, gifted & talented and intervention programs such as Study Island and small group pull-outs. With the implementation of Response to Intervention, the students receive early prescriptive intervention.

Mission

The mission of Alma A. Pierce Elementary School faculty and staff is to provide all students an opportunity to learn and succeed by creating a positive school climate.

Campus Goals

To create an innovative system of learning that will empower each student to meet or exceed federal, state and local mandates.

To implement a comprehensive student support system that will promote a safe and secure, drug-free learning environment.

To be recognized for its programs which support health and wellness for employees and students.

Campus Objectives

By the end of May 2012, 87% of all Alma A. Pierce's students including ELL and special education students and all other sub-groups tested, will pass reading, 83% will pass math, 93% will pass writing and 85% will pass science.

By the end of May 2012, all students will have received instruction in drug, career, and character education to foster respectable and responsible graduates.

By the end of May 2012, student attendance will have increased by 2% and tardiness will decrease by 98%.

District's Broad Goals

1	2	3	4	5	6
✓	✓		✓		

Performance Measures

	2009/10 Actual	2010/11 Projected	2011/12 Projected
85% of the students will pass Reading TAKS	81.0%	85.0%	86.0%
85% of the students will pass TAKS Math	74.0%	80.0%	81.0%
90% of the students will pass TAKS Writing	97.0%	98.0%	99.0%
80% of the students will pass TAKS Science	50.0%	80.0%	81.0%
100% of the students will be taught drug education	100.0%	100.0%	100.0%
Increase parent and community participation by 10%	6.0%	10.0%	10.0%

Prior Year Highlights

Significant improvement was made in the area of Math (2008/2009) 81% (2009/2010) 84%.

Attendance increased by .1%.

Accountability remained at a Recognized Status for 2009-2010 school year.

General Operating Fund Expenditures

	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	903		887		902	
Payroll Costs by Function						
Instructional	\$ 3,017,521	76.3%	\$ 2,970,919	75.8%	\$ 3,076,026	77.4%
Leadership	318,225	8.0%	357,917	9.1%	322,673	8.1%
Support Services - Student Based	164,324	4.2%	157,621	4.0%	162,460	4.1%
Support Services - Non-Student Based	132,811	3.4%	134,635	3.4%	143,254	3.6%
Ancillary Services	13,753	0.3%	15,119	0.4%	15,000	0.4%
	<u>3,646,634</u>	<u>92.2%</u>	<u>3,636,212</u>	<u>92.7%</u>	<u>3,719,413</u>	<u>93.6%</u>
Non-Payroll Costs by Function						
Instructional	154,560	3.9%	114,725	2.9%	93,845	2.4%
Leadership	2,950	0.1%	3,169	0.1%	4,721	0.1%
Support Services - Student Based	(50)	0.0%	1,494	0.0%	700	0.0%
Support Services - Non-Student Based	150,505	3.8%	164,212	4.2%	152,920	3.8%
Ancillary Services	1,021	0.0%	1,084	0.0%	1,700	0.0%
	<u>308,987</u>	<u>7.8%</u>	<u>284,684</u>	<u>7.3%</u>	<u>253,886</u>	<u>6.4%</u>
	<u>\$ 3,955,621</u>	<u>100.0%</u>	<u>\$ 3,920,896</u>	<u>100.0%</u>	<u>\$ 3,973,299</u>	<u>100.0%</u>

Campus Staff (All Funds)

Position	2010	2011	2012
Principal	1.00	1.00	1.00
Assistant Principals	2.00	2.00	2.00
Counselor	2.00	2.00	2.00
Teachers	51.32	51.05	54.46
Diagnostician/Supv	0.30	0.30	0.30
Librarian	1.00	1.00	1.00
Occupational Therapists	0.46	0.46	0.43
Asst. Phy. Therapist	0.20	0.25	0.30
Nurse	1.00	1.00	1.00
Social Worker	0.20	0.20	0.05
Speech Pathologist	0.60	0.70	0.60
ESL/Bilingual Strategists	0.20	0.20	0.20
Inst. Spec./Intervention/Lit Coach	1.00	2.00	2.00
Clerks	3.00	3.00	3.00
Secretaries	1.00	1.00	1.00
CEI/Computer Lab Manager	1.00	1.00	1.00
Nurse Aides	1.00	1.00	1.00
Teacher Aides	29.15	25.00	15.00
Attendance Officers	-	0.20	0.20
Library Clerks	1.00	1.00	1.00
P/I Liaison	1.00	1.00	1.00
Custodians	6.00	6.00	6.00
Total	<u>104.43</u>	<u>101.36</u>	<u>94.54</u>

2011/12 General Operating Budget by Object

	Budget	%
Payroll	\$ 3,719,413	93.6%
Contracted Services	156,252	3.9%
Supplies & Materials	88,309	2.2%
Other Operating Expenses	7,597	0.2%
Capital Outlay	1,728	0.0%
Total	<u>\$ 3,973,299</u>	

2011/12 General Operating Budget by Program

	Budget	%
Regular Program	\$ 2,516,768	63.3%
Gifted & Talented	314	0.0%
Special Education	391,944	9.9%
Bilingual/ESL	126,832	3.2%
State Compensatory	207,382	5.2%
Prekindergarten	404,209	10.2%
Undistributed	325,850	8.2%
Total	<u>\$ 3,973,299</u>	

M.S. Ryan Elementary School

Function

We are composed of PK3-5, 913 students. Prog. services include: Assist units, DIP, GT, Bil. & Reg. Ed., music, technology, AR, PE, Voyager, CEI Lab, Success Maker, My Reading Coach, counseling, library and Nurse. Staff includes: Principal, 2 Asst. Prin., 2 counselors, 1 Libr., 1 nurse, 1 Tech Trainer, 1 Rdg. Spclst, 1 CSR, 1DIP, 2 Rsc Tchrs, 2 Assist Unit tchrs, 55 tchrs, 27 Paras, 4 offc clrk, & 6 custodians.

Mission

M. S. Ryan Elementary School is committed to educating all students toward lifelong learning by providing and developing a relevant and challenging curriculum through innovative programs and effective use of resources in a safe and nurturing environment.

Campus Goals

By the year 2014, shall meet or exceed federal, state and local academic mandates.

By the year 2014, Ryan Elementary shall be recognized for its student support promotes a safe and secure, drug-free learning environment through innovative safety programs and character building activities that foster mutual respect for all members of the school community.

By the year 2014, Laredo Independent School District shall be recognized for collaborative partnerships with parents, community institutions, business entities and schools that combine to support student achievement.

Campus Objectives

By 2012, 90% of all Ryan Elementary students and student groups (including LEP, ARIA and Special Ed,) tested will meet state expectations in all core areas from 80% to 95%.

By May 2012, Ryan Elementary faculty and staff will ensure that the campus is conducive to student learning by promoting a safe, drug-free learning environment and fostering mutual respect for all members of the school community through the implementation of classroom management procedures.

By 2012, Ryan Elementary will ensure that the campus will have strategically and effectively developed community institutions and business entity partnerships to support student achievement and help meet the needs of all students by increasing from 8 to 10 partnerships.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓			

Performance Measures

	2009/10 Actual	2010/11 Projected	2011/12 Projected
Reading TAKS	83.0%	83.0%	90.0%
Math TAKS	78.0%	84.0%	90.0%
Writing TAKS	87.0%	83.0%	90.0%
Science TAKS	83.0%	82.0%	90.0%
Attendance	97.9%	98.0%	98.0%

Prior Year Highlights

Significant improvement was made in the area of Math (2008/2009) 81% (2009/2010) 84%.

Attendance increased by .1%.

Accountability remained at a Recognized Status for 2009-2010 school year.

General Operating Fund Expenditures

	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	924		910		913	
Payroll Costs by Function						
Instructional	\$ 3,115,863	74.3%	\$ 3,001,595	74.6%	\$ 3,216,588	76.7%
Leadership	320,159	7.6%	319,863	8.0%	326,650	7.8%
Support Services - Student Based	220,312	5.3%	240,934	6.0%	209,522	5.0%
Support Services - Non-Student Based	132,315	3.2%	138,876	3.5%	139,758	3.3%
Ancillary Services	35,686	0.9%	40,021	1.0%	38,000	0.9%
	3,824,335	91.2%	3,741,288	93.0%	3,930,518	93.8%
Non-Payroll Costs by Function						
Instructional	177,183	4.2%	99,858	2.5%	61,595	1.5%
Leadership	1,998	0.0%	4,995	0.1%	8,000	0.2%
Support Services - Student Based	7,302	0.2%	9,114	0.2%	12,800	0.3%
Support Services - Non-Student Based	180,655	4.3%	165,737	4.1%	178,036	4.2%
Ancillary Services	3,377	0.1%	1,361	0.0%	1,500	0.0%
	370,516	8.8%	281,066	7.0%	261,931	6.2%
	<u>\$ 4,194,850</u>	<u>100.0%</u>	<u>\$ 4,022,354</u>	<u>100.0%</u>	<u>\$ 4,192,449</u>	<u>100.0%</u>

Campus Staff (All Funds)

Position	2010	2011	2012
Principal	1.00	1.00	1.00
Assistant Principals	2.00	2.00	2.00
Counselor	2.00	2.00	2.30
Teachers	53.44	52.44	50.41
Diagnostician/Supv	0.40	0.40	-
Librarian	1.00	1.00	1.00
Occupational Therapists	0.25	0.30	0.36
Nurse	1.00	1.00	1.00
Social Worker	0.10	0.10	0.10
Speech Pathologist	0.50	0.50	0.29
ESL/Bilingual Strategists	0.20	0.20	0.20
Inst. Spec./Intervention/Lit Coach	1.00	2.00	2.00
Clerks	3.00	3.00	3.00
Secretaries	1.00	1.00	1.00
CEI/Computer Lab Manager	2.00	2.00	2.00
Nurse Aides	1.00	1.00	1.00
Teacher Aides	26.00	24.00	21.00
Attendance Officers	-	0.20	0.20
Library Clerks	1.00	1.00	1.00
P/I Liaison	1.00	1.00	1.00
Custodians	6.00	6.00	6.00
Total	103.89	102.14	96.86

2011/12 General Operating Budget by Object

	Budget	%
Payroll	\$ 3,930,518	93.8%
Contracted Services	180,910	4.3%
Supplies & Materials	53,871	1.3%
Other Operating Expenses	24,150	0.6%
Capital Outlay	3,000	0.1%
Total	<u>\$ 4,192,449</u>	

2011/12 General Operating Budget by Program

	Budget	%
Regular Program	\$ 2,638,716	62.9%
Gifted & Talented	67,766	1.6%
Special Education	384,569	9.2%
Bilingual/ESL	91,504	2.2%
State Compensatory	271,309	6.5%
Prekindergarten	299,102	7.1%
Undistributed	439,483	10.5%
Total	<u>\$ 4,192,449</u>	

Santa Maria Elementary School

Function

Santa Maria EL is located at 3817 Santa Maria Avenue in Laredo, TX. The student population consists of 700 students in grades: Pre-Kinder 3 through Fifth.

Mission

Santa Maria EL will educate the Children of Today to Be the Leaders of Tomorrow.

Campus Goals

Santa Maria EL will plan and implement differentiated and research-based instruction with integrated technology that promotes response to intervention (RTI) to improve student performance and meet or exceed federal, state and local academic mandates in AEIS and AYP.

Santa Maria EL will promote and maintain a safe and secure, drug free learning environment for all students, employees and visitors.

Santa Maria EL will promote collaborative partnerships and parental involvement to improve student performance through an array of student activities and parent trainings.

Campus Objectives

Santa Maria EL will increase TAKS scores to achieve State (AEIS), Federal (AYP), and local mandates in the areas of Reading, Math, Writing, and Science to maintain or exceed recognized status.

Santa Maria EL will reduce disciplinary referrals by 5% annually by providing parenting conferences, student counseling, awareness programs and a safe and drug-free environment conducive to learning.

Santa Maria EL will promote a parental involvement program where parents are full partners with teachers in the education of their children.

District's Broad Goals

1	2	3	4	5	5
✓	✓	✓			

Performance Measures

	2009/10 Actual	2010/11 Projected	2011/12 Projected
Reading	84%	90%	90%
Math	77%	80%	80%
Writing	92%	92%	92%
Science	77%	80%	80%
Attendance	98%	98.0%	98%

Prior Year Highlights

Gold Performance Acknowledgments: Attendance (2008 - 2009); Commended in Writing;

2010 School Accountability Rating: Recognized

General Operating Fund Expenditures

	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	689		697		703	
Payroll Costs by Function						
Instructional	\$ 2,397,874	73.8%	\$ 2,336,812	75.7%	\$ 2,448,369	74.0%
Leadership	212,434	6.5%	210,918	6.8%	231,300	7.0%
Support Services - Student Based	174,234	5.4%	162,519	5.3%	174,844	5.3%
Support Services - Non-Student Based	107,643	3.3%	110,575	3.6%	117,984	3.6%
	<u>2,892,185</u>	<u>89.0%</u>	<u>2,820,824</u>	<u>91.3%</u>	<u>2,972,497</u>	<u>89.9%</u>
Non-Payroll Costs by Function						
Instructional	226,382	7.0%	140,398	4.5%	198,460	6.0%
Leadership	848	0.0%	745	0.0%	9,000	0.3%
Support Services - Student Based	3,562	0.1%	3,253	0.1%	1,997	0.1%
Support Services - Non-Student Based	125,560	3.9%	122,196	4.0%	125,397	3.8%
Ancillary Services	1,071	0.0%	1,071	0.0%	-	0.0%
	<u>357,424</u>	<u>11.0%</u>	<u>267,662</u>	<u>8.7%</u>	<u>334,854</u>	<u>10.1%</u>
	<u>\$ 3,249,609</u>	<u>100.0%</u>	<u>\$ 3,088,486</u>	<u>100.0%</u>	<u>\$ 3,307,351</u>	<u>100.0%</u>

Campus Staff (All Funds)

Position	2010	2011	2012
Principal	1.00	1.00	1.00
Assistant Principals	1.00	1.00	1.00
Counselor	1.00	1.00	1.00
Teachers	41.65	41.70	39.20
Diagnostician/Supv	0.30	0.30	0.30
Librarian	1.00	1.00	1.00
Occupational Therapists	0.19	1.35	1.33
Asst. Phy. Therapist	0.20	0.20	0.20
Nurse	1.00	1.00	1.00
Social Worker	0.15	0.15	0.10
Speech Pathologist	0.60	0.50	0.60
ESL/Bilingual Strategists	0.20	0.20	0.20
Inst. Spec./Intervention/Lit Coach	1.00	2.00	2.00
Clerks	3.00	3.00	3.00
Secretaries	1.00	1.00	1.00
CEI/Computer Lab Manager	1.00	1.00	1.00
Nurse Aides	1.00	1.00	1.00
Teacher Aides	19.00	17.00	12.15
Attendance Officers	-	0.20	0.20
Library Clerks	1.00	1.00	1.00
P/I Liaison	1.00	1.00	1.00
Custodians	5.00	5.00	5.00
Total	<u>81.29</u>	<u>81.60</u>	<u>74.28</u>

2011/12 General Operating Budget by Object

	Budget	%
Payroll	\$ 2,972,497	89.9%
Contracted Services	133,120	4.0%
Supplies & Materials	153,708	4.6%
Other Operating Expenses	6,046	0.2%
Capital Outlay	41,980	1.3%
Total	<u>\$ 3,307,351</u>	

2011/12 General Operating Budget by Program

	Budget	%
Regular Program	\$ 1,952,124	59.0%
Gifted & Talented	345	0.0%
Special Education	385,288	11.6%
Bilingual/ESL	92,995	2.8%
State Compensatory	203,424	6.2%
Prekindergarten	338,600	10.2%
Undistributed	334,575	10.1%
Total	<u>\$ 3,307,351</u>	

Santo Niño Elementary School

Function

Santo Nino is located in South Laredo and has an enrollment of approximately 830 students in grades Pre-Kinder 3 through 5th grade. Our student body consists of 98% economically disadvantaged and 90% limited English proficient and enrolled in the early exit bilingual program.

Mission

Santo Nino Elementary will ensure "Educational Excellence" by providing all students with a relevant, challenging and responsive curriculum that will enable all students to become self actualizing and successful participants in an information-rich and global society.

Campus Goals

By the year 2012, Santo Nino shall have created an innovative system of learning that empowers each student to develop and realize their unique talents in a way that meets or exceeds federal, state and local academic mandates.

By the year 2012, Santo Nino shall be recognized for a comprehensive student support system that fosters social and psychological development of all students. This system will promote a safe and secure, drug-free learning environment through innovative safety programs and fostering mutual respect.

By the year 2012, Santo Nino shall be recognized for its collaborative partnerships with parents, community institutions, business entities, and schools that combine to support student achievement.

Campus Objectives

Santo Nino will provide a student focused curriculum designed to improve student performance and meet campus performance objectives (91% in Reading, 98% in Writing, 94% in Mathematics and 95% in Science).

Santo Nino will promote a focus on the whole child through enhancement of programs in the area of health and character education that will foster responsible students to reduce number of retentions from 60 to 40 and increase attendance to 98.5%.

Santo Nino will increase parental involvement by increasing participation in school events and increasing number of parent volunteers to 65.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓			

Performance Measures

	2009/10 Actual	2010/11 Projected	2011/12 Projected
TAKS Reading	87%	91%	93%
TAKS Math	92%	94%	95%
TAKS Science	93%	95%	95%
TAKS Writing	97%	8%	98%
TPRI Comprehension	78%	82%	85%
Attendance	97.8%	98%	98.0%

Prior Year Highlights

- Achieved an "Exemplary" rating from T.E.A./Met NCLB standards (AYP).
- Recipient of the "Just for Kids" Award (2010 NCEA Higher Performing School).
- Recipient of the AT&T Video Conferencing Sponsorship.

General Operating Fund Expenditures

	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	840		822		824	
Payroll Costs by Function						
Instructional	\$ 2,907,821	74.2%	\$ 2,767,029	75.7%	\$ 2,965,412	74.4%
Leadership	273,166	7.0%	271,634	7.4%	284,173	7.1%
Support Services - Student Based	144,993	3.7%	134,354	3.7%	145,918	3.7%
Support Services - Non-Student Based	136,556	3.5%	137,966	3.8%	141,227	3.5%
Ancillary Services	15,853	0.4%	17,168	0.5%	17,000	0.4%
	3,478,389	88.8%	3,328,151	91.1%	3,553,730	89.2%
Non-Payroll Costs by Function						
Instructional	268,888	6.9%	154,770	4.2%	244,893	6.1%
Leadership	2,239	0.1%	3,564	0.1%	2,100	0.1%
Support Services - Student Based	250	0.0%	1,021	0.0%	250	0.0%
Support Services - Non-Student Based	167,140	4.3%	166,101	4.5%	180,925	4.5%
Ancillary Services	1,071	0.0%	1,321	0.0%	2,000	0.1%
	439,588	11.2%	326,775	8.9%	430,168	10.8%
	<u>\$ 3,917,977</u>	<u>100.0%</u>	<u>\$ 3,654,927</u>	<u>100.0%</u>	<u>\$ 3,983,898</u>	<u>100.0%</u>

Campus Staff (All Funds)

Position	2010	2011	2012
Principal	1.00	1.00	1.00
Assistant Principals	2.00	2.00	2.00
Counselor	1.00	1.00	1.25
Teachers	53.57	48.51	47.77
Diagnostician/Supv	0.20	0.28	0.20
Librarian	1.00	1.00	1.00
Occupational Therapists	0.05	0.13	0.06
Asst. Phy. Therapist	0.05	-	0.10
Nurse	1.00	1.00	1.00
Social Worker	0.13	0.13	0.10
Speech Pathologist	0.60	0.40	0.50
ESL/Bilingual Strategists	0.20	0.20	-
Inst. Spec./Intervention/Lit Coach	1.00	2.00	2.00
Clerks	3.00	3.00	3.00
Secretaries	1.00	1.00	1.00
CEI/Computer Lab Manager	2.00	3.00	3.00
Nurse Aides	1.00	1.00	1.00
Teacher Aides	23.00	21.00	14.00
Attendance Officers	-	0.20	0.20
Library Clerks	1.00	1.00	1.00
P/I Liaison	1.00	1.00	1.00
Custodians	1.00	6.00	6.00
Total	<u>94.80</u>	<u>94.85</u>	<u>87.18</u>

2011/12 General Operating Budget by Object

	Budget	%
Payroll	\$ 3,553,730	89.2%
Contracted Services	184,418	4.6%
Supplies & Materials	179,500	4.5%
Other Operating Expenses	48,750	1.2%
Capital Outlay	17,500	0.4%
Total	<u>\$ 3,983,898</u>	

2011/12 General Operating Budget by Program

	Budget	%
Regular Program	\$ 2,351,947	59.0%
Gifted & Talented	44,688	1.1%
Special Education	399,239	10.0%
Bilingual/ESL	149,238	3.7%
State Compensatory	294,362	7.4%
Prekindergarten	343,125	8.6%
Undistributed	401,299	10.1%
Total	<u>\$ 3,983,898</u>	

D.D. Hachar Elementary School

Function

D. D. Hachar has a student population of 603 in Pre-K3 to 5th grade. 99.3% of our population is Hispanic, 99.3% Eco. Disadvantaged, 92.01% LEP, and 92% is at-risk. At this time our staff consist of 2 administrators, 1 counselor, 40 teachers, 19 teacher-aides, 4 office clerks, 1 nurse and 1 nurse aide, 6 custodians, 1 security guard and 7 cafeteria personnel.

Mission

We the faculty and staff at D.D. Hachar Elementary School are committed to provide each student with the ability to achieve success.

Campus Goals

D. D. Hachar Elementary will maintain a safe, nurturing, positive and orderly environment that maximizes safety for all students, faculty staff, parents, and visitors.

D. D. Hachar Elementary will produce a student focused action plan designed to integrate technology, improve student achievement, meet AEIS state standards and AYP Federal Accountability mandate measure by providing a TEKS based curriculum.

D. D. Hachar Elementary will develop campus capacity through instructional leadership, building initiatives and staff development.

Campus Objectives

By May 2012, D.D. Hachar Elementary will continue at 100 % implementation the safety campus plan and procedures for student arrival and dismissal, with visitors to campus, and our student discipline program CHAMPs that is scientifically based research.

By May 2012, D. D. Hachar will provide a well-balanced curriculum (C-SCOPE) to maximize student essential knowledge and skills to meet state standards, AYP Federal Accountability mandates and technology proficiencies with 80% accuracy.

By May 2012, D. D. Hachar will provide staff development that is scientifically research based to develop and retain highly qualified teachers and staff at 100%.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓	✓	✓	✓

Performance Measures

	2009/10 Actual	2010/11 Projected	2011/12 Projected
AEIS	Acceptable	Acceptable	Acceptable
AYP	Met AYP	Met AYP	Met AYP
Attendance Rate	97.2%	97.5%	97.5%
Reading TAKS - Sum of all grades tested	86.0%	86.0%	75.0%
Math TAKS - Sum of all grades tested	82.0%	80.0%	75.0%
4th grade Writing TAKS	91.0%	85.0%	75.0%
5th grade Science TAKS	74.0%	75.0%	75.0%

Prior Year Highlights

D.D. Hachar implemented an intervention plan with the assistance of our CIT External and internal team and successfully moved from an unacceptable campus to a acceptable campus with a +30 percent growth in the area of science.

The structure for all classes has been set and we will continue to grow in the area of science.

We will work on maintaining and having students be successful in all testing areas.

General Operating Fund Expenditures

	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	599		583		604	
Payroll Costs by Function						
Instructional	\$ 2,047,613	68.8%	\$ 2,024,177	73.1%	\$ 2,191,142	73.1%
Leadership	230,538	7.7%	227,253	8.2%	238,712	8.0%
Support Services - Student Based	102,927	3.5%	103,372	3.7%	97,098	3.2%
Support Services - Non-Student Based	163,455	5.5%	174,558	6.3%	172,065	5.7%
	<u>2,544,533</u>	<u>85.5%</u>	<u>2,529,360</u>	<u>91.4%</u>	<u>2,699,017</u>	<u>90.0%</u>
Non-Payroll Costs by Function						
Instructional	266,647	9.0%	81,665	3.0%	131,473	4.4%
Leadership	1,841	0.1%	1,912	0.1%	4,357	0.1%
Support Services - Student Based	2,123	0.1%	1,804	0.1%	1,500	0.1%
Support Services - Non-Student Based	159,071	5.3%	152,607	5.5%	161,567	5.4%
Ancillary Services	902	0.0%	877	0.0%	1,000	0.0%
	<u>430,583</u>	<u>14.5%</u>	<u>238,865</u>	<u>8.6%</u>	<u>299,897</u>	<u>10.0%</u>
	<u>\$ 2,975,117</u>	<u>100.0%</u>	<u>\$ 2,768,225</u>	<u>100.0%</u>	<u>\$ 2,998,914</u>	<u>100.0%</u>

Campus Staff (All Funds)

Position	2010	2011	2012
Principal	1.00	1.00	1.00
Assistant Principals	1.00	1.00	1.00
Counselor	1.00	1.00	0.10
Teachers	36.78	36.15	36.12
Diagnostician/Supv	0.20	0.20	-
Librarian	1.00	1.00	1.00
Occupational Therapists	0.17	0.14	0.15
Asst. Phy. Therapist	0.05	0.05	-
Nurse	1.00	1.00	1.00
Social Worker	0.13	0.13	0.10
Speech Pathologist	0.60	0.70	0.70
ESL/Bilingual Strategists	0.20	0.20	0.20
Inst. Spec./Intervention/Lit Coach	1.00	3.00	2.00
Clerks	3.00	3.00	3.00
Secretaries	1.00	1.00	1.00
CEI/Computer Lab Manager	2.00	2.00	2.00
Nurse Aides	1.00	1.00	-
Teacher Aides	16.00	17.00	16.00
Attendance Officers	-	0.20	0.20
Library Clerks	1.00	1.00	1.00
P/I Liaison	1.00	1.00	1.00
Custodians	6.00	6.00	6.00
Total	<u>75.13</u>	<u>77.77</u>	<u>73.57</u>

2011/12 General Operating Budget by Object

	Budget	%
Payroll	\$ 2,699,017	90.0%
Contracted Services	181,621	6.1%
Supplies & Materials	111,019	3.7%
Other Operating Expenses	4,500	0.2%
Capital Outlay	2,757	0.1%
Total	<u>\$ 2,998,914</u>	

2011/12 General Operating Budget by Program

	Budget	%
Regular Program	\$ 1,796,240	59.9%
Gifted & Talented	290	0.0%
Special Education	313,785	10.5%
Bilingual/ESL	82,323	2.7%
State Compensatory	207,978	6.9%
Prekindergarten	253,790	8.5%
Undistributed	344,508	11.5%
Total	<u>\$ 2,998,914</u>	

J.C. Martin Elementary School

Function

J.C. Martin, Jr. Elementary School is currently located at 1600 Monterrey. Our enrollment for 2010-2011 is 662 students. Our student population includes grades Pre-K3 - 5th grade and two self-contained units (PPCD and FLS). Our facility includes: 2 Administrators, 38 Teachers, 1 Technology Trainer, 1 Nurse, 1 Reading Interventionist, 1 Counselor, 1 Librarian, 4 Office Staff, 20 Paraprofessionals and 6 Custodians. We are rated Acceptable by TEA and have met Adequate Yearly Progress.

Mission

J.C. Martin, Jr. Elementary School will provide varied learning experiences to meet individual needs of students that will enable them to become life-long learners.

Campus Goals

J.C. Martin, Jr. Elementary School shall meet or exceed AYP, STAAR, and local benchmarks by passing TAKS in Reading, Math, Writing, and Science.

J.C. Martin, Jr. Elementary School shall be recognized for a comprehensive student support system that fosters the cognitive, affective, and linguistic development of all students by implementing and promoting a safe, secure, and drug-free learning environment.

J.C. Martin, Jr. Elementary School shall plan for the continuing increase of parental, community, and business support.

Campus Objectives

J.C. Martin, Jr. Elementary School will provide a systemic research-based staff development program that will impact student achievement. J.C. Martin will provide an integrated and differentiated curriculum to increase student achievement in AEIS and AYP by 80%.

J.C. Martin, Jr. Elementary School will focus on the whole child through the implementation of character education activities that will foster responsible students resulting in a decrease in disciplinary referrals by 10%.

J.C. Martin, Jr. Elementary School will implement a support system that will provide sessions and activities that will increase student achievement by 10%.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓			

Performance Measures

	2009/10 Actual	2010/11 Projected	2011/12 Projected
Attendance	97.0%	97.0%	97.0%
Reading	70.0%	70.0%	90.0%
Math	70.0%	70.0%	90.0%
Science	60.0%	65.0%	75.0%
Writing	60.0%	70.0%	80.0%

Prior Year Highlights

J.C. Martin Jr. Elementary had an 18-point growth in 5th grade Science from 42 to 60 and an 8-point growth in Math (3rd - 5th) from 55 to 70.

J.C. Martin Jr. Elementary increased Attendance from 96.5 to 96.8.

General Operating Fund Expenditures

	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	618		657		650	
Payroll Costs by Function						
Instructional	\$ 2,442,840	69.3%	\$ 2,483,201	74.3%	\$ 2,470,254	75.3%
Leadership	218,233	6.2%	217,350	6.5%	226,618	6.9%
Support Services - Student Based	189,373	5.4%	208,382	6.2%	147,347	4.5%
Support Services - Non-Student Based	124,857	3.5%	129,247	3.9%	134,246	4.1%
	2,975,303	84.4%	3,038,180	90.9%	2,978,465	90.8%
Non-Payroll Costs by Function						
Instructional	381,611	10.8%	147,571	4.4%	181,599	5.5%
Leadership	3,497	0.1%	2,181	0.1%	3,456	0.1%
Support Services - Student Based	2,164	0.1%	2,165	0.1%	-	0.0%
Support Services - Non-Student Based	162,230	4.6%	152,245	4.6%	117,729	3.6%
Ancillary Services	953	0.0%	1,088	0.0%	-	0.0%
	550,456	15.6%	305,250	9.1%	302,784	9.2%
	<u>\$ 3,525,759</u>	<u>100.0%</u>	<u>\$ 3,343,430</u>	<u>100.0%</u>	<u>\$ 3,281,249</u>	<u>100.0%</u>

Campus Staff (All Funds)

Position	2010	2011	2012
Principal	1.00	1.00	1.00
Assistant Principals	1.00	1.00	1.00
Counselor	1.00	1.00	1.00
Teachers	39.00	40.09	39.52
Diagnostician/Supv	0.40	0.40	0.40
Librarian	1.00	1.00	1.00
Occupational Therapists	0.19	0.28	0.23
Asst. Phy. Therapist	0.10	0.10	0.10
Nurse	1.00	1.00	1.00
Social Worker	0.13	0.13	0.10
Speech Pathologist	0.50	0.70	0.45
ESL/Bilingual Strategists	0.20	0.20	-
Inst. Spec./Intervention/Lit Coach	1.00	2.00	2.00
Clerks	3.00	3.00	3.00
Secretaries	1.00	1.00	1.00
CEI/Computer Lab Manager	1.00	2.00	2.00
Nurse Aides	1.00	1.00	1.00
Teacher Aides	20.20	18.10	12.10
Attendance Officers	-	0.20	0.20
Library Clerks	1.00	1.00	1.00
P/I Liaison	1.00	1.00	1.00
Custodians	6.00	6.00	6.00
Total	80.72	82.20	75.10

2011/12 General Operating Budget by Object

	Budget	%
Payroll	\$ 2,978,465	90.8%
Contracted Services	127,589	3.9%
Supplies & Materials	130,533	4.0%
Other Operating Expenses	13,500	0.4%
Capital Outlay	31,162	0.9%
Total	<u>\$ 3,281,249</u>	

2011/12 General Operating Budget by Program

	Budget	%
Regular Program	\$ 1,967,941	60.0%
Gifted & Talented	204	0.0%
Special Education	338,954	10.3%
Bilingual/ESL	90,061	2.7%
State Compensatory	236,852	7.2%
Prekindergarten	335,262	10.2%
Undistributed	311,975	9.5%
Total	<u>\$ 3,281,249</u>	

H.B. Zachry Elementary School

Function

H. B. Zachry was opened on February 11, 1977. It is composed of PK-3 thru 5th grade. Students are afforded a well balanced education with an instructional program that provides for the needs of each child through either a bilingual, special education, or regular program.

Mission

H. B. Zachry is committed to providing diversified educational experiences and equal opportunities for all students, faculty, and parents, so that they may be prepared to meet the demands of living in today's complex society.

Campus Goals

Goal I: By the year 2014, H. B. Zachry will create a learning system that empowers students and helps develop and strengthen their skills exceeding federal, state, and academic mandates.

Goal II: By the year 2014, H. B. Zachry will include a support system that encourages the social and psychological development of all students along with a safe and drug free environment.

Goal IV: By the year 2014, H. B. Zachry will increase health and wellness programs for employees and students.

Campus Objectives

Increasing percentage of students passing reading to 80's.

Increasing percentage of students passing Science TAKS from 80% to 90%.

Increasing percentage of students scoring 3's and 4's in 4th grade STAAR Assessment.

Promote a student support system that increases safety and a drug free environment.

Increase and promote activities in the area of health and wellness that involve students and employees.

District's Broad Goals

1	2	3	4	5	6
✓	✓		✓		

Performance Measures

	2009/10 Actual	2010/11 Projected	2011/12 Projected
Attendance	95.77%	97.8%	98.0%
AYP Reading	71.0%	80.0%	80.0%
AYP Math	85.0%	86.0%	87.0%
AEIS Reading	73.0%	80.0%	81.0%
AEIS Math	85.0%	86.0%	87.0%

Prior Year Highlights

Increased in the area of TAKS - Recognized Campus.

School Report Card indicated meeting AYP Standards and AEIS Standards.

Increased attendance through certificates, incentives, and public recognition.

General Operating Fund Expenditures

	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	724		713		698	
Payroll Costs by Function						
Instructional	\$ 2,507,305	75.3%	\$ 2,506,954	77.5%	\$ 2,660,116	77.8%
Leadership	231,707	7.0%	234,616	7.3%	231,233	6.8%
Support Services - Student Based	139,989	4.2%	125,376	3.9%	133,837	3.9%
Support Services - Non-Student Based	108,207	3.2%	118,097	3.7%	127,653	3.7%
Ancillary Services	-	0.0%	13,208	0.4%	13,000	0.4%
	2,987,209	89.7%	2,998,251	92.7%	3,165,839	92.6%
Non-Payroll Costs by Function						
Instructional	198,880	6.0%	96,579	3.0%	103,652	3.0%
Leadership	3,557	0.1%	4,234	0.1%	5,000	0.1%
Support Services - Student Based	3,371	0.1%	2,212	0.1%	2,699	0.1%
Support Services - Non-Student Based	134,668	4.0%	133,427	4.1%	141,327	4.1%
Ancillary Services	2,398	0.1%	604	0.0%	1,000	0.0%
	342,874	10.3%	237,056	7.3%	253,678	7.4%
	<u>\$ 3,330,082</u>	<u>100.0%</u>	<u>\$ 3,235,307</u>	<u>99.6%</u>	<u>\$ 3,419,517</u>	<u>99.6%</u>

Campus Staff (All Funds)

Position	2010	2011	2012
Principal	1.00	1.00	1.00
Assistant Principals	1.00	1.00	1.00
Counselor	1.00	1.00	1.00
Teachers	43.20	41.27	39.83
Diagnostician/Supv	0.30	0.20	0.20
Librarian	1.00	1.00	1.00
Occupational Therapists	0.55	0.10	0.16
Asst. Phy. Therapist	0.20	0.90	-
Nurse	1.00	1.00	1.00
Social Worker	0.12	0.12	0.10
Speech Pathologist	0.30	0.40	0.40
ESL/Bilingual Strategists	0.20	0.20	-
Inst. Spec./Intervention/Lit Coach	1.00	2.00	2.00
Clerks	3.00	5.00	4.00
Secretaries	1.00	1.00	1.00
CEI/Computer Lab Manager	3.00	3.00	3.00
Nurse Aides	1.00	1.00	1.00
Teacher Aides	21.00	17.00	15.00
Attendance Officers	-	0.20	0.20
Library Clerks	1.00	1.00	1.00
P/I Liaison	1.00	1.00	1.00
Custodians	5.00	5.00	5.00
Total	86.87	84.39	78.89

2011/12 General Operating Budget by Object

	Budget	%
Payroll	\$ 3,165,839	92.6%
Contracted Services	141,640	4.1%
Supplies & Materials	94,155	2.8%
Other Operating Expenses	14,883	0.4%
Capital Outlay	3,000	0.1%
Total	<u>\$ 3,419,517</u>	

2011/12 General Operating Budget by Program

	Budget	%
Regular Program	\$ 2,079,098	60.8%
Gifted & Talented	181	0.0%
Special Education	419,589	12.3%
Bilingual/ESL	85,686	2.5%
State Compensatory	189,314	5.5%
Prekindergarten	291,984	8.5%
Undistributed	353,665	10.3%
Total	<u>\$ 3,419,517</u>	

J.A. Kawas Elementary School

Function

J. A. Kawas Elementary is located at 2100 S. Milmo in Laredo, Texas. The school services a total of 663 students from Pre-Kinder3 through fifth grade. Our population consists of 532 Lep students, 93 Non-LEP, 39 G.T. and 7 Recent Immigrants. Teachers in grades Pre-K3 thru 3rd grade instruct students in all content areas. Teachers in 4th and 5th are departmentalized. J. A. Kawas maintains an organizational climate that respects the dignity and worth of administrators, teachers and students.

Mission

J. A. Kawas Elementary will strive to be the most progressive elementary school. We will maintain a strong and positive vision of success of all students by providing a challenging and rigorous curriculum through standard-based instruction.

Campus Goals

J. A. Kawas Elementary shall meet or exceed federal, state and local academic mandates. We want our campus to be a recognized school and to meet AYP requirements.

J. A. Kawas Elementary will increase the attendance rate to 98% to receive Gold Performance Acknowledgement from Texas Education Agency.

J. A. Kawas will increase parental involvement and its partnership with our business and community entities.

Campus Objectives

Objective-By May 2011, J. A. Kawas will increase TAKS scores from (3rd Grade) 95% to 98%, (4th Grade) 65% to 80%, (5th Grade) 86% to 90% in the area of Reading and TAKS scores from (5th Grade)68% to 80% in the area of science to achieve all state and national mandates.

Objective, By May 2011 J. A. Kawas will increase the attendance rate for all students from 97% to 98% in order to keep students safe and promote a more positive learning environment.

Objective -By May 2011 J. A. Kawas will increase parental involvement and its partnership with our business and community entities by 20% to promote and improve student achievement.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓	✓	✓	✓

Performance Measures

	2009/10 Actual	2010/11 Projected	2011/12 Projected
TAKS Reading	83.0%	90.0%	91.0%
TAKS Math	74.0%	80.0%	85.0%
TAKS Writing	80.0%	85.0%	88.0%
TAKS Science	68.0%	70.0%	72.0%
Attendance rate	97.0%	97.4%	98.0%

Prior Year Highlights

Implementation 2009 accountability rating: Recognized.
Gold Performance Acknowledgement Attendance 2007-2008.

General Operating Fund Expenditures

	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	659		663		677	
Payroll Costs by Function						
Instructional	\$ 2,359,105	73.9%	\$ 2,299,583	74.6%	\$ 2,452,415	76.7%
Leadership	244,736	7.7%	259,707	8.4%	241,131	7.5%
Support Services - Student Based	145,788	4.6%	139,913	4.5%	148,515	4.6%
Support Services - Non-Student Based	120,019	3.8%	118,008	3.8%	120,820	3.8%
	<u>2,869,648</u>	<u>89.9%</u>	<u>2,817,211</u>	<u>91.4%</u>	<u>2,962,881</u>	<u>92.6%</u>
Non-Payroll Costs by Function						
Instructional	160,442	5.0%	97,561	3.2%	87,046	2.7%
Leadership	6,782	0.2%	6,456	0.2%	2,000	0.1%
Support Services - Student Based	1,915	0.1%	346	0.0%	300	0.0%
Support Services - Non-Student Based	153,404	4.8%	157,769	5.1%	146,446	4.6%
Ancillary Services	1,053	0.0%	1,296	0.0%	-	0.0%
	<u>323,597</u>	<u>10.1%</u>	<u>263,428</u>	<u>8.6%</u>	<u>235,792</u>	<u>7.4%</u>
	<u>\$ 3,193,244</u>	<u>100.0%</u>	<u>\$ 3,080,639</u>	<u>100.0%</u>	<u>\$ 3,198,673</u>	<u>100.0%</u>

Campus Staff (All Funds)

Position	2010	2011	2012
Principal	1.00	1.00	1.00
Assistant Principals	1.00	1.00	1.00
Counselor	1.00	1.00	1.05
Teachers	40.60	40.52	36.75
Diagnostician/Supv	0.30	0.40	0.40
Librarian	1.00	1.00	1.00
Occupational Therapists	0.05	0.15	0.18
Asst. Phy. Therapist	0.05	0.05	0.20
Nurse	1.00	1.00	1.00
Social Worker	0.13	0.13	0.10
Speech Pathologist	0.60	0.70	0.55
ESL/Bilingual Strategists	0.20	0.20	-
Inst. Spec./Intervention/Lit Coach	1.00	1.00	2.00
Clerks	3.00	3.00	3.00
Secretaries	1.00	1.00	1.00
CEI/Computer Lab Manager	1.00	3.00	3.00
Nurse Aides	1.00	1.00	1.00
Teacher Aides	21.00	18.00	16.00
Attendance Officers	-	0.20	0.20
Library Clerks	1.00	1.00	1.00
P/I Liaison	1.00	1.00	1.00
Custodians	5.00	5.00	5.00
Total	<u>81.93</u>	<u>81.35</u>	<u>76.43</u>

2011/12 General Operating Budget by Object

	Budget	%
Payroll	\$ 2,962,881	92.6%
Contracted Services	156,590	4.9%
Supplies & Materials	72,422	2.3%
Other Operating Expenses	6,780	0.2%
Capital Outlay	-	0.0%
Total	<u>\$ 3,198,673</u>	

2011/12 General Operating Budget by Program

	Budget	%
Regular Program	\$ 1,776,144	55.5%
Gifted & Talented	251	0.0%
Special Education	400,579	12.5%
Bilingual/ESL	40,319	1.3%
State Compensatory	202,030	6.3%
Prekindergarten	452,332	14.1%
Undistributed	327,018	10.2%
Total	<u>\$ 3,198,673</u>	

Function

Our goal is to help each child become responsible, productive and valuable in society's workforce. We strive to provide all students with opportunities to develop to their fullest potential through the teaching of basic values and basic academic curriculum combined with problem solving, critical thinking and communication skills that are integrated with current technology.

Mission

A. T. Dovalina will provide a cognitively stimulating environment where all students excel in all subject areas by mastering skills on state and federal standards through effective and collaborative teamwork from all stakeholders. Students will become successful and productive citizens of tomorrow.

Campus Goals

A. T. Dovalina will provide a systemic research based educational program that supports the implementation of standard based curriculum and instruction in all content areas. Our instructional program will empower our students to succeed with all federal, state, and local academic mandates.

A. T. Dovalina will promote a focus on the whole child through enhancement of programs that focus on health, career, character, and education thus fostering responsible citizens. Our campus will promote a safe and drug free environment and maintain the respect of all members within our school community.

A. T. Dovalina will strategically develop community and business partnerships to help meet the needs of all students. It will implement a parental involvement program where parents are full partners in the decisions that affect student learning.

Campus Objectives

A. T. Dovalina will increase the achievement of all students in the core academic areas of Reading, Math, Science, and Writing by 5% points annually in order to meet with all federal, state, and local mandates.

A. T. Dovalina will support the affective development of students by a reduction in the disciplinary and truant referrals by 5%. Character education and a drug free environment will be promoted by ensuring lessons on a weekly basis in all classrooms.

A. T. Dovalina will increase community and business partnerships through the recruitment of new community and business alliances by 5% annually. Parent participation in all school wide initiatives will increase by 5%.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓			

Performance Measures

	2009/10 Actual	2010/11 Projected	2011/12 Projected
Implementation of Transitional (Early Exit) Bilingual Program	100.0%	100.0%	100.0%
Library and Media Services updated Library Collections	95.0%	100.0%	100.0%
Technology Upgrade for the purchase of equipment	80.0%	90.0%	95.0%
Attendance	96.5%	98.0%	100.0%
Improvement in TAKS Results	73.0%	75.0%	80.0%
Increase Parental and Community Involvement	50.0%	60.0%	70.0%

Prior Year Highlights

A.T. Dovalina Elementary increased in the campus skill checks, district CBA's and mid assessments by 25% or greater in all core areas this school year.

The transition from English to Spanish in 2009-2010 improved our school climate, student performance. The transition was supported by all staff and community members.

A.T. Dovalina improved the instructional delivery through the implementation of the district's 5 pillars; Writing to Succeed, Building Academic Vocabulary, Cognitive Thinking, Questions Strategies, and Delivery of Instruction

General Operating Fund Expenditures

	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	541		537		543	
Payroll Costs by Function						
Instructional	\$ 1,952,807	74.1%	\$ 1,907,654	75.1%	\$ 2,085,000	74.5%
Leadership	189,911	7.2%	215,034	8.5%	222,309	7.9%
Support Services - Student Based	111,498	4.2%	107,409	4.2%	112,363	4.0%
Support Services - Non-Student Based	94,288	3.6%	96,982	3.8%	97,708	3.5%
	2,348,504	89.1%	2,327,080	91.6%	2,517,380	90.0%
Non-Payroll Costs by Function						
Instructional	173,898	6.6%	83,423	3.3%	163,692	5.8%
Leadership	1,656	0.1%	2,903	0.1%	3,742	0.1%
Support Services - Student Based	327	0.0%	1,866	0.1%	4,250	0.2%
Support Services - Non-Student Based	109,643	4.2%	123,001	4.8%	109,509	3.9%
Ancillary Services	1,070	0.0%	3,538	0.1%	-	0.0%
	286,594	10.9%	214,730	8.4%	281,193	10.0%
	<u>\$ 2,635,098</u>	<u>100.0%</u>	<u>\$ 2,541,810</u>	<u>100.0%</u>	<u>\$ 2,798,573</u>	<u>100.0%</u>

Campus Staff (All Funds)

Position	2010	2011	2012
Principal	1.00	1.00	1.00
Assistant Principals	1.00	1.00	1.00
Counselor	1.00	1.00	1.00
Teachers	37.29	36.29	34.70
Diagnostician/Supv	0.20	0.30	0.30
Librarian	1.00	1.00	1.00
Occupational Therapists	0.27	0.16	0.15
Asst. Phy. Therapist	0.10	0.10	0.10
Nurse	1.00	1.00	1.00
Social Worker	0.13	0.13	0.10
Speech Pathologist	0.20	0.20	0.40
ESL/Bilingual Strategists	0.25	0.25	0.20
Inst. Spec./Intervention/Lit Coach	1.00	1.00	2.00
Clerks	3.00	3.00	3.00
Secretaries	1.00	1.00	1.00
CEI/Computer Lab Manager	2.00	3.00	3.00
Nurse Aides	1.00	1.00	1.00
Teacher Aides	15.20	13.25	10.14
P/I Liaison	1.00	1.00	1.00
Attendance Officers	-	0.20	0.20
Library Clerks	1.00	1.00	1.00
Custodians	4.00	4.00	4.00
Parental Monitors	1.00	-	-
Total	73.64	70.88	67.29

2011/12 General Operating Budget by Object

	Budget	%
Payroll	\$ 2,517,380	90.0%
Contracted Services	119,457	4.3%
Supplies & Materials	134,784	4.8%
Other Operating Expenses	16,952	0.6%
Capital Outlay	10,000	0.4%
Total	<u>\$ 2,798,573</u>	

2011/12 General Operating Budget by Program

	Budget	%
Regular Program	\$ 1,876,716	67.1%
Gifted & Talented	126	0.0%
Special Education	233,950	8.4%
Bilingual/ESL	92,308	3.3%
State Compensatory	198,142	7.1%
Prekindergarten	167,338	6.0%
Undistributed	229,993	8.2%
Total	<u>\$ 2,798,573</u>	

Honore Ligarde Elementary School

Function

H. Ligarde Elem., located at 2800 S. Canada Ave., has 100% enrollment of 784 students in grades PK3-5th and 2 Sp. Ed. contained units. The campus also has a library, cafeteria, gym, music room, art room, CEI Lab, Prim.& Inter. computer labs & science lab. The faculty consists of 43 teachers, 2 P.E. coaches, 1 counselor, 1 librarian, 4 Sp. Ed. Teachers, 1 diagnostician, 1 speech therapist, 1 nurse, 1 tech. trainer, 25 Para's., 7 custodians, 4 office staff, 1 Asst. Principal & 1 Principal.

Mission

At Honoré Ligarde Elementary we open the door to the future by providing educational excellence, individual guidance, and equal opportunity for all.

Campus Goals

H. Ligarde Elem. shall reach Exemplary status and ensure each individual student's academic success. Students will go on to graduate through the Distinguished Achievement Plan.

By the year 2014, H. Ligarde Elem. shall be recognized for a comprehensive student support system that promotes a safe learning environment through innovative safety programs which include: safety meetings; health and fire marshal visits; the use of raptor system; and a crisis action plan.

By the year 2014, H. Ligarde Elem. which shall be recognized for its partnerships with community institutions, business entities, and parent groups that combine to support academic achievements through various year-round activities promoting citizenship, literacy, high-order thinking & creativity.

Campus Objectives

By the year 2014, Honoré Ligarde Elementary shall achieve a balanced budget by reviewing the needs of the campus and planning accordingly so that expenditures stay within campus budget goals.

By the year 2014, Honoré Ligarde Elementary will be recognized for the use of a Best Practices Program, planning, monitoring, and the use of data analysis to promote the performance of all departments.

By the year 2014, H. Ligarde Elem. shall be able to maintain its facilities to support achievement creating an environment conducive to student success.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓	✓	✓	✓

Performance Measures

	2009/10 Actual	2010/11 Projected	2011/12 Projected
Reading	91%	92%	93%
Math	88%	91%	92%
Writing	97%	98%	99%
Science	80%	91%	92%

Prior Year Highlights

T.E.A. named H. LIGARDE Elementary "Recognized" campus for 2009-2010.

T.E.A. recognized H. LIGARDE Elementary for academic growth in writing.

Active Science Lab classroom and the H. LIGARDE Elementary Science "Geeks" Club.

General Operating Fund Expenditures						
	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	733		778		786	
Payroll Costs by Function						
Instructional	\$ 2,482,711	73.4%	\$ 2,412,894	73.2%	\$ 2,711,341	76.5%
Leadership	214,282	6.3%	200,779	6.1%	208,617	5.9%
Support Services - Student Based	146,549	4.3%	137,493	4.2%	145,461	4.1%
Support Services - Non-Student Based	139,509	4.1%	145,481	4.4%	141,442	4.0%
Ancillary Services	13,806	0.4%	15,024	0.5%	15,000	0.4%
	2,996,858	88.5%	2,911,670	88.3%	3,221,861	90.9%
Non-Payroll Costs by Function						
Instructional	234,470	6.9%	2,834	0.1%	177,228	5.0%
Leadership	3,759	0.1%	211	0.0%	-	0.0%
Support Services - Student Based	1,521	0.0%	147,159	4.5%	500	0.0%
Support Services - Non-Student Based	147,717	4.4%	313	0.0%	144,458	4.1%
Ancillary Services	361	0.0%	-	0.0%	2,000	0.1%
Debt / Capital Outlay	-	0.0%	235,012	7.1%	-	0.0%
	387,827	11.5%	385,529	11.7%	324,186	9.1%
	<u>\$ 3,384,684</u>	<u>100.0%</u>	<u>\$ 3,297,199</u>	<u>100.0%</u>	<u>\$ 3,546,047</u>	<u>100.0%</u>

Campus Staff (All Funds)			
Position	2010	2011	2012
Principal	1.00	1.00	1.00
Assistant Principals	1.00	1.00	1.00
Counselor	1.00	1.00	1.00
Teachers	43.62	45.08	42.96
Diagnostician/Supv	0.40	0.40	0.40
Librarian	1.00	1.00	1.00
Occupational Therapists	0.50	0.05	0.08
Asst. Phy. Therapist	0.20	0.20	0.20
Nurse	1.00	1.00	1.00
Social Worker	0.13	0.13	0.10
Speech Pathologist	0.40	0.60	1.10
ESL/Bilingual Strategists	0.25	0.25	0.20
Inst. Spec./Intervention/Lit Coach	1.00	1.00	2.00
Clerks	3.00	3.00	3.00
Secretaries	1.00	1.00	1.00
CEI/Computer Lab Manager	2.00	3.00	3.00
Nurse Aides	1.00	1.00	1.00
Teacher Aides	20.05	18.00	16.00
Attendance Officers	-	0.20	0.20
Library Clerks	1.00	1.00	1.00
P/I Liaison	1.00	1.00	1.00
Custodians	5.00	5.00	5.00
Total	85.55	85.91	83.24

2011/12 General Operating Budget by Object		
	Budget	%
Payroll	\$ 3,221,861	90.9%
Contracted Services	149,510	4.2%
Supplies & Materials	143,376	4.0%
Other Operating Expenses	16,300	0.5%
Capital Outlay	15,000	0.4%
Total	<u>\$ 3,546,047</u>	

2011/12 General Operating Budget by Program		
	Budget	%
Regular Program	\$ 2,189,117	61.7%
Gifted & Talented	196	0.0%
Special Education	419,386	11.8%
Bilingual/ESL	121,786	3.4%
State Compensatory	226,441	6.4%
Prekindergarten	212,269	6.0%
Undistributed	376,852	10.6%
Total	<u>\$ 3,546,047</u>	

Function

We believe our obligation is to educate all students. Our goal is to provide a safe environment conducive to learning in order to achieve success. It is our expectation that all students reach their academic potential and are ready to meet the challenges facing them in the 21st century.

Mission

At our school, the faculty, staff and parents work collaboratively in a nurturing environment with a focus on challenging each student to reach their fullest potential. Relevant and creative programs provide all students with optimum opportunities to achieve success.

Campus Goals

By 2014, Sanchez-Ochoa School will have created an innovative system of learning that empowers each student to develop and realize their unique talents in a way that meets or exceeds federal, state and local academic mandates.

By 2014, Sanchez-Ochoa School will be recognized for a comprehensive student support system that promotes a safe learning environment through innovative safety programs.

By 2014, Sanchez-Ochoa School will be recognized for its partnership with the community institutions, business entities and parent groups that support student achievement.

Campus Objectives

Campus Administration, teachers and staff will improve student performance by teaching TEKS and identifying areas of strength and weakness in the curriculum through the use of data for 90% student success.

The campus will focus on the whole child through the implementation of various programs in the area of character education that will result in a decrease in obesity by 10%.

The campus will continue to enhance parental involvement by 100% that will provide the parents the opportunity to become full partners in their child's education.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓	✓	✓	✓

Performance Measures

	2009/10 Actual	2010/11 Projected	2011/12 Projected
3rd Grade TAKS Results	RDG 72%/Math 72%	RDG 90%/Math 90%	RDG 90%/Math 90%
4th Grade TAKS Results	RDG 63%, Math 76% & Wtg 81%	RDG, Math & Wtg 90%	RDG, Math & Wtg 90%
5th Grade TAKS Results	RDG 79%, Math 83% & Wtg 67%	RDG, Math & Wtg 90%	RDG, Math & Wtg 90%
All Special Education TAKS Results	95.5%	90.0%	90.0%
All LEP TAKS Results	73.0%	90.0%	90.0%
Attendance	96.9%	98.0%	98.0%

Prior Year Highlights

We met state and federal standards as an Academically Acceptable School.

We met state and federal standard in the area of attendance with more than 95% attendance rate.

We have improved results for our Special Education and LEP populations.

General Operating Fund Expenditures

	2009/10 Actual	% of Total	2010/11 Projected	% of Total	2011/12 Budget	% of Total
Attendance	819		810		825	
Payroll Costs by Function						
Instructional	\$ 3,099,136	73.7%	\$ 3,087,465	77.2%	\$ 2,932,314	76.1%
Leadership	305,669	7.3%	272,879	6.8%	249,008	6.5%
Support Services - Student Based	217,991	5.2%	183,073	4.6%	156,463	4.1%
Support Services - Non-Student Based	148,485	3.5%	149,016	3.7%	156,481	4.1%
	<u>3,771,280</u>	<u>89.7%</u>	<u>3,692,433</u>	<u>92.3%</u>	<u>3,494,266</u>	<u>90.6%</u>
Non-Payroll Costs by Function						
Instructional	237,142	5.6%	114,554	2.9%	165,914	4.3%
Leadership	6,771	0.2%	4,344	0.1%	7,000	0.2%
Support Services - Student Based	762	0.0%	550	0.0%	12,300	0.3%
Support Services - Non-Student Based	185,565	4.4%	186,022	4.7%	175,465	4.6%
Ancillary Services	874	0.0%	892	0.0%	200	0.0%
	<u>431,113</u>	<u>10.3%</u>	<u>306,362</u>	<u>7.7%</u>	<u>360,879</u>	<u>9.4%</u>
	<u>\$ 4,202,393</u>	<u>100.0%</u>	<u>\$ 3,998,795</u>	<u>100.0%</u>	<u>\$ 3,855,145</u>	<u>100.0%</u>

Campus Staff (All Funds)

Position	2010	2011	2012
Principal	1.00	1.00	1.00
Assistant Principals	2.00	2.00	1.00
Counselor	1.50	1.50	1.10
Teachers	49.72	49.41	42.93
Diagnostician/Supv	0.40	0.40	0.40
Librarian	1.00	1.00	1.00
Occupational Therapists	0.60	0.50	0.53
Asst. Phy. Therapist	-	0.01	-
Nurse	1.00	1.00	1.00
Social Worker	0.10	0.10	0.10
Speech Pathologist	1.90	0.65	0.70
ESL/Bilingual Strategists	0.25	0.25	0.20
Inst. Spec./Intervention/Lit Coach	1.00	2.00	2.00
Clerks	3.00	3.00	3.00
Secretaries	1.00	1.00	1.00
CEI/Computer Lab Manager	2.00	3.00	3.00
Nurse Aides	1.00	1.00	1.00
Teacher Aides	30.15	25.60	23.50
Attendance Officers	-	0.20	0.20
Library Clerks	1.00	1.00	1.00
P/I Liaison	1.00	1.00	1.00
Custodians	6.00	6.00	6.00
Total	<u>105.62</u>	<u>101.62</u>	<u>91.66</u>

2011/12 General Operating Budget by Object

	Budget	%
Payroll	\$ 3,494,266	90.6%
Contracted Services	185,973	4.8%
Supplies & Materials	147,106	3.8%
Other Operating Expenses	21,800	0.6%
Capital Outlay	6,000	0.2%
Total	<u>\$ 3,855,145</u>	

2011/12 General Operating Budget by Program

	Budget	%
Regular Program	\$ 2,238,278	58.1%
Gifted & Talented	49,207	1.3%
Special Education	399,099	10.4%
Bilingual/ESL	138,819	3.6%
State Compensatory	234,936	6.1%
Prekindergarten	390,202	10.1%
Undistributed	404,604	10.5%
Total	<u>\$ 3,855,145</u>	

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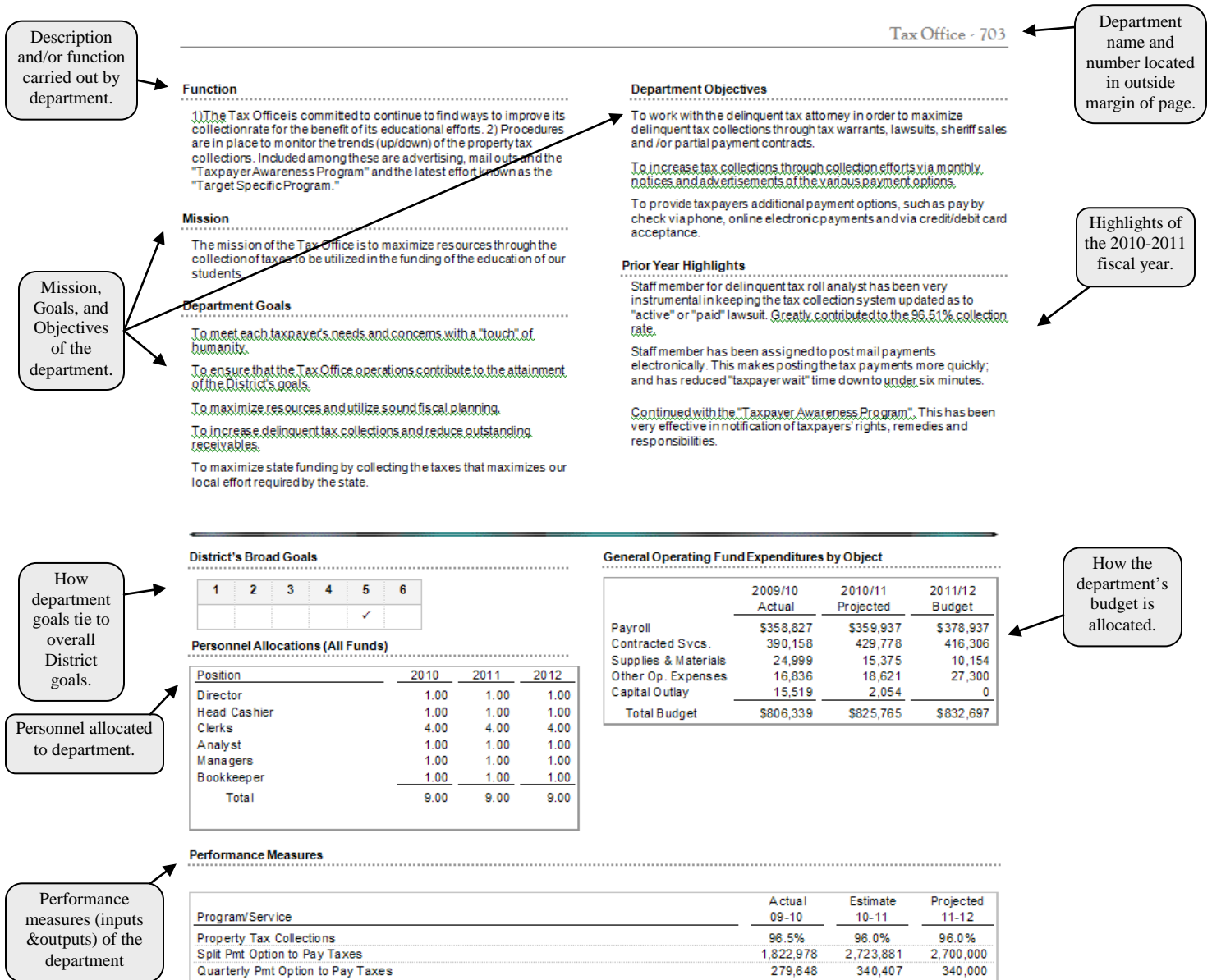
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OVERVIEW OF DEPARTMENTAL SECTION

This section is divided into subsections for each District Division. It presents an overview of allocations for personnel and expenditures by department. It also includes an overview of the functions carried out by departments; their individual mission, goals, and objectives; and highlights of the prior year. In addition, it includes a section on performance measures, which includes inputs and outputs.

The following illustration shows the information that you will find for each department.



Function

The PEP Program is designed to help students become responsible and effective parents while completing their high school education, working toward productive careers and planning for attending higher education institutions. This is accomplished by coordinating home instruction services and extensive career and technology programs, counseling in career and academics, providing parenting classes, arranging transportation, coordinating daycare services, and acquiring resources from the community.

Mission

Throughout a unique educational approach, the PEP Program fosters confidence, knowledge and self-esteem designed to help the students become responsible and effective parents while completing their high school education and working toward productive careers.

Department Goals

Provide support services needed to recover or keep pregnant and parenting teens in school and help them graduate and attend institutions of higher education.

Increase PEP student parenting skills so that their child(ren) are successful and ready for school.

Help pregnant and parenting teens become self sufficient, responsible job oriented and successful lifelong learners.

Department Objectives

Close monitoring of student services (Sp.Ed., CTE, Home Instruction, Health and Counseling) academics, grads and attendance in collaboration with school campus personnel will be conducted with immediate action taken to rectify situations such as truancy through calls, home visits and referrals.

Provide instruction related to knowledge and skills in child development and parenting-pregnancy and newborn journey, Nurturing Your Newborn/Your Baby's First Year, discipline, Challenge for Toddlers, Teen Dads- as well as Self Help Classes intended to help them become responsible and goal-oriented.

Coordinate with students that lack resources to find quality childcare for their children while they are in school and who are at risk of dropping out of school.

Prior Year Highlights

Helped students that needed day care services guiding them to child care services to receive free or reduced day care.

Helped P.E.P. students transitioning after receiving homebound services to go back to school and stay in school.

84% senior graduation rate.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓	✓	✓	

Personnel Allocations (All Funds)

Position	2010	2011	2012
Coordinator	1.00	1.00	0.00
Liason Officer	1.00	1.00	1.00
Clerks	1.00	1.00	0.00
Total	3.00	3.00	1.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$71,327	\$94,806	\$68,309
Contracted Svcs.	0	0	0
Supplies & Materials	1,104	153	8,229
Other Op. Expenses	411	1,578	0
Capital Outlay	888	0	0
Total Budget	\$73,731	\$96,536	\$76,538

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Individual Counseling, peer counseling and self-help participation	231	230	230
Parent Education Participation	231	230	230
Provide Transportation	12	15	15
# of PEP Participants/Number of recovered dropouts	231/40	230/55	230/55
# of Seniors PEP participants	60	62	60
Number of Graduating Seniors	51	62	60

Function

The Superintendent's Office is responsible for the coordination of the overall administration for the district.

Mission

The mission of the Laredo Independent School District is to ensure that all students achieve their potential and graduate as bilingual, bi-literate, and be responsible adults with the skills to succeed in higher education, the workforce, or the military.

Department Goals

Goal I: The superintendent will ensure that a curriculum monitoring plan is developed and implemented that will measure student performance and facilitate adjustments for the academic year 2010, resulting in a reduction of academically unacceptable campuses, and increase in the number of recognized/exemplary campuses, and a reduction of the number of campuses failing to meet Adequate Yearly Progress standards for federal accountability. Also, assessment data will be reviewed regularly to evaluate the district's curriculum offerings and to improve student achievement and preparation of all students for post-secondary education or the workplace. The Superintendent will lead the district in a way that clearly demonstrates commitment to developing students that are willing and able to graduate from LISD and prepared to pursue post-secondary education.

Goal II: The superintendent will annually utilize a district data analysis to develop and implement innovative student support programs that enhance a safe learning environment that will result in a reduction in the number of disciplinary referrals and a reduction in absenteeism. This goal will also focus on the development of the psychological and social development of all students and will result in an increase in the number of students involved in UIL and extracurricular activities in our schools. This goal will also focus on fostering mutual respect at all campuses.

Goal III: The superintendent will continuously provide parents, community and business stakeholders, and campuses with opportunities for partnerships, effective and open dialogue, and dissemination of academic achievement, financial information, and updates on student success regularly.

Department Goals (Cont.)

Goal IV: The superintendent will develop, lead, monitor, and initiate health and wellness initiatives designed to instill healthy lifestyles for both staff and students.

Goal V: The superintendent will prudently manage all district financial resources in order to ensure effectiveness, efficiency and accomplishment of district goals. The District shall exceed unreserved undesignated fund balance of at least two months operations costs. The superintendent will develop and submit for Board approval a surplus, or at minimum a balanced overall district budget. The superintendent will remain committed to financial operations openly and with integrity, maintaining transparency and documented measures to monitor daily fiscal activity.

Goal VI: The superintendent will develop procedures to recruit and retain the most highly qualified faculty and staff in all content areas and at all grade levels.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓	✓	✓	✓

Personnel Allocations (All Funds)

Position	2010	2011	2012
Superintendent	1.00	1.00	1.00
Clerks	1.00	1.00	1.00
Secretaries	1.00	1.00	1.00
Specialist	1.00	1.00	1.00
Total	4.00	4.00	4.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$435,655	\$353,723	\$348,932
Contracted Svcs.	40,543	31,363	12,722
Supplies & Materials	4,742	2,141	2,000
Other Op. Expenses	20,142	4,501	12,000
Capital Outlay	0	1,348	0
Total Budget	\$501,082	\$393,077	\$375,654

Function

(1) Take minutes of board meetings; (2) Ensure that all board meetings are audio and video taped; (3) Transcribe board minutes for approval; (4) Prepare and post agendas for all board meetings in a timely manner; (5) Prepare and ensure delivery of agendas & supporting back-up materials; (6) Keep files of Board Members continuing ed. credit hours; (7) Arrange facilities for board, committee meetings & workshops; (8) Make travel arrangements; (9) responsible for election matters of the district.

Mission

The mission of the Laredo Independent School District is that all students graduate as bilingual, bi-literate, and be responsible adults with the necessary skills to succeed in higher education, the workforce, or the military.

Department Goals

To establish and maintain an organizational climate that respects the dignity and worth of all people.

To maintain a safe environment for all employees and visitors.

To maintain effective communication and interpersonal skills with district staff and the community as a whole.

Department Objectives

To ensure that all of the operations and directives of the Board of Trustees are followed.

To ensure that the district election process is followed.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓	✓	✓	✓

Personnel Allocations (All Funds)

Position	2010	2011	2012
Board Adm. Officer	1.00	1.00	0.00
Secretaries	0.00	0.00	1.00
Total	1.00	1.00	1.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$48,418	\$52,155	\$44,318
Contracted Svcs.	49,027	30,480	10,764
Supplies & Materials	1,840	708	2,500
Other Op. Expenses	49,957	34,654	97,000
Capital Outlay	10,470	0	0
Total Budget	\$159,711	\$117,997	\$154,582

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Posting of all Board Meeting Agendas	100%	100%	100%
Composing of Board Meeting Minutes	100%	100%	100%
All Board Meeting agendas were prepared, posted, and completed	100%	100%	100%
All Board Meeting minutes were composed and reviewed for corrections, additions and deletions	100%	100%	100%

Function

1)The Tax Office is committed to continue to find ways to improve its collection rate for the benefit of its educational efforts. 2) Procedures are in place to monitor the trends (up/down) of the property tax collections. Included among these are advertising, mail outs and the "Taxpayer Awareness Program" and the latest effort known as the "Target Specific Program."

Mission

The mission of the Tax Office is to maximize resources through the collection of taxes to be utilized in the funding of the education of our students.

Department Goals

To meet each taxpayer's needs and concerns with a "touch" of humanity.

To ensure that the Tax Office operations contribute to the attainment of the District's goals.

To maximize resources and utilize sound fiscal planning.

To increase delinquent tax collections and reduce outstanding receivables.

To maximize state funding by collecting the taxes that maximizes our local effort required by the state.

Department Objectives

To work with the delinquent tax attorney in order to maximize delinquent tax collections through tax warrants, lawsuits, sheriff sales and /or partial payment contracts.

To increase tax collections through collection efforts via monthly notices and advertisements of the various payment options.

To provide taxpayers additional payment options, such as pay by check via phone, online electronic payments and via credit/debit card acceptance.

Prior Year Highlights

Staff member for delinquent tax roll analyst has been very instrumental in keeping the tax collection system updated as to "active" or "paid" lawsuit. Greatly contributed to the 96.51% collection rate.

Staff member has been assigned to post mail payments electronically. This makes posting the tax payments more quickly; and has reduced "taxpayer wait" time down to under six minutes.

Continued with the "Taxpayer Awareness Program". This has been very effective in notification of taxpayers' rights, remedies and responsibilities.

District's Broad Goals

1	2	3	4	5	6
				✓	

Personnel Allocations (All Funds)

Position	2010	2011	2012
Director	1.00	1.00	1.00
Head Cashier	1.00	1.00	1.00
Clerks	4.00	4.00	4.00
Analyst	1.00	1.00	1.00
Managers	1.00	1.00	1.00
Bookkeeper	1.00	1.00	1.00
Total	9.00	9.00	9.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$358,827	\$359,937	\$378,937
Contracted Svcs.	390,158	429,778	416,306
Supplies & Materials	24,999	15,375	10,154
Other Op. Expenses	16,836	18,621	27,300
Capital Outlay	15,519	2,054	0
Total Budget	\$806,339	\$825,765	\$832,697

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Property Tax Collections	96.5%	96.0%	96.0%
Split Pmt Option to Pay Taxes	1,822,978	2,723,881	2,700,000
Quarterly Pmt Option to Pay Taxes	279,648	340,407	340,000

Function

The Risk Management Department is staffed with one (1) professional, the Risk Management Coordinator, and one (1) para-professional, a Risk Management Clerk. It is the support department that procures and manages the district's insurance products necessary for the identification, categorization, evaluation, and management of identified risk exposures. Although multi-faceted and very diverse, the main duties entail the timely procurement and effective management of the Districts' insurance products.

Mission

It is the mission of the Risk Management Department to implement sound fiscal Risk Management planning practices in order to maximize all available resources supporting the mission and goals of the District.

Department Goals

It is the Departments' goal to support the mission of the District.

It is the Departments' goal to support the Districts/Superintendent's Super Seven and Core Values.

It is the Departments' goal to effectively manage all aspects of the Districts' insurance products and duties in order to account for and maximize all available resources.

Department Objectives

The Department's objective is to procure all insurance products on a timely basis, ninety (90) days prior to their expiration dates.

The Department's obj. is to maintain the appropriate insurances as required by Texas Education Code TEC22.004 Employee Health Care Requirement, Workers' Comp. as required under Labor Code 504.011, Auto Liability as required under Transportation Code Chapter 601, Subchapter D, and overages for other exposures.

The Department's objective is to ensure reasonable insurance premiums consistent with the district's claim utilization, risk exposures and market trends on all insurance products; maintain an effective loss ratio below 65% for the Property & Casualty program and 75% for Workers' Compensation program.

Prior Year Highlights

Obtained the Workers' Compensation Insurance with a discount in premium rates resulting in savings of Fifty Five Thousand Eight Hundred dollars (\$55,800.00) or five percent (5%) from year 2009-2010.

Obtained Property & Casualty Insurance with guaranteed rates resulting in savings of One Hundred Forty One Thousand dollars (\$141,000.00) or twenty two percent (22%) from year 2009-2010.

Obtained Student Insurance with same benefits and no increase in premium.

District's Broad Goals

1	2	3	4	5	6
				✓	

Personnel Allocations (All Funds)

Position	2010	2011	2012
Coordinator	1.00	1.00	1.00
Clerks	1.00	1.00	1.00
Total	2.00	2.00	2.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$96,658	\$99,849	\$107,055
Contracted Svcs.	27,871	37,606	87,419
Supplies & Materials	5,012	3,758	5,750
Other Op. Expenses	607,759	567,204	753,950
Capital Outlay	1,126	0	0
Total Budget	\$738,426	\$708,416	\$954,174

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Health Insurance	0.92	0.90	0.90
Property & Casualty Insurance	0.28	0.25	0.25
Student Insurance	0.89	0.69	0.65
Worker's Comensation Insurance	0.99	0.64	0.62
Life Insurance	0.75	1.15	1.15
Unemployment Comp. Prog.	0.63	0.57	0.57

Function

The Financial Management Department will provide for the continuous improvements of systems of accounting, financial management, and internal controls to assure reliance of financial information and to assist in the financing, management, and evaluation of all programs/projects.

Mission

To provide sound fiscal management practice in order to maximize available resources and provide for uses of those resources in a productive and efficient manner so that the District can provide quality services and education to its children.

Department Goals

Disseminate financial information to employees, Superintendent, Board of Trustees, bondholders, and taxpayers in an accurate, timely and efficient manner.

Effectively manage cash flow and investments of the District.

Facilitate and monitor the District's budget process and provide information for decision making to the Superintendent, Board of Trustees, administration, and taxpayers in order to produce a legally and politically acceptable balanced budget that meets GFOA standards.

Department Objectives

Process transactions through a centralized financial system and distribute system generated management and departmental reports. Prepare the CAFR in accordance with the reporting standards and receive the GFOA Certificate of Achievement for Excellence in Financial Reporting.

Invest with the primary objectives which are safety, liquidity, and yield through the administration of the adopted investment program.

Prepare the annual operating budget for the District which provides for the efficient and cost effective operation in accordance with all legal requirements. Prepare the annual budget in accordance with the reporting standards and to receive the GFOA Distinguished Budget Presentation Award.

Prior Year Highlights

Received a rating of "Superior Achievement" under Schools FIRST (Financial Integrity Rating System of Texas).

GFOA awarded the District the Certificate of Achievement for Excellence in Financial Reporting.

GFOA awarded the District the Distinguished Budget Presentation Award.

District's Broad Goals

1	2	3	4	5	6
				✓	

Personnel Allocations (All Funds)

Position	2010	2011	2012
Chief Financial Officer	1.00	1.00	1.00
Financial Management Director	1.00	1.00	1.00
Acctg. & Budget Facilitator	1.00	1.00	1.00
Compliance Analyst	1.00	1.00	1.00
Senior Accountants	2.00	2.00	2.00
Accountants	6.00	5.00	4.00
Supervisors	2.00	2.00	2.00
Lead Sr. Accounting Technician	1.00	1.00	1.00
Sr. Accounting Technician	2.00	2.00	2.00
Quality A. Specialist	1.00	1.00	0.00
Secretaries	2.00	2.00	2.00
Cashier	1.00	1.00	1.00
Clerks	10.00	10.00	9.00
Total	31.00	30.00	27.00

General Operating Fund Expenditures by Object

	2010/11 Actual	2011/12 Projected	2011/12 Budget
Payroll	\$1,428,302	\$1,376,435	\$1,318,092
Contracted Svcs.	186,719	96,896	226,797
Supplies & Materials	28,905	41,818	24,100
Other Op. Expenses	56,924	48,088	49,700
Capital Outlay	4,865	0	0
Total Budget	\$1,705,714	\$1,563,237	\$1,618,689

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Journal Entries	5,144	3,754	3,000
Budget Transfers	2,033	3,110	2,000
Accounts Payable Checks	17,918	16,466	16,500
Payroll - Manual	20,230	13,000	14,500
Payroll - Direct Deposits	37,343	32,241	35,000
Cash Receipts	12,049	14,318	13,000

Function

It is the goal of the Department of Human Resources to implement effective practices that will result in high morale, fair employment of personnel and in excellent employee relations, retention and recruitment. To this end, the department performs a variety of essential functions, including management of the hiring process, recruitment, education assistance for employees, administrator and teacher mentoring, retirement/resignation processing, certain payroll activities, grievances & certification.

Mission

The mission of the Human Resources Department is to become widely recognized for its friendliness, professionalism, and competence. These attributes will enable the Human Resource Team to attract and retain the most talented and caring individuals for the benefits of children.

Department Goals

The superintendent will develop procedures to recruit and retain the most highly qualified faculty and staff in all content areas and at all grade levels.

Department Objectives

To ensure that all core academic subject area teachers are highly qualified at the time of hire or transfer to another class.

To increase the percentage of highly qualified teachers at each campus by reviewing teachers' HQ status and assigning accordingly.

To increase the percentage of highly qualified subject area classes taught by HQ teacher at the campus by reviewing teaching assignments.

To provide support to novice teachers by ensuring that the Teacher Mentoring Program is implemented as required by the state

To maintain competitive salary, fringe benefits and incentives to recruit and retain highly qualified staff.

Prior Year Highlights

The Human Resources department has been awarded a discretionary grant to enhance our teacher mentoring program. Additional training and materials will be provided to administration and teachers.

The department is moving toward increasing the use of technology in its operations. We are now issuing professional contracts via employee emails. We are also providing five hours on-line required training to teachers on PDAS.

The department hired 40 Reading/Math interventionist teacher aides for the SSI grant.

District's Broad Goals

1	2	3	4	5	6
				✓	✓

Personnel Allocations (All Funds)

Position	2010	2011	2012
Executive Director	1.00	1.00	1.00
Coordinators	6.00	6.00	5.00
Specialists	1.00	1.00	1.00
Clerks/Receptionists	6.00	6.00	3.00
Secretaries	1.00	1.00	1.00
Technicians	2.00	2.00	2.00
H.R. Officer	1.00	1.00	1.00
Asst. H.R. Officer	8.00	8.00	8.00
Custodians	6.00	6.00	6.00
Bus Custodian/Aide	1.00	1.00	1.00
Investigator	1.00	1.00	0.00
Total	34.00	34.00	29.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$1,254,312	\$1,155,841	\$1,156,294
Contracted Svcs.	89,720	65,170	57,277
Supplies & Materials	20,268	14,010	23,185
Other Op. Expenses	21,234	20,720	19,635
Capital Outlay	1,355	4,620	0
Total Budget	\$1,386,889	\$1,260,361	\$1,256,391

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
NCLB HQ teacher status	99.29%	99.90%	100.00%
NCLB HQ teacher aide	100%	100%	100%
TxBESS trained teachers	467	405	485
Certification reimbursement (initial certification & exams passed)	250	220	220
Participants - Substitute Staff Development (mandatory 08-09)	394	420	450
Participants - GED to PhD	17	8	20

Function

The Procurement Department is responsible for purchasing all the necessary goods and services for the District in compliance with local, state and federal procurement laws. It must also work with departments to ensure the timely and effective delivery of goods and services.

Mission

To procure the necessary products and services that will contribute to the education, advancement and safety of the District's students and staff.

Department Goals

Ensure that all bids proposals quotes and other procurement instruments are approved no later than 90 days prior to their award/contract expiration.

Provide an updated Procurement Manual to ensure compliance with procurement laws and standardize department operations.

Work with Information Technology Department to develop management reports that will allow the department to improve operations.

Department Objectives

Meet with required department personnel six months prior to proposal/bid expiration dates to ensure contract award recommendations are presented to Board 90 days prior to contract expiration.

Process requisitions within three business days after receipt.

Develop compliance checklist to ensure supporting procurement documents such as contracts, award letters and requisitions are processed in a timely manner.

Prior Year Highlights

The department continues to monitor a good working list of bids and proposals that will ensure renewal of procurement instruments no later than 90 days prior to their expiration.

Staff has begun working on the new draft of the Procurement Manual.

Staff has worked with IT to begin developing management reports.

District's Broad Goals

1	2	3	4	5	6
				✓	

Personnel Allocations (All Funds)

Position	2010	2011	2012
Director	1.00	1.00	1.00
Buyer	1.00	1.00	2.00
Senior Buyer	1.00	1.00	0.00
Clerk/Buyer	3.00	3.00	2.00
Secretaries	1.00	1.00	1.00
Total	7.00	7.00	6.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$321,378	\$293,976	\$283,698
Contracted Svcs.	18,370	16,159	9,090
Supplies & Materials	6,072	5,857	6,726
Other Op. Expenses	14,239	12,062	11,699
Capital Outlay	819	0	0
Total Budget	\$360,877	\$328,054	\$311,213

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Review outstanding list of Bids and RFPs to ensure timely renewal	137	124	124
Provide updated Procurement Manual to ensure compliance standardize operations	15% complete	50% complete	100% complete
Work with Information Technology Department to develop management reports	-	2	5

Function

We strive to be a full-service school district public relations firm specializing in commercial art, community relations, crisis management, instructional television (ITV) programming, media relations, printing/creative services, public affairs/governmental relations, public information, public relations, issues management and consultation, publications, promotions, and special event planning.

Mission

The mission of the Laredo Independent School District Office of Communications, as an educational partner with the City of Laredo and the larger global community, is to develop and foster effective, two-way communication between the school district and its internal and external constituencies; to create awareness and build support of school district programs, services, and activities; and to promote student achievement by utilizing all effective means of communication.

Department Goals

To increase communication strategies via print, video, audio, and Web to reach key stakeholders. To develop, promote, and strengthen business community partnerships to enhance trust and foster support of district wide programs, services, and activities.

Enhance communications between superintendent and key stakeholders.

Continue to enhance website and access to district's information via social network (Twitter, Facebook, text messaging, etc...) and emergency notification systems. Bilingual newsletters for LISD families.

Department Objectives

Awareness campaign to promote attendance, dress code, registration periods, first day of school, TAKS testing, and college readiness tests.

Additional and sustained promotion of information to make LISD families aware of important dates, issues, and concerns.

To keep up with rapidly advancing technology favored by students and to keep stakeholders informed of LISD activities, issues, services, and emergency notifications.

Prior Year Highlights

Coordinated and collaborated with community partners in the following: Operation Belle of the Ball, Coat them with Love Campaign, Spurs George Hill BB Camp, Suicide Prevention Campaign, South Texas Food Bank, Food Service Summer Program.

Recognition by the Texas School Public Relations Association for press releases, graphic artwork, design of special projects, logo creation, webpage design, and publications produced by the Office of Communications.

The Office of Communications produced and published A+ Plus Employee Newsletter and Las Escuelas Community Newsletter.

District's Broad Goals

1	2	3	4	5	6
		✓			

Personnel Allocations (All Funds)

Position	2010	2011	2012
Director	1.00	1.00	1.00
Communications Officer	1.00	1.00	1.00
Specialist/Comm. Relations	1.00	1.00	1.00
Web Service Spec.	1.00	1.00	1.00
Publication Designer	1.00	1.00	1.00
Secretaries	1.00	1.00	1.00
Total	6.00	6.00	6.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$314,224	\$317,070	\$321,858
Contracted Svcs.	16,171	41,401	29,472
Supplies & Materials	8,231	6,406	7,800
Other Op. Expenses	29,291	34,544	35,500
Capital Outlay	1,802	1,504	0
Total Budget	\$369,718	\$400,925	\$394,630

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Printed Material/Publications	2	2	2
Special Events	80	85	85
Commercial/Graphic Artwork	2,700	3,000	3,000
Press Release/Media Advisory	150	200	205
Special Projects	19	25	30
Web Services	20	30	35

Function

The Safety & Occupational Health Department's primary responsibility is to ensure a safe working environment to reduce employee accidents. Our department also handles environmental conditions related to air quality, integrated pest management, asbestos, safety compliance and regulations district wide. The Department also coordinates on site wellness activities.

Mission

The mission of the Safety & Occupational Health Department is to provide & promote occupational health & safety within the school district and to provide safer & healthier ways of working to ensure appropriate environmental & healthy conditions for the students, faculty & administrative personnel.

Department Goals

Assist Risk Management in the reduction of the number of actual accidents from 357 from 2009-2010 to 340 for 2011-2012, a decrease of approximately 5%. Efficiently manage the department to enhance performance and streamline operations by working collaborate with other departments.

Preparation and submittal of required reports. Remain current in all changes to laws, department guidelines and procedures. Train district site base compliance safety officers to inspect and monitor district facilities for compliance with federal, state, local safety & occupational health regulations.

Coordinate & promote a staff development program to improve department know how. Coordinate & implement a staff development program to improve designated safety officer know how. Implement and coordinate wellness activities.

Department Objectives

Maintain a system for surveillance of major occupational injuries, exposures and health hazards. Implement and coordinate a minimum of three on-site wellness activities annually.

Increase occupational disease and injury prevention activities through workplace trainings, interventions and recommendations specifically in the high area of claims under slips, trips and falls. Increase attendance at mandatory monthly safety meetings to 75%.

Provide staff with information on trainings to assist in the prevention of occupational diseases and injuries. Provide on-site wellness activities to allow for active participation in Wellness Programs.

Prior Year Highlights

Accident trend are decreasing 06/07 (427), 07-08 (399), 08-09 (358), 09-10 (357).

Workers' compensation indemnity cases have decreased due to employee using their personal sick leave days from 35 in 06-07 to 24 in 09-10.

workers' compensation insurance premiums have decreased due to the district's strong safety program and employee wellness education/participation from 08-09 to 09-10.

District's Broad Goals

1	2	3	4	5	6
				✓	

Personnel Allocations (All Funds)

Position	2010	2011	2012
Safety Officers	2.00	1.00	0.00
Nurses	1.00	1.00	1.00
Secretaries	1.00	1.00	1.00
Total	4.00	3.00	2.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$93,435	\$103,509	\$103,925
Contracted Svcs.	12,149	11,666	27,054
Supplies & Materials	3,311	1,369	1,500
Other Op. Expenses	1,434	3,376	14,600
Capital Outlay	0	1,885	3,000
Total Budget	\$110,329	\$121,805	\$150,079

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Accident Trends	357	330	340
Workers' Compensation Indemnity cases	24	20	18
Workers' Compensation Insurance Premiums	1,134,784	1,134,784	1,134,784

Function

The Division of Student Services is a multi department geared to provide direction for the district in student attendance accountability, safety & discipline. The functions provide these departments to enable LISD to maintain a safe & orderly environment that guarantees the education of our students.

Mission

The mission of the LISD Student Services Department is to provide support for students, staff, families and community by reducing barriers that impact student success.

Department Goals

To establish procedures within the district that will ensure a safe, nurturing, positive & orderly environment for all students, parents & community.

To monitor student accountability in areas of attendance & discipline that will result in successful academic performance & reduce the dropout rate.

To provide support for families and parents in the areas of discipline, transfers (intra/inter), attendance, and student hearings programs.

Department Objectives

To create a supportive environment for students, parents, families, instructional staff and administrators that will have a positive impact on decisions affecting student learning.

To provide a discipline, safe, drug free environment for all district campuses. To continue implementation of discipline management program.

To restructure the attendance department to ensure compliance with the law to assist students & families needing additional resources.

Prior Year Highlights

District Child Abuse and Neglect on-line quiz on English and Spanish produced and completed by every district employee.

Developed and presented District Attendance Action Plan for the 2010-2011 school year.

Purchased the Rator Visitor Management System and implemented in all campuses.

District's Broad Goals

1	2	3	4	5	6
	✓	✓			

Personnel Allocations (All Funds)

Position	2010	2011	2012
Director	1.00	1.00	1.00
Student Services Liaison	1.00	1.00	0.00
Safety Officer / Student	0.00	1.00	1.00
Specialists	4.00	4.00	4.00
Stay in School Coordinator	0.00	1.00	1.00
Secretaries	1.00	1.00	0.00
Total	7.00	9.00	7.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$333,010	\$317,662	\$278,683
Contracted Svcs.	21,372	4,209	25,847
Supplies & Materials	3,621	2,883	10,100
Other Op. Expenses	0	2,697	2,700
Total Budget	\$358,003	\$327,451	\$317,330

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Ensure that transfers, enrollments & class size at elementary levels are in compliance	weekly	weekly	weekly
Assist, monitor and ensure that all departments implement programs and initiatives successfully	monthly	monthly	monthly
Collaborate & assist other departments to ensure that all campuses are safe	weekly	weekly	weekly
Monitor class size attendance to maintain compliance	daily	daily	daily
Provide support for all campuses in areas of safety, discipline & truancy	daily	daily	daily
Monitor campus attendance	daily	daily	daily

Function

A department dedicated to assist L.I.S.D. management professionally and efficiently at all levels in the effective discharge of their duties. We will provide recommendations, counsel, and information concerning the activities reviewed. The Internal Audit is dedicated to providing quality audit services in order to identify opportunities for improvement.

Mission

Support the Board of Trustees and administrators in the effective discharge of their responsibilities. Internal Audit is independent and objective. Our main goal is to assist the school district by evaluating their internal controls and provide recommendations to improve any weaknesses identified.

Department Goals

Conduct audits in accordance with the Audit Plan. The audit plan includes compliance, operational, performance, financial and fraud audits.

Perform and report on special reviews as may be requested by the L.I.S.D. Board of Trustees, Superintendent of Schools, Administration, or others (i.e. TEA, School Attorney, State Auditor, etc.)

Provide training to district personnel to promote an understanding of adherence to policies, procedures, regulations and application of internal controls to district operations.

Department Objectives

Direct and continue to improve the technical and administrative functions of the Internal Audit department. As a result, we will strive to become more efficient, more effective and therefore our performance will maximize to reflect 100% improvement within our department.

Develop annual Audit Plan for the anticipated audit coverage on upcoming fiscal year & conduct audits accordingly. The audits will be performed as planned and as efficiently as possible. We will adhere to the Audit Plan and ensure to review all areas as indicated. Any deviations will be justified.

Stay current with school district operations & audit functions by means of continued professional education. Our professional development is maintained and improved by attending in-district & out-of-district education courses related to our field of expertise. Subject to travel expense approval.

Prior Year Highlights

Assist and support the Finance department with campus trainings to achieve an increase in the awareness of policies & procedures.

Performed special assignments requested by the Superintendent and/or Board of Trustees.

Accountability over campus and student activity funds at the campus level has greatly improved due to audit coverage and awareness. For the most part the scores have improved in many schools.

District's Broad Goals

1	2	3	4	5	6
				✓	

Personnel Allocations (All Funds)

Position	2010	2011	2012
Internal Auditor	1.00	1.00	1.00
Staff Auditors	2.00	2.00	2.00
Secretaries	1.00	1.00	1.00
Total	4.00	4.00	4.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$191,611	\$193,815	\$208,969
Contracted Svcs.	4,059	3,466	4,665
Supplies & Materials	1,809	2,353	1,640
Other Op. Expenses	1,208	1,381	2,035
Capital Outlay	0	622	1,500
Total Budget	\$198,687	\$201,637	\$218,809

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Perform campus and student activity fund audits. (included in audit plan)	30	30	30
Complete non-campus audits and other assigned projects	12	15	15
Provide training to district personnel	1	5	3
Conduct random unannounced cash audits. (included in the audit plan)	60	70	74
Individual adm., staff and faculty campus training	4	5	5
Approved Audit Plan by the Board of Trustees	1	1	1

Function

The Hearings Department is charged with overseeing the student hearings activities that take place throughout the district. The department provides guidance to administrators in the enforcement of local and state policies and regulations. It ensures that students and their families receive proper Due Process and that all documentation submitted to this office is adequately and accurately completed, thus, assuring actions taken are in line with correct PEIMS documentation.

Mission

The Hearings Department mission is to help maintain a consistent system that provides students and parents with timely and fair due process in accordance with the district Student Code of Conduct and the Texas Education Code Chapter 37 to ensure the safety of everyone.

Department Goals

To provide consistency across the district in the application of rules and policies.

To decrease the number of discretionary cases district wide by working together with campus administrators, counselors, DAEP, JJAEP, law enforcement in and out of the district.

To provide administration with the necessary assistance to maintain safe and nurturing schools.

Department Objectives

To improve the execution of our tasks in an effort to become a recognized district.

Continue to provide in-services and workshops for administrators in the areas of the Student Code of Conduct/Student Handbook to better communicate our purpose of helping student participation in the educational arena.

Reduce the number of placement appeals by helping campus administrators with consistency in case preparation and accuracy of delivery during the Due Process Hearing.

Prior Year Highlights

Maintain Regular Ed discretionary placements to FS Lara from all campuses and expulsions to JJAEP from FS Lara at a minimum.

Continue working with Special Ed discretionary placements to FS Lara from all campuses and expulsions to JJAEP from FS Lara.

Improvements will continue to be noticeable in the PEIMS 425 Disciplinary reports and in TEA evaluations.

District's Broad Goals

1	2	3	4	5	6
		✓			

Personnel Allocations (All Funds)

Position	2010	2011	2012
Hearings Office Director	1.00	1.00	0.00
Secretaries	1.00	1.00	1.00
Total	2.00	2.00	1.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$136,895	\$137,756	\$50,503
Contracted Svcs.	544	543	0
Supplies & Materials	479	538	1,300
Other Op. Expenses	274	85	600
Capital Outlay	936	0	650
Total Budget	\$139,128	\$138,922	\$53,053

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Staff development for administrators in charge of discipline	2	2	2
Request PEIMS 425 disciplinary reports to review for accuracy	6/week	6/week	6/week
Ensure placement and expulsion documentation is complete and accurate	Individually	Individually	Individually

Function

The Fixed Assets Department is responsible for making sure that all fixed assets acquired, transferred or disposed are accounted for. Fixed Assets is also responsible for the annual physical inventory. Custodial Services serves the students, faculty, administration, taxpayers and stakeholders of the Laredo I. S. D. community by providing the best possible services as Custodians. Our commitment to excellence will result in the betterment of the academic experience provided by L.I.S.D.

Mission

The mission of the Fixed Assets Dept. is to provide accountability for the fixed assets of the district. The Custodial Services Dept. strives to effectively serve in a professional manner and to provide a safe, clean comfortable learning and working environment.

Department Goals

To conduct annual inventories.

To implement policies and procedures to remove assets that have not been found or accounted for in several years.

To establish a replacement plan for custodial services equipment.

Department Objectives

Fixed Assets Department will provide a summary of the inventory to each campus and department to identify the number of assets found or not found.

Administrative policy will be amended to include criteria to adjust inventory that has not been found in several years. Report will identify criteria used to adjust inventory.

Custodial Services will develop a replacement and standardization plan for all rider burnishes and scrubbers and small equipment used by the custodians at each campus.

Prior Year Highlights

Fixed Assets Department has implemented the use of Workflow to process the different types of request submitted to the department. This process will allow us to be more efficient and allow us to respond on a timelier basis.

Fixed Assets has implemented the use of portable printers to replace damaged or existing barcodes and has implemented new reports that allow the department to better account of the district's inventory items.

Custodial Services has developed a new operations manual that will facilitate the training of existing custodial staff on the use of green chemicals and the specialized equipment currently available.

District's Broad Goals

1	2	3	4	5	6
				✓	

Personnel Allocations (All Funds)

Position	2010	2011	2012
Director	1.00	1.00	1.00
Coordinator	1.00	1.00	1.00
Clerks	5.00	5.00	5.00
Secretaries	1.00	1.00	1.00
Trainer/Supervisor	1.00	1.00	1.00
Data Specialist	1.00	1.00	1.00
Custodians	8.00	8.00	9.50
Maintenance Helper	2.00	2.00	2.00
Sub. Custodian	20.00	0.00	0.00
Total	40.00	20.00	21.50

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$753,038	\$822,863	\$999,882
Contracted Svcs.	23,212	8,429	46,465
Supplies & Materials	47,016	49,768	46,945
Other Op. Expenses	4,354	570	9,500
Capital Outlay	88,727	19,343	179,430
Total Budget	\$916,347	\$900,974	\$1,282,222

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Conduct Annual Inventory	Annually	Annually	Annually
Provide monthly custodial training	Monthly	Monthly	Monthly
Removal of obsolete inventory items from campuses	Daily	Daily	Daily
Transfer Inventory from one location to another	Daily	Daily	Daily
Enter Purchase Orders into fixed assets database	Daily	Daily	Daily
Conduct Custodial Quality Control Audits	Daily	Daily	Daily

Function

The function of the Textbooks and Records Management is to follow the adoption cycle to provide the schools with the best possible textbooks for instructional delivery of the state mandated curriculum and to follow the Texas State Library and Archives retention schedule for all district records.

Mission

The mission of the Textbooks and Records department is to provide direction, assistance, and ensure accountability with local, state and federal requirements of the management of the district's textbooks and records so that resources can be maximized in support of student learning.

Department Goals

To establish best practices within each of our facilities and campuses to produce a safe and productive learning environment while simultaneously providing prudent management of our financial resources.

To lead the district's initiative towards continued improvement of academic performance for all students as measured by TAKS and other appropriate assessments of student gain and increase the number of students taking the SAT and ACT by providing textbooks & instructional materials on a timely basis.

To implement and monitor appropriate accountability measures to protect the resources of the district including, but not limited to money, materials, supplies and equipment.

Department Objectives

To establish and communicate the expectations to all campus/department to achieve and maintain the highest level of training and accountability by following local, state and federal requirements.

Align textbooks evaluation tools to state curriculum standards and to ensure that textbooks recommended for adoption meet these standards in order to provide teachers and students with the best opportunities to improve on all academic performance and measures.

Ensure that all schools and departments follow recommended records management in accordance with state, local policy and district regulations.

Prior Year Highlights

Department Director /staff have attended trainings, presentations and conferences on textbook and records management.

Department staff has established a yearly warehouse textbook and records inventory system to comply with state and board policies.

The department allowed for all employees to participate during staff meetings with their ideas for improvements.

District's Broad Goals

1	2	3	4	5	6
				✓	

Personnel Allocations (All Funds)

Position	2010	2011	2012
Director	1.00	1.00	0.00
Clerks	3.00	3.00	3.00
Secretaries	1.00	1.00	1.00
Custodians	1.00	1.00	0.50
Total	6.00	6.00	4.50

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
The department staff will deliver all newly adopted textbook to the schools by the first day of class	100%	100%	100%
The department will conduct physical inventory to establish benchmarks for textbook losses	100%	100%	100%
The department provides campuses administration with summary of losses report and strategies to address the losses	100%	100%	100%
Our department will reduce the local dollar amount use to subsidize loss textbooks costs	100%	100%	100%
Our department will increase storage space within our warehouse by destroying records which have met the destruction period on a yearly basis	100%	100%	100%
Our department will insure that all staff members participate in the district required trainings	100%	100%	100%

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$257,400	\$203,141	\$161,057
Contracted Svcs.	14,209	8,010	18,626
Supplies & Materials	6,103	4,879	11,650
Other Op. Expenses	1,029	301	3,150
Capital Outlay	2,489	4,955	0
Total Budget	\$281,230	\$221,286	\$194,483

Function

The Bilingual Education Program is a full time program of instruction that provides the limited English proficient student the opportunity to master the state curriculum and learn the English language. The program builds knowledge and learning of academic subjects in the first language and English and instills self-assurance, confidence and cultural pride in students. The ESL Program provides intensive instruction in English and addresses content area subjects with strategies and methodologies.

Mission

The Mission of the Laredo Independent School District is to ensure that all students achieve their potential and graduate as bi-literate, bilingual, and responsible adults with the skills to succeed in higher education, the workforce, or the military.

Department Goals

Promote ELL Students' acquisition of the essential English skills and competencies necessary for college readiness and/or workplace readiness.

Comply with all federal and state mandates related to the Bilingual/ESL Program (Pk-12).

Institute English/Reading proficiency as the standard for transition. Early Exit Transision with goal of proficiency within three years of being in the Bilingual Program.

Department Objectives

Enable students to advance at least one level of English proficiency or attain English proficiency on a yearly basis.

Enable LEP students to achieve grade level academic competency and achieve passing scores in state academic assessment.

Achieve Adequate Yearly Progress (AYP) in all district campuses.

Prior Year Highlights

Increased in AYP State Performance in Reading/ELA by 6%

Increased in AYP State Performance in Math by 1%.

District's Broad Goals

1	2	3	4	5	6
✓		✓			

Personnel Allocations (All Funds)

Position	2010	2011	2012
Director	1.00	1.00	1.00
Secretaries	1.00	1.00	1.00
Specialists	2.00	2.00	1.00
Clerks	1.00	1.00	0.00
Total	5.00	5.00	3.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$110,435	\$117,651	\$189,677
Contracted Svcs.	5,672	4,640	7,672
Supplies & Materials	10,183	5,788	41,500
Other Op. Expenses	14,162	1,275	16,550
Total Budget	\$140,451	\$129,354	\$255,399

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
LEP Attendance Rate	96.3	96.4	97.0
LEP Completion Rate	55.6	55.6	57.0
LEP Drop Our Rate	1.0	1.0	1.0
TAKS Distirct Performace	45.0	49.0	55.0
LEP Commended	5.0	5.0	6.0
Retention	6.6	6.0	6.3

Function

To provide all necessary assistance for the continuing improvement of all existing Fine Arts Programs. To include 20 Elementary Music programs, Four (4) M.S. Bands, two(2) M.S. Orchestras, two(2) M.S. Mariachi Groups, three(3) H.S. Bands, two(2) H.S. Orchestras, two (2) H.S. Mariachi Groups, a Special Pops Art program for Assistive Units and all Fine Arts Components at the Vidal Trevino School of Fine Arts and Communication.

Mission

LISD, knowing the important role creativity plays in the development of the whole child, will continue to expand its scope in all areas of the Fine Arts, in an attempt to give students an avenue to express their artistic talents in a discipline of their choice. LISD recognizes that the development of problem solving skills and the ability to become critical thinkers is closely kneaded to artistic immersion. Consequently, it is our mission to provide the finest quality of Fine Arts opportunities available to all LISD students.

Department Goals

To develop the creative and artistic potential of all LISD students through the sequential development of the Fine Arts curriculum and performance activities.

To instill in our students the importance Fine Arts has played in the development of humanity and the enjoyment it provides in our daily activities.

To nurture the aspirations of those students who intend to become professionals in a field of the Arts, while developing understanding and knowledge for those students with no intentions to follow a Fine Arts path, so they may become fine arts appreciators.

Department Objectives

Improve recruitment of students in Fine Arts programs in the District by increasing enrollment by 10% for the school year 2011-2012 in the areas of Band, Orchestra, Choir and Theater.

Continue to increase by 5% the number of medals earned at Solos & Ensemble at the Region XIV February Contest.

Improve the type and quality of materials purchased at the campus level for Fine Arts by reducing overspending by 25%. This will occur as the Department becomes an OK signature of all purchases done at the campus level.

Prior Year Highlights

The Fine Arts Department has been able to maintain the standards set for Solos & Ensembles with over 300 students medaling in competition. Several of those students qualified for state competition; thus some 40 students will be participating in the month of June.

Band instruments are still being repaired due to the ARRA fund received in January. Since then some 344 instruments have been sent for repairs. Equipment intended for purchase with those funds are arriving at the different campus as projected.

Fine Arts productions such as Elementary Choir, VMT Carmen in conjunction with LCC, OAP and VMT Senior Art show have been very successful and have attracted large numbers of parents and general public.

District's Broad Goals

1	2	3	4	5	6
✓					

Personnel Allocations (All Funds)

Position	2010	2011	2012
Director	1.00	1.00	1.00
Secretaries	1.00	1.00	0.00
Total	2.00	2.00	1.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$115,594	\$134,284	\$33,302
Contracted Svcs.	32,232	13,499	28,800
Supplies & Materials	1,775	785	101,800
Other Op. Expenses	2,925	1,769	11,050
Capital Outlay	0	0	0
Total Budget	\$152,526	\$150,337	\$174,952

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Concert & Sight Reading Band	HS 3, MS 2	HS 2, MS 2	HS 4, MS 3
Concert & Sight Reading Orchestras	HS 2, MS 2	HS 2, MS 2	HS 2, MS 2
Bands Members earning State at Regions	4	4	4
Repaired Instruments	164	560	185

Function

The 73 certified professionals teachers and 54 para - professionals servicing PK - 3 through 12th grade.

Mission

Every student in LISD will be given the opportunity to become physically active and healthy through participation in the Physical Education Program. The students will gain an appreciation of team sports and lifetime activities.

Department Goals

To provide each student an opportunity to achieve an appreciation of physical fitness and lifetime sports.

To promote high academic standards through physical education consisting of these components: instruction, student practice, and assessment.

To augment the curriculum through games and activities infused with TAKS objectives.

Department Objectives

To assess students in kindergarten using the district physical fitness test, and from 1st to 12th grade using the Texas Physical Fitness Test(Fitness Gram)to demonstrate the percentage of students achieving success for individual use.

To keep the students physical fit through moderate to vigorous activities to maximize their potential for learning.

To assist the classroom teacher by games and activities that reinforce classroom objectives.

Prior Year Highlights

The collaboration with the Laredo Entertainment Arena to promote hockey with the Laredo Bucks.

To achieve 15% or more of the student population to achieve excellent on all six section of the Physical Fitness Test.

Having all students tested on their physical fitness.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓	✓	✓	✓

Personnel Allocations (All Funds)

Position	2010	2011	2012
Supervisors	1.00	1.00	1.00
Elementary Sports Coordinator	1.00	1.00	0.00
Clerks	1.00	1.00	0.00
Total	3.00	3.00	1.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$83,484	\$81,318	\$67,766
Contracted Svcs.	1,612	1,172	0
Supplies & Materials	28,690	30,515	29,325
Other Op. Expenses	7,553	4,646	6,300
Capital Outlay	1,538	0	0
Total Budget	\$122,878	\$117,651	\$103,391

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Physical Fitness Test 3rd Grade to 12th Grade	13%	14%	15%
Collaboration with Laredo Buck's 4th & 5th Grade only to promote Hockey	3,600	3,761	3,800
Physical Fitness Test Pre - K to 2nd Grade	13%	14%	15%

Function

The English Language Arts Department plans and coordinates educational strategies with campus principals, Reading master teachers (Reading Interventionists), and teachers. It also coordinates English Language Arts curricular revisions, content correlations, as well as the development of other relevant district products and initiatives such as instructional timelines and curriculum based assessments.

Mission

Every student in the Laredo Independent School District will be provided with a rigorous, challenging and relevant English Language Arts curriculum, high quality instructional English Language Arts materials and highly qualified teachers that have pedagogical skills and possess knowledge of English.

Department Goals

Train and sustain the implementation of a research based curriculum.

Provide professional development integrating appropriate research based strategies that will improve delivery of instruction by the teacher and student learning.

Review content standards, CScope instructional bundles/units and student achievement data to improve student performance.

Department Objectives

Provide all core content area teachers with quality training in the curriculum and in the use of the curriculum documents every six-week as per the CScope instructional bundles/units.

Develop district assessments (CBAs) that are 100% aligned with the TEKS and use data generated from the assessments (DMAC) to align instruction every six-weeks and provide instructional interventions as needed.

Align all district and campus instructional resources as per CScope instruction.

Prior Year Highlights

Implementation of CScope curriculum and professional development (K-5).

Increasing our fidelity of the implementation of the three tier reading model (K-5).

Providing research based interventions for struggling readers with consistent progress monitoring in order to better meet students' needs (K-5).

District's Broad Goals

1	2	3	4	5	6
✓					

Personnel Allocations (All Funds)

Position	2010	2011	2012
Dean	1.00	1.00	1.00
Reading First Prog. Coord.	1.00	0.00	0.00
Secondary Instructional Coord.	0.00	0.00	1.00
Reading First Prog. Evaluator	1.00	1.00	0.00
Total	3.00	2.00	2.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$69,994	\$69,390	\$69,681
Contracted Svcs.	0	55	150
Supplies & Materials	1,025	655	1,500
Other Op. Expenses	1,318	46	900
Total Budget	\$72,336	\$70,145	\$72,231

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
3rd Grade Reading - Percent Passing TAKS	85%	87%	88%
4th Grade Reading - Percent Passing TAKS	74%	76%	78%
5th Grade Reading - Percent Passing TAKS	82%	84%	86%
4th Grade Writing - Percent Passing TAKS	87%	89%	90%

Function

The Instructional Technology Department provides professional development opportunities and technology integration support to ensure proper implementation of technology throughout the district. To ensure equitable and efficient use of existing and emerging technologies, LISD provides all students, staff and our community access to a variety of technological resources in order to improve student achievement.

Mission

The mission of Laredo ISD's Instructional Technology department is to provide campuses with technology integration support and technology resources that will enhance the efficiency, effectiveness and performance of students, teachers, and administrators.

Department Goals

LISD will provide access to all appropriate technologies for students to complete activities that have been seamlessly integrated into all core content areas, for teachers to integrate emerging technologies in the teaching processes, and for staff to work effectively and efficiently.

LISD will provide professional development in technology integration and technology literacy which has been correlated to the SBEC technology standards.

LISD will ensure collaboration with district departments to integrate technologies that improve effectiveness and efficiency, develop technology-ready leaders, and will provide technical and instructional support staff.

Department Objectives

Provide technology resources for educators to deliver instructional content through the use of technology tools, resources and services.

Provide professional development in technology integration and technology literacy which has been correlated to the SBEC technology standards to integrate technology into curricula and instruction to improve teaching, learning and technology literacy.

Provide technology support through technology mentors that support classroom efforts in using technology to improve learning in all areas.

Prior Year Highlights

Enhanced the delivery of professional development options by adding the option for online trainings/meetings in addition to face-to-face training; offered online curriculum in technology for teachers to obtain technology professional development.

Actively monitored the use of video conferencing and included updated trainings and resources to increase the usage at the campuses.

Provide technology integration lessons directly aligned to the CSCOPE curriculum for all subjects and all grade levels.

District's Broad Goals

1	2	3	4	5	6
✓					

Personnel Allocations (All Funds)

Position	2010	2011	2012
Director	1.00	1.00	1.00
Specialist Trainers	2.00	4.00	4.00
Secretaries	1.00	1.00	1.00
Custodians	1.00	1.00	0.00
Total	5.00	7.00	6.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$175,517	\$168,227	\$162,389
Contracted Svcs.	3,086	2,029	2,530
Supplies & Materials	4,099	3,402	3,975
Other Op. Expenses	1,098	671	1,100
Capital Outlay	0	0	1,200,000
Total Budget	\$183,800	\$174,329	\$1,369,994

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Provide LISD professionals staff development on technology integration and technology literacy	16,100 Hrs	16,000 Hrs	12,000 Hrs
Provide LISD paraprofessionals staff development on technology proficiencies and technology literacy	3,056 Hrs	3,000 Hrs	3,838 Hrs
Promote the use of video conferencing in the classroom by monitoring usage on a six weeks basis at all campuses	662 sessions	350 sessions	400 sessions
Provide technology integration lessons aligned to the curriculum	1,118	500	500
Maintain the technology equipment target for student-to-computer ratio in accordance with the T.E.A. Technology Plan	2:1	2:1	2:1

Function

The social studies Department plans and coordinates educational strategies with campus administration, master teachers, and teachers. It also coordinates curricular revision, rewriting and course distribution as well as the development of other relevant district products and initiatives such as timelines and benchmark assessments.

Mission

Every student in the Laredo Independent School District will be provided with a rigorous, challenging, and relevant social studies curriculum, high quality instructional materials and technology, and highly qualified teachers that have pedagogical skills and possess knowledge of content.

Department Goals

All students will be given the opportunity to attain high levels of social studies understanding with the implementation of a research-based curriculum.

Provide professional development training integrating appropriate research- based strategies that will improve teacher instruction and student learning.

Review content standards, CSCOPE instructional Units and student achievement data to improve student performance.

Department Objectives

Provide all core content area teachers with quality training in the curriculum and in the use of the curriculum documents every six weeks as per CSCOPE instructional units.

Develop district assessments that are 100% aligned with the TEKS and use data generated from assessments to align instruction every six weeks to provide needed instructional interventions.

Align all district and campus instructional resources to instruction every six weeks as per CSCOPE instructional units.

Prior Year Highlights

Continued implementation and professional development of CSCOPE curriculum.

Continued implementation of a traditional schedule (55 min)for high school. This allows for more time on task for students.

Continued implementation of an integrated skills class for middle school. This allows for intervention and acceleration of student learning.

District's Broad Goals

1	2	3	4	5	6
✓					

Personnel Allocations (All Funds)

Position	2010	2011	2012
Dean	1.00	1.00	1.00
Total	1.00	1.00	1.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$1,149	\$1,146	\$2,328
Contracted Svcs.	0	0	500
Supplies & Materials	1,076	2,158	2,575
Other Op. Expenses	0	0	1,050
Total Budget	\$2,224	\$3,304	\$6,453

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
8th Grade Social Studies-Percent Pass TAKS	88%	89%	89%
10th Grade Social Studies-Percent Pass TAKS	87%	88%	88%
11th Grade Social Studies-Percent Pass TAKS	96%	97%	97%

Function

The Math Department plans and coordinates educational / instructional strategies with campus principals, master teachers, and teachers. It also coordinates Math curricular revision and rewriting as well as course distribution and development of other relevant district products and initiatives such as instructional timelines, and benchmark assessments.

Mission

Every student in the Laredo Independent School District will be provided with a rigorous, challenging and relevant math curriculum, high quality instructional math materials and technology, and highly qualified teachers that have pedagogical skills and possess knowledge of math content.

Department Goals

All students will be given the opportunity to attain high levels of mathematical understanding with the implementation of a researched based curriculum.

Provide professional development training that integrates appropriate researched based strategies that improve teacher instruction and student learning.

Review content standards, CSCOPE instructional units, and student achievement data to improve student performance.

Department Objectives

Provide all core content area teachers with quality training in the curriculum and in the use of the curriculum documents every six week as per CSCOPE instructional units.

Develop district assessments that are 100% aligned with the TEKS and use data generated from assessments to align instruction every six weeks to provide needed instructional interventions.

Align all district and campus instructional resources to instruction every six weeks as per CSCOPE instructional units.

Prior Year Highlights

Selected teachers from each secondary campus were part of the Math Instructional Coaches Grant. Through this grant teachers received focused staff development of Math content and pedagogy.

Classroom observation that focused on content, context, and cognitive level were conducted.

District assessments that were 100% aligned to the content planned for each six weeks period were developed.

District's Broad Goals

1	2	3	4	5	6
✓					

Personnel Allocations (All Funds)

Position	2010	2011	2012
Dean	1.00	1.00	2.00
Total	1.00	1.00	2.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$1,592	\$1,469	\$97,846
Contracted Svcs.	0	0	1,100
Supplies & Materials	2,355	0	1,580
Other Op. Expenses	1,010	328	1,645
Total Budget	\$4,957	\$1,797	\$102,171

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
6th Grade Math-Percent Pass TAKS	68%	75%	80%
7th Grade Math-Percent Pass TAKS	67%	72%	80%
8th Grade Math-Percent Pass TAKS	65%	72%	80%
9th Grade Math-Percent Pass TAKS	56%	62%	70%
10th Grade Math-Percent Pass TAKS	70%	75%	80%
11th Grade Math-Percent Pass TAKS	85%	90%	90%

Function

The science department plans and coordinates educational strategies with campus principals, master teachers, and teachers. It also coordinates science curricular revision, rewriting and course distribution as well as the development of other relevant district products and initiatives such as instructional timelines, benchmark assessments and science fair.

Mission

Every student in the Laredo Independent School District will be provided with a rigorous, challenging and relevant science curriculum, high quality instructional science materials and technology, and highly qualified teachers that have pedagogical skills and possess knowledge of science content.

Department Goals

Train and sustain the implementation of a system-wide hands-on, inquiry based Science program via CSCOPE.

Provide professional development training integrating appropriate researched based science strategies that will improve teacher instruction and student learning.

Review content standards, CSCOPE instructional units and student achievement data to improve student performance.

Department Objectives

Provide all core content area teachers with quality training in the curriculum and in the use of the curriculum documents every six weeks as per CSCOPE instructional units.

Develop district assessments that are 100% aligned with the TEKS and use data generated from the assessments to align instruction every six weeks to provide needed instructional interventions.

Align all district and campus instructional resources to instruction to instruction every six weeks as per CSCOPE instructional units.

Prior Year Highlights

Adoption and implementation of New State Science Curriculum (TEKS) on all LISD campuses (K-12).

Preparation via professional development at the teacher / administrative levels for upcoming STARR and EOC state assessments.

Reacquired official affiliation to Society for Science and the Public organization which sponsors the Intel International Science and Engineering Fair. We also participated in the latter event. We hadn't participated in over a decade.

District's Broad Goals

1	2	3	4	5	6
✓					

Personnel Allocations (All Funds)

Position	2010	2011	2012
Dean	2.00	2.00	2.00
Total	2.00	2.00	2.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$9,104	\$4,603	\$3,256
Contracted Svcs.	2,850	3,109	500
Supplies & Materials	1,065	832	52,225
Other Op. Expenses	5,181	10,904	1,600
Total Budget	\$18,200	\$19,448	\$57,581

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
5th Grade Science-Percent Pass TAKS	73%	65%	70%
8th Grade Science-Percent Pass TAKS	55%	65%	70%
10th Grade Science-Percent Pass TAKS	53%	65%	70%
11th Grade Science-Percent Pass TAKS	80%	85%	90%

Function

The Early Childhood Department works in collaboration with all elementary campuses to plan and implement effective instructional strategies for all early childhood educators. Additionally the department coordinates curricula revision, assessment revision and administration, and special programs and events. Moreover the department coordinates the development of district resources such as instructional scope and sequence, progress reports, lesson plans and benchmark assessments.

Mission

The mission of the Laredo Independent School District Early Childhood program is to provide all students with high quality instruction by using age-appropriate, research-based instructional programs to promote and ensure the cognitive, social emotional, and physical development of every child.

Department Goals

Provide professional growth development opportunities for teachers to enhance student achievement.

Provide assistance to facilitate the use of data and technology by teachers to enhance student academic achievement.

Provide assistance to teachers in the classroom by modeling lessons, inputting names of students in system for assessments, team teaching as needed, and monitoring instructional methods.

Provide teachers instructional monitoring and corrective feedback on effective research-based instructional strategies to ensure improved academic achievement.

Department Objectives

By May 2012, all pre-kindergarten teachers will have received CIRCLE training and training on the new Pre-k Guidelines.

By May 2012, all pre-kindergarten teachers will be providing students data-driven instruction through administration of assessments which provide feedback to teachers on student's specific areas of need. Teachers will instruct in small groups through prescriptive instruction.

By May 2012, 100% of elementary campuses will participate in the School Readiness Certification System as required by the state. Campuses will be recognized as School Ready Certified by the state.

Prior Year Highlights

100% of pre-kinder 4 teachers were provided readiness kits, positive beginnings kits and discover science kits as well as 6 sets of vocabulary cards. These kits are aligned to the CIRCLE philosophy that is used in our pre-kinder classrooms.

100% of kinder teachers were provided new ancillary resources and textbooks. The C-Scope kinder curriculum use was expanded to all subject areas.

District scores in pre-kinder vocabulary section of the C-PALLS Assessment are expected to be higher than last year.

District's Broad Goals

1	2	3	4	5	6
✓		✓			

Personnel Allocations (All Funds)

Position	2010	2011	2012
Dean	2.00	1.00	1.00
Facilitator/Mentor	1.00	3.00	3.00
Teacher	0.00	1.00	1.00
Total	3.00	5.00	5.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$327,496	\$344,567	\$311,674
Contracted Svcs.	830	0	1,000
Supplies & Materials	1,050	5,084	1,400
Other Op. Expenses	1,019	644	1,200
Total Budget	\$330,396	\$350,294	\$315,274

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Phonemic Awareness Pre Kinder Phonological Awareness TPRI/Tejas LEE Kinder	98%	98%	98%
Letter Recognition Pre-kinder Graphophonemic Awareness Kinder	84%	84%	85%
Vocabulary Pre-kinder Comprehension TPRI/Tejas LEE	60%	65%	70%
Math composite Pre-kinder	96%	96%	96%
Attendance	96%	97%	97%

Function

The Attendance Department is composed of the following staff: (1) Attendance Control Coordinator, (1) Attendance Clerk, (1) Stay in School Coordinator, (3) Court Coordinators. The department also oversees (23) Attendance Officers assigned to twenty elementary schools, four middle schools, and four high schools.

Mission

The primary mission of the Attendance department is to enforce the Texas Education Code 25.085 Compulsory School Attendance requirements and to ensure proper accountability for student PEIMS reporting.

Department Goals

The primary goal of the Attendance Department is to ensure students comply with the Texas Education Code 25.085 Compulsory School Attendance requirements, ensuring students who do not comply are properly documented and filed in court if the absences persist.

Another goal of the Laredo Independent School District, with emphasis on students who register with a Host Letter or Power of Attorney.

It is also the goal of the department to ensure all students are coded properly for accountability as required by the Texas Education Agency for proper coding in the PEIMS reporting system.

Department Objectives

The department focuses on the AT 191 and AT 196 (3 OR MORE UNEXCUSED ABSENCE REPORT) to ensure all students are warned according as per the Texas Education Code.

Ensure parents and students are aware of the Texas Education Code 25.085. Parents per-registered Prekindergarten students will be provided the Truancy Agreement Form to ensure they are aware of the requirements for all students to be in class.

Ensure all students enrolling at the Laredo Independent School District provide all documentation required and also ensure all residence are verified.

Prior Year Highlights

The AT 196 (3 three or more absence) Reports were requested for all elementary schools for attendance officers to verify if Warning Letters had been issued. Besides verifying which students had been issued Warning Letters, it was observed that too many absences are changed from unexcused to excused or illness by campus personnel. Once the student/parent is filed in court absences must be changed.

The delivery of the Court dockets by the Court Coordinators to each campus after each court session was an overall success the day the PEIMS Audit was conducted. Most campuses were up to date in the inputting of the reason/action codes.

District's Broad Goals

1	2	3	4	5	6
		✓			

Personnel Allocations (All Funds)

Position	2010	2011	2012
Supervisor	1.00	1.00	1.00
Coordinator	1.00	1.00	0.00
Juv. Court	3.00	3.00	3.00
Attendance Officer	5.00	0.00	0.00
Clerk	1.00	1.00	1.00
Total	11.00	6.00	5.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$197,974	\$181,221	\$167,459
Contracted Svcs.	200	0	100
Supplies & Materials	5,173	3,994	5,795
Other Op. Expenses	25	2,570	2,430
Capital Outlay	2,832	3,248	2,000
Total Budget	\$206,204	\$191,033	\$177,784

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Maintain attendance percentage at 98% for Elementary, 97% for Middle and High School	By 6 weeks	By 6 weeks	By 6 weeks
Ensure students are filed in court as per Texas Education Code 25.085	Weekly	Weekly	Weekly
Ensure students are accounted for coded as per TEA requirements, AT191 and Dropout/ Leavers	Weekly	Weekly	Weekly
Request AT 196 (3 or more unexcused absence report) to monitor student absences	Weekly	Weekly	Weekly
Required submission of weekly report and monitoring for Truancy requirements	Weekly	Weekly	Weekly
Implement procedures for registration and address verification	Weekly	Weekly	Weekly

Function

P-16 is an initiative that promotes the academic achievement of students and prepares them for postsecondary education and the workforce. It also assists the schools in creating a college going culture.

Mission

Laredo ISD is committed to providing with opportunities via rigorous academic and technical and curriculum through which they will acquire a strong academic foundation, knowledge and skills that will prepare them for postsecondary opportunities and lifelong learning.

Department Goals

Provide educational experiences through school and community partnerships to meet the needs of all students that will enable them to graduate and to pursue higher education and/or enter the workforce.

Provide academic opportunities through which students will develop specific knowledge, skills, and competencies required for success in post secondary education and careers in the 21st century.

Promote student awareness of the career exploration and planning process and the various educational and training options tat are available.

Department Objectives

Increase career pathway system for at least 25%in all three high schools consisting of career preparation that includes seamless career pathways between high school and higher education.

Promote enhanced career guidance in all three high schools by providing career and college resources materials to counselors, teachers, students and parents and increase the number of parents, teachers and counselors participating by 100%.

Increase the number of high school graduates by at least 10% per year who enroll in institutions of higher learning.

Prior Year Highlights

The P-16 Department, lead by the president of the council, Dr. Marcus Nelson, Superintendent of Schools, organized throughout the year the P-16 Council for Educational Excellence (CEE) meetings.

Provided information to 8th grade parents and students about career readiness and continuing higher education.

Worked in collaboration with LCC and TAMU to assess sophomore students with THEA testing in order to increase dual enrollment during their junior and senior years.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓	✓	✓	

Personnel Allocations (All Funds)

Position	2010	2011	2012
Coordinator	1.00	1.00	1.00
Total	1.00	1.00	1.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$62,670	\$63,926	\$64,158
Supplies & Materials	647	62	5,100
Other Op. Expenses	276	0	0
Total Budget	\$63,594	\$63,988	\$69,258

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Provide career clusters and complete career pathways for counselors to utilize with high school students	40	43	45
Increase graduate completion rate	86%	90%	92%
Provide information to students and parents on career readiness and higher education	638	650	650
Increase high school completion rate	78%	80%	85%
Increase the number of college ready graduates in English and Math	31%	35%	40%

Function

The Department of Compliance & Accountability was established to ensure compliance with state and federal laws and regulations, develop higher administrative accountability systems that are designed to measure progress and identify strategies for continuous improvement.

Mission

The mission of the Department of Compliance & Accountability is to promote the development and implementation of quality education through technical assistance and monitoring of state and federal regulations so that all students reach higher levels of academic achievement.

Department Goals

The Department of Compliance and Accountability will actively monitor that campuses are following the state and federal requirements.

The Department of Compliance and Accountability will conduct campus accountability checks.

The Department of Compliance and Accountability will conduct district accountability checks.

Department Objectives

To make certain that Compliance and Accountability obligations will be a key measure of our district's success.

To provide assurance that goals and objectives are met with respect to the effectiveness and efficiency of district operations, the reliability of district reporting, and compliance with applicable laws and regulations.

Compliance and accountability arrangements will aim to ensure clarity of roles and clarity of communication about decisions and actions.

Prior Year Highlights

Ensured that all campuses have complied with all AYP reports and plans.

All campus principals have complied with the PDAS calendar.

Ensured that designated staff members placed on growth plans have followed and campuses have experienced student success.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓	✓	✓	

Personnel Allocations (All Funds)

Position	2010	2011	2012
Executive Director	1.00	1.00	1.00
Secretaries	1.00	3.00	2.00
Director	2.00	1.50	0.50
Curr. & Inst - Secretary	2.00	0.00	0.00
Total	6.00	5.50	3.50

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$452,408	\$395,288	\$260,267
Contracted Svcs.	102	0	0
Supplies & Materials	2,224	3,264	2,900
Other Op. Expenses	4,185	6,292	4,350
Capital Outlay	2,761	0	1,750
Total Budget	\$461,681	\$404,844	\$269,267

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Ensure that all schools adhere to all education-related compliance monitoring, accountability standards, and evaluation	100%	100%	100%
Ensure campus principals are in compliance with the PDAS Calendar	100%	100%	100%
Ensured that the district academic accountability system complies with the operational calendar	100%	100%	100%

Function

The mission of C&I is solely centered on student achievement through the delivery of learner-centered instruction. The cognitive level of thinking required in each classroom drives the teaching and learning cycle. Instructional support through the analysis of formative data will be used to drive daily instruction. Full collaboration within the C&I department will be required in order to maximize student success throughout the district.

Mission

The mission of the Department of Curriculum and Instruction is to provide all district campuses with support in all areas of teaching and learning.

Department Goals

Curriculum and Instruction will concentrate on the TEKS-based curricula provided by the state of Texas. The various departments within the C&I unit will support the teaching and learning cycle (plan, teach, assess, and intervene) in order to maximize student success throughout the LISD system.

The goal of the C&I division is to ensure that both the federal and state standards are met or exceeded.

The Curriculum and Instruction division will support innovation in the classroom, learner engagement in the classroom, technology integration in the classroom, and rigor in the classroom.

Department Objectives

The C&I division will continue to provide the state-mandated curriculum delivered through research-based best practices as measured by state and local assessment results.

C&I division will provide LISD staff with job-embedded professional development designed to elevate student learning. District selected pillars of staff dev. will be provided to all teachers throughout the system in order to reach desired levels of student success through state and local assessments.

C&I will support district compliance through instruction. These services include SpEd, Bil, CTE, GT, Fine Arts, Early childhood, Counseling & Health Services, PhysEd & Wellness, & Library-media serv. All instructional serv throughout LISD will be supplied through a strong focus of the delivery of instruction in Eng.

Prior Year Highlights

A total of 765 LISD students far exceeded state expectations and did not miss any question on one or more state exams. The data has been generated by grade subject, by grade level, by campus, and by student.

Focused monitoring of cognitive levels of questioning through comprehensive walkthrough initiatives. (3C's - context/content/cognitive level).

Special Education and Bilingual departments demonstrated an increase in student achievement for 2010-2011 school year.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓	✓	✓	

Personnel Allocations (All Funds)

Position	2010	2011	2012
Executive Director	1.00	1.00	1.00
Assistant Director	1.00	0.00	0.00
Instructional Specialist	14.00	1.00	1.00
Health Specialist	1.00	0.00	0.00
Secretaries	3.00	2.00	2.00
Clerks	1.00	1.00	0.00
Trainers	4.00	0.00	0.00
Total	25.00	5.00	4.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$275,893	\$201,746	\$204,020
Contracted Svcs.	39,231	24,410	26,639
Supplies & Materials	26,091	198,394	462,500
Other Op. Expenses	12,994	16,665	17,650
Capital Outlay	0	3,829	5,500
Total Budget	\$354,209	\$445,043	\$716,309

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Reading / ELA	78%	82%	Pending STAAR
Mathematics	73%	75%	Pending STAAR
Writing	87%	90%	Pending STAAR
Social Studies	90%	93%	Pending STAAR
Science	65%	70%	Pending STAAR

Function

Laredo Independent School District has established a process for identifying and serving gifted and talented students for each grade level. Middle school students identified as Gifted and Talented are provided with a continuum of learning experiences through the courses offered as Pre-AP. High School students identified in this program are offered Advanced Placement courses which are aligned with College Board standards.

Mission

To challenge and enhance services for advanced learners, offer students a variety of curricular options during the course of the school day and outside as well. Offer a continuum of learning experiences that will lead to the development of professional level student products and/or performances.

Department Goals

To provide teacher training on the initial 30 hour GT training process, 6-hour GT update, Training on the mandated Texas Performance Standards Projects. To increase the number of students successfully passing AP exams at the high school level.

To implement and monitor appropriate accountability measures in order well manage the resources of the district including, but not limited to the financial aspect, instructional materials, supplies and equipment.

To facilitate gifted and talented assessment tools that are aligned to the Texas State Plan for Gifted/Talented students.

Department Objectives

TAKS data, dual enrollment participation, SAT/ACT as well as AP scores will be utilized to measure the accomplishments of this program.

Ensure that all monies are utilized in compliance and that all local, state, and federal guidelines as well as procedures are adhered in accordance to this program.

To fully align and implement the Texas State Plan for Gifted/Talented Students at the recommended level 100% of the time.

Prior Year Highlights

AP courses will be aligned with College Board standards as this will increase student enrollment in these courses as well as the number of passing scores.

Implementation and accountability system to maintain the quality of GT teacher training as well as student instruction that provides rigor and relevance as mandated by Texas State Plan for Gifted/Talented.

District's Broad Goals

1	2	3	4	5	6
	✓				

Personnel Allocations (All Funds)

Position	2010	2011	2012
Coordinator	1.00	1.00	1.00
Secretaries	1.00	1.00	0.00
Total	2.00	2.00	1.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$90,436	\$81,725	\$70,650
Contracted Svcs.	712	895	100,870
Supplies & Materials	19,686	6,347	44,550
Other Op. Expenses	3,775	3,153	5,200
Capital Outlay	1,094	1,765	1,500
Total Budget	\$115,703	\$93,885	\$222,770

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
To sustain the state mandate of 7% GT population			100%
Promote research based staff development to all assigned faculty and staff		13%	50%
Promote an Advanced Placement Program that is aligned to College Board standards		5%	50%

Function

To promote professional development growth opportunities designed to: improve student achievement, improve the quality of teaching and enhance the ability of individuals to improve district wide programs and student support programs.

Mission

To promote professional development growth opportunities designed to: improve student achievement, improve the quality of teaching and enhance the ability of individuals to improve district wide programs and student support programs.

Department Goals

Provide quality and relevant professional growth opportunities to increase the ability of staff members in their field(s) of specialization.

Plan purposeful professional development growth opportunities based on district/campus/individual needs to improve student achievement such as summer professional development and SMART Conference scheduled for August 15, 2011 for all elementary teachers and August 16, 2010 for all secondary teachers.

The professional development focus for 2011-2012 will be on the following: (1) Academic Vocabulary, (2) Writing to Learn, (3) Questioning Techniques, (4) Delivery of Instruction and (5) Thinking Maps.

Department Objectives

Provide professional development to promote learning and reflect best practices on the use of effective teaching strategies as identified by district needs.

Provide professional development which focuses on the knowledge and skills required by teachers, administrators and staff to promote optimal student achievement.

Provide professional development that includes measures to enhance existing skills, practice new methods, study and conduct research and develop meaningful programs to improve professional performance thereby improving student achievement.

Prior Year Highlights

SMART Conference was held on August 16, 2010 for all secondary teachers and on August 17, 2010 for all elementary teachers. We had over 2,000 teachers attend the conference.

LISD staff development for 2010-2011 focused on 5 pillars. The focus was on the following: Academic Vocabulary, Thinking Maps, Delivery of Instruction, Effective Questioning Strategies and Writing to Learn.

Trainer of Trainers training was provided on "Thinking Maps". LISD has approximately 80 professional trainers on "Thinking Maps". Trainer of Trainers training was provided on "Effective Questioning Strategies" to all campus assistant principals.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓	✓	✓	✓

Personnel Allocations (All Funds)

Position	2010	2011	2012
Director	1.00	1.00	1.00
Clerks	1.00	1.00	1.00
Secretaries	1.00	1.00	1.00
Total	3.00	3.00	3.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$36,069	\$36,621	\$37,615
Contracted Svcs.	289	586	0
Supplies & Materials	6,919	1,692	6,625
Other Op. Expenses	621	0	1,000
Capital Outlay	0	0	500
Total Budget	\$43,899	\$38,899	\$45,740

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Provide staff development to all teachers on Academic Vocabulary	N/A	500	1500
Provide staff development to all teachers on Thinking Maps	N/A	400	1500
Provide staff development to all teachers on Delivery of Instruction	N/A	500	1500
Provide staff development to all teachers on Effective Questioning Strategies	N/A	500	1500
Provide staff development to all teachers on Writing to Learn	N/A	400	1500

Function

LISD's Career and Technical Education (CTE) program will meet the academic needs of diverse learners by providing dedicated resources, integrated curriculum, and practical experiences in order to address the demands of an ever-changing business world. CTE will provide a high-quality, sustained, and focused program that will prepare students to meet the needs of a global workplace.

Mission

The mission of LISD's CTE program is to develop the leaders of tomorrow by preparing all students to meet the high academic, technical, civic, and workforce challenges of the twenty-first century.

Department Goals

To increase academic performance for all students in all core areas allowing for greater participation and success in CTE.

To support Career Pathways Initiative through curriculum revision, student organization participation, teacher professional development, and cooperative education and internships.

To increase the number and types of industry certification and training opportunities available for all students and CTE teachers.

Department Objectives

Increase student performance in all core areas by 5% meeting student need and Performance Based Monitoring Accountability Standards.

Increase the number of industry recognized certifications by 5%.

Increase the number of community partnership by 5% to foster greater career prep opportunities.

Prior Year Highlights

CTE was able to maintain an acceptable rating regarding PBMAS. This item included CTE students passing the TAKS State Assessment in all four areas. A major accomplishment included better results for LEP and Special Needs students.

CTE was able to maintain a 97% attainment result regarding dual-credit completion in the area of Health Science. This item consisted of completion of one year college certificate and passing of State Board Exam.

CTE was able to continue the trend to increase the number of industry certifications required. This item has been achieved through better staff development and the leveraging of resources.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓	✓	✓	✓

Personnel Allocations (All Funds)

Position	2010	2011	2012
Director	1.00	1.00	1.00
Secretaries	1.00	1.00	1.00
PC H/S Support Specialist	1.00	1.00	1.00
Tech. Spec./Trainer	1.00	1.00	1.00
Total	4.00	4.00	4.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$117,797	\$118,981	\$119,573
Contracted Svcs.	2,469	1,834	90,690
Supplies & Materials	4,023	5,935	7,100
Other Op. Expenses	22,840	648	5,650
Capital Outlay	0	1,101	0
Total Budget	\$147,129	\$128,499	\$223,013

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Increase Science state assessment performance outcomes for CTE students by 5%	62.3	65.5	70.0
Maintain a good standing regarding PBMAS	Stage 0	Stage 0	Stage 0
Increase number of industry Certifications by 5%	823	522	548

Function

Department must ensure LISD is compliant with non-discrimination federal mandate of §504 by identifying qualified students and have an IAP which is implemented by classroom teachers. It must identify students with characteristics of dyslexia and provide the identified students with instructional services that help them learn to read and overcome their learning difference as mandated by TEA. The department ensures campus SSS committee complies with required RtI process.

Mission

The mission of the department of §504, dyslexia instructional program and RtI is to ensure identified students are able to participate with their non-disabled peers; assisted in learning to overcome their individual differences; and campus SSS committee follow RtI process.

Department Goals

Ensure students enrolled in LISD between ages 3-21 who has physical/mental impairment with substantial limits in one or more major life activities (including major bodily functions), or has a record of such impairment, or is regarded as having such an impairment is identified as §504 & has a SSP.

Ensure that in accordance with Texas Education Agency's policies for Dyslexia and Related Disorders student with common evidence of dyslexia are identified early and that these students are provided with an instructional program that addresses their specific learning needs as specified by TEA.

Ensure that the campus Student Support System committee implement the Response to Intervention process to provide interventions for any and all struggling students in the general education classroom setting.

Department Objectives

To ensure that all students regardless of physical limitations have accessibility to all areas at their campus.

To ensure that all interventions for the struggling students are done prior to a referral to any other program such as §504; dyslexia or special education so they may attain an equal opportunity to the general curriculum.

To provide guidance, support services and assistance to all campuses to ensure compliance with federal and state mandate; §504, dyslexia instructional and response to intervention.

Prior Year Highlights

Department now has it's own web page on the district's website. An explanation for §504, dyslexia and RtI is provided; §504 and SSS forms are all available on line. Additional resources link are also provided for all three areas of the department.

Two itinerant dyslexia teachers were assigned to two middle schools each to provide instruction with the Herman Method Program for identified 6th grade dyslexia students who were close to completion of Set B to help the dyslexia exit eligibility criteria.

District dyslexia assessor assists campuses in reviewing RtI documentation for possible dyslexia referrals. This assistance has facilitated these types of referrals.

District's Broad Goals

1	2	3	4	5	6
✓					

Personnel Allocations (All Funds)

Position	2010	2011	2012
Coordinator	1.00	1.00	1.00
Dyslexia Assessor	0.31	0.31	0.50
Secretaries	1.00	1.00	1.00
Total	2.31	2.31	2.50

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$154,521	\$185,583	\$153,412
Contracted Svcs.	2,122	0	5,000
Supplies & Materials	10,206	4,703	7,825
Other Op. Expenses	3,488	1,288	4,175
Total Budget	\$170,338	\$191,573	\$170,412

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
§504, Dyslexia and/or RtI Presentations	25	25	18
Identified §504 students at all campuses	266	225	250
Identified Dyslexic students	193	175	180
Assistance from Dyslexia Assessor	61	65	65

Function

The Assessment and Evaluation Department is charged with overseeing the state accountability assessment program. The department's primary responsibility is to facilitate and support the campus administrations before, during, and after a state assessment is administered.

Mission

The mission of the Assessment and Evaluation Department is to oversee the state accountability assessment program and to ensure that all policies and procedures are followed and observed.

Department Goals

Ensure an effective and efficient process for the administration of all state accountability assessments including TELPAS.

Minimize the number of testing irregularities being reported by campuses.

Ensure that all state assessment deadlines are met.

Department Objectives

Facilitate and support the campuses before, during, and after a state accountability assessment.

Ensure the integrity of the state accountability assessment program.

Develop a process to minimize the number of testing irregularities being reported.

Prior Year Highlights

All state accountability deadlines were met.

Specific staff development was provided for all state accountability administrations and for TELPAS in order to minimize the amount of errors during the test administration.

District's Broad Goals

1	2	3	4	5	6
✓					

Personnel Allocations (All Funds)

Position	2010	2011	2012
Director	1.00	2.00	1.00
Assistant Director	1.00	1.00	0.00
Specialist	0.00	2.00	2.00
Programmer	0.00	1.00	1.00
Coordinator	1.00	0.00	0.00
Secretaries	2.00	0.00	0.00
Total	5.00	6.00	4.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$244,210	\$356,525	\$262,446
Contracted Svcs.	6,847	6,181	26,700
Supplies & Materials	3,457	2,789	12,500
Other Op. Expenses	3,115	5,239	5,000
Capital Outlay	1,203	0	2,250
Total Budget	\$258,833	\$370,733	\$308,896

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Coordination of the state assessment program	Annual	Annual	Annual
Produce and deliver staff development training and workshops	1	7	7
Reduce the number of testing irregularities	28	> 20	>10

Function

The Parental Involvement Program is a component of Federal Programs, Title I. It is composed of a Parental Involvement Coordinator, a secretary, and twenty-eight Parent Liaisons. Each LISD campus has a full-time Parent Liaison whose primary purpose is to assist the Parents, the Campus Principal and the Parental Involvement Coordinator in all areas relating to parent involvement. The program aims to promote a strong working relationship amongst school, home and the community.

Mission

The Parental Involvement Program encourages parents and community members to be full partners in the education of students.

Department Goals

To recruit parent and community member volunteers throughout the district's campuses and to increase parental involvement district wide.

To encourage parents and community members to become full partners in the education of students.

To revise the parent/community volunteer application.

Department Objectives

To assist in improving student's achievement by increasing the support of involved parents and community members by 10%.

To improve the relationship amongst the home, the school and the community by increasing parent participation in adult and family literacy by 10%.

To encourage parents to become active participants in the decisions relating to the education of their children by increasing their participation in committee meetings by 10%.

Prior Year Highlights

Hosted a district wide Title I Parent Conference on October 16, 2010.

Initiated "Active Parenting" classes in LISD's four middle schools.

Revised the parent/community volunteer application.

District's Broad Goals

1	2	3	4	5	6
		✓			

Personnel Allocations (All Funds)

Position	2010	2011	2012
Coordinator	1.00	1.00	1.00
Total	1.00	1.00	1.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$1,116	\$1,147	\$1,128
Contracted Svcs.	0	1,773	1,000
Supplies & Materials	58	840	1,300
Other Op. Expenses	1,872	2,090	3,650
Capital Outlay	0	740	0
Total Budget	\$3,046	\$6,589	\$7,078

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Number of parent and community volunteers in the district	800	1,200	1,200
Number of parents involved in committee meetings	200	300	400
Number of parents involved in parenting classes and campus presentations	N/A	400	500

Function

This office is intended to provide all individuals that are writing grants for Laredo Independent School District the necessary tools to be successful in processes necessary to insure total compliance with Local, State and Federal Laws. This office provides all the necessary documented procedures, forms, and guidelines to be successful at grant writing. The Grant Development Office is intended to provide a streamlined one stop tool to successful grant writing.

Mission

The mission of the Grant Development Office is to develop and maintain a successful grant program that follows "Best Practices" and is aligned to District Goals and Objectives in a supportive role for the Stake Holders of Laredo Independent School District.

Department Goals

Research and provide measurable increases for all Federal Program Grant Funding Opportunities and apply "best practices" to ensure feasibility and compliance with district and grant requirements.

Apply "best practices" to ensure measurable feasibility and compliance with district and grant requirements.

Provide measurable increases of training for all professionals and staff with informational awareness of grant writing opportunities and possible funding sources throughout the district.

Department Objectives

To increase district grant funding from \$92,817,723.00 in 2010 - 2011 to \$100,000,000.00 million in 2011 - 2012.

To increase foundation funding from \$0 in 2010 - 2011 to \$1 million in 2011 - 2012.

To increase professional development/training and awareness of grant writing opportunities and possible funding sources throughout the district from 0 in 2010 - 2011 to 1 in 2011 - 2012.

Prior Year Highlights

Actively submitted 45 grant application proposals and 2 foundation requests.

Secured an additional \$84,248,109.00 for the district between 2010-2011 and have currently pending a total of \$7,721,000.00 in grants submitted or pending submission as of April 2011.

Revision of all D.A.T.E. Grant materials, processes, procedures, and amendments. Successful implementation of D.A.T.E. Cycle I, Year II. Increased efficiency in research and application of funding opportunities.

District's Broad Goals

1	2	3	4	5	6
✓		✓	✓	✓	

Personnel Allocations (All Funds)

Position	2010	2011	2012
Coordinator	1.00	0.00	0.00
Grant Writer/Researcher	1.00	1.00	1.00
Total	2.00	1.00	1.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$120,991	\$85,949	\$69,528
Supplies & Materials	1,614	1,417	1,950
Other Op. Expenses	813	651	2,650
Capital Outlay	3,343	2,165	500
Total Budget	\$126,761	\$90,181	\$74,628

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Number of Grant Proposals Submitted	91	45	55
Number of Proposals that were Funded	43	31	45
Number of Private Foundation Funding Requests	5	2	5
Grants managed for Compliance and Reporting	3	8	4
Number of On-line submission accounts created	5	2	1
Number of Professional Development Sessions including Campus Presentations	30	31	2

Function

Laredo ISD Campus Crime Stoppers is made up of nine secondary school club sponsors, and a student board of directors at each school, a district coordinator and a community advisory board of directors. The coordinator and nine club sponsors receive anonymous tips and forward the information to the police department and/or administrators, prepare a crime report and request a reward check for tipster's information that results in the prevention or solving of a crime.

Mission

Laredo ISD Campus Crime Stoppers provides students, employees, parents and visitors the opportunity to give anonymous information/tips by phone, text message or website about any illegal activities by students or employees and be eligible for a reward for information that prevents or solves a crime.

Department Goals

Campus Crime Stoppers will increase the number of tips through Public Service Announcements on television and radio.

Campus Crime Stoppers will increase the number of tips through aggressive advertising on secondary school campuses with legal size posters of generic crimes such as organized criminal activity, drugs and weapons.

Campus Crime Stoppers will attend both the student and adult Texas Crime Stoppers Conferences in order to get updated training since crimes, methods and laws are not static.

Department Objectives

Campus Crime Stoppers will increase the number of crimes received by 10 percent.

Campus Crime Stoppers will increase the number of crimes solved by 10 percent.

Campus Crime Stoppers will increase the number of crimes solved by 10 percent through cooperation/sharing of information with the Laredo ISD Police Department and local law enforcement agencies.

Prior Year Highlights

LISD Campus Crime Stoppers won five awards at the Crime Stoppers International Conference in Halifax, Nova Scotia in October 2010.

LISD Campus Crime Stoppers submitted Albert Torres Jr., who won Student Board member of the year out of 21 countries.

LISD Campus Crime Stoppers add a State wide ambassador student alternate chosen as Teen Ambassadors who help plan future campus conferences, help at registration, introduce guest speakers, help lead student group activities, best web site in the State of Texas, and best general new story.

District's Broad Goals

1	2	3	4	5	6
	✓				

Personnel Allocations (All Funds)

Position	2010	2011	2012
Coordinator	0.50	1.00	1.00
Total	0.50	1.00	1.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$33,910	\$33,919	\$37,229
Supplies & Materials	1,767	0	2,750
Other Op. Expenses	2,380	0	6,600
Total Budget	\$38,056	\$33,919	\$46,579

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Tips	525	430	700
Rewards Paid	\$ 9,936	\$ 5,588	\$ 9,588
Drugs Seized	\$ 3,027	\$ 5,824	\$ 6,500

Function

The Comprehensive Developmental Guidance Program is delivered through four components: guidance curriculum, responsive services, individual planning and system support. The counselors primary focus is to help students remove barriers that impede learning. Counselors work in collaboration with school staff, parents, and community to promote positive social behavior in students and student achievement.

Mission

The Comprehensive Developmental Guidance Program assists each student in his/her personal-social, academic and career development and is an integral part of the total educational program. It provides a systemic planned approach for helping students acquire basic life skills.

Department Goals

The Comprehensive Developmental Guidance Program assists all students to fulfill their academic potential through:

- (1) development of a positive self image and a sense of responsibility towards self and others;
- (2) acquisition of interpersonal communication, decision making, problem solving, and coping skills;
- (3) an awareness of the relationship between education and career opportunities.

Department Objectives

Increase the completion rate from 85.7% to 90%.

Increase the attendance rate from 96.3% to 98%.

Maintain the dropout rate below 1%.

Increase the number of students pursuing higher education from 61.7 to 70.0%.

Increase the number of students taking college entrance exams from 66.3 to 70.0%.

Prior Year Highlights

College Campus Visits for all 7th and 8th grade.

"Se Puede" Conference for all 8th graders.

Parent Night for 7th grade students participating in the Duke Talent Search.

UT Explore Trip to Austin Texas.

District Re-design Secondary Course Catalog.

Transcript Audits.

Re-design of At-Risk Parent notification letter.

National Hispanic Institute Student Participation.

Four Year Graduation Plan.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓			

Personnel Allocations (All Funds)

Position	2010	2011	2012
Director	1.00	1.00	1.00
Secretaries	1.00	1.00	1.00
Total	2.00	2.00	2.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$134,060	\$153,621	\$124,528
Contracted Svcs.	2,944	246	2,748
Supplies & Materials	3,994	681	2,450
Other Op. Expenses	3,033	1,254	4,350
Total Budget	\$144,031	\$155,802	\$134,076

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Increase Attendance	Pending AEIS	98.80%	98.00%
Increase Completion Rate	85.70%	90.00%	90.00%
Increase College Ready	AEIS 2010	50.00%	60.00%
Graduates	AEIS 2010	56.00%	60.00%
Increase SAT/ACT Tested	AEIS 2010	70.00%	75.00%
Increase the number of students enrolled in Higher Education	Higher Coord. Board	65.00%	70.00%
Decrease the number of At-Risk Population	83.70%	80.00%	75.00%

Function

We assist the District to comply with Board policies related to health requirements and services. Each campus is staffed with registered nurse(s) to provide immediate response to students, staff or visitors experiencing health emergencies. Health Services staff provides individualized care to students experiencing chronic alterations to health so that all students have the opportunity to achieve academic success. The department also works towards maintaining healthy school environments.

Mission

Our mission is to provide the optimal learning environment for students by offering expert, compassionate health services to them. We also foster the development of healthy school communities. We fulfill our mission through care of the ill and injured as well as through health promotion activities.

Department Goals

Health Services Department's staffing, protocols, and clinic equipment will meet all practice standards set forth by the National Association of School Nurses (NASN). Students at all campuses will receive nursing care which follows nationally recognized physical assessment and care practices.

Health Services Department will collaborate with campuses and departments to implement a comprehensive Flu Prevention program. Components of this program include Flu Prevention Publicity Campaign, Flu Vaccines for Employees, School-based Flu Vaccine clinics for staff and students, and Flu Surveillance.

Health Services Department will utilize IT to disseminate health-related information to students, families, and staff. Health Services Department will utilize the District's student data management system, School Max, to chart student health information in an electronic format.

Department Objectives

Staff development during the 11-12 School Year will focus on the development of individualized care plans for students with chronic or incapacitating illnesses. School nurses will generate sample care plans as evidence of mastery.

Student participation rate in "Flu Vaccine for Students" program will increase by 5% district-wide over 10-11 vaccination rate.

Immunization data entry will transition from input at the Department level by Health Specialist to input at the campus level by the School Nurse. Utilization rate of this Enterprise module will increase from use by 0% of nurses to use by 100% of nurses.

Prior Year Highlights

Health Services Department in conjunction with City of Laredo Health Department implemented a school-based "Flu Vaccine for Students" program at all campuses.

Enterprise was developed to support inputting of state-mandated student health screenings. 100% of nurses are trained and inputting student data. This allowed for transition from paper Student Health Record to electronic record.

Outdated furniture and equipment was replaced at 5 recently constructed campuses. All students now receive care in clinics that are suitably furnished and equipped.

District's Broad Goals

1	2	3	4	5	6
	✓	✓	✓		✓

Personnel Allocations (All Funds)

Position	2010	2011	2012
Director	0.50	0.50	0.50
Coordinator	0.00	0.00	1.00
Secretaries	1.00	1.00	1.00
Data Specialists	1.00	1.00	0.00
Total	2.50	2.50	2.50

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$130,663	\$93,497	\$142,044
Contracted Svcs.	17,164	15,078	32,285
Supplies & Materials	53,739	23,040	52,260
Other Op. Expenses	1,975	818	175
Capital Outlay	5,079	4,778	0
Total Budget	\$208,620	\$137,211	\$226,764

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Nurses will be formally trained in the development of individualized health plans	0	0	36
Seasonal flu vaccine will be provided to students at home campuses	87%	100%	100%
Student participation rate in flu vaccination will increase 5% over 10-11 Year	N/A	20%	20%
Enterprise will support the documentation of state-mandated screenings	0% input	100% input	100% input
Pilot program will be implemented for documentation of clinic visits on Enterprise	1 campus	2 campuses	3 campuses
School nurses will be trained on input of immunization data into Enterprise	0	0	36

Function

The Transportation Department's main purpose is to promote an environment that is safe and conducive to teaching and learning through the operation and maintenance, design and development of a safe, reliable and cost effective school transportation system that will meet the changing needs of our students and educators. The Department transports about 3,800 students daily and serves 33 educational institutions with a fleet of 79 buses.

Mission

The mission of the Laredo ISD Transportation Department is to provide safe, efficient and dependable transportation for the students and parents of the district.

Department Goals

Through the implementation of the three bell schedule we will strive for a more efficient transportation of the students we now serve. We hope to also realize gains in transportation funding as a result of increased rider counts per bus and a more reliable and timely service for our campuses.

Implement and monitor appropriate accountability measures to protect the district resources to include, fuel usage reports and vehicle repair costs provided to all LISD vehicle user departments. To realize an overall reduction in cost per mile expenses due to enhanced preventive maintenance control.

Ensure that all transportation activities remain focused on following all appropriate safety guidelines; in order to provide LISD students and employees the best opportunity to perform to their full capacity in support of the district's overall goals.

Department Objectives

Establish a program that is "customer service" oriented and a working atmosphere that promotes a helpful relationship among the staff. For FY2011-12 we would like to significantly reduce the number of customer complaints that are directly related to staff inefficiencies or oversights.

Develop procedures that will ensure route efficiencies through the timely preparation and submittal of all required reports and the better utilization of the EDULOG routing program.

Reduce the number of vehicular accidents and associated costs along with a reduction of workers' compensation claims through safety awareness training and by providing a quality work environment and safe equipment.

Prior Year Highlights

Additional routes and services were established in 2010-2011 without requesting additional personnel. We have continued to provide expanded tutorial services and campus school bus evacuation drills this year as well.

We have improved our preventive maintenance program which will pay off in future savings in vehicle repairs. This will only improve when we begin to operate from the new Transportation Facility which will enhance our scheduling control.

We were able to weather the increased cost of fuel through bulk diesel fuel purchases in an expedient manner taking advantage of market fluctuations and by utilizing fuel card procedures that enhanced savings.

District's Broad Goals

1	2	3	4	5	6
	✓	✓			

Personnel Allocations (All Funds)

Position	2010	2011	2012
Director	1.00	1.00	1.00
Clerks	2.00	4.00	4.00
Secretaries	1.00	1.00	1.00
Data Specialists	1.00	1.00	1.00
Monitors	2.00	0.00	0.00
Custodians	1.00	1.00	0.50
Dispatchers	1.00	1.00	1.00
Bus Driver/Bus Washer	54.00	54.00	55.00
Mechanic	7.00	7.00	6.00
Bus Aide	39.00	39.00	38.00
Security	1.00	1.00	1.00
Supervisors/Foreman	3.00	3.00	3.00
Shop Porter/Bus Dr.	0.00	1.00	1.00
Trainer/Sub Bus Driver	1.00	1.00	0.00
Sub. Bus Drivers	4.00	0.00	0.00
Sub. Bus Aides	2.00	0.00	0.00
Total	120.00	115.00	112.50

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$2,854,693	\$2,818,490	\$2,882,327
Contracted Svcs.	108,466	80,887	134,134
Supplies & Materials	413,210	467,806	618,900
Other Op. Expenses	-449,845	-420,281	-233,500
Capital Outlay	15,000	0	15,000
Total Budget	\$2,941,524	\$2,946,903	\$3,416,861

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Number of students transported on daily routes	3,740	3,800	4,000
Number of school buses in fleet	80	79	79
Number of Field Trips	2,461	2,422	2,400
Number of days absent	711	722	700
Cost of Vehicle Repairs	74,263	77,000	55,000
Worker Compensation	46,169	20,000	15,000

Function

The mission of the Laredo ISD Department of Athletics is to provide athletic programs that will promote and support educational and athletic opportunities to allow our student-athletes to reach their academic and athletic potential.

Mission

The mission of the Laredo ISD Department of Athletics is to provide athletic programs that will promote and support educational and athletic opportunities to allow our student-athletes to reach their academic and athletic potential.

Department Goals

The Department of Athletics will promote our various athletic programs to develop a positive relationship with the community and boost school pride.

The Department of Athletics will increase professional growth for all our coaches by attending clinics and workshops to improve leadership skills and knowledge of the game.

The Department of Athletics will promote opportunities for elementary students to participate in athletic activities.

Department Objectives

Our Campus Coordinators/Head Coaches will work closely with our middle school coaches to instill the development of fundamental skills needed to compete, as well as sportsmanship, teamwork, and school pride.

The Department of Athletics will provide staff development for our coaches to gain knowledge and adhere to UIL and District rules and regulations.

The Department of Athletics will work closely with community entities to be able to provide opportunities for all our student-athletes to benefit from available resources.

Prior Year Highlights

The Athletic Department has been able to conservatively meet the needs of our student athletes while being responsible in utilizing the athletic budget.

The Athletic Department has continued to work collaboratively with various youth and student organizations and entities within our city to provide better opportunities for our athletes to benefit from the available resources.

The Athletic Department increased the success of High School Athletic programs advancing to post season playoff games.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓	✓	✓	✓

Personnel Allocations (All Funds)

Position	2010	2011	2012
Director	1.00	1.00	1.00
Assistant Director	1.00	1.00	1.00
Secretaries	2.00	2.00	2.00
Bookkeeper/Sr. Acct. Technician	1.00	1.00	1.00
Groundskeeper	8.00	8.00	7.00
Total	13.00	13.00	12.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$461,919	\$526,340	\$462,616
Contracted Svcs.	6,566	9,245	24,555
Supplies & Materials	15,168	12,475	14,397
Other Op. Expenses	31,881	30,564	67,100
Capital Outlay	0	2,155	5,000
Total Budget	\$515,533	\$580,778	\$573,668

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Monitor Middle School program to ensure that strategies implemented during meetings with Coordinators, are being followed in order to increase skill level and student participation	N/A	6	12
Monitor the implementation of coach's strategies to insure our student-athletes are being prepared for success	N/A	6	12
Invite private and parochial schools to participate in our middle school leagues, thereby providing our student-athletes a greater opportunity to improve their skills	N/A	1	2

Function

The department of Special Education provides compliance and instructional support to all district campuses and departments. The department has the responsibility of providing information to district administrators and staff to ensure the districts compliance with all federal and state laws pertaining to special education services. The department also provides assistance with dispute resolution.

Mission

The department of Special Education will ensure compliance with federal and state regulations, and provide accurate diagnostics, effective educational support, and related services to all district campuses and departments to promote the successful education of all district special education students.

Department Goals

The department of Special Education will promote compliance with federal and state laws with respect to Special Education and related services by being responsive to the district students' needs in the provision of diagnostic assessments, specialized instruction, and related services.

The department of Special Education has reduced the disproportionate number of SPED/LEP students and will continue the monitoring process for sustainability of this goal.

The department of Special Education will promote best practices in instructional and related services for students with disabilities in the least restrictive environment.

Department Objectives

To provide practical information geared toward ensuring compliance with federal and state laws in the provision of special education services.

The department of Special Education will sustain the decrease of the disproportion of SPED/LEP students through ongoing training of evaluation teams to provide accurate diagnostic evaluations and eligibility determinations.

The Special Education department will increase the number of SPED students placed in LRE instructional arrangements. The age of students range from 3-5, 6-11, and 12-21.

Prior Year Highlights

Double digit increase at each campus for AEIS grades.

Attained PBMAS status of "0".

No level 3 PBMAS indicators.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓	✓	✓	✓

Personnel Allocations (All Funds)

Position	2010	2011	2012
Director	1.00	1.00	1.00
Supervisors	5.00	5.00	5.00
Asst. Occupational Therapist	1.00	0.00	0.00
Psychologists	1.00	1.00	1.00
Campus Coordinator	7.00	7.00	5.00
Itinerant Counselor/Elem.	2.00	2.00	0.00
Clerks	23.00	23.00	20.00
Secretaries	3.00	3.00	2.00
Bookkeeper Technician	1.00	1.00	1.00
Coordinator	1.00	1.00	1.00
Asst. Tech. Coord.	1.00	1.00	1.00
Social Worker	0.10	0.10	0.20
Asst. Tech. Spec.	1.00	1.00	1.00
Total	47.10	46.10	38.20

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$1,787,156	\$1,695,526	\$1,517,007
Contracted Svcs.	11,780	9,307	34,505
Supplies & Materials	11,772	11,536	16,050
Other Op. Expenses	5,628	1,345	4,950
Capital Outlay	0	871	12,950
Total Budget	\$1,816,335	\$1,718,584	\$1,585,462

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Participation percentage of students in TAKS/TAKS-A in SPED	53.3%	60.0%	65.0%
Reduction in over representation of LEP students in SPED	8.2%	7.5%	7.0%
Increase number of SPED students in LRE (Least Restrictive Environment)	3/5=16.2% 6/11=44% 12/21=51%	3/5=18% 6/11=46% 12/21=55%	3/5=20% 6/11=50% 12/21=60%

Function

The Dept. of Library Media Services coordinates services at all campus libraries in support of the instructional subject areas. It communicates and supports expectations to all librarians that are consistent with district goals to meet an Exemplary rating from TLA including providing support regarding library service issues. It develops and maintains a plan for professional growth by providing in-services and workshops for all Librarians and Library Assistants including technology training.

Mission

The mission of the Library Media Services is to function as an integral part of the total educational program. The libraries serve students, faculty, administration, staff, and parents. Librarians work in partnership with the academic departments to enhance the learning experience outside the class.

Department Goals

To improve our libraries by meeting or exceeding state standards for an Exemplary status, which include staffing patterns, library collection ratio, the use of technology, and up-to-date library collections.

To enhance student techniques for acquiring information, knowledge and skills conducive to life-long learning.

To provide instruction and guidance in the use of research materials by using the reference area of the library as well as all sections of the library and the online databases.

Department Objectives

LISD libraries will systematically update the library collections annually to meet state Exemplary status in accordance with student ratio and campus quota. They will also adhere to the library Exemplary state standards for recommended staffing and facilities at district and campus levels.

LISD libraries will promote and facilitate the usage of the Accelerated Reader Program by providing a wide selection of English and Spanish reading materials as well as leisure reading to encourage students to become independent readers.

LISD will provide library personnel with specialized Professional Development and training including the Alexandria, Accelerated Reader Program (Ren Place online version, and STAR Reading Assessment Program (campuses who have the program).

Prior Year Highlights

The district's average age of the collections has maintained at 2000 in 2009-2010 and 2010-2011, meeting an Exemplary status in the average age area.

Six campuses have reached Recognized status and eleven campuses have reached Exemplary status in regards to number of books per student in 2010-2011.

All LISD libraries received monies for the purchase of library books. The total amount was \$464,928.00. For Fiscal year 2011-2012 the Finance Department will allocate \$100,000.00 for Library books.

District's Broad Goals

1	2	3	4	5	6
✓		✓		✓	✓

Personnel Allocations (All Funds)

Position	2010	2011	2012
Director	1.00	1.00	1.00
Clerks	1.00	1.00	1.00
Secretaries	1.00	1.00	1.00
Total	3.00	3.00	3.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$151,474	\$152,175	\$152,913
Contracted Svcs.	0	207	0
Supplies & Materials	3,824	2,659	3,375
Other Op. Expenses	2,406	1,936	3,000
Total Budget	\$157,704	\$156,978	\$159,288

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
All library collections are weeded out in order to maintain updated collections that meet library state standards	14,243	10,000	10,000
Elementary, Middle and High Librarians follow a flexible schedule	100%	100%	100%
Implementation and participation in the Accelerated Reader Program at all campuses will increase by 5%	498,318	435,634	457,415
The average age of the library collections will meet or exceed an Exemplary status	2000	2000	2001
All LISD libraries use the Alexandria Program to monitor and keep record of the number of books circulated	534,191	795,612	835,392
All LISD libraries have received adequate funding for the purchase of library books	\$517,746	\$464,928	\$150,000

Function

The Printing/Creative Services Dept. is in constant demand to meet the printing needs of the district. Printing requests for the following are received throughout the year; registration forms, letterheads, business cards, carbonless forms, envelopes, invitations, certificates, brochures, booklets, newsletters, postcards, pamphlets, bookkeeping forms, banners, posters, testing material; graduation, scholarship, and awards night invitations, programs and graduation tickets.

Mission

The mission of the LISD Printing/Creative Services Dept. is to assist the district campuses and departments in promoting the districts educational programs and initiatives by producing quality printed and commercial materials.

Department Goals

- To continuously increase effective productivity and job performance.
- To maintain an organizational climate that respects the dignity and worth of all people.
- To implement a professional and personal growth program that will result in all employees having the opportunity to enhance their skills and abilities for the purpose of improving their promotional and wage earning capabilities.

Department Objectives

- To maintain and surpass the high quality standard of services necessary for the communications process by yielding maximum quality printed and commercial materials.
- To reduce and eventually eliminate the departments needs to outsource production and services by utilizing more effective and efficient equipment and machinery.
- To yield professional grade products by utilizing state of the art equipment as well as sophisticated technology to design publications to showcase individual departments and campuses.

Prior Year Highlights

- Continue to print banners/posters and color copies for campuses and departments at an affordable price.
- Printed scholarship and graduation programs for district high schools; continue to print NCR forms, CBA's for all grade levels and content areas.
- Printed middle and high schools Course Selection Catalog.

District's Broad Goals

1	2	3	4	5	6
		✓			

Personnel Allocations (All Funds)

Position	2010	2011	2012
Supervisor	1.00	1.00	1.00
Comm./Graphic Artists	2.00	2.00	2.00
Secretaries	1.00	1.00	1.00
Printer	5.00	5.00	3.00
Total	9.00	9.00	7.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$271,463	\$242,625	\$238,364
Contracted Svcs.	68,034	52,565	73,208
Supplies & Materials	6,121	4,638	34,992
Other Op. Expenses	0	924	0
Capital Outlay	28,270	21,210	0
Total Budget	\$373,888	\$321,961	\$346,564

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Rizograph and Digital Copies: Black and White	4,300,722	8,000,000	10,000,000
Offset duplicators	2,446,907	3,000,000	4,000,000
Color Copier	66,092	70,000	75,000
Banners / Posters	3,300	4,000	4,500

Function

ITV produces instructional videos to support the districts academic curriculum, inform the community of services provided by the departments, highlight the outstanding achievements of our schools, students, and employees and special interest videos to meet the superintendents priority goals. ITV also ensures the videotaping and audio production of all district-wide meetings and events, provide copies of video and audio tapes, and meet all other communication needs via our cable channel 18.

Mission

The mission of Laredo ISD-ITV is to reinforce, support and enrich the challenging classroom curriculum by producing instructional programming involving our employees students and parents as well as highlighting and informing the community on what our district is all about via cable channel 18.

Department Goals

- Increase viewer ship of our district's ITV programming.
- Increase support for schools and department thru videos.
- Increase student and employee participation in educational programs.

Department Objectives

Within twelve months, produce top quality educational programs that are aligned to the district's academic curriculum and Superintendent's goals.

Within twelve months, extend current evening air time to target parents and other school stakeholders with specific educational programming.

Within twelve months, in conjunction with the City of Laredo and Time Warner Cable, broadcast school board meeting and other events LIVE on Channel 18.

Prior Year Highlights

Received numerous gold, silver and best of categories from Texas Schools Public Relations Association in Arlington, Texas for educational videos.

Broadcasted the Regular Board Meetings LIVE on cable channel 18 and the LISD website.

Streamed ITV's on-air programming on the web in collaboration with the IT department.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓	✓	✓	

Personnel Allocations (All Funds)

Position	2010	2011	2012
Secretaries	1.00	1.00	1.00
ITV Technicians	5.00	5.00	5.00
Program Controller	1.00	1.00	0.00
Sp. Projects Producer	1.00	1.00	1.00
ITV Technical Director	1.00	1.00	1.00
Total	9.00	9.00	8.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$305,476	\$285,853	\$294,665
Contracted Svcs.	12,261	5,872	12,713
Supplies & Materials	9,857	9,855	6,000
Other Op. Expenses	7,988	8,785	13,500
Capital Outlay	5,843	0	0
Total Budget	\$341,426	\$310,365	\$326,878

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Instructional shows and other district programming	175	186	190
Video and audio dubs	500	430	435
Board workshops, regular and special call meetings, DEIC, Bussiness and Support	63	55	60

Function

Department provides a centralized location where all incoming and outgoing mail is received, sorted and delivered to the appropriate campuses and departments.

Mission

To provide fast and reliable services by maintaining communication to key internal and external groups via the US Postal Services.

Department Goals

Our department will improve inter-district postal services with the use of technology to speed up the delivery and shipping of mail so campuses and departments may receive their mail timely.

Department Objectives

Screening of incoming mail on a daily basis to reduce junk mail deliveries.

Analysis of mail routes to reduce mileage on a yearly basis.

Tracking of pieces of mail received and delivered to our campuses and departments.

Prior Year Highlights

Despite the increase of postal services, our department has continued to provide and meet the demands of our district's needs.

We have just acquired a state of the art new postal machine that is more efficient and thus will provide better services for our district.

All employees have been cross trained on the job requirements to improve the performance and productivity within the department.

District's Broad Goals

1	2	3	4	5	6
				✓	

Personnel Allocations (All Funds)

Position	2010	2011	2012
Clerks	1.00	0.00	1.00
Total	1.00	0.00	1.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$21,222	\$21,521	\$25,060
Contracted Svcs.	6,580	6,299	6,000
Supplies & Materials	63,815	52,032	65,000
Other Op. Expenses	185	0	0
Total Budget	\$91,802	\$79,852	\$96,060

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Provide surveys to review and enhance the postal services operations	98%	99%	99%
Establish an alternate route in case of emergencies	100%	100%	100%
Provide a computer and software program to reduce mailing costs	95%	99%	99%
Reduce operating costs by cross training staff from other campuses and departments	100%	100%	100%

Function

Core infrastructure components include PC hardware/software, high speed network services (wired and wireless), printers, & core server platform. I.T. maintains a comprehensive lifecycle management program through rigorous design, deployment, and support practices. These practices ensure the underlying architecture realizes optimal performance. Through integration, I.T. also actively seeks to gain efficiency and streamline processes by removing redundancies where they may exist.

Mission

To support core instructional and business needs for the district through the development, implementation, day to day use, and support of new technologies and information systems; to provide the integrated exchange of data with internal and external stakeholders; to identify emerging technologies.

Department Goals

To help strengthen the Instructional Program with the integration of Technology in the classroom and the Administrative offices with Technology support and technology solutions.

Provide quality instructional and administrative technology for students, staff and community including acquisition and maintenance of appropriate hardware and software.

To establish and maintain a safe environment of all student, employees, and visitors through the use of technology.

Department Objectives

Achieve a 98% network uptime at the core. Achieve a 12 hour response time on lab hardware and software.

Achieve a 12 hour response time on network issues. Achieve a 12 hour response time on printers

Establish standards for all district computer hardware, networking hardware, infrastructure design.

Evaluate software systems and recommend new software systems based on district requirements.

Prior Year Highlights

Deployed over 1,000 new laptops for teachers.

Established 1,500 physical security cameras district wide.

Deployed 600 printers for instructional use district wide.

District's Broad Goals

1	2	3	4	5	6
	✓	✓			

Personnel Allocations (All Funds)

Position	2010	2011	2012
Chief Technology Officer	1.00	1.00	1.00
Trainer	1.00	1.00	1.00
Coordinators	2.00	2.00	2.00
Specialists	1.00	1.00	1.00
Programs/Systems Analysts	8.00	8.00	8.00
Webmasters/Web Svc. Spec.	1.00	0.00	0.00
Database Analysts	1.00	1.00	1.00
Network Security/PC Comm Spec.	2.00	2.00	1.00
Network Administrator	1.00	1.00	1.00
Programmer	0.00	1.00	1.00
Clerk/Telecommunications	1.00	1.00	1.00
Receptionists	1.00	1.00	1.00
Secretaries	2.00	2.00	2.00
PC H/S Specialists	23.00	22.00	22.00
Network Technicians	4.00	4.00	4.00
Custodians	1.00	1.00	1.00
Total	50.00	49.00	48.00

District's Broad Goals

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$2,233,549	\$2,269,955	\$2,298,028
Contracted Svcs.	1,163,408	1,213,679	1,354,671
Supplies & Materials	237,616	166,805	113,683
Other Op. Expenses	18,658	8,029	17,299
Capital Outlay	108,896	165,754	169,458
Total Budget	\$3,762,127	\$3,824,222	\$3,953,139

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Total work orders	28,000	31,000	33,000
Total closed work orders	96.0%	96.0%	96.0%
Network uptime reliability	97.5%	98.0%	99.0%

Function

Division of Operations is responsible for the processing and completion of in-coming work orders submitted by LISD campuses and departments through the districts Computerized Maintenance Management Software (CMMS). The Division of Operations is responsible and exists to provide maintenance, repair services and distribute instructional and janitorial supplies to all districts facilities.

Mission

The Division of Operations shall ensure that all school district campuses, buildings, equipment and grounds are kept in optimum service and working conditions so that all students, staff, support personnel and the public are provided with a safe, comfortable environment that is conducive to learning.

Department Goals

To improve work quality, time response and customer service for LISD campuses and departments through the use of technology and a consistent "Continuous Improvement" philosophy in all our processes.

Work requests and special projects for all areas under Division of Operations will be scheduled and completed on a timely manner and within acceptable levels of labor and material costs.

Preventive maintenance will be increased on critical mechanical equipment reducing the number of emergency (reactive maintenance) work orders received.

Department Objectives

Yearly work order completion rate for year 2011-2012 will be increased by 2% in comparison with 2010-2011 figure. (Estimated rate by the end of 2010-2011 = 89%).

Reduction by a minimum of 3% the fuel gallons used by department's fleet during school year 2011-2012 (Estimated amount by the end of 2010-2011 school year= 24,422 gallons).

Reduce energy consumption in the Laredo Independent School District by at least 5% by the end of the 2011-2012 school year.

Prior Year Highlights

Our department finished school year 2009-2010 with a work completion ratio of 97% (13,411 work orders were completed out of 13,831 that were received).

During school year 2009-2010 Division of Operations was able to support campuses and departments working on 143 special projects which include work done at the Non Traditional School and installation of Promethean Boards district wide. In addition to routine work received via work orders.

District's Broad Goals

1	2	3	4	5	6
			✓	✓	

Personnel Allocations (All Funds)

Position	2010	2011	2012
Director	1.00	1.00	1.00
Assistant Director	1.00	1.00	1.00
Supervisors	1.00	1.00	1.00
Facilities/System/Quadrant Officer	4.00	5.00	3.00
Specialist	0.00	1.00	2.00
Clerks/Secretaries/Receptionists	15.00	15.00	16.00
Manager/Supervisors/Foreman	6.00	6.00	5.00
Repairmen	4.00	3.00	3.00
Electrician/Plumbers	12.00	12.00	10.00
Fenceman/Glazier/Welder	3.00	3.00	3.00
Floor Repairman/Carpenter	9.00	9.00	9.00
Technician	10.00	9.00	9.00
Locksmith	2.00	2.00	2.00
Maintenance/Crew	32.00	32.00	32.00
Mason/Mechanics	3.00	3.00	3.00
Painter	4.00	4.00	4.00
Custodians	2.00	2.00	2.00
Inspector	1.00	0.00	0.00
Total	110.00	109.00	106.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$3,364,291	\$3,334,598	\$3,472,336
Contracted Svcs.	380,440	281,644	485,200
Supplies & Materials	565,002	504,246	399,320
Other Op. Expenses	20,866	10,970	24,630
Capital Outlay	49,080	6,839	12,800
Total Budget	\$4,379,679	\$4,138,298	\$4,394,286

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Routine Maintenance Work Orders Completed	13,411	12,147	12,355
Special Projects Completed	143	77	54
Janitorial Supplies Orders Processed	820	704	762
Instructional Supplies Orders Processed	1,943	2,927	2,435
Shipping & Receiving Orders Delivered (Purchase Orders)	1,340	1,631	1,565
District's Energy Consumption	45,401,785	44,281,361	42,510,106

Function

Support services oversees the operation of the district by ensuring that the district's students are educated in a safe & nurturing environment by providing proper nutrition, transportation and secured facilities.

Mission

It is the mission of the support services to implement a supportive system to enhance the educational system and provide an environment that is conducive to learning.

Department Goals

Support services will promote & support the superintendent's goals by providing innovative & positive habits through continuous education, engineering and enforcement.

Support services will ensure that all campuses/departments are kept at the highest level of operations by addressing all concerns efficiently and on a timely basis.

Support services will ensure nutrition for students is provided, transportation needs are addressed, construction, operations and other support services work collaboratively to optimize the district's human and financial resources.

Department Objectives

To establish and maintain an environment which maximizes safety for all students, employees and visitors.

To implement and monitor appropriate accountability measures to protect the resources of the district.

To effectively implement a maintenance program which will result in the completion/closure of all work orders on a timely basis.

Prior Year Highlights

Implement 3-bell schedule.

Implemented on-line School Dude work order system.

Completion of Martin High School Shirley Field & Field House, Child Nutrition Program Facility, Transportation Facility, Kawas Soccer Complex, Science Lab Building at Martin HS, Nixon HS and Cigarroa HS, Cigarroa MS Orchestra Building and ECC Buildings.

District's Broad Goals

1	2	3	4	5	6
	✓	✓	✓	✓	

Personnel Allocations (All Funds)

Position	2010	2011	2012
Executive Director	1.00	1.00	1.00
Secretaries	1.00	1.00	1.00
Total	2.00	2.00	2.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$122,276	\$151,689	\$169,308
Contracted Svcs.	0	27,011	1,700
Supplies & Materials	1,224	1,031	1,500
Other Op. Expenses	670	2,051	5,500
Capital Outlay	1,509	697	1,500
Total Budget	\$125,679	\$182,480	\$179,508

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Work orders completed	13,411	12,147	12,355
Workers' compensation accident trends	357	330	340
Cost per meal equivalent	\$ 2.50	\$ 2.53	\$ 2.55
Lunch participation	HS 69%, MS 81%, ELEM 94%	HS 70%, MS 84%, ELEM 95%	HS 72%, MS 81%, ELEM 95%
Breakfast participation	HS 57%, MS 36%, ELEM 69%	HS 46%, MS 28%, ELEM 79%	HS 46%, MS 30%, ELEM 82%
Number of students transported daily	3,740	3,800	4,000

Function

The construction Department is a specialized program responsible for monitoring, inspecting, and coordinating various aspects of construction including but not limited to logistics, finance, contracts, engineering, architecture, TEA rules, fire building, and ADA codes. The purpose is to be in compliance and ensure that the quality of construction is maintained at a high standard and within budget.

Mission

To plan, design, and construct state of the art educational and administrative facilities including additions and renovations for L.I.S.D., that, not only provide "a safe and nurturing environment," but that it be conducive for learning and stimulate the student's interest and creativity.

Department Goals

By the 2011-2012, the Laredo Independent School District shall be recognized for its stable construction facilities program that support student achievement creating an environmental conducive to student excellent.

To implement and administer the successful completion of LISD's \$144 million bond "Building a world of opportunities" Capital Bond Program. This program will construct educational that will support teachers in providing quality instruction.

To implement and administer the successful completion of LISD's Public Facilities Corporation, \$60 Million Bond Series, 457 Million Bond Programs, QZAB's and other bond projects. These programs will construct educational facilities that will facilitate teachers and provide adequate environment.

Department Objectives

LISD's Construction department will monitor the completion of 100% of its approved construction projects whether it be replacement and (or) renovations while adhering to school district and Texas education agency building and safety codes by the year 2011-2012.

The implementation of a plan of action that enables the Construction Department to prepare feasibility study for all projects that include a reasonable budget, complete assessment, ad proper compliance per all applicant codes to provide adequate educational facilities.

The Construction Department will coordinate the formation of committee's that will review the construction project's scope, assignment of Architect/Engineer to projects, final construction plans, feasibility cost estimates, and recommendation to the Board to ensure accountability and best value.

Prior Year Highlights

The final completion of Martin High School OCR project and DECA Building, the final closing documents for purchase of land from Killam for the Early College High School.

The Substantial completion of Cigarroa Middle Orchestra Building, Food Service Center, Transportation Facility, Martin, Cigarroa, and Nixon High Schools Science Labs, Alma Pierce, Farias, and Dovalina Elementary Schools - ECC, and Shirley Field & Martin High School Field House.

The Commencement of the Early College High School, the awarded professional architectural services for Nixon High School Re-Design, Nixon Track and Field Improvements, VMT Magnet School, Cigarroa Middle/High School track and Field Improvements and F.S. Lara Academy Portables.

District's Broad Goals

1	2	3	4	5	6
				✓	

Personnel Allocations (All Funds)

Position	2010	2011	2012
Program Administrator	1.00	1.00	0.00
Coordinators/Inspectors/Analysts	4.00	4.00	2.00
Secretaries	1.00	1.00	1.00
Inspector/Plans Examiner	1.00	1.00	1.00
Total	7.00	7.00	4.00

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Projects Completed	6	7	5
Warranty Items Request	135	153	150
Control of Additive Change Orders	0	0	0

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$283,684	\$233,974	\$199,617
Contracted Svcs.	23,090	9,269	240
Supplies & Materials	4,472	2,291	8,174
Other Op. Expenses	1,477	398	2,636
Capital Outlay	3,671	0	0
Total Budget	\$316,394	\$245,933	\$210,667

Function

The primary function of the Police department is the Safety and the Security of all students, employees and to minimize criminal activity.

Mission

Laredo ISD Police Department mission is to ensure the Safety of our district's students, families and staff. In order to learn, students need a safe environment where they can concentrate on their studies. Teachers and Staff need the same environment which is one of our many responsibilities.

Department Goals

To provide a secure environment and maximize student learning.

To assist campus by working with Parent volunteers thru presentations on Bullying, Gang identifications and safety measures

Monitor all safety plans to insure the most efficient and effective response in emergency crisis situations.

Department Objectives

To reduce gang activity in our schools through presenting and educating parents and staff.

To provide a parents volunteers with training on patrol tactics and determine areas of need as per Administrative Staff.

To provide parents a program to include emergency operations, technology, Community Service, Traffic Control, Physical fitness, Court, Corrections, Victimization and other areas related to law enforcement.

Prior Year Highlights

Security Officers Certification for level 1 and 2 License.

Creation of security forms to be filled out on every campus visit. These forms will be implemented for Security Assessment purposes. The forms will serve as a guide to field supervisors in maintaining our campus safe. These forms will require school administration signature.

Continued implementation of the bike patrol.

District's Broad Goals

1	2	3	4	5	6
		✓			

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$2,391,483	\$2,661,045	\$2,955,686
Contracted Svcs.	19,388	8,866	19,124
Supplies & Materials	54,373	67,334	70,900
Other Op. Expenses	1,352	1,171	7,500
Capital Outlay	1,126	799	0
Total Budget	\$2,467,722	\$2,739,214	\$3,053,210

Personnel Allocations (All Funds)

Position	2010	2011	2012
Chief of Police	1.00	1.00	1.00
Lieutenant	1.00	1.00	1.00
Sergeant	3.00	3.00	3.00
Secretary/Receptionist	2.00	2.00	2.00
Police Officers	23.00	23.00	23.00
Investigators	0.00	0.00	1.00
K-9 Handlers	1.00	1.00	0.00
Specialist	1.00	1.00	1.00
Custodian	1.00	1.00	0.50
Security Guards	78.00	78.00	77.00
Total	111.00	111.00	109.50

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Collaborate with local law enforcement agencies in creating programs to reduce gang activity in our schools	90%	97%	99%
Work with other departments to maximize security and safety for our schools and students	78%	85%	91%
To reduce traffic congestion around our schools during arrival and dismissal of school	93%	95%	97%

Function

CNP provides meals at no charge to all students and low cost to adults. Nutrition promotion activities and healthy choices increase awareness of healthy eating. Free Summer Food Service Program provides meals through schools and community sites to aide in family food security. As a self funded program, CNP supports the financial goals of the district.

Mission

To provide nutritious appealing safe meals to students and staff in a pleasing environment that encourages healthy food choices and enhances learning.

Department Goals

Transition to the production distribution center in early summer 2011. Hire a production manager position, realign staff between campuses and central kitchen. Write standard operating procedures manual and train staff.

Continue with implementation of the Fresh Fruit & Vegetable Program in elementary schools. Provide fresh fruit and vegetable snacks four times per week in the classroom and nutrition education information to teachers. Coordinate a special partnership activity each semester.

Attain recognition for three campuses as Healthier US Challenge Schools from USDA and Texas Department of Agriculture. Attain Keys to Excellence program recognition from American School Nutrition Association.

Department Objectives

Continue building the fund balance to 2 months operating cost for the school year 2011-2012 by controlling labor and food costs.

Maintain the current lunch participation rate and increase breakfast participation at all campus levels by adding and/or expanding breakfast in the classroom programs.

Maintaining current productivity levels (Meals per Labor Hour) at 17 mph high school, 17 mph middle school and 20 mph elementary schools.

Prior Year Highlights

Breakfast meals increased 3.6%. Breakfast in the classroom (BIC) started at 2 high, 1 middle, and 15 elementary schools. BIC was partially implemented or expanded at 9 elementary schools and Martin HS started BIC.

CNP increase the fund balance by \$1.5M due to BIC increase participation, controlling food cost, inventory control, and labor cost control. Due to efficient use of USDA commodities, CNP was able to increase fund balance.

We included more varieties of red, green, and orange vegetables that met healthy US school challenge criteria. We also introduced new breakfast and lunch items on all types of service.

District's Broad Goals

1	2	3	4	5	6
✓	✓	✓	✓	✓	

Personnel Allocations (All Funds)

Position	2010	2011	2012
Director	1.00	1.00	1.00
Supervisors/Coordinators	7.00	7.00	3.00
Dietician/Nutritionist	2.00	2.00	2.00
Clerks/Secretaries	7.00	7.00	7.00
Support Technician	1.00	1.00	1.00
Bookkeepers/Support/Specialists	2.00	2.00	3.00
Electrician/Technician	1.00	1.00	1.00
Maintenance/Crew	2.00	2.00	2.00
Managers/Asst. Mgrs.	35.00	35.00	36.00
Supervisors/Foreman	0.00	0.00	3.00
Cooks/Bakers & Helpers	7.00	5.00	2.00
Sanitation/Sub. Helpers	4.00	2.00	2.00
Servers/Substitute Servers	242.00	235.00	238.00
Storeroom Helper	1.00	1.00	1.00
Truck Drivers/Sub Truck Drivers	12.00	12.00	11.00
Total	324.00	313.00	313.00

General Operating Fund Expenditures by Object

	2009/10 Actual	2010/11 Projected	2011/12 Budget
Payroll	\$5,937,395	\$6,256,886	\$6,891,978
Contracted Svcs.	482,149	496,423	984,195
Supplies & Materials	7,616,394	7,672,858	8,225,155
Other Op. Expenses	41,804	21,320	40,248
Capital Outlay	90,003	87,386	13,400
Total Budget	\$14,167,745	\$14,534,873	\$16,154,976

Performance Measures

Program/Service	Actual 09-10	Estimate 10-11	Projected 11-12
Build fund balance to 2 months operating cost by Sept. 2013	4,178,161	4,178,161	4,178,161
Maintain current productivity rate for high, middle, and elementary schools	15.6/18/20 0 mph	16/16/20 mph	17/17/20 mph
Lunch Participation will continue the same or steadily increase	HS 69% MS 81% ES 94%	HS 70% MS 84% ES 95%	HS 72% MS 81% ES 95%
Breakfast participation will increase with addition of four or more breakfast in classroom	HS 57% MS 36% ES 69%	HS 46% MS 28% ES 79%	HS 46% MS 30% ES 82%
Cost per meal equivalent will be maintained	\$2.50	\$2.53	\$2.55
Accidents reported will be reduced or will not exceed the 2008 - 2009 level	26	39	27

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TEA SUMMARY OF FINANCES (RELEASE 4.0)
PRELIMINARY 2011-2012 ESTIMATE OF STATE AID WORKSHEET

This State template is a tool provided by BOSC Inc. and Region 13 to make the budgeting process easier. The data entry section contains prior year data, including total tax collections and estimated refined ADA.

The Student Count Data Section calls for budget year data and contains the refined ADA, the Special Education FTE's and the other special programs which are estimates for the District's budget year. All the information gathered is used to calculate the basic grant or allotment per student.

	A	B	C	D	E	F	J	M	N	O
15	Prior-Year Data:									
16	2005-06 M&O Adopted Tax Rate					1.3829				
17	2005-06 Transportation Allotment					402,043				
18	2005-06 NIFA Allotment					0				
19	TEA's "S1" Revenue per WADA (see column V)					4,413				
20	TEA's "S2" Revenue per WADA (see column V)					4,619				
21	TEA's "S3" Revenue per WADA (see column V)					4,679				
22	"Greater of" Hold Harmless Revenue per WADA (see column V)					4,679				
23	Is "Greater of" Above From TEA's "S1", "S2", or "S3" calculations?					3				
24	2006-07 Total Refined ADA					22,473.475				
25	2006-07 Adjusted Total Refined ADA					22,473.475				
26	2006-07 Transportation Allotment					334,358				
32	2007-08 Adjusted Total Refined ADA					22,701.242				
33	2007-08 Transportation Allotment					334,358				
34	2007-08 New Instructional Facilities Allotment (NIFA)					0				
35	2008-09 Total Refined ADA					22,649.367				
36	2008-09 Adjusted Total Refined ADA					22,649.367				
37	2007 CPTD Value ("T4")					2,017,591,690				
38	2008-09 WADA					32,720.080				
39	2008-09 Tuition Paid (if less than 12 grades)					0				
40	2008-09 I&S Tax Collections					4,853,037				
41	2008-09 EDA Local Share					1,191,478				
42	2008-09 IFA Local Share for Bonded Debt					3,693,662				
43	2009-10 Total Refined ADA					22,346.454				
44	2009-10 Transportation Allotment					277,583				
45	2009-10 New Instructional Facilities Allotment (NIFA)					155,340				
46	2008 CPTD Value ("T2")					2,092,198,474				
47	2009-10 Adjusted HB 1 Revenue per WADA					4,862.910				
48	Chapter 41 Data:									
50	1992-93 M&O Tax Collections					0				
51	1992-93 CED Distribution					0				
52	1992-93 Chapter 36 WADA					0.000				
53	1991 CPTD Property Value					0				
55										
56										
57	Student Counts:							10-11 ACTUAL DATA		YOUR 11-12 ESTIMATES
58	Refined ADA (PreK - 12)							22,464.400		22,400.000
59	Refined ADA (Grades 9 thru 12 only)							5,324.767		5,200.000
60	Special Education Instructional Arrangement FTEs:									
61	Homebound (Code 01)							2.501		2.489
62	Hospital Class (Code 02)							0.000		0.000
63	Speech Therapy (Code 00)							3.750		3.732
64	Resource Room (Code 41,42)							486.705		484.258
65	S/C Mild/ Mod/ Severe (Code 43, 44, & 45)							159.133		158.333
66	Off Home Campus (Codes 91-98)							0.000		0.000
67	VAC (Code 08)							0.564		0.561
68	State Schools (Code 30)							0.000		0.000
69	Nonpublic Contracts							0.000		0.000
70	Res Care & Treatment (Code 81-89)							0.630		0.627

	A	B	C	D	E	F	J	M	N	O
72	Mainstream ADA							154,333		150,000
73	Career & Technology FTEs							742,167		700,000
74	Advanced Career & Technology FTEs							0.000		0.000
75	# of Students Completing an Electronic Course Provided by the District							0.000		0.000
76	# of Students Completing an Electronic Course Provided by Another District							0.000		0.000
77	Compensatory Ed Enrollment							22,788,670		22,500,000
78	FTEs of Pregnant Students							10.200		10.000
80	Bilingual ADA							13,521,225		13,500,000
81	G & T Enrollment							1,123,868		1,120,000
82	Public Ed Grant Student ADA							0.000		0.000
83	New Instructional Facility ADA							0.000		
84										
85										
86	Property Value Data:							2009 TAX YEAR		2010 TAX YEAR
87	CPTD Value ("T2")							CPTD VALUE		CPTD VALUE
91								2,163,951,268		2,165,747,005
92										
93	Tax Collection Data:							10-11 ACTUAL		YOUR 11-12
94	M&O Compressed Rate							DATA		ESTIMATES
95	M&O Adopted Tax Rate (See Note Below)							0.9219		0.9219
96	M&O Tax Collections @ Adopted M&O Rate (see Column V)							1.0400		1.0400
98	I&S Tax Collections (see definition in Column V)							21,935,526		21,395,418
99								4,914,101		4,798,361
105										
106	Other Data:							10-11 ACTUAL		YOUR 11-12
107	Highest Grade Taught							DATA		ESTIMATES
108	Square Miles							12		12
109	Miles From Nearest HS							17		17
110	Unadjusted Cost of Ed Index							0		0
111	Transportation Allocation							1.1600		1.1600
112	TSD Students							277,583		277,583
113	TSB Students							1.0000		1.000
114	Total Tax Levy							0.0000		0.000
115	Reduction for WADA Sold							26,849,627		26,193,779
116	Charge for AP Testing							0		0
118	Charge for Spec. Ed. Project							1,053		1,053
119	District Status - 'Y' if Ch 41 (see column V)							27,248		27,248
120	New Chapter 41 district? (see instructions in column V)							n		n
121	Tuition Pd If < 12 Grades							n		n
122	Bond Payment							0		0
126	Supplemental TIF Payment (get from TEA)							19,014,247		18,761,668
128	# of Full-time Employees (excluding admin & teachers, etc)							0		0
129	# of Part-time Employees (excluding administrators)							1,861		1,861
130	Chapter 41 Data:							77		77
133	Enrollment									
134	# of Non-Resident Students Who Are Charged Tuition							0		0
136	CAD Cost							0		0
137	CAD Cost Paid by Partner's, if applicable							0		0
138	# of Resident Students Being Educated by Another District							0		0
139	for which the District is Paying Tuition							0		0
140	Amount of Tuition Paid per Student							0		0

This section includes calculated data to generate total TEA revenues.

CALCULATED DATA SECTION:	@Adj Reg Prog SB 1	
	HB 3646	SB 1
Total Refined ADA	2011-12 HB 3646	2011-12 SB 1
Total Adjusted Refined ADA *	22,400.000	22,400.000
Total Special Ed FTEs	22,400.000	22,400.000
Total Spec Ed Weighted FTEs	650.000	650.000
Regular Program ADA	1,960.168	1,960.168
Minimum ADA	21,050.000	21,050.000
	0.000	0.000
	HB 3646	
Small District Adj Weight	2011-12 HB 3646	2011-12 SB 1
Basic Allotment (BA)	0.00025	0.00025
Adjusted Basic Allotment (ABA)	4,393	4,393
Small District Adjustment	4,892	4,892
Mid-Sized District Adjustment	4,892	4,892
Adjusted Allotment (AA)	0	0
Tax Collection Limit for DTR	4,892	4,892
Weighted ADA (WADA)		
HB 3646:	31,843.644	30,150.685
Amount of M&O Taxes Collected per Penny of Adopted Rate		
M&O Collections Attributed to Compressed Rate (or lower rate, if applicable)	193,204	193,204
Tax Effort @Compressed Rate (or lower rate, if applicable)	17,811,494	17,811,494
DTR for First Level of Tier II (compressed rate - .86)		
# of M&O Pennies Adopted Above Compressed Rate (max = 6)	6.0000	6.0000
M&O Collections Attributed to # of Pennies (max = 6) Above Compressed Rate	1,159,225	1,159,225
DTR for Second Level of Tier II	0.0535	0.0535
# of M&O Pennies Beyond the 6 Pennies Above the Compressed Rate	5.8100	5.8100
M&O Collections Attributed to the Pennies Beyond the 6 Pennies Above the Compressed Rate	1,122,516	1,122,516
DTR for Third Level of Tier II	0.0518	0.0518
LR for First Level of Tier II		
LR for Second Level of Tier II	1,159,225	1,159,225
LR for Third Level of Tier II	1,122,516	1,122,516

Calculation of ASATR

Line	2011-12 SB 1	2012-13 SB 1
1 2009-10 Rev per WADA - HB 3646 (11-12 = 100%; 12-13 = 92.35%)	4,862.910	4,490.897
2 Add: \$120 per WADA (11-12 = 100%; 12-13 = 92.35%)	120.000	110.820
3 SB 1 Base Revenue per WADA	4,982.910	4,601.717
4 SB 1 WADA	30,150.6850	31,398.7140
5 Base Target Revenue	150,238,145	144,488,003
6 2009-10 Tuition Adjustment (Current Year vs 2009-10) - See Note Below	0	0
7 SB 1 Minimum Revenue	150,238,145	144,488,003
8 NIFA Adjustment (Current Year vs 2009-10)	(155,340)	(155,340)
9 Transportation Adjustment (Current Year vs 2009-10)	0	0
10 Chapter 313 Tax Credit - See Note Below	0	0
11 2008-09 Educator Salary Increase (\$23.63 x 08-09 WADA) (100%; 92.35%)	773,175	714,028
12 SB 1 Adjusted Target Revenue	150,855,980	145,046,691
13 Tier I State Aid	121,278,455	127,055,442
14 M&O Collections @Compressed Rate	17,811,494	17,811,494
15 Recapture @Compressed Rate	0	0
16 State & Local Revenue	139,089,949	144,866,936
17 Additional State Aid for Tax Reduction	11,766,031	179,755
18 SB 1 Revenue @Compressed Rate	150,855,980	145,046,691
19 SB 1 Revenue per WADA @Compressed Rate	5,003.401	4,619.511

Included in this report is the summary of finances the district is estimated to generate for the budget year. It is broken down by program intent codes, which include: regular block grant, special education, career and technology, gifted and talented, bilingual, state compensatory, high school allotment, and transportation. The sum of all these programs equal to the total cost of Tier I.

To calculate Tier I State aid, the local share is subtracted from Tier I. The addition of Tier I, Tier II, Additional State Aid for Tax Reduction, Existing Debt Allotment (EDA), and Instructional Facilities Allotment (IFA), equal to the total state aid the district is estimated to receive.

<p align="center">Summary of Finances - SB 1 2011-12 School Year</p>
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Basic Information:

Total Refined ADA (adj. for decline, if applicable)	22,400.0000
Special Education FTE	650.0000
Career & Technology FTE	700.0000
Regular Program ADA	21,050.0000
CPTD Property Value	2,165,747,005
Adjusted CPTD Property Value	2,165,747,005
Unadjusted Cost of Education Index	1.1600
Adjusted Cost of Education Index	1.1600
Total M&O Tax Collections	21,395,418

If "FORMULA" district, did the commissioner approve the use of 95.195% instead of the 92.39%? (if applicable, change N to Y)	ASATR DIST
	N
REGULAR PROGRAM ALLOTMENT @ 92.39% or 95.195%	95,140,081
Regular Special Education Block Grant	9,589,143
Other Special Education Allotments:	
Mainstream Special Education Allotment	807,180
Residential Care & Treatment Allotment	12,269
State Schools Allotment	0
Non-public Contracts Allotment	0
Less: Charge for Dist. Share of ECI Project	(27,248)
Career & Technology Block Grant	4,622,940
Advanced Career & Technology Allotment	0
State Virtual School Network Student Allotment	0
State Virtual School Network Administrative Cost Allotment	0
Gifted & Talented Block Grant	657,485
Less: Charge for Dist. Share of AP Tests	(1,053)
Compensatory Education Block Grant	22,014,000
Compensatory Ed Pregnant Allotment	117,897
Bilingual Education Block Grant	6,604,200
High School Allotment	1,430,000
Public Education Grant Allotment	0
New Instruct Facilities Allot (NIFA) - Eliminated	0
Transportation	277,583
Total Cost of Tier I	141,244,477
LESS: Local Share	19,966,022
Tier I State Aid	121,278,455

FOUNDATION SCHOOL FUND DETAIL:

Tier I State Aid	121,278,455
Tier II State Aid for "Golden" Level (\$59.97)	8,518,901
Tier II State Aid for \$31.95 Level (or \$33.95)	3,870,385
Total Tier II State Aid	<u>12,389,286</u>
Other Programs:	
Additional State Aid for Tax Reduction (ASATR)	11,766,031
Supplemental TIF Payment	0
Penalty for Setting M&O Rate Below Compressed Rate	0
Staff Allotment	949,750
TSD Charge	(1,156)
TSB Charge	0
Total Other Programs	<u>12,714,625</u>
Less: Available School Fund (estimated)	(5,526,242)

This section identifies total State aid and details the amounts to be accounted for in each fund and revenue code.

Fund / Revenue Code		
199 / 5812	FOUNDATION SCHOOL FUND	140,856,123
199 / 5811	AVAILABLE SCHOOL FUND - STATE PORTION	5,526,242
411 / 5829	TECHNOLOGY ALLOTMENT - ELIMINATED	0
599 / 5829	CHAPTER 46 EXISTING DEBT ALLOTMENT (EDA)	3,350,900
199 / 599 / 5829	CHAPTER 46 IFA	12,632,512
	TOTAL STATE AID - ALL FUNDS	<u>162,365,778</u>

The following section provides a summary of Total State/Local Maintenance and Operations (M&O) revenue. It includes our estimated M&O and the State's estimated M&O. It also details how much funds we are estimated to get for Existing Debt Allotment (EDA) and for Instructional Facilities Allotment (IFA). The EDA is based on how much we collect in taxes and our debt ratio. The IFA is based on an application submitted to TEA.

SUMMARY OF TOTAL STATE/LOCAL M&O REVENUE:

M&O Revenue From State (not including Fund 599) (includes TIF & tuition reimbursement, if applicable)	146,382,366
M&O Revenue From Local Taxes (net of recapture and up to compressed rate)	17,811,494
M&O Revenue From Local Taxes (for first \$.06 above compressed rate; no recapture)	1,159,225
M&O Revenue From Local Taxes (net of recapture for pennies beyond compressed rate + \$.06)	1,122,516
2011-12 TOTAL STATE/LOCAL M&O REVENUE	<u>166,475,601</u>
Less: Credit Balance Due State (See FSF balance above)	0
2011-12 NET TOTAL STATE/LOCAL M&O REVENUE	<u>166,475,601</u>

Laredo Independent School District

where ED_i = the state's share of the new Existing Debt Allotment
 ADA = the district's ADA for the applicable year
 EDTR = the district's existing debt rate
 DPV = the district's adjusted CPTD value for the applicable year

Data Section: (from Data Entry, Calc Data, & IFA worksheets)		2009-10 ACTUAL DATA	2010-11 ACTUAL DATA	2011-12 YOUR DATA
1.	2008-09 I & S Tax Collections (2010-11 beginning 2011-12)	4,853,037	4,853,037	4,914,101
2.	2008-09 Local Share of EDA (2010-11 beginning 2011-12)	1,191,478	1,191,478	1,277,910
3.	2008-09 Local Share of IFA Awarded for Bonded Debt (2010-11...)	3,693,662	3,693,662	3,962,659
4.	Excess I&S Tax Collections (Line 1 - Line 2 - Line 3) (if negative, Line 4 = 0)	0	0	0
5.	Actual Debt Service Payment for Eligible Bonded Debt * (SEE * BELOW)	0	19,014,247	18,761,668
6.	State/ Local Share of IFA Awarded for Bonded Debt	10,329,847	10,329,847	10,329,847
7.	Estimated ADA	22,346.4540	22,464.4000	22,400.0000
8.	2007 CPTD Property Value ("T4")	2,017,591,690	2,017,591,690	
9.	2008/ 2009/ 2010/ 2011 CPTD Property Value	2,092,198,474	2,163,951,268	2,165,747,005

<<<<<<<<<< The following are calculated automatically >>>>>>>>>>>>>

10. Rate Used to Determine Maximum Limit
If all debt is being covered by IFA, Line 10=0, ELSE,
[(Line 2 + Line 4) / (Line 8 / 100)]
11. Rate Needed for All Eligible Debt
If all debt is being covered by IFA, Line 11=0, ELSE,
[(Line 5 - Line 6) / \$35 / Line 7 / 100]
12. Allowed Rate (Lesser of Line 10 or Line 11, or \$.29)

13. **State/Local Share of Allotment** ($\$35 \times \text{Line 7} \times \text{Line 12} \times 100$)
14. **Local Share of Allotment** ($\text{Line 12} \times (\text{Line 9} / 100)$)
NOTE: The district must budget ** (see ** below) and collect I&S taxes in the amount of Line 14 in order to receive the full state's share.
15. **Maximum State's Share of Allotment** ($\text{Line 13} - \text{Line 14}$)
16. **EDA Entitlement** - **NOTE:** If Line 16 is less than Line 15, the district has not met its local share requirements. The I&S taxes entered in Row 93 of the 'Data Entry - SOF' tab, for the applicable year, must be equal to or greater than Line 14.

**Worksheet for Estimating Instructional Facilities Allotment
2009-10 thru 2012-13 School Years**

The following IFA data (Notice of Allotment Amount and eligible debt payment) may not reflect the latest information available from the Division of State Funding. If this IFA data is incorrect, please contact TEA at (512) 463-9238.

EDA Eligible (based on 08-09 eligibility) (bonded debt only)			Bonds	Lease-Purchase
1.a Award #1:	<input type="text" value="y"/>			
		Notice of Allotment Amount	5,155,243	0
		Eligible Debt Payment	5,450,030	0
		Limitation (lesser amt)	5,155,243	0
1.b Award #2:	<input type="text" value="y"/>			
		Notice of Allotment Amount	5,174,604	0
		Eligible Debt Payment	9,043,748	0
		Limitation (lesser amt)	5,174,604	0
1.c Award #3:	<input type="text" value="y"/>			
		Notice of Allotment Amount	0	2,335,517
		Eligible Debt Payment	0	321,345
		Limitation (lesser amt)	0	321,345
1.d Award #4:	<input type="text" value="y"/>			
		Notice of Allotment Amount	0	87,600
		Eligible Debt Payment	0	86,820
		Limitation (lesser amt)	0	86,820
1.e Award #5:	<input type="text" value="y"/>			
		Notice of Allotment Amount	0	158,336
		Eligible Debt Payment	0	150,543
		Limitation (lesser amt)	0	150,543
1.f Award #6:	<input type="text" value="y"/>			
		Notice of Allotment Amount	0	1,646,500
		Eligible Debt Payment	0	1,646,300
		Limitation (lesser amt)	0	1,646,300
1.g Award #7:	<input type="text" value="y"/>			
		Notice of Allotment Amount	0	434,993
		Eligible Debt Payment	0	433,140
		Limitation (lesser amt)	0	433,140
1.h Award #8:	<input type="text" value="y"/>			
		Notice of Allotment Amount	0	2,084,063
		Eligible Debt Payment	0	2,075,750
		Limitation (lesser amt)	0	2,075,750
1.i Award #9:	<input type="text" value="y"/>			
		Notice of Allotment Amount	4,074,803	0
		Eligible Debt Payment	4,068,149	0
		Limitation (lesser amt)	4,068,149	0

	2009-10 BONDS ACTUAL DATA	2009-10 LEASE-PURCHASE ACTUAL DATA	2010-11 BONDS ACTUAL DATA	2010-11 LEASE-PURCHASE ACTUAL DATA
2. Estimated ADA (400 minimum)	22,346,4540	22,346,4540	22,464,4000	22,464,4000
3. CPTD Value for Applicable Year	2,092,198,474	2,092,198,474	2,163,951,268	2,163,951,268

Calculation of Allotment:

4. Limitation on Assistance (sum of "Limitations" above)	14,397,996	4,713,898	14,397,996	4,713,898
5. Local Revenue Generated by \$.01 tax rate (Line 3 / 10,000)	209,220	209,220	216,395	216,395
6. Local Revenue per \$.01 per ADA (Line 5 / Line 2)	9.3626	9.3626	9.6328	9.6328
7. State's Share of \$35 per ADA Yield (\$35 - Line 6)	25.6374	25.6374	25.3672	25.3672
8. State's Share Expressed as Percentage (Line 7 / 35)	0.7325	0.7325	0.7248	0.7248
9. Maximum State Share of IFA (Line 8 x Line 4) NOTE: The state's share on Line 9 must be taken into account when setting the district's I&Stax rate.	10,546,510	3,452,923	10,435,337	3,416,525
10. Local share of IFA (Line 4 - Line 9) The district must budget (see * below) and collect I&Staxes in the amount of the Line 10 (for bonds) in order to receive the full state share.	3,851,486	1,260,975	3,962,659	1,297,373

11. IFA Entitlement - NOTE: For Bonds, if Line 11 is less than Line 10, the district has not met its local share requirements. The I&Staxes entered in Row 93 of the 'Data Entry - SOF' tab, for the applicable year, must be equal to or greater than the sum of Line 14 of the 'ExistingDebt' tab and Line 10 of this tab.	See Line 11 Note 0	3,452,923	See Line 11 Note 9,575,612	3,416,525
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	2011-12 BONDS YOUR DATA	2011-12 LEASE-PURCHASE YOUR DATA	2012-13 BONDS YOUR DATA	2012-13 LEASE-PURCHASE YOUR DATA
2. Estimated ADA (400 minimum)	22,400.0000	22,400.0000	22,400.0000	22,400.0000
3. CPTD Value for Applicable Year	2,165,747,005	2,165,747,005	2,165,747,005	2,165,747,005

Calculation of Allotment:

4. Limitation on Assistance (sum of "Limitations" above)	14,397,996	4,713,898	14,397,996	4,713,898
5. Local Revenue Generated by \$.01 tax rate (Line 3 / 10,000)	216,575	216,575	216,575	216,575
6. Local Revenue per \$.01 per ADA (Line 5 / Line 2)	9.6685	9.6685	9.6685	9.6685
7. State's Share of \$35 per ADA Yield (\$35 - Line 6)	25.3315	25.3315	25.3315	25.3315
8. State's Share Expressed as Percentage (Line 7 / 35)	0.7238	0.7238	0.7238	0.7238
9. Maximum State Share of IFA (Line 8 x Line 4) NOTE: The state's share on Line 9 must be taken into account when setting the district's I&Stax rate.	10,420,647	3,411,716	10,420,647	3,411,716
10. Local share of IFA (Line 4 - Line 9) The district must budget (see * below) and collect I&Staxes in the amount of the Line 10 (for bonds) in order to receive the full state share.	3,977,349	1,302,182	3,977,349	1,302,182

11. IFA Entitlement - NOTE: For Bonds, if Line 11 is less than Line 10, the district has not met its local share requirements. The I&Staxes entered in Row 93 of the 'Data Entry - SOF' tab, for the applicable year, must be equal to or greater than the sum of Line 14 of the 'ExistingDebt' tab and Line 10 of this tab.	See Line 11 Note 9,220,797	3,411,716	See Line 11 Note 9,220,797	3,411,716
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POSSIBLE FUNCTION GROUPS FOR AGGREGATE PER-STUDENT SPENDING

The following schedule reflects General Operating Fund, Child Nutrition Program Fund, Education Jobs Fund and Debt Service Fund.

2010-2011 ACTUAL BUDGET			2011-2012 PROPOSED BUDGET		
	Aggregate Expenditures	Per Pupil Expenditures		Aggregate Expenditures	Per Pupil Expenditures
<u>INSTRUCTION</u>			<u>INSTRUCTION</u>		
11 Instruction	\$ 108,729,999	\$ 4,467	11 Instruction	\$ 106,808,617	\$ 4,323
12 Instructional Resources and Media Services	4,679,673	192	12 Instructional Resources and Media Services	4,055,924	164
13 Curriculum and Instructional Staff Dev.	862,859	35	13 Curriculum and Instructional Staff Dev.	744,638	30
95 Juvenile Justice Alternative Ed. Prog	85,000	3	95 Juvenile Justice Alternative Ed. Prog	85,000	3
Total	\$ 114,357,531	\$ 4,697	Total	\$ 111,694,179	\$ 4,520
<u>INSTRUCTIONAL SUPPORT</u>			<u>INSTRUCTIONAL SUPPORT</u>		
21 Instructional Administration	\$ 3,600,934	\$ 148	21 Instructional Administration	\$ 3,306,753	\$ 134
23 School Leadership	12,145,671	499	23 School Leadership	11,673,478	472
31 Guidance and Counseling	7,308,879	300	31 Guidance and Counseling	6,152,767	249
32 Social Work Services	1,611,067	66	32 Social Work Services	1,408,233	57
33 Health Services	1,824,761	75	33 Health Services	1,759,206	71
36 Cocurricular Activities	2,627,124	108	36 Cocurricular Activities	2,702,843	109
Total	\$ 29,118,436	\$ 1,196	Total	\$ 27,003,280	\$ 1,092
<u>CENTRAL ADMINISTRATION</u>			<u>CENTRAL ADMINISTRATION</u>		
41 General Administration	\$ 6,750,803	\$ 277	41 General Administration	\$ 6,264,167	\$ 254
Total	\$ 6,750,803	\$ 277	Total	\$ 6,264,167	\$ 254
<u>DISTRICT OPERATIONS</u>			<u>DISTRICT OPERATIONS</u>		
51 Plant Maintenance and Operations	\$ 22,312,368	\$ 917	51 Plant Maintenance and Operations	\$ 22,412,013	\$ 907
52 Security and Monitoring Services	3,608,350	148	52 Security and Monitoring Services	3,518,518	142
53 Data Processing Services	3,163,985	130	53 Data Processing Services	3,181,630	129
34 Pupil Transportation	3,485,239	143	34 Pupil Transportation	3,490,043	141
35 Food Services	17,033,733	700	35 Food Services	15,622,976	632
Total	\$ 49,603,675	\$ 2,038	Total	\$ 48,225,180	\$ 1,951
<u>DEBT SERVICE</u>			<u>DEBT SERVICE</u>		
71 Debt Service	\$ 21,468,842	\$ 882	71 Debt Service	\$ 26,944,428	\$ 1,091
Total	\$ 21,468,842	\$ 882	Total	\$ 26,944,428	\$ 1,091
<u>OTHER</u>			<u>OTHER</u>		
61 Community Services	\$ 248,754	\$ 10	61 Community Services	\$ 243,018	\$ 10
81 Facilities Acquisitions	272,590	11	81 Facilities Acquisitions	67,900	3
91 Contracted Instr. Ser. Between Public Schools	-	-	91 Contracted Instr. Ser. Between Public Schools	-	-
92 Incr. Cost Assoc. with Ch 41 School Districts	-	-	92 Incr. Cost Assoc. with Ch 41 School Districts	-	-
93 Pymts to Fiscal Agents for Shared Serv. Arrg.	-	-	93 Pymts to Fiscal Agents for Shared Serv. Arrg.	-	-
97 Pymts to Tax Incr. Funds	-	-	97 Pymts to Tax Incr. Funds	-	-
99 Inter-governmental Charges not Defined	-	-	99 Inter-governmental Charges not Defined	-	-
Total	\$ 521,344	\$ 21	Total	\$ 310,918	\$ 13
TOTAL BUDGET	\$ 221,820,631	\$ 9,111	TOTAL BUDGET	\$ 220,442,152	\$ 8,921

MINIMUM REQUIRED EXPENSE ANALYSIS OF THE GENERAL OPERATING FUND FOR 2011-2012

Texas Education Agency requires districts to spend a minimum percentage of state revenues for programs during the fiscal year. The chart below illustrates the different program grants received from the state. The first column is the amount that the District expects to receive during fiscal year 2011-2012; next to it is the minimum expense requirement. The third section indicates the amount and percent that the District budgeted and the last shows the difference between budgeted and minimum expense requirements.

As you can see, the District appropriates in excess of minimum state requirements. The excess appropriations are paid through other sources of revenue such as property tax collections.

State Funds	TEA Template Summary Finance	Minimum Amount Required to Spend		Adopted Budget		Difference Appropriated Over/(Under)	
		Percent	Amount	Amount	Percent	Amount	Percent
Gifted & Talented	\$ 656,432	55%	\$ 361,038	\$ 492,288	75.0%	\$ 131,250	36.4%
Career and Technology	4,622,940	60%	2,773,764	3,684,612	79.7%	910,848	32.8%
Special Education	10,381,344	55%	5,709,739	15,713,308	151.4%	10,003,569	175.2%
Compensatory Education	22,131,897	55%	12,172,543	14,832,280	67.0%	2,659,737	21.9%
Bilingual Education	6,604,200	55%	3,632,310	4,242,643	64.2%	610,333	16.8%
	\$ 44,396,813		\$ 24,649,394	\$ 38,965,131		\$ 14,315,737	

**COMPARISON OF PEER DISTRICTS OPERATING COSTS BY FUNCTION
USING REFINED AVERAGE DAILY ATTENDANCE (ADA)**

Function	Laredo ISD	United ISD	Eagle Pass ISD	Edgewood ISD	Edinburg ISD	Harlandale ISD
Refined ADA	22,346.45	37,810.82	13,448.10	10,828.85	29,752.90	13,175.86

	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Instruction	97,911,073	58.2%	171,879,983	58.7%	56,768,379	57.6%	43,163,301	53.6%	135,170,809	62.9%	52,379,598	55.8%
Instructional Related Services	5,190,471	3.1%	5,559,222	1.9%	3,107,158	3.2%	2,711,853	3.4%	6,574,570	3.1%	3,031,978	3.2%
Instructional Leadership	3,579,364	2.1%	4,538,003	1.6%	1,761,270	1.8%	1,755,229	2.2%	3,091,007	1.4%	972,068	1.0%
School Leadership	11,616,893	6.9%	19,099,314	6.5%	5,331,725	5.4%	5,456,295	6.8%	10,182,154	4.7%	7,968,659	8.5%
Support Services - Student	10,369,124	6.2%	17,263,070	5.9%	4,799,108	4.9%	4,504,977	5.6%	12,801,057	6.0%	5,720,806	6.1%
Student Transportation	3,108,723	1.8%	12,448,277	4.3%	3,106,261	3.1%	1,548,287	1.9%	9,605,642	4.5%	2,580,228	2.7%
Food Services	-	0.0%	-	0.0%	184,117	0.2%	39,754	0.0%	-	0.0%	9,520	0.0%
Cocurricular Activities	3,736,225	2.2%	8,169,158	2.8%	4,972,435	5.0%	1,814,967	2.3%	8,192,721	3.8%	2,001,516	2.1%
Central Administration	6,297,522	3.7%	9,623,669	3.3%	3,667,731	3.7%	3,417,784	4.2%	5,472,165	2.5%	2,983,009	3.2%
Plant Maintenance and Operations	20,384,024	12.1%	35,190,467	12.0%	12,013,415	12.2%	10,222,292	12.7%	19,560,516	9.1%	13,644,233	14.5%
Security and Monitoring Services	2,909,369	1.7%	6,362,752	2.2%	2,473,926	2.5%	1,609,087	2.0%	3,111,810	1.4%	1,293,979	1.4%
Data Processing Services	2,991,655	1.8%	2,606,046	0.9%	428,538	0.4%	4,257,922	5.3%	1,143,015	0.5%	1,281,090	1.4%

NOTES:

- Comparison based on District similarities in student enrollment, student performance, and community and student demographics.
- Includes only General Operating Fund expenditures and no Special Revenue Funds.

Source: EFACTS+ (FY 2009-2010)

ACADEMIC EXCELLENCE INDICATOR SYSTEM
2009-2010 DISTRICT PROFILES

	Laredo	Brownsville	Eagle Pass	Edgewood
STUDENTS				
Total Students, Enrollment Count	24,682	49,080	14,352	12,292
% Economically Disadvantaged	97.2	95.6	85.2	91.0
% At Risk Students	83.7	65.8	60.3	72.4
% LEP Students	64.1	34.2	35.5	18.9
% in Special Education Programs	8.0	10.7	7.2	10.4
% in Bilingual Education Programs	63.8	32.2	33.1	17.5
% in Vocational Education Programs	20.0	26.1	23.2	20.0
% in Gifted/Talented Programs	8.0	7.7	10.4	8.0
Percent of Students by Ethnicity				
African American	0.07	0.2	0.1	1.4
Hispanic	99.23	97.7	97.2	97.8
White	0.53	1.8	1.0	0.6
Other	0.17	0.4	1.6	0.2
Attendance Rate, 2009	96.30	96.2	95.9	94.1
Dropout Rate (Gr 7-8), 2009	0.40	0.2	0.2	0.1
Graduates, Class of 2010	959	2,216	724.00	68
2010 TAKS				
All Tests Taken, 2010, All Students	59	74	77	58
Reading/English Language Arts	78	87	90	80
Writing	87	93	94	89
Mathematics	73	84	86	68
Science	65	83	84	69
Social Studies	90	96	96	92
2010 TAKS Passing by Ethnicity				
African American Students	60	79	83	64
Hispanic Students	59	74	77	58
White Students	73	86	90	69
Native American Students	-	100	50	80
Asian/Pacific Islander Students	92	93	93	60
Economically Disadvantaged Students	59	74	75	58
LEP Students	49	57	58	55
At Risk Students	54	61	60	46
Special Education Students	33	44	40	22
COLLEGE ADMISSION TESTS (Class of 2010)				
SAT/ACT, Percent Tested	66.3	33.0	63.5	63.3
SAT/ACT, Percent Above Criterion	5.7	11.3	7.2	4.7
SAT Average	841	908	850	814
ACT Average	17.3	18.2	17.0	16.1
STAFF				
Count of All Staff	3,876.96	7,542.74	2,017.07	1,732.39
% Central Administration Staff	0.98	0.11	0.64	0.29
% Campus Administration Staff	2.14	2.61	3.07	2.44
% Professional Support Staff	9.97	8.46	4.76	12.49
% Teachers	41.34	44.61	44.22	45.28
% Educational Aides	13.58	12.06	12.85	9.25
% Auxiliary Staff	31.99	32.15	34.45	30.25
% Minority Staff	97.07	92.09	95.29	84.68
Average Salary of Staff				
Central Administration Staff	78,733.21	115,921.38	87,513.08	106,952.00
Campus Administration Staff	70,457.53	67,218.45	64,220.00	73,342.21
Professional Support Staff	55,207.25	57,905.04	62,152.48	58,427.46
Teachers	50,287.60	48,411.85	50,888.07	49,616.61

Edinburg	Harlandale	McAllen	South San Antonio	United
31,910	14,454	25,101	9,962	40,733
85.3	90.3	67.3	87.7	75.3
55.3	59.4	65.3	84.5	64.3
31.0	15.0	27.4	15.6	43.1
8.3	9.6	7.0	8.5	8.7
30.1	14.5	27.2	14.6	43.5
17.5	26.0	22.0	22.3	33.4
6.5	6.1	9.9	3.8	10.9
0.4	0.5	0.6	1.7	0.2
97.1	96.0	91.9	95.9	98.1
1.7	3.1	5.4	2.2	1.3
0.9	0.3	2.0	0.2	0.5
95.9	95.0	95.6	94.9	96.3
0.2	0.6	0.3	0.8	-
1,342	733	1,155	378	1,913
75	70	76	63	68
88	88	90	85	83
95	93	95	93	92
84	79	84	74	80
83	78	83	69	77
95	95	95	91	93
81	61	84	62	79
75	70	75	63	68
84	79	91	71	85
89	33	80	-	78
97	73	94	86	90
73	69	71	62	64
58	57	56	49	49
59	55	63	59	51
37	39	39	27	23
80.4	49.0	72.4	48.0	64.1
8.2	6.7	16.1	8.3	10.3
976	864	941	863	872
17.4	17.3	19.0	18.4	18.2
4,389.40	2,044.23	3,376.22	1,492.13	6,083.43
0.14	1.22	1.14	1.46	1.12
1.56	2.98	2.42	3.17	2.32
8.73	7.59	9.81	8.02	7.15
46.87	47.69	49.76	45.80	41.72
9.41	9.49	8.81	10.82	12.36
33.29	31.02	28.06	30.72	35.33
94.84	76.49	84.40	81.39	96.55
110,186.86	78,770.04	78,274.07	76,056.19	83,987.47
74,004.90	68,916.57	70,447.50	68,148.74	73,475.05
59,413.25	54,910.54	54,711.83	57,088.06	60,020.89
49,487.20	49,015.23	49,905.80	50,978.27	48,513.89

ACADEMIC EXCELLENCE INDICATOR SYSTEM (Continued)
2009-2010 DISTRICT PROFILES

	Laredo	Brownsville	Eagle Pass	Edgewood
TEACHERS				
Total Teacher Count	1,602.86	3,364.82	892.04	784.40
Number of Students per Teacher	15.40	14.59	16.09	15.67
Average Years Experience of Teachers	12.94	11.93	12.38	11.62
Percent Teachers with Advanced Degrees	0.17	0.12	0.17	0.29
Teacher Turnover Rate	6.63	6.30	6.98	13.59
Percent of Teachers by Ethnicity				
African American Teachers	0.25	0.27	-	4.30
Hispanic Teachers	94.18	86.84	92.49	69.79
White Teachers	4.32	12.29	6.61	24.51
Other Ethnicity Teachers	1.25	0.60	0.90	1.40
Percent of Teachers by Program				
Regular Education	51.98	59.17	76.86	67.63
Special Education	8.19	11.00	6.41	12.92
Compensatory Education	0.74	0.48	0.05	0.59
Bilingual/ESL Education	32.86	22.53	6.94	13.42
Career & Technology Education	4.74	3.95	4.25	2.56
Gifted/Talented Education	1.50	2.37	5.28	2.89
Other	-	0.49	0.22	-
Taxes & Revenues				
Tax Property Value-Standardized Total Per Pupil (after exemptions)	84,766	99,301	113,600	72,311
Total Revenue Per Pupil, All Funds	11,365	9,739	10,000	10,648
Total Revenue, All Funds	280,503,367	325,675,450	141,893,781	117,681,277
% State Revenues	67.1	65.5	62.4	63.8
% Local Tax Revenues	13.2	12.2	15.4	11.0
% Federal Revenues	19.7	22.2	22.2	25.2
Fund Balance				
Fund Balance-End of Year (2009-2010 Audited)	12,750,252	40,819,563	6,180,912	18,555,288
2009-10 Fund Balance-End of Year to 2009-10				
Total Budgeted General Fund Expenditure %	98.19	40.44	24.85	38.11
Expenditures				
Total Expenditures, All Funds	225,885,303	461,528,212	130,419,679	111,248,406
% Instruction	58.6	56.8	56.6	55.2
% Central Administration	3.0	2.5	2.8	3.1
% School Leadership	5.2	5.1	4.2	5.2
% Plant Maintenance & Operations	9.2	10.5	9.3	9.9
% Instructional Leadership	2.1	1.6	1.8	2.1
% Cocurricular/Extracurricular Activities	1.8	2.1	3.9	1.6
% Data Processing Services	1.4	0.6	0.3	4.1
% Food Services	6.5	6.2	7.3	6.1
% Instructional-Related Services	3.6	5.1	4.3	4.0
% Security & Monitoring Services	1.3	1.2	1.9	1.5
% Support Services-Student	5.8	5.1	5.2	5.8
% Student Transportation Percent	1.4	3.1	2.4	1.4
Instruction Expenditures, All Funds	140,458,523	285,947,190	79,342,492	65,816,338
Instruction Expenditures Per Pupil, All Funds	5,691	5,826	5,528	5,354
Instructional Expenditures Ratio	62	62	61	59
Total Expenditures, General Fund	174,614,306	387,548,980	100,419,575	88,278,526
Total Per Pupil Expenditures, General Fund	7,075	7,896	6,997	7,182
Percent of Expenditures by Program (All Funds)				
Athletics/Related Activities	1.1	0.8	2.7	1.4
Regular	43.8	42.9	42.1	33.3
Special Education	10.1	11.7	7.9	9.1
Compensatory	14.8	16.2	16.5	22.8
Bilingual	2.6	9.3	2.4	6.6
Career & Technology	2.3	2.5	2.9	1.9
Gifted & Talented	0.2	0.2	0.5	0.2
Other	25.1	24.0	25.7	25.7

Edinburg	Harlandale	McAllen	South San Antonio	United
2,057.48	974.98	1,679.88	683.41	2,538.03
15.51	14.82	14.94	14.58	16.05
12.11	11.56	13.38	11.59	10.29
0.15	0.32	0.21	0.32	0.16
6.62	12.05	9.29	9.86	5.73
0.44	2.36	0.57	2.49	0.28
91.41	64.28	75.89	67.78	93.43
7.81	32.65	22.66	28.42	5.15
0.34	0.72	0.88	1.32	1.14
43.32	75.05	54.86	55.14	76.10
8.92	11.65	7.88	9.41	9.96
3.32	-	1.40	7.11	-
29.85	7.05	25.37	16.85	4.46
4.39	4.93	5.06	4.54	4.24
6.10	0.62	3.66	5.51	3.11
4.11	0.71	1.78	1.44	2.13
175,573	87,158	239,894	121,810	233,979
10,217	10,864	9,568	10,677	9,316
95,339,299	464,602,587	263,997,914	213,518,298	117,168,355
55.1	64.5	46.0	59.9	56.7
22.9	14.8	32.6	18.7	31.1
22.0	20.7	21.5	21.5	12.2
23,249,034	94,599,727	23,258,833	17,397,721	6,501,860
36.77	58.01	20.51	117.94	34.15
285,388,161	127,324,400	211,755,462	93,472,663	353,276,778
59.7	57.3	59.1	57.5	57.0
1.9	2.3	2.3	3.1	2.8
4.1	6.5	5.6	5.7	5.8
9.1	10.9	9.1	9.1	10.1
1.7	1.0	1.4	2.9	2.2
2.9	1.6	2.8	2.3	2.3
0.4	1.0	0.9	1.0	0.8
5.9	7.4	5.6	7.0	6.2
3.6	3.4	4.3	4.3	2.1
1.1	1.1	1.1	1.0	1.8
6.0	5.5	6.4	4.9	5.4
3.4	2.0	1.4	1.4	3.6
180,486,782	77,315,523	134,259,346	57,815,300	208,613,195
5,656	5,349	5,349	5,804	5,121
63	61	63	62	59
221,151,933	95,529,365	158,972,822	71,759,809	309,003,916
6,930	6,609	6,333	7,203	7,586
1.9	1.4	2.0	1.7	1.4
29.0	40.5	43.9	33.6	46.4
9.5	9.9	8.9	11.0	11.0
17.1	14.3	13.8	16.3	10.3
1.9	1.6	4.2	11.1	2.2
3.0	2.4	3.1	2.9	2.4
1.0	0.2	0.9	1.4	0.2
23.9	26.0	25.8	24.1	26.2

RESOLUTION LEVYING A TAX RATE

A RESOLUTION LEVYING A TAX RATE
FOR THE LAREDO INDEPENDENT SCHOOL DISTRICT
FOR THE TAX YEAR 2011

BE IT RESOLVED AND ORDERED BY THE BOARD OF TRUSTEES
OF THE LAREDO INDEPENDENT SCHOOL DISTRICT THAT:

We, the BOARD OF TRUSTEES of the LAREDO INDEPENDENT
SCHOOL DISTRICT; do hereby adopt a tax rate on \$100 valuation
For the school district for tax year 2011 as follows:

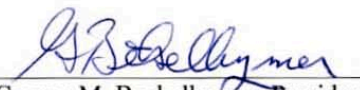
\$ 1.0400 for the purpose of maintenance and operation
\$ 0.2340 for the payment of principal and interest on the debt
of this school district.


\$ 1.2740 Total tax rate

THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND
OPERATIONS THAN LAST YEAR'S TAX RATE. THE TAX RATE WILL
EFFECTIVELY BE RAISED BY 3.27 PERCENT AND WILL RAISE TAXES
FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY
APPROXIMATELY \$00.00.

The Tax Assessor/Collector, Rodolfo Sanchez, RTA, CSTA, is hereby authorized on this the
18th day of August, 2011 to assess and collect the property taxes of the LAREDO
INDEPENDENT SCHOOL DISTRICT.




George M. Beckelhymer, President
LISD Board of Trustees


Jose R. Perez, Secretary
LISD Board of Trustees

WEBB COUNTY APPRAISAL DISTRICT AFFIDAVIT



**WEBB COUNTY APPRAISAL DISTRICT
3302 CLARK BOULEVARD
LAREDO, TEXAS 78043-3346
PHONE: (956)718-4091 FAX: (956)718-4052**

**CERTIFICATION OF YEAR 2011
APPRAISAL ROLL
FOR
LAREDO INDEPENDENT SCHOOL DISTRICT**

"I, MARTIN VILLARREAL, CHIEF APPRAISER FOR WEBB COUNTY APPRAISAL DISTRICT, SOLEMNLY SWEAR THAT THE ATTACHED IS THAT PORTION OF THE APPROVED APPRAISAL ROLL OF THE WEBB COUNTY APPRAISAL DISTRICT WHICH LISTS PROPERTY TAXABLE BY

LAREDO INDEPENDENT SCHOOL DISTRICT

AND CONSTITUTES THE APPRAISAL ROLL FOR WEBB COUNTY APPRAISAL DISTRICT PER, PTC, SECTION 26.01."

YEAR 2011 APPRAISAL ROLL INFORMATION:

TOTAL APPRAISED VALUE	\$ 3,036,571,284
TOTAL ASSESSED VALUE	\$ 3,035,153,756
TOTAL NET TAXABLE VALUE	\$ 2,208,434,168
NUMBER OF ACCOUNTS	28,211



MARTIN VILLARREAL
CHIEF APPRAISER

JULY 25, 2011

DATE

WEBB COUNTY APPRAISAL DISTRICT VALUATION

DATE: 02/07/2011
TIME: 10:50:41

COMPTROLLER OF PUBLIC ACCOUNTS - PROPERTY TAX ASSISTANCE DIVISION
2010 ISD SUMMARY WORKSHEET
240/Webb
240-901/Laredo ISD

PAGE: 001
REPT: PTS265
VRSN: W

CATEGORY	LOCAL TAX ROLL VALUE	2010 WTD MEAN RATIO	2010 PTD VALUE ESTIMATE	2010 VALUE ASSIGNED
A. SINGLE-FAMILY RESIDENCES	1,310,039,714	N/A	1,310,039,714	1,310,039,714
B. MULTIFAMILY RESIDENCES	178,070,197	N/A	178,070,197	178,070,197
C. VACANT LOTS	58,300,220	N/A	58,300,220	58,300,220
D. RURAL REAL(TAXABLE)	81,730	1.0000	81,730	81,730
F1. COMMERCIAL REAL	675,716,045	N/A	675,716,045	675,716,045
F2. INDUSTRIAL REAL	2,476,320	N/A	2,476,320	2,476,320
G. OIL,GAS,MINERALS	13,320	N/A	13,320	13,320
J. UTILITIES	83,950,850	N/A	83,950,850	83,950,850
L1. COMMERCIAL PERSONAL	177,850,097	N/A	177,850,097	177,850,097
L2. INDUSTRIAL PERSONAL	14,914,060	N/A	14,914,060	14,914,060
M. MOBILE HOMES	14,921,277	N/A	14,921,277	14,921,277
N. INTANGIBLE PERS/UNCERT	0	N/A	0	0
O. RESIDENTIAL INVENTORY	176,570	N/A	176,570	176,570
S. SPECIAL INVENTORY	5,988,630	N/A	5,988,630	5,988,630
SUBTOTAL	2,522,499,030		2,522,499,030	2,522,499,030
LESS TOTAL DEDUCTIONS	356,752,025		356,752,025	356,752,025
TOTAL TAXABLE VALUE	2,165,747,005		2,165,747,005	2,165,747,005 T2

CATEGORY D DETAIL	LOCAL TAX ROLL	RATIO	PTD VALUE
MARKET VALUE NON-QUALIFIED ACRES & FARM/RANCH IMP	80,100	N/A	80,100
PROD VALUE QUALIFIED ACRES	1,630	1.0000	1,630
TAXABLE VALUE	81,730		81,730

THE TAXABLE VALUES SHOWN HERE WILL NOT MATCH THE VALUES REPORTED BY YOUR APPRAISAL DISTRICT
SEE THE ISD DEDUCTION REPORT FOR A BREAKDOWN OF DEDUCTION VALUES

GLOSSARY SECTION
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ACRONYMS

The following is a list of acronyms used throughout this budget document.

ADA	Average Daily Attendance	GFOA	Government Finance Officers Association
AEIS	Academic Excellence Indicator System	GT.....	Gifted & Talented
AG	Attorney General	I&S	Interest and Sinking
AP	Advanced Placement	IDEA	Individuals with Disabilities Education Act
ARRA	American Recovery and Reinvestment Act	IFA.....	Instructional Facilities Allotment
ARD.....	Admission, Review, Dismissal	ISD.....	Independent School District
ASBO	Association of School Business Officials	IT	Information Technology Department
CATE.....	Career and Applied Technology	ITV	Instructional Television Department
CD	Certificate of Deposit	LAP	Learning Assistance Program
CIP.....	Capital Improvement Program	LEP.....	Limited English Proficiency (Bilingual)
CNP	Child Nutrition Program	LISD	Laredo Independent School District
CPR	Cardio Pulmonary Resuscitation	LULAC.....	League of United Latin American Citizens
CPTD.....	Certified Property Tax Division	M&O	Maintenance and Operations
DDA.....	District Data Analyzer	MBIA.....	Municipal Bond Investors Assurance
DTR.....	Districts Enrichment Tax Rate	PEIMS	Public Education Information Management System
ECC	Early Childhood Center	PFC.....	Public Facilities Corporation
EDA.....	Existing Debt Allotment	PPFCO.....	Public Property Finance Contractual Obligation
EOC	End of Course	QZAB	Qualified Zone Academy Bond
ESC.....	Education Service Center	RFP.....	Requests for Proposals
ESL.....	English as a Second Language	ROCIP	Rolling Owner Controlled Insurance Program
FASRG	Financial Accountability System Resource Guide	ROTC	Reserved Officers Training Core
FEISTER	Financial Excellence Indicator System of Texas	SBDC.....	Site Base Decision Committees
FIRST	Financial Indicator Rating System of Texas	SBDM.....	Site-Based Decision Making
FTE.....	Full Time Equivalent	SFSF	State Fiscal Stabilization Fund
FY	Fiscal Year	SRO	School Resource Officer
GAAP	Generally Accepted Accounting Procedures	STAAR.....	State of Texas Assessments of Academic Readiness
GASB	Governmental Accounting Standards Board	TAAS.....	Texas Assessment of Academic Skills
GED.....	General Educational Development	TAMIU.....	Texas A&M International University

Acronyms

TASBTexas Association of School Boards

TEATexas Education Agency

TAKS.....Texas Assessment of Knowledge &
Skills

TEKSTexas Essential Knowledge & Skills

TDA.....Texas Department of Agriculture

TRS.....Teacher Retirement System

U.N.OUnless noted otherwise

UILUniversity Interscholastic League

WADA.....Weighted Average Daily Attendance

YTD.....Year-to-Date

GLOSSARY

This glossary contains definitions of terms, both financial and non-financial, which have been used in this budget document. This glossary is arranged alphabetically with proper cross-referencing as deemed necessary.

Academic Excellence Indicator System (AEIS): Texas Education Code 39.053 requires every district's board of trustees to: (a) publish an annual report describing the district's educational performance on the AEIS (Academic Excellence Indicator System) indicators, (b) hold a hearing for public discussion of the report, and (c) widely disseminate the report within the district.

Accountability: The state of being obliged to explain one's actions, to justify what one does. Accountability requires governments to answer to the citizenry it represents, to justify the raising of public resources and the purpose for which they are used.

Accounting Systems: The total set of records and procedures which are used to record, classify, and report information on the financial status and operations of the school district.

Accrual Basis Accounting: Under this accounting method, transactions are recognized when they occur, regardless of the timing of related cash receipts and disbursements.

Ad Valorem Taxes: Taxes imposed in proportion to the value of assessed property.

Admission, Review, Dismissal (ARD): A committee consisting of principals, parents, teachers, and diagnostician to review services and the educational plan for students with disabilities.

Allocation: A part of a site-based appropriation that is designated for expenditure by specific organizational units and/or for special purposes, activities, or objects.

Annual Budget: A budget applicable for a single year.

Appropriation: Budget dollars that have been set aside for a particular expenditure (salaries, instructional supplies, capital outlay, etc.).

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.

Arbitrage: The simultaneous purchase and sale of the same or an equivalent security in order to profit from price discrepancies. In government finance, the common occurrence of arbitrage involves the investment of the proceeds from the sale of tax-exempt securities in a taxable money market instrument that yields a higher rate, resulting in interest revenue in excess of interest costs.

Assets: Property owned by the District which has monetary value.

Audit: A comprehensive examination as to the manner in which the government resources were actually utilized concluding in a written report of its findings. (1) A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures were in compliance with the legislative body's appropriations. (2) A performance audit consists of a review of how well the government met its stated goals. (3) An accounting audit is intended to ascertain whether financial statements fairly present financial positions and results of operations.

Average Daily Attendance (ADA): Average Daily Attendance is the quotient of the sum of attendance for each day of the minimum number of days of instruction as described under section 2501a divided by the minimum number of days of instruction.

Balance Sheet: A financial statement that discloses the financial position of an entity by disclosing its assets, liabilities, and equity as of a specific date.

Balanced Budget: is one in which total financial resources available, including prior year's ending financial resources plus projected resources, are equal to or greater than the budgeted expenditures/expenses.

Base Budget: An on-going expense for personnel, contractual services and the replacement of supplies and equipment required to maintain service levels previously authorized by the Board of Trustees.

Beginning Balance: The beginning balance is the residual non-restricted funds brought forward from the previous fiscal year or ending balance.

Board of Trustees: The elected or appointed body that has been created according to state law and vested with responsibilities for educational activities.

Bond: A debt embodying a written promise to pay a specified sum of money, the face value or principal, at a specific date or dates in the future (maturity date), together with periodic interest at a specified rate. The most common types of bonds are general obligation and revenue bonds. Bonds are typically used for long-term debt to pay for specific capital expenditures, e.g. buses, band equipment, and classroom furniture.

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.

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 Assets: District assets of significant value and having a useful product life of 10 years or more. These assets are also known as fixed assets.

Capital Budget: A plan of proposed capital outlays and the means of financing them for the current fiscal period. It is usually a part of the current budget. If a capital program is in operation, it will be the first year thereof. A capital program is sometimes referred to as a capital budget.

Capital Expenditures: Expenditures used by a company to acquire or upgrade physical assets such as equipment, property, buildings, etc. In accounting, a capital expenditure is added to an asset account (i.e. capitalized), thus increasing the asset's basis.

Capital Improvement Program (CIP): The construction plan for the school district.

Capital Outlay: Expenditures that result in the acquisition of, or addition to, fixed assets. In this district, a fixed asset is defined as a tangible item whose expected life is two or more years and whose value exceeds \$500 per item. Exceptions to value limitations are software (\$1,500 or more per item) and catalogued library materials. The capital items below \$5,000 per item are changed to supplies before submission to the state as required by PEIMS guidelines.

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.

Career and Technology Education (CATE): Career and Technology Education refers to a body of courses that are designed to help students identify careers and build skills necessary for success in the world of work. Students who graduate after participating in CT courses will be prepared to go directly to work, technical school, or attend two-year or four-year colleges to continue their career preparation.

Cash Accounting-Cash Basis: A basis of accounting which recognizes revenues when received and expenditures when paid.

Certificate Of Deposit: A negotiable or non-negotiable receipt for monies deposited in a bank or financial institution for a specified period for a specified interest rate.

Certificate of Obligation: Debt instrument secured by the ad-valorem taxing power of a District. Short-term or long-term debt, pending on the particular project, which is authorized by the Board of Trustees and does not require prior voter approval.

Community Services: Those services which are provided to the community as a whole or some segments of the community and which are not restricted to the public schools or adult education programs.

Compensatory Education: Program and instructional services designed for at-risk students. These programs and services are funded with State Compensatory Education funds.

Contingency: A budgetary reserve set aside for emergencies or un-foreseen expenditures not otherwise budgeted.

Contractual Services: Goods and services acquired under which the District receives from an internal service fund or an outside company. Professional services, utilities, rentals, and insurance are examples of contractual services.

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: LEVY Taxes levied for the current fiscal period.

Debt Service Fund: The fund which is used for the retirement of long-term debt and its interest. This fund is sometimes referred to as a "Sinking Fund".

Deficit: A deficit is the excess of expenditures over revenues during a single accounting period, in the case of proprietary funds, the excess of expenses over income during an accounting period.

Delinquent Taxes: Taxes remaining unpaid on and after the date on which they become delinquent by statute.

Department: A major administrative division of the District that indicates overall management responsibility for an operation or a group of related operations within a functional area.

Depreciation: (1) Expiration in the service life of capital assets attributable to normal wear and tear, deterioration and in-adequacy or obsolescence. (2) That portion of the cost of a capital asset that is charged as an expense during a particular period.

Disbursement: Payment for goods and services in the form of cash or by check.

Districts Enrichment Tax Rate (DTR): DTR of the school district which is determined by subtracting the amounts specified in subsection B from the total amount of maintenance and operations taxes collected by the school district for the applicable school year and dividing the difference by the quotient of the districts taxable value of property as determined under subchapter M, chapter 403 government code or if applicable under section 42.2521, divided by 100.

Division: An organization unit within a department's structure respecting the major functional divisions of work.

Effective Tax-Rate: The rate which will generate the same tax levy next year from the properties on this year's tax roll.

Encumbrance: Funds which are set aside or committed for a future expenditure. Encumbrances include obligations in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved

English as a Second Language (ESL): This is a program designed specifically for students who speak a language other than English as their first language. It is intended to enhance the learning ability of limited English proficiency students to the extent that they become competent in the comprehension, speaking, reading, and composition of the English language.

Estimated Revenue: The amount of projected revenue to be collected during the fiscal year. It may also be defined as the proposed financing sources estimated to finance the proposed projected expenditures.

Existing Debt Allotment (EDA): A grant from the Texas Education Agency for the purpose of financing the principal and interest payments for eligible bonds issued in years prior to 1999.

Expenditure: Decrease in the use of net financial resources for the purpose of acquiring and providing goods and services.

Expenses: Charges incurred, whether paid or unpaid, for operation, maintenance, or interest, and other charges that are presumed to benefit the current fiscal period.

Fees: Charges for services rendered.

Financial Accountability System Resource Guide (FASRG): This is an accounting guide produced by TEA for school districts to use as a reference.

Financial Excellence Indicator System of Texas (FEISTER): Used to provide financial, academic program management, and resource allocation data.

Financial Indicator Rating System of Texas (FIRST): This is a rating system for school districts in the area of finance.

Fiscal Year: The twelve-month period designated by the District signifying the beginning and ending period for recording financial transactions. The District has specified September 1st and August 31st as its fiscal year.

Fixed Assets: Assets of a long-term nature that are intended to continue to be held or used such as land, buildings, machinery, furniture, and other equipment.

Fixed Costs: A fixed cost, e.g. rent, which does not change with increases or decreases in the amount of services provided.

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 versus Plant Maintenance and Operation.

Fund: A sum of money or other resources 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 therein.

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.

Funding Source: A funding source is the specifically identified dollars allocated to meet budgeted requirements and expenses.

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 Ledger: A file that contains a listing of the various accounts necessary to reflect the financial position and results of operation of the government.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards of and guidelines to financial accounting and reporting.

Gifted & Talented: Students participating in a Gifted & Talented program, which offers a challenging, differentiated, and extended curriculum to develop higher-order thinking skills and encourage independence and decision-making.

Governmental Funds: Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

Grant: A contribution, either money or material goods, made by and outside entity or a governmental unit to another unit and for which the contributing unit expects no repayment. Grants may be for specific or general purposes.

Indirect Cost: A necessary expense for the functioning of the organization as a whole that cannot be directly assigned to one service.

Instructional Facilities Allotment (IFA): A grant from the Texas Education Agency for the purpose of financing the principal and interest payments for eligible bonds for the construction and repair of schools.

Interest and Sinking (I&S): The total amount expended or to be expended by a taxing unit from property tax revenues to pay principal of and interest on debts or other payments required by contract to secure the debts and, if the unit is created under Section 52, Article III, or Section 59, Article XVI, Texas Constitution, payments on debts that the unit anticipates incurring in the next calendar year.

Inventory: A detailed listing of property currently held by the District showing quantities, descriptions, and values of the property, and units of measure and unit prices.

Investments: Securities and real estate purchased and held for the production of revenues in the form of interest, dividends, rentals and/or base payments.

Learning Assistance Program (LAP): This is a department that deals with in-school suspension for middle school students.

Levy: (Verb) To impose taxes or special assessments. (Noun) The total of taxes or special assessments imposed by a governmental unit.

Liability: Debt or other legal obligations arising out of transactions in the past, which must be paid, renewed or refunded at some future date. The term does not include encumbrances.

Maintenance and Operations (M&O): Any lawful purpose other than debt service for which a taxing unit may spend property tax revenues.

Major Fund: Governmental fund or enterprise fund reported as a separate column in the basic fund financial statements and subject to a separate opinion in the independent auditor's report. The general fund is always a major fund. Otherwise, major funds are funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds for the same item. Any other

government or enterprise fund may be reported as a major fund if the government's officials believe that fund is particularly important to financial statement users. [SGAS 34]

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.

Objective: Desired output-oriented accomplishments which can be measured and achieved within a given time frame. Achievement of the objective advances the activity and organization toward a corresponding goal.

Official Budget: The annual budget as is adopted by the Board of Trustees.

Operating Budget: The portion of the budget that pertains to daily operations that provides basic service for the fiscal year.

Personnel Services: All costs related to compensating employees of the District including employee benefit costs, e.g. District contributions for retirement, social security, and health & life insurance.

Positions Authorized: Full-time and part-time positions budgeted in the personnel services category and included in the Department "Man-Years."

Program Improvement: The addition of new equipment, personnel or other expenditures aimed at improving the level of service or expanding services.

Property Tax Rate: The property tax rate consists of two elements: (1) the maintenance and operation rate (M&O) and (2) the debt service or interest and sinking rate (I&S).

Proprietary Fund: An account that shows actual financial position and operations as distinguished from budgetary accounts, e.g. actual assets, liabilities, reserves, fund balances, and revenues & expenditures.

Public Education Information Management System (PEIMS): Each district shall provide a system of information required for the administration of a uniform accounting system to be reported to the State of Texas.

Public Property Finance Contractual Obligation: Section 271 of the Local Government Code allows school districts to issue contractual obligations for the acquisition of personal property. Section 271 also allows real property or improvements to real property to be financed with personal property contractual obligations and through lease-purchase agreements.

Purchase Order System: District's system of using documents authorizing the delivery of specified merchandise or services and making a charge for them.

Qualified Zone Academy Bond (QZAB): The purpose of paying all or a portion of the District's costs incurred in connection with the repair, rehabilitation, renovation, and replacement of school facilities at the Qualified Zone Academy Bond which consists of Martin, Nixon, and Cigarroa High.

Reconcilement: A detailed analysis of changes of revenue or expenditure balances within a fund.

Requisition: A written request from a department to the purchasing office for specified goods or services. This action precedes the authorization of a purchase order.

Retained Earnings: The equity accounting reflecting the accumulated earnings of the various funds.

Revenues: Increases in the net current assets of a government fund type from other than expenditure refunds and residual equity transfers; increases in net total assets of a proprietary fund type from other than expenses, refunds, capital contributions, and residual equity transfers. Included are such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

Risk Management: (1) An organized attempt to protect a governmental entity against accidental loss in the most economical methods. (2) The liability, either realized or potential, related to the District's day-to-day operations.

Rolling Owner Controlled Insurance Program (ROCIP): A program where the school district purchases insurances for its construction projects and reduces the award of the construction contract in an effort to reduce insurance costs over construction costs.

School Board: 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.

School Resource Officer (SRO): This is an officer (police department officer or sheriff officer) contracted by LISD with the City of Laredo or Webb County to improve safety at the schools.

Site-Based Decision Making (SBDM): That process in which the most effective decisions are made by those who will actually implement the decisions. The belief is that people involved at the campus level have a greater opportunity to identify problems, develop problem resolution and change strategy than people located off-campus. Site-based decision making concepts also recognize that people at the campus level are more likely to internalize change and to support its implementation if they are involved in the decision making than if they are not. The objective of site-based decision-making is to improve student performance and to enhance accountability. Each campus should have the freedom to set its own educational objectives, consistent with the school district's goals.

Special Revenue: A fund used to account for the proceeds of specific revenue sources, other than expendable trusts or major capital projects, that are legally restricted to expenditure for specified purposes. GAAP only requires the use of special revenue funds when and where they are legally mandated.

Tax Levy: The total amount of funds to be raised by general property taxes for operating and debt service purposes specified in the Annual Tax Ordinance that is determined by the Webb County Appraisal District.

Tax Rate: The amount of tax levied for each \$100.00 of assessed property valuation.

Tax Roll: The official list showing the amount of taxes levied against each taxpayer or property. Despite the tax roll and the assessment roll, the official list showing the valuation placed those figures in the tax roll, being frequently combined, each maintains its separate and distinguishable form.

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.

Teacher Retirement System (TRS): An agency of the state of Texas to establish a program of benefits for member retirees and other beneficiaries of the retirement system and to establish rules for membership and the management and operation of the system.

Texas Assessment of Academic Skills (TAAS): A statewide assessment program test and end-of-course examinations. TAAS measures the statewide curriculum in reading and mathematics at grades 3 through 8 and the exit level; in writing in grade 4-8, and the exit level; and in science and social studies at grade 8. Spanish version TAAS test are administered at grades 3 through 6. Satisfactory performance on the TAAS exit level tests is prerequisite to a high school diploma.

Texas Assessment of Knowledge & Skills (TAKS): Texas Assessment of Knowledge and Skills. TAKS is an examination for students in grades 3-11 that measures knowledge and skills taught in public schools, and which is used to allow students to progress to the next higher grade.

Texas Education Agency (TEA): The purpose of TEA is to carry out the educational functions specifically delegated under the following: (1) the agency shall administer and monitor compliance with education programs required by federal or state law, including federal funding and state funding for those programs; (2) the agency shall conduct research, analysis, and reporting to improve teaching and learning; (3) the agency shall conduct hearings involving state school law at the direction and under the supervision of the commissioner; (4) the agency shall implement pilot programs established by this title; (5) the agency shall carry out the duties relating to the investment capital fund under Section 7.024; (6) the agency shall develop and implement a teacher retirement program as provided by Section 21.004; (7) the agency shall carry out duties under the Texas Advanced Placement Incentive Program under Subchapter C, Chapter 28; (8) the agency shall carry out duties relating to adult education, driver education and regional day school programs for the deaf; (9) the agency shall review budgets, audit reports, and other fiscal reports as required.

Texas Essential Knowledge and Skills (TEKS): TEKS are standards established by TEA for teaching academic subjects, and include details about the way in which information is presented to students in Texas schools.

Tier I: Tier I is each school district's share of the foundation school program to be able to be eligible to receive foundation school fund payment.

Tier II: Tier II is a guarantee yield component of the foundation school program which provides each school district with the opportunity to provide the basic program and to supplement that program at a level of its own choice. Each school district is guaranteed a specified amount per weighted student in state and local funds for each cent of tax effort over that required for the districts local fund assignment up to the maximum specified by state law.

Transfer: Transfers are the authorized exchanges of cash or other resources between same functions.

Unit Cost: The cost required to produce a specific product or unit of service.

University Interscholastic League (UIL): The UIL is the governing body over inter-school contests in Texas. The UIL organizes and supervises contests that assist in preparing students for citizenship. It aims to provide healthy, character-building, educational activities carried out under rules providing for good sportsmanship and fair play for all participants. Contests are supervised in the areas of academics, athletics, and music.

Voucher: A document indicating that a transaction has occurred. It usually contains the accounts related to the transaction.

Weighted Average Daily Attendance (WADA): The number of students in weighted average daily attendance which is calculated by dividing the sum of the school districts allotments under subchapter B and C less any allotment to the district for transportation, any allotment under section 42.158 and 50% of the adjustment under section 42.102 by the basic allotment for the applicable year.

Working Capital: Current assets minus current liabilities. Working capital measures how much in liquid assets a company has available to build its business.

Yield: The rate of annual income returned on an investment, expressed as a percentage.

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