

Notice of Agenda Review Meeting
The Board of Trustees
Fort Bend Independent School District

Monday, October 5, 2026

This is Notice that the Fort Bend Independent School District Board of Trustees will hold a Special Called Agenda Review Workshop on Monday, October 5, 2026, beginning at 6:00 PM in the Board Room of the Fort Bend ISD Administration Building, 16431 Lexington Blvd., Sugar Land, TX 77479. It is the Board of Trustees’ intent that a quorum of the Board of Trustees will be physically present at this location although one or more trustees may participate by videoconference. The agenda packet for the meeting is available at <https://meetings.boardbook.org/Public/Organization/649>.

Members of the public may view the live stream of the meeting at the following address: [Board Meeting Live Stream - Fort Bend Independent School District](#).
Members of the public who wish to address the Board must register to speak no later than 12:00 p.m. on the day of the meeting at the following address:
[Board Meetings - Fort Bend Independent School District](#)

- 1. Call to order
- 2. Pledge of Allegiance
- 3. Public Comment
- 4. Information
 - A. School Calendar Development Process 4
 - B. Bond 2023 Overview 5
- 5. Action
 - A. **Middle School Attendance Boundaries:** Consideration and approval of Middle School Attendance Boundaries to align feeder patterns. 20
 - B. **High School Attendance Boundaries:** Consideration and approval of high school attendance boundary scenario 2 to relieve overutilization at Austin High School and Travis High School and relieve overutilization at Elkins High School specifically through Dulles High School by rezoning Quail Valley Middle School’s attendance boundary to Dulles High School and by rezoning some students from Elkins High School to Clements High School. 22
 - C. **HB3372 Outside Work Application:** Administration recommends that the Board of Trustees approve Jared Berry’s outside work application for fine arts competition judging services provided to the CyFair ISD pursuant to Texas Education Code Section 11.006, as added by House Bill 3372, contingent upon the Board’s determination that the proposed contract will not harm the District, does not present a 24

conflict of interest, and will be performed entirely on the employee's personal time.

6. Convene in closed session under Texas Open Meetings Act, Texas Government Code, Chapter 551 under the following sections: 551.071 - For the purpose of a private consultation with the Board's attorney on any or all subjects or matters authorized by law; Section 551.072 - Consider purchase, exchange, lease, or value of real property, Section 551.074 - Personnel matters, Section 551.076 - Security matters, Section 551.082 - Student discipline matter or complaint, or Section 551.0821 - Personally identifiable information about public school student

7. Reconvene in Open Session

8. Consider Action on Closed Session Items

9. Review

A. Board of Trustees Meeting Minutes: Consideration and approval of the minutes of Fort Bend ISD Board of Trustees meetings and/or public hearings on the following dates:

- September 14, 2026 Agenda Review Meeting
- September 28, 2026 Regular Business Meeting

B. District Fiscal and Budgetary Strategy: Consideration and approval of the District's Fiscal and Budgetary Strategy. **55**

C. 2026-27 Investment Strategy: Consideration and approval of a resolution for the District's investment strategy and authorization of investment brokers for the District. **82**

D. 2026-27 Underwriters: Consideration and approval of underwriters to be utilized by the District in connection with future bond debt issued. **101**

E. 2026 Bond Advisory Committee Membership: Consideration and approval to appoint new members to the Bond Advisory Committee (BAC) **103**

F. TEAL Alternate Approver: Consideration and approval of Natresha Ardoin, Director of State Reporting and Enrollment for renewal as alternate approvers/designees for the Texas Education Agency TEA Login (TEAL). **105**

G. Maximum Class Size Exceptions: Consideration and approval of the Texas Education Agency (TEA) exception for class size in grades PreK-4 for elementary schools that exceed a teacher-to-student ratio of 22 students per classroom teacher (22:1). **107**

H. Turnaround Plans (TAPs) 2026-27: Consideration and approval of the Turnaround Plans as required by TEA for the 2026 – 27 school year for the following campuses: **108**

- Hightower High School

I. Targeted and Local Improvement Plans (TIPs and LIPS) 2026-2027: Consideration and approval of the Targeted and Local Improvement Plans (TIPs and LIPS) required by Texas Education Agency for the following campuses: **137**

- Targeted Improvement Plans (TIPs); Willowridge HS

- Local Improvement Plans (LIPs): Aldridge ES, Armstrong ES, Burton ES, Henry ES, Goodman ES, Heritage Rose, Lantern Lane ES, Meadows ES, Mission ES, Ridgemont ES, Rosa Parks ES, Crockett MS, Hodges Bend MS, and Sugar Land MS

10. Adjournment

If, during the course of the meeting, discussion of any item on the agenda should be held in a closed meeting, the Board will conduct a closed meeting in accordance with the Texas Open Meetings Act, Government Code, Chapter 551, Subchapters D and E or Texas Government Code section 418.183(f). Before any closed meeting is convened, the presiding officer will publicly identify the section or sections of the Act authorizing the closed meeting. All final votes, actions, or decisions will be taken in open meeting. [See BEC (LEGAL)]

The following Fort Bend ISD Goals may be referenced in agenda items included in this document:

Priority 1: Increase successful student outcomes through enhanced learning opportunities.

Goal 1: By 2028, 80% of all students, at every campus, in grades 3, 5, 8, and 10 will grow at least one year in reading as indicated by NWEA Map Growth Measures.

Goal 2: For the class of 2026, the percentage of graduates that meet the criteria for CCMR will increase from 65% to 90%.

Priority 2: Create and sustain a culture and climate of professionalism, accountability, and communication (PAC) where stakeholders (students, parents, and staff) are valued, inspired, and engaged.

Goal 1: By 2027, FBISD will increase overall staff satisfaction with the district from 73% to 85% through an organizational focus on the principles of the PAC as measured by the District Culture and Climate Survey.

Goal 2: By 2027, FBISD will increase overall secondary student engagement in schools from 78% to 85% evidenced by students indicating they feel good about being in school on the District Student Engagement Survey.

Goal 3: By 2027, FBISD will increase parent satisfaction with FBISD schools from 80% to 85% evidenced by parents indicating the quality of their child's school as excellent or good through an organizational focus on the principles of the PAC as measured by the District Culture and Climate Survey.

Priority 3: Exhibit financial responsibility through transparent budgeting processes and effective management of resources aligned to the district strategic plan.

Goal 1: By June 2025, FBISD will review 100% of the key revenue drivers with the Board and align all funding with the district strategic plan. (Completed)

Goal 2: By 2027, ensure efficient staffing in all areas of the organization including campuses and departments.

Fort Bend Independent School District

Executive Summary

Agenda Review Workshop		Meeting Date: October 5, 2026
Agenda Item Title: Information: School Calendar Development Process		
Board Policy: EB (Legal, Local)	District Priority: Priority 1	
Department: Chief Organizational Development		
Are there related documents to be signed by the Board? Choose Item		
☐ Administration has reviewed the final submission for this agenda item.		
☐ Reviewed by Deputy Superintendent		☒ Reviewed by Chief of Staff

Recommendation

Summary/Background
Staff will provide an overview of the 2027-28 School Calendar development process.

Recommended by:

Dr. Marc Smith
Superintendent of Schools

Submitted by:

Stephanie Williams
Chief Organizational Development

Fort Bend Independent School District

Executive Summary

Agenda Review Workshop		Meeting Date: October 5, 2026
Agenda Item Title: Information: Bond 2023 Overview		
Board Policy: Board Policy CT (Local) Board Policy FC (Local)	District Priority: Priority 3	
Department: Deputy Superintendent Operations		
Are there related documents to be signed by the Board? Choose Item		
☒ Administration has reviewed the final submission for this agenda item.		
☐ Reviewed by Deputy Superintendent		☒ Reviewed by Chief of Staff

Recommendation

Summary/Background
The trustees will receive project highlights and financial updates from our BOND 2023 program. The investments made through the Bond 2023 program are intentionally aligned with Fort Bend ISD's Strategic Priorities 1, 2, and 3, ensuring that capital resources directly support student success, organizational effectiveness, and long-term operational sustainability. Bond-funded projects, including, but not limited to, campus renovations, fine arts and athletic facility upgrades, technology modernization, transportation enhancements, safety and security improvements, strengthen instructional environments, and expand access to high-quality learning experiences, directly advancing our district priorities. They improve student outcomes by expanding learning opportunities (Priority 1). At the same time, investments in campus climate, safety infrastructure, and systemwide technology promote consistency, transparency, and stakeholder confidence (Priority 2), creating and sustaining a culture of professionalism, accountability, and communication. Finally, major infrastructure initiatives like HVAC modernization, facility renewals, and districtwide capital planning ensure reliable, efficient, and compliant operations (Priority 3) by safeguarding the District's assets and positioning Fort Bend ISD for long-term fiscal stewardship.

Recommended by:

Fort Bend Independent School District

Dr. Marc Smith
Superintendent of Schools

Submitted by:

Kathleen Brown
Deputy Superintendent Operations

Dr. Thomas Lawing
Chief Operations Officer

MAKE YOUR MARK

LeadTHE PAC

Bond 2023 Update

October 5, 2026

Prop A | Business Continuity & Disaster Recovery

A resilient recovery foundation is in place



200

Production server licenses

Perpetual virtual replication appliance licensing with three years of maintenance.



100 TB

Cloud recovery storage

Hot-page blob storage for near-real-time virtual machine replication to Microsoft Azure.



3 Years

Managed recovery support

Replication troubleshooting, appliance maintenance, reporting, and an annual failover exercise.



PROTECT

REPLICATE • RECOVER

Cloud-based disaster recovery with isolated recovery services

8

Outcome: faster, safer restoration of critical District services after cyber events or data center disruptions.

MAKE YOUR MARK

Your Bond Dollars at Work: Improving Our Schools



Prop A | Co-location Firewall Modernization

Aging secondary data center firewalls have been replaced



Next-generation threat protection

Advanced Threat Prevention and Advanced WildFire subscriptions are included with the new firewall bundles.



Stronger web and DNS controls

Advanced URL Filtering and Advanced DNS Security.



Modern hardware deployed

Two PA-5450 firewall bundles replaced the aging PA-5250 hardware.



PA-5250 → PA-5450

Two-firewall co-location cluster

The refresh renews a critical security control at the secondary data center and expands the licensed protections applied to District traffic.



Prop A | Video Storage Expansion

Expanded infrastructure for District surveillance and Special Education recording services



More surveillance recording capacity

Surveillance storage increased by 3 PB, from 7 PB to 10 PB



More SPED recording capacity

SPED storage increased by 300 TB, from 600 TB to 900 TB.



Capacity higher quality and longer retention

The expanded platform supports the higher resolution of modern cameras and allows recording to be retained for twice as long.



10 PB 900 TB

SURVEILLANCE

SPED

Expanded recording storage capacity

10

SPED recording storage: **600 TB → 900 TB** | **50% capacity increase**
Surveillance recording storage: **7 PB → 10 PB** | **42% capacity increase**

MAKE YOUR MARK

Your Bond Dollars at Work: Improving Our Schools



Prop A | District Network Refresh

Modernizing campus switching, wireless access, and the wide-area network backbone



Modern wireless capability

Upgraded to Wi-Fi 6E and added high-capacity directional access points in every middle and high school gym for large-group testing.



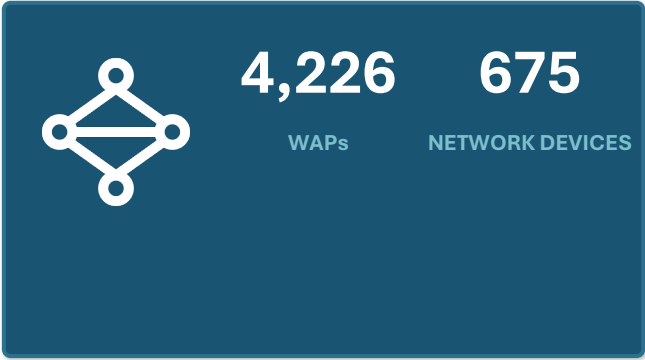
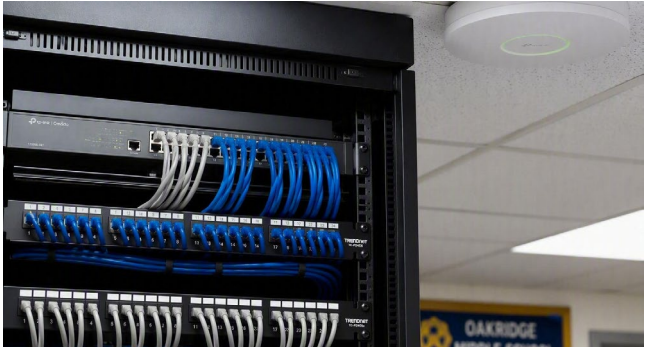
More reliable edge infrastructure

Replaced failing legacy equipment, reducing network-device outages.



Updated switching infrastructure

Refreshed 675 switches, routers, and campus aggregation devices — 90,432 ports total.



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The Network Refresh reduces lifecycle risk and helps preserve dependable access to instructional, assessment, voice, camera, building automation, and internet services.



Prop B | Elementary Laptop Refresh

Half the elementary classroom fleet refreshed



13,200

Laptops replaced

New laptops deployed in 2nd–5th grade classroom laptop carts.



50%

Of elementary fleet

The refresh covers half of the elementary classroom laptop fleet.



26,400

Laptops triaged

Previous laptops were triaged, with the best 50% kept in service.



10 + 10 PER ROOM

NEW • PREVIOUS MODEL

Each classroom cart pairs new and prior model laptops

Outcome: every 2nd–5th grade classroom keeps a full, dependable cart of student laptops.

MAKE YOUR MARK

Your Bond Dollars at Work: Improving Our Schools

Prop B | Elementary Charging Towers

Charging in every elementary classroom



All 2nd-5th
Classrooms in scope

Completed summer 2026 to support the Elementary Laptop Refresh



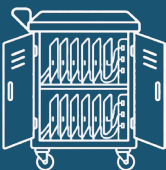
Pre-wired
Ready-to-use design

Bretford Cube Towers arrive pre-wired with chargers, unlike the secondary units.



Supports 8
Laptops per tower

Each mobile tower charges up to 8 laptops on a 25-foot cord.



2,171 IN SECONDARY
PROVEN • AT SCALE

Elementary rollout follows the 2024 secondary tower deployment

13

Outcome: older elementary laptops with aging batteries can continue to meet classroom needs.

MAKE YOUR MARK

Your Bond Dollars at Work: Improving Our Schools



Prop B | Child Nutrition Refresh

Modernizing cafeteria point-of-sale computing



215

Point-of-sale computers

Aging point-of-sale computers replaced across all District cafeterias.



76

Manager desktops

All 76 cafeteria managers received replacement desktop computers.



+1

Station per cafeteria

A second shared computer station added to all secondary cafeterias.



FASTER LINES

SERVE • PAY • ENJOY

Less time in line, more time enjoying lunch

Outcome: quicker checkout at every serving line and reliable tools for child nutrition staff.

MAKE YOUR MARK

Your Bond Dollars at Work: Improving Our Schools



Finance Update



2023 Bond Expenditures to Date

Major Object	Budget	Encumbered ¹	Expenses ²	Remaining Budget
Contracted Services	\$34,967,686	\$4,482,913	\$16,931,277	\$13,553,496
Supplies and Materials	101,886,802	9,909,004	39,803,387	52,174,411
Capital Outlay	1,125,358,671	269,387,991	707,405,484	148,565,197
Total	\$ 1,262,213,158	\$ 283,779,907	\$ 764,140,147	\$ 214,293,104

Note: financial data as of 8/31/2026

¹ Encumbered amount includes requisitions and purchase orders

² Amounts will change as the month is closed

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Available Bond Contingency

Description	Contingency Amount ¹	Proposed Addition ²	Proposed Use ³	Contingency Remaining
Bond 2014	\$ 45,063	\$ -	\$ -	\$ 45,063
Bond 2018	18,155,610	59,915	-	18,215,525
Bond 2023 Prop A	34,360,514	-	-	34,360,514
Bond 2023 Prop B	765,302	-	-	765,302
Bond 2023 Prop C	13,681	-	-	13,681
Total	\$ 53,340,170	\$ 59,915	\$ -	\$ 53,400,085

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(1) Bond 2018 includes \$103K for projects awaiting paperwork close out

(2) Bond 2018 closeout PKG057 Barrington Place ES interior renovation

(3) NA



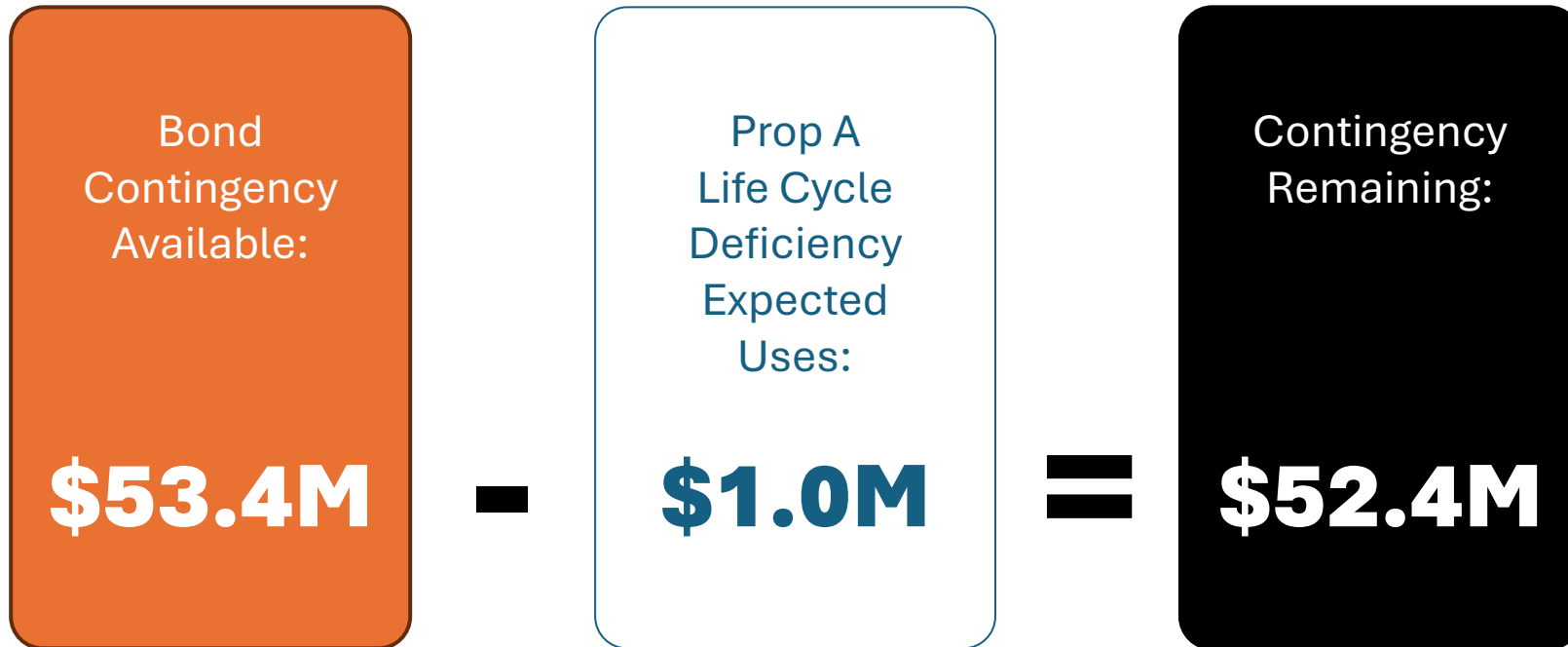
Timeline of Expected Contingency Requests: \$1.0M

Expected Request Date	Project	Estimated Contingency Request
February	BP047 HVAC-MEP-W Zn-2	\$1.3M
March	BP023 Madden Foundation & Repairs	\$2.5M
April	BP048 HVAC-MEP-West Zone-3	\$1.3M
	Don Cook Natatorium Repairs (<i>Unexpected</i>)	\$0.6M
May	NA	NA
June	HVAC Equipment Failures (<i>Unexpected</i>)	\$970K
	Additional Parking Campus Consolidation	\$1.0M
Aug	<i>Purchase of 8 buses as part of district match to access Texas Clean School Bus Grant</i>	\$0.5M
TBD	BP018 Flooring Pkg	\$90K
	BP055 Sound Sys	\$0.9M
Totals		\$1.0M

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Contingency Remaining after Expected Uses



19



Fort Bend Independent School District

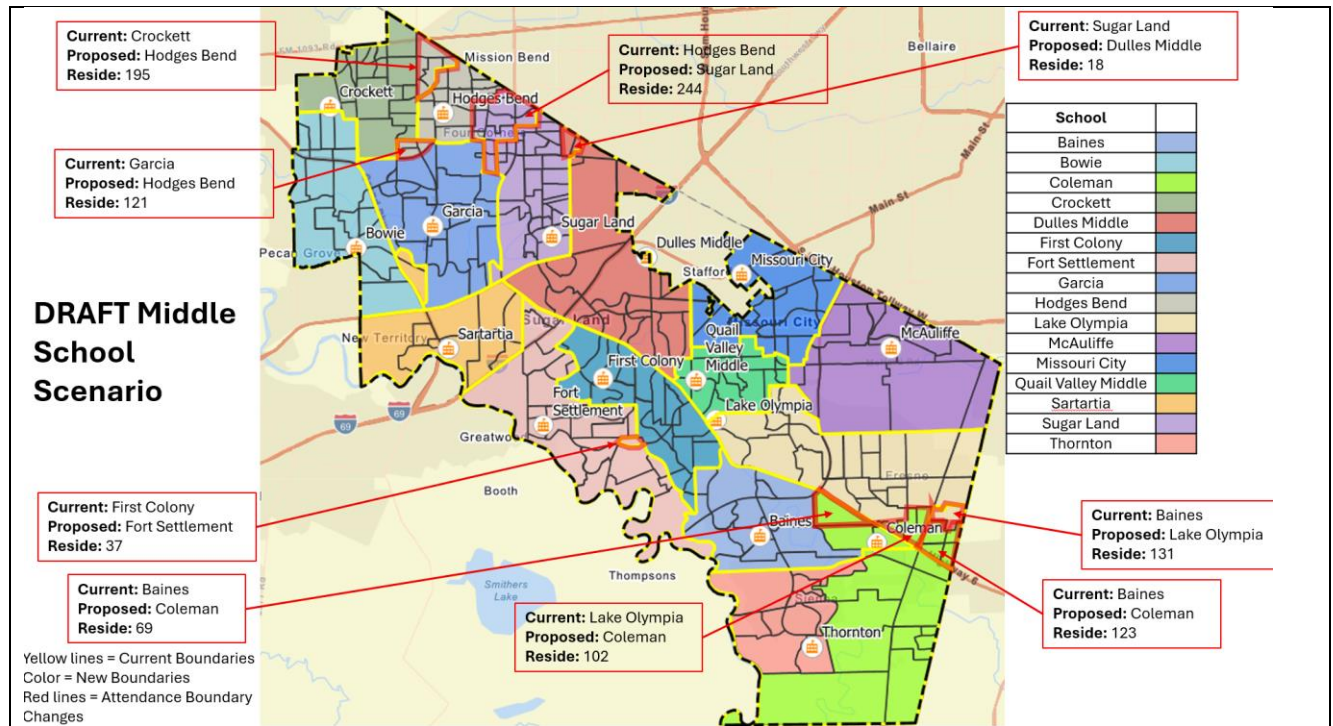
Executive Summary

Agenda Review Workshop		Meeting Date: October 5, 2026
Agenda Item Title: Consideration and approval of Middle School Attendance Boundaries to align feeder patterns.		
Board Policy: Local: FC	District Priority: Priority 2	
Department: Deputy Superintendent Chief of Staff		
Are there related documents to be signed by the Board? Choose Item		
☐ Administration has reviewed the final submission for this agenda item.		
☐ Reviewed by Deputy Superintendent		☒ Reviewed by Chief of Staff

Recommendation
Consideration and approval of middle school attendance boundaries to align feeder patterns.

Summary/Background
The Administration is recommending approval of the middle school boundaries detailed in the map below.
This boundary scenario aligns feeder patterns to the greatest extent possible in alignment with the recent secondary scope of work in Long-Range Boundary Planning.

Fort Bend Independent School District



Recommended by:

Dr. Marc Smith
Superintendent of Schools

Submitted by:

Beth Martinez
Deputy Superintendent Chief of Staff

Fort Bend Independent School District

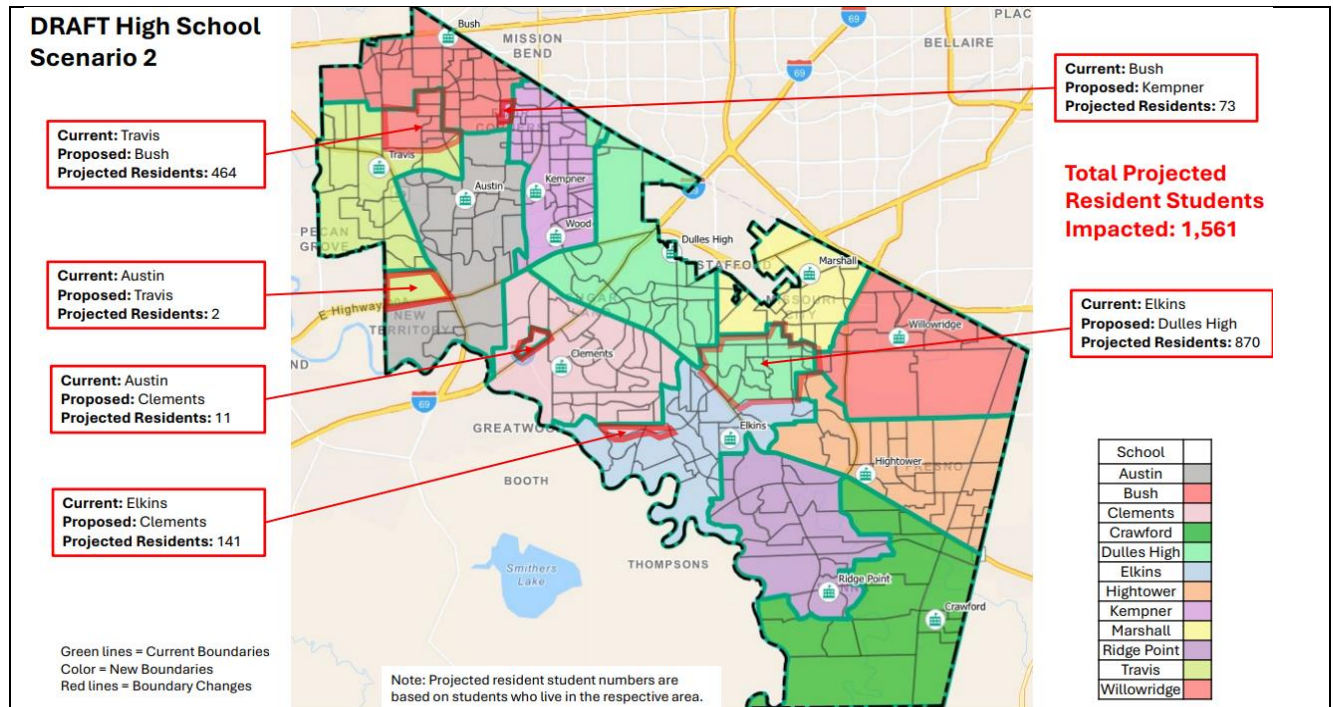
Executive Summary

Agenda Review Workshop	Meeting Date: October 5, 2026
Agenda Item Title: Consideration and approval of high school attendance boundary scenario 2 to relieve overutilization at Austin High School and Travis High School and relieve overutilization at Elkins High School specifically through Dulles High School by rezoning Quail Valley Middle School's attendance boundary to Dulles High School and by rezoning some students from Elkins High School to Clements High School.	
Board Policy: Local: FC	District Priority: Priority 2
Department: Deputy Superintendent Chief of Staff	
Are there related documents to be signed by the Board? Choose Item	
☐ Administration has reviewed the final submission for this agenda item.	
☐ Reviewed by Deputy Superintendent	☒ Reviewed by Chief of Staff

Recommendation
Consideration and approval of high school attendance boundary scenario 2 to relieve overutilization at Austin High School and Travis High School and relieve overutilization at Elkins High School specifically through Dulles High School by rezoning Quail Valley Middle School's attendance boundary to Dulles High School and by rezoning some students from Elkins High School to Clements High School.

Summary/Background
The Administration is recommending approval of the high school boundaries detailed in scenario 2 as shown in the map below.
This boundary scenario relieves overutilization at Austin High School and Travis High School and relieves overutilization at Elkins High School specifically through Dulles High School by rezoning Quail Valley Middle School's attendance boundary to Dulles High School and by rezoning some students from Elkins High School to Clements High School.

Fort Bend Independent School District



Recommended by:

Dr. Marc Smith
Superintendent of Schools

Submitted by:

Beth Martinez
Deputy Superintendent Chief of Staff

Fort Bend Independent School District

Executive Summary

Agenda Review Workshop		Meeting Date: October 26, 2026
Agenda Item Title: Action: HB3372 Outside Work Application		
Board Policy: DBD	District Priority: Priority 2	
Department: Deputy Superintendent Operations		
Are there related documents to be signed by the Board? Choose Item		
☐ Administration has reviewed the final submission for this agenda item.		
☐ Reviewed by Deputy Superintendent		☒ Reviewed by Chief of Staff

Recommendation
Consideration and approval of the Personal Services Contract Exception Request to permit Jared Berry to perform fine arts competition judging services to the Cy-Fair ISD pursuant to Texas Education Code Section 11.006, as added by House Bill 3372, contingent upon the Board's determination that the proposed contract will not harm the District, does not present a conflict of interest, and will be performed entirely on the employee's personal time.

Summary/Background
House Bill 3372, enacted by the 89th Texas Legislature and codified in Texas Education Code Section 11.006, establishes statewide restrictions on certain outside employment and compensated personal services performed by public school district administrators. The law applies to employees with significant administrative duties related to the operation of a district, campus, program, or other subdivision of the district, but excludes employees whose primary contract responsibilities are in-classroom instruction.
Under the statute, an administrator may not receive a financial benefit for personal services performed for a business entity that conducts or solicits business with the employing district. The law also restricts compensated services for an education business that provides curriculum or administrative services to any school district, another school district, an open-enrollment charter school, or a regional education service center unless the statutory exception applies.
HB 3372 permits the Board of Trustees to approve an exception for an eligible administrator who is not a superintendent, assistant superintendent, or member of a board of managers, provided the written contract describing the services is submitted to the Board and the Board determines that: the contract will not harm the District; the arrangement does not present a conflict of interest; and the services will be performed entirely on the employee's personal time. The submitted contract is subject to disclosure under the Texas Public Information Act. A violation of the statute may result in a civil penalty of \$10,000 per violation.

Fort Bend Independent School District

Recommended by:

Dr. Marc Smith
Superintendent of Schools

Submitted by:

Kathleen Brown
Deputy Superintendent of Operations

NON-DISTRICT EMPLOYEE

Cypress-Fairbanks Independent School District

Dr. Doug Killian, Superintendent

11440 Matzke Road

Cypress, TX 77429 (713) 897-4000

PO Box 692003

Houston, TX 77269-2003

(Please check One)

Campus/Department MHAB/CI&A

☐ Band

☐ Choir

☐ Orchestra

☐ Drill Team

☐ Athletics

☒ Other Theatre/CI&A

CLINICIAN/ADJUDICATOR

This is an agreement between Jared Berry and Cypress-Fairbanks ISD, herein known as the District, for the provision of the consultant services described in Part 1 above in exchange for the stated compensation. Payment will be processed once services are complete and an invoice has been received.

The District agrees to pay the consultant \$ \$450.00 and travel and lodging expenses as allowed by district policy. Travel and lodging expense receipts must be provided for reimbursement. The District will pay the cost of duplication of materials required for this agreement. It is agreed that the District is not responsible for any other compensation, including but not limited to, health, life, unemployment and workman's compensation insurance and shall be held harmless in any action that might arise regarding personal or professional liability resulting from the consultant's performance of the services described. This instrument constitutes the entire and only agreement between the parties named and is made and entered on this **Date**, (Please Date) 8/31/2026

Annual Appropriation of Funds - To the extent the term of the Agreement exceeds one (1) fiscal year, each subsequent term beyond one (1) fiscal year is specifically subject to an annual appropriation (budgeting) of funds by the District's Board of Trustees. In the event funds are not appropriated (budgeted) for any fiscal period (called a "Non-appropriation"), the then-current term in the Agreement is terminated effective on the last day of the last fiscal period in which funds were appropriated for the Agreement. Prior to Non-appropriation, the District agrees to use due diligence to secure funds available and if appropriation of funds is not possible, the District agrees to provide written notice to the Consultant at least thirty (30) days prior to the end of the then-current fiscal year.

Confidentiality - In the event Consultant receives student or employee records from the District as part of the Agreement, Consultant agrees to secure the confidentiality of all information and records received, in accordance with applicable federal and

NON-DISTRICT EMPLOYEE

state laws, rules, and regulations. For student records, Consultant acknowledges that the Family Educational Rights and Privacy Act (“FERPA”), 20 U.S.C. § 1232g, governs the privacy and security of educational records and certain student information. To the extent feasible, Consultant shall be designated by the District a “school official” under FERPA for the purposes of performing the services under the Agreement. In this event, Consultant agrees to strictly abide by FERPA, including but not limited to, not disclosing FERPA-protected information to any third party without the written authorization of the District.

Texas Public Information Act - The District hereby gives Consultant notice that it is a public entity subject to the Texas Public Information Act, Chapter 552 of the Texas Government Code (“Act”). As such, it may be required under the law to provide documents (including those provided by Consultant under the Agreement) upon proper request under the Act. The District agrees, however, that in the event it receives such a request for the Agreement or related documents provided by Consultant under the Act, that it will promptly notify Consultant of the request and seek an opinion from the Texas Attorney General as to the confidentiality and proprietary nature of any documents specifically noted by Consultant in the Agreement to be confidential and proprietary.

Payment Terms and Disputed Charges - Invoices will be paid within 45 days of when the services were completed. Any disputed charges shall be reported in writing to the Consultant no later than fifteen (15) business days from receipt of invoice, and District shall have the right to withhold payment of any invoice containing disputed charges until Consultant is able to justify such charges.

Tax Exemption - District stipulates that it is an exempt organization as defined by the Limited Sales Excise and Use Tax Act and as such is exempt from the payment of such taxes as may be applicable to this Agreement.

Breach - No waiver of a breach of provision of the Agreement or any subsequent amendment shall be construed to be a waiver of any breach of any other provision. No delay in acting with regard to any breach of any provision shall be construed to be a waiver of such breach.

Felony Conviction Notice - Texas Education Code Section 44.034 requires that a person or business entity (excluding publicly-held corporations) that enters into a contract with the District shall give advance notice to the District if the person or an owner or operator of the business entity has been convicted of a felony (“Felony Conviction Notice”). District may terminate this Agreement if it determines that Consultant failed to give the Felony Conviction Notice as required by the Texas Education Code Section 44.034 or misrepresented the conduct resulting in the conviction. By entering into the Agreement, Consultant hereby confirms compliance with Texas Education Code Section 44.034. Any change in Consultant’s status regarding the required Felony Conviction Notice, occurring at any point during the term of the Agreement, shall require proper written notice to the District’s superintendent of schools.

NON-DISTRICT EMPLOYEE

Criminal Background Check - If the Consultant, its employees, or agents will have or has continuing duties related to the contracted services and has or will have unsupervised direct contact with students, the Consultant, its employees, and/or agents will be required to undergo a criminal background check as deemed necessary by the District. The Consultant shall be responsible for any costs associated with the criminal background checks.

Debarment and Suspension - Consultant certifies that he/she is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from **participation in this transaction by any federal or state department or agency**.

General Covenants and Provisions –

All items and services offered shall conform to all applicable local, county, state and federal laws, ordinances and regulations. For the duration of the Agreement, Consultant shall maintain all required licenses, certifications, permits, and any other documentation to perform this Agreement.

Consultant shall observe and abide by all applicable laws and regulations, including, but not limited to, Title VI of the Civil Rights Act of 1964, as amended; Title VII of the Civil Rights Act; the Texas Education Code; the Texas Administrative Code; Texas Workforce Commission statutes; and applicable District policies and procedures relative to Consultant's conduct on District premises and performance of any services under the Agreement.

Certification Regarding Terrorist Organizations - Consultant certifies that the Consultant is not identified on the Texas Comptroller's list of companies known to have contracts with, or provide supplies or services to, a "Foreign Terrorist Organization" as defined by the United States Secretary of State.

Transactions with Abortion Provider or Affiliate - Consultant hereby certifies that it is not an abortion provider or affiliate of such a provider as noted in Chapter 2273 of the Texas Government Code, and the parties hereby agree that the District is relying upon Consultant's certification in this provision in entering into the Agreement. Consultant's failure to accurately certify its compliance with of this provision, or any subsequent act by Consultant that makes the certification in this provision invalid, will result in the Agreement being voidable by the District and Consultant hereby agrees to defend and indemnify the District against any action brought by the Office of the Attorney General for a violation of Texas Government Code Section 2273.003 based on Consultant's failure to comply with this provision.

Child Support Certification - Pursuant to Section 231.006 of the Texas Family Code, a child support obligor who is more than 30 days delinquent in paying child support and a business entity in which the obligor is a sole proprietor, partner,

NON-DISTRICT EMPLOYEE

shareholder, or owner with an ownership interest of at least 25 percent is not eligible to: (1) receive payments from state funds under a contract to provide property, materials, or services; or (2) receive a state-funded grant or loan. Consultant certifies that it is not ineligible to receive payment under the Agreement and acknowledges that the Agreement may be terminated, and payment withheld if this certification is inaccurate or any subsequent act by Consultant makes the certification inaccurate.

Non-Collusion - Consultant certifies under penalty of perjury that its response to this procurement solicitation is in all respects bona fide, fair, and made without collusion or fraud with any person, joint venture, partnership, corporation or other business or legal entity.

Records Retention and Audit - The District, its agent, or any state or federal investigating agency may audit all of Consultant's records and accounts relating to this Agreement. Consultant shall retain any books, documents, papers, or records which are directly pertinent to this Agreement. Consultant shall retain such records and make them available for audit, review, and copying upon request, for a minimum period of five (5) years after completion of the Agreement, receipt of the goods, the date the District receives the Consultant's final invoice, the end date of the grant award, or the date the District makes final payments and closes pending matters in connection with this Agreement, whichever is later.

Independent Contractor - The parties agree that the Consultant is being engaged as an independent contractor and the District will have no responsibility or obligation to provide insurance, Workers' compensation, or employee benefits normally associated with employment status. Consultant covenants and agrees to conduct itself consistent with independent contractor status and that it will neither hold itself out as nor claim to be an officer, partner, employee, or agent of the District.

Subcontractors - Consultant shall not subcontract or transfer any of its obligations under this Agreement without prior written consent of the District. Any subcontractors must agree to and meet all of the obligations and agreements in the Agreement as Consultant, including but not limited to the same non-discrimination obligations, certifications/affirmations contained herein, and criminal conviction and background check requirements. Notwithstanding anything to contrary herein, the District shall have no contractual or legal obligation to any subcontractors of Consultant.

Force Majeure- Neither party shall be held responsible for any delay or failure in performance of any part of this Agreement to the extent such delay or failure is caused by fire, flood, explosion, war, embargo, unforeseen governmental requirement, civil or military authority, act of God, declared public health emergency, or other comparable causes beyond its control and without the fault or negligence of the delayed or non-performing party that renders performance actually or legally impossible. The affected party will notify the other party in writing within ten (10)

NON-DISTRICT EMPLOYEE

days after the beginning of any such event that affects its performance as described above. Notwithstanding, if a party's performance is delayed for a period exceeding thirty (30) days from the date the other party receives notice under this paragraph, the non-affected party will have the right, without any liability to the other party, to terminate the Agreement. Notwithstanding anything herein to the contrary, the District at its sole discretion, reserves the right to seek reimbursement or refund of any amounts paid under this Agreement or reschedule services at a time mutually agreeable to the parties.

Choice of Law and Venue - The choice of law for the Agreement shall be Texas and venue for any proceeding initiated under the Agreement shall lie in Harris County, Texas.

Responsibility - Each party represents and warrants to the other that the execution of Agreement has been duly authorized and thereof constitutes a valid and enforceable obligation of such party according to its terms.

Assignment - No assignment of the Agreement or any duty or obligation or performance hereunder shall be made in whole or in part by any party without the prior written consent of all parties hereto.

Modifications / Amendments - The Agreement its terms, covenants, and conditions may be modified only in writing and witnessed by an amendment executed by both parties.

Waiver - The parties have read the Agreement and agree to be bound by its terms. The parties further agree that the Agreement constitutes the entire and exclusive agreement of the parties and supersedes all previous communications, representations or agreements, either oral or written, between them. No waiver, alteration or modification of any of the provisions shall be binding on any party unless in writing and signed by the party against whom enforcement of such waiver, alteration or modification is sought.

Severability - If any court or competent authority finds that any provision of the Agreement is invalid, illegal or unenforceable, the parties shall negotiate in good faith to amend such provisions such that, as amended, it is legal, valid and enforceable, and, to the greatest extent possible, achieves the parties' original commercial intention. If, however, the parties cannot agree of the revised language to make such provision legal, valid, and enforceable, then such provision shall, to the extent required, be deemed to be deleted, and the validity and enforceability of the other provisions and/or the Agreement shall remain in full force and effect.

Headings - The headings used in this Agreement are inserted for convenience of reference only and do not limit the meaning or interpretation of any provision of this Agreement.

NON-DISTRICT EMPLOYEE

Description of Services [Include date(s), time, location, audience, & topic]

Sole adjudicator for the CFISD Zone 1 Middle School One-Act Play Contest (six performances)

Total Judging Fee:\$ 450.00

Total Mileage Paid: 10 miles x \$ 0.760= \$7.6

Total: \$457.6

Authorized By:

Print Name

Principal/Department Head Sign

Official Title and School

In Agreement With

Jared Berry

Print Name

SS# 284861288

Address 8003 Virginia Water Lane

City Houston St TX Zip 77095



Clinician Signature

TEXAS THEATRE ADJUDICATORS AND OFFICIALS (TTAO)

ADJUDICATOR CONTRACTUAL AGREEMENT

Event Information

Event Type:

UIL MS Contest

Contest Date:

10/23/2026

Location:

Richard E. Berry Center
8877 Barker Cypress Rd.
Cypress, TX, 77433

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Schedule

Company Meeting:

11:00 AM

First Play Start:

12:00 PM

Play Interval:

On the hour

Director's Meeting:

11:00 AM

Director's Meeting Location:

Wild Cats Conference Room

Adjudicator Fees

Base Fee Type:

Flat Rate

Flat Rate Fee:

\$450.00

Total Judging Fee:

\$450.00

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Travel Expenses and Reimbursement

Transportation Type:

Drive

Mileage Rate:

0.760

Mileage Reimbursement:

Included with base fee

Tolls/Parking:

No Reimbursement

Accommodations & Meals

Hotel:

No

Meals Provided:

All

Payment Contact Information

Primary Name:

Kelley Hughes

Primary Email:

kelley.hughes@cfisd.net

Primary Phone:

281-897-4080

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Background Check and Other Notes

District Specific Background Check Required:

Yes

Background Check Instructions:

I will send an email.

Background Check Organizer:

District

Further Notes

Adjudicator Role

Judge Role:

Panelist

Adjudicator Contact Information

Name:

Jared Berry (he/him/his)

Address:

8003 Virginia Water Lane

Houston, Texas, 77095

Email:

jaredberry1224@gmail.com

Phone:

7138541068

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Contest Manager Contact Information

Name:

Kelley Hughes

Address:

22002 Castle Springs Dr.

Katy, TX, 77450

Email:

kelleymhughes@gmail.com

Phone:

8326891501

Summary

Total Judging Fee:

\$450.00

Total Mileage Paid:

10 miles x \$0.760 = \$7.6

Subtotal:

\$457.6

Personal Services Contract Exception Request for an FBISD Administrator

REQUEST FOR PERSONAL SERVICES CONTRACT EXCEPTION PLEASE READ CAREFULLY:

Section 11.006 of the Texas Education Code defines administrators as "a person who has significant administrative duties relating to the operation of a school district, including the operation of a campus, program, or other subdivision of the district." The term does not include a school district employee whose employment contract responsibilities primarily include the in-classroom instruction of students or a trustee of a school district.

Section 11.006 prohibits FBISD "administrators" from receiving any financial benefit from the performance of personal services for:

- (1) any business entity that conducts or solicits business with the school district that employs the administrator;*
- (2) an education business that provides services regarding the curriculum or administration of any school district; or*
- (3) another school district, open-enrollment charter school, or regional education service center.*

However, an administrator, other than a member of a board of managers, superintendent, or assistant superintendent, may receive a financial benefit from personal services to (A) an education business that provides services regarding the curriculum or administration of any non-FBISD school district or (B) another school district, open-enrollment charter school, or regional education service center upon certain conditions, including the submission and approval of the written contract describing the services to be performed by the administrator to the Board of Trustees. An administrator who violates Section 11.006 is liable to the state for a civil penalty in the amount of \$10,000 for each violation.

DIRECTIONS:



1. Provide the information below fully and completely. The failure to supply all the information may result in delayed processing.
2. Obtain and attached an electronic copy of the contract with this form. In order for the Board of Trustees to consider an exemption, a written contract is required.
3. The submission of this form is not authorization to begin work under your submitted contract. You will be notified if the Board has approved your contract.
4. Nothing in this form should be construed to modify, edit, or eliminate any requirements in Texas law, Fort Bend ISD Board policies, the Fort Bend ISD Employee Handbook, including but not limited to conflict-of-interest disclosures under Board Policy DBD (Legal) and (Local).
5. If the Board has approved the contract, you remain responsible for the representations made in this form. If you misrepresent any of the items on this form, you are responsible for any and all repercussions.

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Please provide a link to your contract below or indicate that it will be emailed.



1. Provide a link below to the contract that is relevant to your exception request. If you cannot share a link to the document, please submit this form by email with attachments to ADM.HB3372@fortbendisd.gov and type "EMAIL" below *

EMAIL

Personal Services Contract Exception Request for Administrator **EMPLOYEE**
INFORMATION

*Please fully complete the following information to request approval of your written contract
(oral agreements will not be considered):*



2. Your Name *

Jared Berry

3. What FBISD Campus or Department do you work in? *

Fine Arts

4. What is your FBISD email address? *

jared.berry@fortbendisd.gov

5. What is your FBISD Job Title? *

Assistant Director of Fine Arts

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6. The outside entity I provide services for is (you are responsible for determining whether the entity conducts or solicits business with FBISD): * 

- ☐ A business entity that conducts or solicits business with FBISD
- ☐ An education business that provides services regarding curriculum or administration to a school district(s) other than FBISD
- ☒ Another school district, open-enrollment charter school, or regional education services center.

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Attestation

7. By submission of this form and attaching the written contract describing the services I will perform for the above entity, I certify that: (Check to confirm compliance with all 3 items) * 

- ☒ **1)** The contract nor the performance of the contract will harm FBISD; **2)** The arrangement does not present a conflict of interest; **3)** The services to be performed by the administrator will be performed entirely on the administrator's personal time.

Understanding of Board Discretion

If the contract is approved by the FBISD Board of Trustees, I understand that the Board may revoke its' approval if, in the Board's sole discretion, it determines:

* that the performance of the contract has or will harm the District;* the arrangement presents a conflict of interest* that any of the services under the contract were performed on District time, using District resources, or interfere with the administrator's FBISD duties.

8. I understand and accept the above statement *



☒ Yes

☐ No

By submission of this form, I am requesting that the Board approve this contract.



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9. Signature (Type Your Name) *



Jared Berry

10. Today's Date *



8/24/2026



11. My FBISD Supervisor's Email Address Is: *



james.drew@fortbendisd.gov

Next Steps



Human Resources and Legal will review your submission and reach out with any questions. If it is determined that your request meets the requirements to have the FBISD Board of Trustees review and approve the request, it will be provided to them on the next available Board of Trustees meeting date. Once approved, you will be notified.



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Fort Bend Independent School District

Executive Summary

Agenda Review Workshop		Meeting Date: October 5, 2026
Agenda Item Title: Review: Board of Trustees Meeting Minutes		
Board Policy: BE (Local)	District Priority: Priority 2	
Department: Legal		
Are there related documents to be signed by the Board? Choose Item		
☒ Administration has reviewed the final submission for this agenda item.		
☐ Reviewed by Deputy Superintendent		☒ Reviewed by Chief of Staff

Recommendation
Consideration and approval of the minutes of Fort Bend ISD Board of Trustees meetings and/or public hearings on the following dates: • September 14, 2026 Agenda Review Meeting • September 28, 2026 Regular Business Meeting

Summary/Background
Board Policy BE (Local) states, "Board action shall be carefully recorded by the Secretary or clerk; when approved, these minutes shall serve as the legal record of official Board actions. The written minutes of all meetings shall be approved by vote of the Board and signed by the President and the Secretary of the Board." Following this policy, the Administration submits the meeting minutes for the Board's approval.

Recommended by:

Dr. Marc Smith
Superintendent of Schools

Submitted by:

Derrick Ward
General Counsel

Minutes
Fort Bend ISD Board of Trustees
Called Meeting and Agenda Review
September 14, 2026

A Board of Trustees Called Meeting and Agenda Review was held on Monday, September 14, 2026, beginning at 6:01 p.m. in the Board Room of the Fort Bend ISD Administration, 16431 Lexington Blvd, Sugar Land, Texas, 77479.

The Live Stream of the meeting was available at:

<https://www.fortbendisd.gov/our-district/leadership/board-of-trustees/board-meeting-live-stream>

The meeting was recorded as required by law, and the recording is available to the public at:

<https://fortbendisd.new.swagit.com/videos/400854>

The agenda packet for the meeting can be found here:

<https://meetings.boardbook.org/Public/Agenda/649?meeting=763825>

Presiding Officer.....Mrs. Kristin K. Tassin, President

Board Members Present

Mrs. Angie Hanan, Vice President
Dr. Shirley Rose-Gilliam, Secretary
Mr. Adam Schoof
Mrs. Afshi Charania
Mrs. Addie Heyliger
Mrs. Angie Wierzbicki

School Officials Present

Dr. Marc Smith, Superintendent of Schools
Beth Martinez, Deputy Superintendent Chief of Staff
Kathleen Brown, Deputy Superintendent of Operations
Dr. Jaretha Jordan, Deputy Superintendent of Teaching and Learning
Chris Lynn, Chief Financial Officer
Chassidy Olainu-Alade, Chief Communications Officer
Stephanie Williams, Chief of Organizational Development
Dr. Nkrumah Dixon, Chief Human Resource Officer
Long Pham, Chief Information Officer
Thomas Lawing, Chief Operations Officer
Anthony Sanders, Chief of Police
Cesar Martinez, Chief of Schools

Kim Schaub, Recording Secretary

Others Present

Jonathan Brush, Board Counsel
FBISD Staff and Employees

1. Meeting Called to Order

President Tassin called the meeting to order at 6:01 p.m. announcing the presence of a quorum and that the meeting had been duly called and the notice posted for the time and matter required by law.

2. Pledge of Allegiance followed by a moment of silence.

3. Public Comment

- Frederick Sunderman was not present.
- Mrs. Prince spoke on Board Policy EIA.
- Sam Rangan spoke on access to sports facilities and maintenance regarding the facilities.

4. Information

A. Bond 2023 Update

5. Closed Session

The Board convened in closed session at 6:24 p.m. under Texas Open Meetings Act, Texas Government Code, Chapter 551 under the following sections: 551.071 - For the purpose of a private consultation with the Board's attorney on any or all subjects or matters authorized by law; Section 551.072 - Consider purchase, exchange, lease, or value of real property, Section 551.074 - Personnel matters, Section 551.076 - Security matters, Section 551.082 - Student discipline matter or complaint, or Section 551.0821 - Personally identifiable information about public school student..

6. Reconvene in Open Session

The Trustees reconvened in open session at 10:00 p.m.

7. Consider Action on Closed Session Items.

8. Review

- A. Board of Trustees Meeting Minutes: Consideration and approval of the minutes of Fort Bend ISD Board of Trustees meetings and/or public hearings on the following dates:
 - August 17, 2026 Called Meeting and Agenda Review
 - August 31, 2026 Regular Business Meeting
- B. Fixed Rate Bond Order for New Money and Refunding Bonds and Commercial Paper Refunding: Consideration and possible approval of an order authorizing the issuance of Fort Bend ISD Fixed Rate Unlimited Tax School Building and Refunding Bonds, which may be issued in one or more series in accordance with specified parameters; and enacting other provisions relating thereto (the "Fixed Rate Order").
- C. Variable Rate Bond Order for New Money and Refunding Bonds and Commercial Paper Refunding: Consideration and possible approval of an order authorizing the issuance of

Fort Bend ISD Variable Rate Unlimited Tax School Building and Refunding Bonds, which may be issued in one or more series in accordance with specified parameters; and enacting other provisions relating thereto (the "Variable Rate Order").

- D. Conversion Order for Series 2024B: Consideration and approval of an order authorizing the conversion of the Fort Bend Independent School District Variable Rate Unlimited Tax School Building and Refunding Bonds, Series 2024B to a new rate period; authorizing the preparation of a remarketing memorandum; and enacting other provisions relating thereto (the "Conversion Order").
- E. Resolution Expressing Intent to Finance Expenditures Incurred in Conjunction with the 2023, 2018 and 2014 Bond Programs and Capital Improvement Planning: Consideration and approval of a Resolution Expressing the Intent to Finance Expenditures ("Reimbursement Resolution") to be incurred in conjunction with the 2023, 2018 and 2014 Bond Programs and capital improvement planning.
- F. Adoption of 2026 Ad Valorem Tax Rate: Administration is recommending for consideration and approval of a resolution adopting the combined Ad-Valorem tax rate of \$0.9969 per \$100 of valuation for the Fort Bend Independent School District for the 2026 tax year. The proposed tax rate is comprised by the Maintenance and Operations (M&O) rate of \$0.7169, which covers the district's operational expenses, and an Interest and Sinking (I&S) rate of \$0.2800, which is designated for the repayment of bonds issued by the district. The adoption of the recommended tax rate ensures that the district can continue to meet its financial obligations while providing necessary services and maintaining its infrastructure.
- G. Approval of Resolution – 2026 Property Tax Roll: Consideration and possible approval of resolution approving the 2026 property tax roll, based on the certified property values from Fort Bend County Tax Appraisal District.
- H. General Fund 2026-27 Budget Amendment: Consideration and approval of a General Fund budget amendment for 2026-2027.
- I. Proposed Revised 2026-27 District Instructional Calendar: Consideration and approval of the Revised 2026-27 District Instructional Calendar.
- J. Senate Bill 12 Compliance Certification: Consider and approve Certification of Compliance with Certain Laws under Texas Education Code 39.008, as enacted by Senate Bill 12 (89th Texas Legislative Session).
- K. Program Management Consultant (PMC) Services for the Board Audit Program: Consideration and approval to execute an agreement with Plante & Moran, PLLC to provide Program Management Consultant (PMC) Services for the Board Audit Program and authorization for the Superintendent to negotiate and execute the agreement through September 2031.
- L. 2026-2027 Certified T-TESS Appraisers: Consideration and approval of certified campus-based T-TESS Appraisers in administrative positions to serve as teacher appraisers for the 2026-2027 school year.
- M. Natural Gas Procurement Services and Delegation of Authority (COOP): Consideration

and approval for a new natural gas contract with Energyby5 through The Interlocal Purchasing System (TIPS) to cover the District's natural gas needs going forward and authorization for the Superintendent to negotiate and execute the contracts through October 2031.

- N. Library Book Purchase Programs Update: Consideration and approval of the purchase of new library materials that were posted for public review from April 20, 2026 through May 20, 2026.
- O. Modified Schedule for State Assessment Testing Days Waiver: Consideration and approval of a Modified Schedule for State Assessment Testing Days Waiver and granting the Superintendent the authority to approve and submit all necessary waiver requests for the Modified Schedule for State Assessment Testing Days Waiver for the 2026-27, 2027-28, and 2028-29 school years.
- P. Review of proposed expenses that exceed \$50,000: Specifically, for:
 - 1. Facilities Management Software and Solutions (COOP): Consideration and approval for the purchase of Facilities Management Software and Solutions from OperationsHERO through a cooperative contract with The Interlocal Purchasing System (TIPS) in an amount not-to-exceed \$882,285 over a five-year period, and authorization for the Superintendent to negotiate and execute the agreement through September 2031.
 - 2. Region 4 ESC Products and Services: Consideration and approval for the purchase of products and services from Region 4 Education Service Center (Region 4 ESC) in an amount not-to-exceed \$1,000,000 over a five-year period, and authorization for the Superintendent to negotiate and execute the agreements through September 2031.
 - 3. Trucking and Trailer Rental Services (COOP): Consideration and approval for the purchase of trucking and trailer rental services from multiple vendors under multiple cooperative contracts and through the Central Texas Purchasing Alliance (CTPA) in an amount not-to-exceed \$1,750,000 over a five-year period and authorization for the Superintendent to negotiate and execute the agreements through September 2031.

9. Action

- **MOTION made by Mrs. Hanan and SECONDED by Mrs. Heyliger** that the Board of Trustees approve the revisions of Policy EIA, Policy EHBB and Policy FOCA as presented.

MOTION CARRIES: 7-0

All those in favor: Tassin, Hanan, Gilliam, Schoof, Charania, Heyliger, Wierzbicki

All those opposed: 0

11. Adjournment

Having no further business before the Board, **MOTION** was made by Mrs. Heyliger to adjourn the meeting at 10:26 p.m.

Kristin K. Tassin, President

Dr. Shirley Rose-Gilliam, Secretary

Minutes
Fort Bend ISD Board of Trustees
Regular Business Meeting
September 28, 2026

A Board of Trustees Regular Business Meeting was held on Monday, September 28, 2026, beginning at 6:01 p.m. in the Board Room of the Administration Building located at 16431 Lexington Blvd., Sugar Land, Texas. The Live Stream of the meeting was available at: <https://www.fortbendisd.gov/our-district/leadership/board-of-trustees/board-meeting-live-stream>

The meeting was recorded as required by law, and the recording is available to the public at: <https://fortbendisd.new.swagit.com/videos/402480>

The agenda packet for the meeting can be found here: <https://meetings.boardbook.org/Public/Agenda/649?meeting=765781>

Presiding Officer.....Mrs. Kristin K. Tassin, President

Board Members Present

Mrs. Angie Hanan Vice President
Dr. Shirley Rose-Gilliam, Secretary
Mr. Adam Schoof
Ms. Afshi Charania
Mrs. Addie Heyliger
Mrs. Angie Wierzbicki

School Officials Present

Dr. Marc Smith, Superintendent of Schools
Beth Martinez, Deputy Superintendent Chief of Staff
Dr. Jaretha Jordan, Deputy Superintendent of Teaching and Learning
Kathleen Brown, Deputy Superintendent of Operations
Kris Lynn, Chief Financial Officer
Chassidy Olainu-Alade, Chief Communications Officer
Stephanie Williams, Chief of Organizational Development
Dr. Nkrumah Dixon, Chief Human Resource Officer
Long Pham, Chief Information Officer
Thomas Lawing, Chief Operations Officer
Dr. Matt Warford, Chief Academic Officer
Cesar Martinez, Chief Academic Officer
Anthony Sanders, Chief of Police
Derrick Ward, General Counsel

Kim Schaub, Recording Secretary

Others Present

Pam Kaminsky, Board Counsel
FBISD Staff and Employees

1.Meeting Called to Order

President Tassin called the meeting to order at 6:01 p.m. announcing the presence of a quorum, that the meeting had been duly called and the notice posted for the time and matter required by law.

2. National Anthem

President Tassin asked everyone to stand for the National Anthem, performed by Bush High School band ensemble.

3. Moment of Silence

Following the performance, President Tassin asked everyone to remain standing for a moment of silence.

4. Recognitions

- National Anthem performed by Bush High School band ensemble
- Elkins High School Junior Achievement Club for winning first place at National Company of the Year competition
- Fort Bend ISD for receiving District of Distinction Award for visual arts programs

5. Public Comment

- Shirisha Mudhiredy spoke on supermajority governance proposal, cell towers, and boundary planning.
- Atharv Dhannawat spoke on facility space for Robotics competition.
- Grace Chen spoke on the use of student technology.
- Hiral Fadia was not present.
- Eric Le spoke on the use of technology in classrooms.
- Joe Chen spoke on the use of student technology.
- Emily Paulussen spoke on rezoning.
- Vivaan Joshi spoke on repurposing closed elementary campuses.
- Aarav Ancha spoke on repurposing closed elementary campuses.
- Kristyna Loundy spoke on school board process for gathering community feedback on agenda items.
- Rebecca Berens spoke on technology use in classrooms.
- Ms. Prince spoke on grading, communication, and records integrity.
- Jennifer Obi spoke on boundary planning.
- Shu Rau spoke on boundary planning.
- Sandi Sterling spoke on early college programs at Thurgood Marshall HS and zoning.
- Stephanie Brown spoke on the Marshall feeder pattern.
- Ann Pang spoke on cell towers.
- Deric Dawson spoke on teacher and paraprofessional support and campus climate and culture.
- Sumita Ghosh spoke on boundary planning.

6. Superintendent Update

7. Board Activity Report

8. Information

- A. Student Achievement Update: Redesign, Programming, and Enrollment
- B. Secondary Boundary Survey and Planning Update

9. Consent Agenda

Agenda item 9.G was removed from the consent agenda.

MOTION made by Mrs. Hanan and SECONDED by Mrs. Heyliger that the Board of Trustees approve the Consent Agenda Items as presented except for items 9.G.

MOTION CARRIES: 7-0

All those in favor: Tassin, Hanan, Gilliam, Schoof, Charania, Heyliger, Wierzbicki

All those opposed: 0

- A. **Board of Trustees Meeting Minutes:** Consideration and approval of the minutes of Fort Bend ISD Board of Trustees meetings and/or public hearings on the following dates:
 - August 17, 2026 Called Meeting and Agenda Review
 - August 31, 2026 Regular Board Meeting
- B. **Fixed Rate Bond Order for New Money and Refunding Bonds and Commercial Paper Refunding:** Consideration and possible approval of an order authorizing the issuance of Fort Bend ISD Fixed Rate Unlimited Tax School Building and Refunding Bonds, which may be issued in one or more series in accordance with specified parameters; and enacting other provisions relating thereto (the "Fixed Rate Order").
- C. **Variable Rate Bond Order for New Money and Refunding Bonds and Commercial Paper Refunding:** Consideration and possible approval of an order authorizing the issuance of Fort Bend ISD Variable Rate Unlimited Tax School Building and Refunding Bonds, which may be issued in one or more series in accordance with specified parameters; and enacting other provisions relating thereto (the "Variable Rate Order").
- D. **Conversion Order for Series 2024B:** Consideration and approval of an order authorizing the conversion of the Fort Bend Independent School District Variable Rate Unlimited Tax School Building and Refunding Bonds, Series 2024B to a new rate period; authorizing the preparation of a remarketing memorandum; and enacting other provisions relating thereto (the "Conversion Order").
- E. **Resolution Expressing Intent to Finance Expenditures Incurred in Conjunction with the 2023, 2018 and 2014 Bond Programs and Capital Improvement Planning:** Consideration and approval of a Resolution Expressing the Intent to Finance Expenditures ("Reimbursement Resolution") to be incurred in conjunction with the 2023, 2018 and 2014 Bond Programs and capital improvement planning.

- F. **Approval of Resolution – 2026 Property Tax Roll:** Consideration and possible approval of resolution approving the 2026 property tax roll, based on the certified property values from Fort Bend County Tax Appraisal District.
- G. **General Fund 2026-27 Budget Amendment:** Consideration and approval of a General Fund budget amendment for 2026-2027.
- H. **Proposed Revised 2026-27 District Instructional Calendar:** Consideration and approval of the Revised 2026-27 District Instructional Calendar.
- I. **Senate Bill 12 Compliance Certification:** Consider and approve Certification of Compliance with Certain Laws under Texas Education Code 39.008, as enacted by Senate Bill 12 (89th Texas Legislative Session).
- J. **Program Management Consultant (PMC) Services for the Board Audit Program:** Consideration and approval to execute an agreement with Plante & Moran, PLLC to provide Program Management Consultant (PMC) Services for the Board Audit Program and authorization for the Superintendent to negotiate and execute the agreement through September 2031.
- K. **2026-2027 Certified T-TESS Appraisers:** Consideration and approval of certified campus-based T-TESS Appraisers in administrative positions to serve as teacher appraisers for the 2026-2027 school year.
- L. **Natural Gas Procurement Services and Delegation of Authority (COOP):** Consideration and approval for a new natural gas contract with Energyby5 through The Interlocal Purchasing System (TIPS) to cover the District's natural gas needs going forward and authorization for the Superintendent to negotiate and execute the contracts through October 2031.
- M. **Library Book Purchase Programs Update:** Consideration and approval of the purchase of new library materials that were posted for public review from April 20, 2026 through May 20, 2026.
- N. **Modified Schedule for State Assessment Testing Days Waiver:** Consideration and approval of a Modified Schedule for State Assessment Testing Days Waiver and granting the Superintendent the authority to approve and submit all necessary waiver requests for the Modified Schedule for State Assessment Testing Days Waiver for the 2026-27, 2027-28, and 2028-29 school years.
- O. Consideration and approval of proposed expenses that exceed \$50,000: Specifically, for:
 - 1. **Facilities Management Software and Solutions (COOP):** Consideration and approval for the purchase of Facilities Management Software and Solutions from OperationsHERO through a cooperative contract with The Interlocal Purchasing System (TIPS) in an amount not-to-exceed \$882,285 over a five-year period, and authorization for the Superintendent to negotiate and execute the agreement through September 2031.
 - 2. **Region 4 ESC Products and Services:** Consideration and approval for the purchase of products and services from Region 4 Education Service Center (Region

4 ESC) in an amount not-to-exceed \$1,000,000 over a five-year period, and authorization for the Superintendent to negotiate and execute the agreements through September 2031.

3. **Trucking and Trailer Rental Services (COOP):** Consideration and approval for the purchase of trucking and trailer rental services from multiple vendors under multiple cooperative contracts and through the Central Texas Purchasing Alliance (CTPA) in an amount not-to-exceed \$1,750,000 over a five-year period and authorization for the Superintendent to negotiate and execute the agreements through September 2031.

Action on Items Removed from the Consent Agenda

- **General Fund 2026-27 Budget Amendment:** Consideration and approval of a General Fund budget amendment for 2026-2027.

MOTION made by Mrs. Hanan and SECONDED by Mrs. Heyliger that the Board of Trustees approve consent agenda item 9.G as presented.

MOTION CARRIES: 7-0

All those in favor: Tassin, Hanan, Gilliam, Schoof, Charania, Heyliger, Wierzbicki

All those opposed: 0

10. Convene in Closed Session

The Board convened in closed session at 9:22 p.m. under Texas Open Meetings Act, Texas Government Code, Chapter 551 under the following sections: 551.071 - For the purpose of a private consultation with the Board's attorney on any or all subjects or matters authorized by law; Section 551.072 - Consider purchase, exchange, lease, or value of real property, Section 551.074 - Personnel matters, Section 551.076 - Security matters, Section 551.082 - Student discipline matter or complaint, or Section 551.0821 - Personally identifiable information about public school student.

- A. Deliberate possible action to propose the termination of the term contract of Evangeline Akuchie, Special Education Nurse at George Bush High School, during the contract term for good cause.
- B. Deliberate assigning DGBA employee grievance of Talat Mirza to a Board hearing officer, or to schedule a future Board meeting to hear and consider the grievance.
- C. Deliberate hearing officer's recommendation regarding the Level Three DGBA grievance of Symba Gonsalves.

11. Reconvene in Open Session

The Board reconvened in open session at 9:47 p.m.

12. Consider Action on Closed Session Items

- **MOTION made by Mrs. Hanan and SECONDED by Mr. Schoof** for the Board of Trustees to propose to terminate the term employment contract of Evangeline Akuchie

for good cause and authorize the Superintendent to provide notice to Evangeline Akuchie of the Board's action.

MOTION CARRIES: 7-0

All those in favor: Tassin, Hanan, Gilliam, Schoof, Charania, Heyliger, Wierzbicki

All those opposed: 0

- **MOTION made by Mrs. Wierzbicki and SECONDED by Mr. Schoof** for the Board of Trustees to assign the Level Three employee grievance appeal of Talat Mirza to the Board's designated hearing officer under Board Policy DGBA (Local).

MOTION CARRIES: 7-0

All those in favor: Tassin, Hanan, Gilliam, Schoof, Charania, Heyliger, Wierzbicki

All those opposed: 0

- **MOTION made by Mrs. Heyliger and SECONDED by Mr. Schoof** for the Board of Trustees to accept the hearing officer's recommendation concerning the Level Three DGBA grievance of Symba Gonsalves.

MOTION CARRIES: 7-0

All those in favor: Tassin, Hanan, Gilliam, Schoof, Charania, Heyliger, Wierzbicki

All those opposed: 0

13. Action

- **MOTION made by Mrs. Hanan and SECONDED by Mrs. Heyliger** for the Board of Trustees to adopt the 2026 total tax rate of \$0.9969, with \$0.7169 for maintenance and operations and \$0.2800 for debt service.

MOTION CARRIES: 7-0

All those in favor: Tassin, Hanan, Gilliam, Schoof, Charania, Heyliger, Wierzbicki

All those opposed: 0

14. Future Meeting Discussion

15. Adjournment

Having no further business before the Board, **MOTION** was made by **Mr. Schoof** to adjourn the meeting at 10:06 p.m.

Kristin K. Tassin, President

Dr. Shirley Rose-Gilliam, Secretary

Fort Bend Independent School District

Executive Summary

Agenda Review Workshop		Meeting Date: October 5, 2026
Agenda Item Title: Review: District Fiscal and Budgetary Strategy		
Board Policy: CCA (Legal)	District Priority: Priority 3	
Department: Chief Financial Officer		
Are there related documents to be signed by the Board? NO		
☒ Administration has reviewed the final submission for this agenda item.		
☐ Reviewed by Deputy Superintendent		☒ Reviewed by Chief of Staff

Recommendation
Consideration and approval of the District's Fiscal and Budgetary Strategy.

Summary/Background
The Fiscal and Budgetary Strategy provides the framework for the District's budgetary and financial processes. The document provides assurance to the various rating agencies that the District's financial processes and procedures are sound. Best practice is to review the document annually. There are no changes proposed.

Recommended by:

Dr. Marc Smith
Superintendent of Schools

Submitted by:

Kris Lynn
Chief Financial Officer

I. PURPOSE

The Fort Bend Independent School District (the “District”) is committed to sound financial management through integrity, prudent stewardship, planning, accountability, full transparency, and open communication. The purpose of the Fiscal and Budgetary Strategy is to enable the District to achieve and maintain a stable long-term financial condition, provide guidelines for the day-to-day planning and operations of the District’s financial affairs, and communicate the District’s financial practices to stakeholders.

Fort Bend ISD’s general obligation bonds are currently rated at AA+ by Fitch and AA+ by Standard & Poor’s Investor Services. A high credit rating typically reduces the interest costs the District pays on the amounts borrowed. This in turn directly correlates to a lower tax rate on the outstanding debt of the District.

To help maintain the District’s creditworthiness, an established strategy of managing the District’s financial resources is essential and in the District’s best economic interest. The District shall take all practical precautions and proactive measures to avoid any financial decision that will negatively impact the credit ratings on existing or future debt issues.

The scope of the fiscal strategy encompasses accounting and financial reporting, internal controls, operating and capital budgeting, revenue management, investment and asset management, debt management, maintenance of fund balance, and forecasting. This is done to:

1. Demonstrate to Fort Bend ISD taxpayers, citizens, investment community, and bond rating agencies that the District is committed to a system of strong fiscal operations;
2. Provide precedents for future policy-makers and financial managers on common financial goals and strategies;
3. Fairly present and fully disclose the financial position of the District in conformity with generally accepted accounting principles (GAAP); and
4. Demonstrate compliance with finance-related legal and contractual issues in accordance with the Texas Education Code and other legal mandates.

This Fiscal and Budgetary Strategy shall be reviewed and updated as necessary, but not less than annually.

The Fort Bend Independent School District financial statements include the following fund types:

Governmental Funds:

General Fund accounts for the financial resources of the District and includes transactions as a result of revenues received primarily from local maintenance taxes, foundation entitlements, and other Foundation School Program resources,

Special Revenue Funds account for the proceeds of specific revenues that are legally restricted or committed to expenditure for specific purposes through federal, state, and local grant awards.

Debt Service Fund accounts for financial resources that are restricted, committed, or assigned to expenditure for principal and interest payments on the outstanding debt obligations of the District. These resources include Interest and Sinking Tax Revenues, which are considered restricted and for which a tax has been dedicated.

Capital Project Funds account for resources that are restricted, committed, or assigned to expenditures for capital outlay that include acquisition or construction of capital facilities and other capital assets that are financed through voter approved debt.

Proprietary Funds:

Internal Service Fund accounts for the activities of the District’s Print Shop, self-funded health, unemployment, technology, and ~~w~~Worker’s ~~c~~ompensation accounts.

Enterprise Fund accounts for the activities of the District's Extended Day program. Operations that generate revenue from outside sources are typically accounted for as Enterprise funds. Facility rentals, advertising, Career and Technology services, and other non-traditional revenue sources will also be accounted for in an Enterprise fund.

Fiduciary Funds:

Trust and Agency Fund accounts for assets held by a school district in a trustee capacity or as an agent for student organizations and scholarship funds. Funds maintained for the non-Teacher Retirement System (TRS) pension plan (Fort Bend ISD 457(b) Deferred Compensation Plan) are held the District in a trustee capacity only.

Basis of Accounting and Basis of Budgeting - The District accounts and budgets for all **Governmental Funds** using the modified accrual basis of accounting. This basis means that revenue is recognized in the accounting period in which it becomes available and measurable, while expenditures are recognized in the accounting period in which they are incurred. Because the appropriated budget is used as the basis for control and comparison of budgeted and actual amounts, the basis for preparing the budget is the same as the basis of accounting. Governmental funds would include the District's general, special revenue, debt service, and capital projects funds.

The District's Internal Service Funds and Enterprise Funds, which function as **Proprietary Funds**, are accounted and budgeted for using the full-accrual basis of accounting. Under this method, revenues are recognized when they are earned and measurable, while expenses are recognized when they are incurred.

II. OPERATING BUDGET

The budgeting process is an essential element of the financial planning, control and evaluation process of the District. The legal basis for the budget process is established in the Texas Education Code sections 44.002 through 44.006 and local policy.

The operating budget is Fort Bend Independent School District's annual financial operating plan. The adopted annual budget shall include allocations for campuses, departments, and approved positions of the district.

Strategic Plan – The District Strategic Plan (DSP) provides a strategic focus for district operations and student achievement and is adopted annually by the Board of Trustees. Funding for District programs shall be based upon the objectives contained in the District Strategic Plan and further outlined by the identified targets for success.

Specifically, the DSP provides the following priorities for the District:

District Priority 1: Increase successful student outcomes through enhanced learning opportunities.

District Priority 2: Create and sustain a culture and climate of professionalism, accountability, and communication (PAC) where stakeholders (students, parents, and staff) are valued, inspired, and engaged.

District Priority 3: Exhibit financial responsibility through transparent budgeting processes and effective management of resources aligned to the district strategic plan.

Preparation – The Texas Education Code requires that the District budget be prepared by a date set by the State Board of Education, currently June 19th for districts that have a June 30th fiscal year end. The code further requires that the president of the Board of Trustees call a public meeting to discuss and adopt the budget and proposed tax rate. Notice under this subsection shall be published not earlier than the 30th day or later than the 10th day before the date of the hearing. Section 44.0041 of the Education Code, requires that, "concurrently with the publication of notice of the budget, a school district shall post a summary of the proposed budget on the school district's website. The budget summary must include: (1) information relating to per student and aggregate spending on (A) instruction; (B) instructional support; (C) central administration; (D) district operations; (E) debt service; and (F) any other category designated by the commissioner; (2) a comparison to the previous year's actual spending."

Fort Bend Independent School District
Fiscal and Budgetary Strategy

The Board of Trustees must adopt the prepared budget, inclusive of any amendments, no later than June 30th. The officially adopted District budget must be filed with the Texas Education Agency (TEA) through the Public Education Information Management System by the date prescribed annually by TEA.

1. **Proposed Budget** – A proposed budget shall be prepared by the Superintendent and Chief Financial Officer with participation of campus and department stakeholders within the provisions outlined in the District’s strategic plan and federal and state mandated program guidelines.
 - a. The budget shall include four basic segments for review and evaluation:
 - i. Revenues
 - ii. Personnel Costs
 - iii. Operational Costs
 - iv. Capital and other non-project costs
 - b. The budget review process will include Board of Trustee participation and will allow for sufficient time for the Board to address the strategic plan and fiscal issues.
 - c. The proposed budget and all preliminary budgetary information will be available on the District’s website for public view.
2. **Adoption** – Upon finalization of the proposed budget, the Board of Trustees will hold a public hearing, and subsequently adopt the final budget as amended. The budget will be effective for the fiscal year beginning July 1st.
3. **Tax Rate Adoption** – Not later than April 30th, the chief appraiser shall prepare and certify to the school district an estimate of the taxable value of property in that taxing unit. The District may adopt a tax rate, prior to the adoption of the budget, based upon this certified property estimate. The certified estimate shall be used in the calculation of the effective tax rate and the rollback tax rate of the District.

If the district elects to establish the tax rate after receiving the certified appraisal roll as defined by Section 26.01 of the Property Tax Code, typically July 25th, and the tax rate exceeds the rate proposed in the District’s notice prepared for the budget hearing or the District’s rollback rate as determined under Section 26.08 of the Property Tax Code, the District must publish a revised notice and hold another public meeting before adopting the tax rate.

Balanced Budget – The goal of the District is to balance the operating budget with current revenues, whereby current revenues would match and fund on-going expenditures. Unassigned fund balance in the general operating fund may be used for onetime non-recurring expenditures or capital needs.

Planning – The budget process will be coordinated so that major strategic issues are identified prior to the budget approval date. This will allow the Board of Trustees adequate time for consideration of appropriate decisions and analysis of the associated financial impacts.

Reporting – Written financial reports will be presented to the Board of Trustees on a monthly basis. In addition, the Administration will provide a quarterly report on financial outcomes at regularly scheduled meetings of the Board. These reports will enable the Board to understand the overall budget and financial status of the District. The reports shall include comparative financial statements, a budget amendment report, the investment report, tax collection report, and statement of cash flow. In addition, the budget will be electronically reported to TEA as required by the prescribed deadlines established by TEA.

Control and Accountability – Each campus and departmental administrator is responsible for the administration and oversight of their budget, which is controlled on an organizational basis. This includes accomplishing the targets adopted as part of the budget and monitoring each campus and departmental budget for compliance within approved spending limitations.

Budget Amendments – The District budget shall be amended as required. Budget amendments between fund and increases in expenditures require the approval of the Board of Trustees. The Board of Trustees may authorize an amendment to the budget for those items not included in the originally approved budget due to unforeseen circumstances.

III. REVENUE MANAGEMENT

The District will understand its revenue sources and enact consistent policies to provide assurances that the revenue base will materialize according to the budget. Revenues shall be estimated realistically and conservatively taking into account potential changes in law related to property valuation and state and federal funding.

Revenues shall be monitored as they are received and regularly compared to budgeted revenues; variances will be investigated as they are identified. Any abnormalities shall be included in the quarterly financial report and the budget shall be amended to appropriately reflect the change in anticipated revenue.

State Funding – The District shall ensure that the Weighted Average Daily Attendance (WADA) is maximized by accurately reporting student attendance and shall have processes in place to ensure that special program information is appropriately reflected in the information uploaded to the Public Education Information Management System (PEIMS). Information regarding property value, property tax collections, employee counts, and other information required by TEA for the purposes of state funding computation shall be reported within the prescribed timelines. The Board of Trustees authorized the superintendent to file waivers for missed days and low attendance days as needed. The Superintendent will inform the Board of any waivers submitted to TEA.

Property Tax Revenues – All real and business personal property located within the District shall be valued at 100% of fair market value for any given year based upon the current appraisal supplied by the Fort Bend County Appraisal District. Tax collections estimates utilized in the development of the budget will be based upon a prudent analysis of historical collection percentages and the current economic trends.

Current state funding guidelines penalize districts that adopt tax rates below the compressed tax rate. For budgeting purposes, the District will forecast the proposed property tax rate for maintenance and operations (M&O) the greater of the compressed rate, the compressed rate plus four cents (\$.04) or the voter approved rollback rate, not to exceed the current legal limit.

The District shall also consider the interest and sinking (I&S) tax rate in an amount to fund tax supported debt service that is due and payable for the corresponding calendar year period.

Interest Income – General, debt service, capital projects, food service, and internal service funds shall be invested individually in accordance with the Investment Strategy approved annually by the Board of Trustees. Interest earned from each investment account shall be credited to the fund from which the monies were provided.

User-Based Fees and Service Charges – For services associated with a user fee, such as building usage and instrument rental, the direct or indirect costs of that service will be offset by a fee where possible. The District shall update the usage fee schedule as required to ensure that fees provide adequate coverage for the cost of services.

Other Revenue – The District will pursue the full utilization of its assets to include trademarks of logos, rentals of facilities and real estate, and multiple forms of advertising. Advertising will include space on scoreboards, fences, gyms, buses, websites, etc.

Intergovernmental Revenues – The District shall carefully analyze grant opportunities to ensure that all grants comply with the overall District mission and strategic plan. All potential grants shall be examined for matching requirements, or other potential financial implications, prior to application to ensure that adequate funds are available from the general funds of the District.

Efforts should be made to ensure that grants are self-sustaining. However, it must be clearly understood that the operational requirements (on-going costs) set up as a result of a grant program could be discontinued once the terms and conditions of the program have been completed in the event that sufficient resources are not available in the District's general operating budget.

Collection of Delinquent Receivables - All Fort Bend ISD campuses, programs and departments will, to the extent practicable, require payment in advance. Aged balances (90 days +) owed to the District will be pursued for collections and can be submitted to a collection agency at the discretion of Administration according to written District guidelines.

IV. EXPENDITURE POLICIES

Appropriations – The budget for all funds shall be controlled at the organizational level. Budget managers are authorized to transfer funds included in their basic budget within fund, function, and program intent code without prior approval. Budget amendments between fund, function, and program intent code require administrative approval. Approval of the Board of Trustees is required for all budget amendments between fund and any increases to fund expenditures. The cumulative transfer of funds between functions District-wide will be included in the next amendment for board approval.

Staffing – The staffing guidelines of the District shall be administered jointly by Human Resources, Department of School Leadership (DOSL), Curriculum and Instruction, and Business and Finance using established staffing guidelines and a system of position control.

In addition to teaching units, staffing guidelines shall also provide guidance for appropriate levels of staffing in the administrative, counseling, nursing, art, music, physical education, and educational and clerical support at each campus. Staffing allocations shall be distributed based upon the total student population and with additional consideration for special education, bilingual and at-risk student programming.

Course schedules shall be carefully reviewed to ensure that instructional units are used to best meet the instructional needs of the District within the available resources. Based upon sufficient revenues, additional staff members may be allocated to campuses based upon input from the Superintendent, Chief Human Resources Officer, DOSL, Teaching and Learning, and Business and Finance to balance class loads or to address the unique needs of a particular campus. Adjustments for student enrollment in grades K-4 shall be done only after a careful analysis of historical attendance patterns and available classroom capacity.

To the extent possible, the payroll for all employees, substitutes and temporaries will be done via direct deposit.

Benefits – To ensure the long-term health of the District's self-funded benefit programs, the budget shall be sufficient to provide for a fiscally sound health and worker's compensation program along with other state and federally mandated benefits including Medicare and Teacher Retirement System above state minimum.

The District's self-insured employee insurance program shall be funded by both District and employee contributions for employees and their supplemental dependents. The fund shall be evaluated annually by a third-party actuary to ensure that the premium structure is sufficient to meet the long-term needs of the District's employees.

The plans shall be administered by a third-party plan administrator and shall be bid periodically to ensure that the network reimbursement rates and employee co-pays are comparable to those provided within the marketplace. The District shall seek to ensure that insurance services are provided in both a cost efficient and compassionate manner to ensure the success of the program.

The District's self-insured worker's compensation program shall be funded through the budget process to ensure that the program has sufficient assets to meet both short and long-term worker's compensation claims. The district has established a comprehensive safety program to minimize the District's claims exposure and shall ensure that the plan is evaluated annually by a third-party actuary to ensure that the funding for the plan is sufficient.

Ongoing Maintenance Repair and Replacement – Ongoing maintenance and repair costs are included within the departmental operating budgets. These costs are generally considered systematic repairs and are not capitalized for accounting purposes. They include such items such as athletic equipment, routine musical instrument repair, HVAC maintenance and repair, and other general routine maintenance.

Major Maintenance Repair and Replacement – Repair costs that exceed departmental operating budgets, are considered non-routine, and are due to a major breakdown or extensive damage.

Each year, if sufficient fund balance capacity is available, funds are included in designated fund balance in the General Fund to address unexpected maintenance costs caused by weather incidents or catastrophic failure. Additionally, the District typically may have contingency within Capital Projects Funds that is available due to project cost savings and interest earnings. On a quarterly basis, the Business & Finance and Facilities Maintenance departments will evaluate expenditures made to date within the Facilities Maintenance department and determine if any are eligible for use of major maintenance or bond contingency funds. The final list of items identified will be included in the year-end budget amendment recommended to the Board of Trustees to reallocate the expenditures to the source of funding that is most appropriate for use. If fund balance capacity is not available and the expenditure is not eligible for use of bond contingency, operating funds will be used. Use of funds will be prioritized as follows:

1. Bond contingency, if available and not prioritized for other uses
2. General Fund major maintenance designated fund balance, if available
3. General Fund operating funds

Capital Projects – The District’s goal is to maintain its facilities and infrastructure in order to provide exemplary educational services for its students, meet the needs of a growing community, and to comply with all local, state, and federal regulations. The District shall regularly review building capacity, enrollment projections, and planned subdivision and other housing information for the purpose of determining the number and timing of future facilities.

Capital project budgets shall be developed according to the projects approved by the voters. Excess capital project funds generated as a result of investment income and project savings may not be directed to other needs of the District without the specific approval of the Board of Trustees.

Technology – It is the policy of the District to plan and fund the maintenance and replacement of its computer network and other technology systems (infrastructure) through capital funding. Capital funding approved by the voters would be maintained in a capital fund (bond fund). Insurance fees for computer devices paid by parents or students will be maintained in a technology fund that is reported part of Internal Service Funds. Such fees will be utilized to pay for repairs for computer devices and expenditures necessary to provide computer devices to students.

Ongoing replacement of computer devices (PCs, laptops, printers, etc.) could be funded through a contribution from the general fund into the technology internal service fund or within the respective fund making the purchase of computer devices.. In some cases, administration may recommend replacement using bond funds. When using bond funds, the weighted average maturity of the bonds issued for technology will not exceed the weighted average economic life of the bond financed assets by more than 120%.

Accounts Payable – To the extent practical, all vendors doing business with the District must be able to accept payments electronically via ACH (automated clearing house).

V. BUDGET CONTINGENCY PLAN

This strategy is designed to establish general guidelines for managing revenue shortfalls resulting from local and state economic downturns that may adversely affect the District’s revenue stream.

Once a budgetary shortfall is projected, the Superintendent may take the necessary actions to offset any revenue shortfalls with a reduction in current expenses to include but not be limited to the following:

- ❖ Review all staffing levels;
- ❖ Freeze all new hire and vacant positions except those deemed to be a necessity to the instructional process or the safety of students;
- ❖ Review all planned capital expenditures;
- ❖ Forego out-of-state staff development;
- ❖ Review of all planned staff development activities;
- ❖ Curtail after-hours facility usage;
- ❖ Forego extracurricular field trips; and,
- ❖ Delay all non-essential spending or equipment replacement purchases.

If the above actions are insufficient to offset the revenue deficit and the shortfall continues to increase, the Superintendent shall develop an expenditure reduction plan for approval by the Board of Trustees that will further reduce operating expenses to balance the variance.

VI. ACCOUNTING, AUDITING, AND FINANCIAL REPORTING

Accounting – The District is solely responsible for the recording and reporting of its financial affairs, both internally and externally. The Chief Financial Officer is responsible for establishing the structure for the District’s Chart of Accounts and for ensuring that procedures are in place to properly record financial transactions and report the District’s financial position. All financial reports shall be published on the District’s website.

Audit of Accounts – In accordance with Texas Education Code 44.008, the Board of Trustees shall cause the District’s accounts to be audited at the close of each fiscal year, currently June 30th, by an auditor holding a valid permit from the Texas State Board of Public Accountancy.

The auditor shall perform the audit in accordance with generally accepted governmental auditing standards published by the United States General Accounting Office, commonly referred to as the Yellow Book. The financial statements shall be prepared on a government-wide basis and shall be in conformity with all pronouncements of the Governmental Accounting Standards Board (GASB).

External Reporting - The audit shall be accepted and completed within 150 days of year end and filed with the Texas Education Agency (TEA), Municipal Securities Rulemaking Board (MSRB), the Federal Audit Clearinghouse, Health and Human Services and the Liquidity Provider and Remarketing agent for the debt commercial paper program. In addition, certain schedules required by the TEA to be completed electronically shall be submitted no later than this date along with the publication of schedules required by law in a locally published newspaper.

No later than January 27th of each year, and in accordance with TEA published guidelines, the audit shall be transmitted electronically into the Public Education Information Management System (PEIMS).

Internal Auditing and Reporting – In accordance with Texas Education Code Section 11.170, consultants serving as the internal auditor shall report directly to the Board of Trustees. The internal auditor shall conduct internal audits on a rotational basis in accordance with the audit plan adopted annually by the Board of Trustees. The reports shall be of sufficient detail to identify areas of needed improvement and potential lapses of internal control. The internal audit staff, in conjunction with the finance staff and any other appropriate department of the District, shall make recommendations for improvement and develop improved financial processes based upon the prepared reports.

Each departmental director or campus principal is responsible for ensuring that good internal controls are adhered to throughout their organization and that all Financial Services procedures and policies are implemented. The Financial Services Department will periodically review and update written internal control processes and procedures.

Internal Risk Assessment – Departmental managers in the business area shall perform on-going risk assessments of their area of supervision to ensure that internal controls and business practices are sufficient to protect the assets of the District and prevent fraudulent activity.

VII. ASSET MANAGEMENT

Cash Management and Investments - The Board of Trustees has formally approved a separate Investment Strategy for Fort Bend ISD that meets the requirements of the Public Funds Investment Act (PFIA), Chapter 2256 of the Texas Local Government Code. This strategy is reviewed annually by the Board of Trustees and applies to all financial assets held by the District.

The District shall maintain a comprehensive cash management program to include the effective collection of all accounts receivable, prompt deposit of receipts to the District’s depository and payment of obligations, and the prudent investment of idle funds in accordance with the approved investment strategy.

The District's investment program will be conducted in such a manner to accomplish the following listed in the order of priority:

1. Safety of principal
2. Liquidity and availability of cash to pay obligations when due
3. Receive the highest possible rate of return (yield) consistent with the District's investment strategy

Fixed Assets – These assets will be reasonably safeguarded, properly accounted for, and prudently insured. For purposes of budgeting and accounting classification, the following criteria must be met in order for an item to be capitalized:

1. The expected useful life of the asset must be longer than one year, or extend the life of an identified existing asset by more than one year
2. The original cost of the asset must be at least \$5,000
3. The asset must be tangible

On-going repairs and general maintenance are not capitalized. In the event that improvements are made to an asset that extends its original life or makes the asset more valuable, the cost will be capitalized. The replacement of asset components will normally be expensed unless it is of a significant nature and meets all capitalization criteria.

Business and Finance will maintain the permanent records of the District's fixed asset inventory including description, cost, department of responsibility, date of acquisition, depreciation, and expected useful life. Periodically random sampling at the department or campus level will be performed to inventory fixed assets assigned to that department or campus. Responsibility for safeguarding the District's fixed assets lies with the department or campus supervisor whose department has been assigned the asset.

VIII. DEBT MANAGEMENT

Fort Bend ISD faces continuing capital infrastructure requirements and recognizes that the primary purpose of capital debt is to provide educational services designed to meet the demands of the twenty first century. Debt financing is a tool that shall be judiciously used within the District's legal, financial, and debt market capacities.

The use of debt financing to meet the continued student population growth must be evaluated according to projected student growth by area, long-term facility efficiency, facility equity across the District, and limitations on total debt imposed by Texas Education Code Section 45.0031. The District realizes that failure to meet the demands of student growth may inhibit its continued educational success, but also realizes that failure to manage outstanding debt and repayment schedules may have long-term detrimental effects on the District's financial condition.

The District may issue long-term debt in accordance with Texas Education Code Section 45.001 for the following:

1. The construction, acquisition, and equipment of school buildings in the District.
2. The acquisition of property or refinancing of property financed under a contract entered under Subchapter A, Chapter 271, Local Government Code.
3. The purchase of the necessary sites for school buildings.
4. The purchase of new school buses.
5. The retrofitting of school buses with emergency, safety, or security equipment.
6. The purchase or retrofitting of vehicle to be used for emergency, safety, or security purposes.

The District will ensure that its long-term debt is soundly financed by conservatively projecting growth in taxable valuations and anticipated interest rates. The District will not finance improvements or purchases over a period greater than its estimated useful life and will determine that the cost benefit of the facilities, renovations, and equipment supported by the debt will have a positive impact on the District's student population and community.

The District shall, when planning for the issuance of new debt, consider the impact of such new debt on overlapping debt and the financing plans of local, state, and other governments that overlap the District. The District shall assess financial

alternatives to include new and innovative financing approaches, including whenever feasible categorical grants, or other types of aid to minimize voter approved debt.

General Obligation Bonds (GO) – General obligation bonds must be authorized by a majority of the voters in a District election for the issuance of debt. General obligation bonds may be used only to fund capital assets of the District and are not to be used to fund on-going operational needs. The District shall determine the amortization schedule that will best fit with the overall debt structure of the District at the time the new debt is issued.

The District's unlimited debt service ad valorem taxing authority shall back general obligation bonds and the District shall endeavor to maintain the best possible credit rating for each debt issue. Where possible, the District shall also seek the guarantee of the Permanent School Fund for all debt issued.

Revenue Anticipation Notes – The District may issue fixed or variable rate tax and revenue anticipation notes that allow the District to meet its cash flow requirements. However, the District shall generally manage its cash position in a manner so that internally generated cash flow is sufficient to meet expenditures.

Lease-Purchase Agreements – Lease-purchase obligations are a routine and appropriate means of financing capital equipment. However, lease obligations are repaid from the District's maintenance and operations ad valorem tax and, therefore, have the greatest impact on budget flexibility. Therefore, efforts will be made to fund capital equipment directly through the budget process or with voter approved debt. Only the highest priority equipment purchases will be funded with lease obligations when it is determined that the cost benefit of such an arrangement is advantageous to the District.

Maintenance Tax Notes – The District may authorize the issuance of maintenance tax notes for the acquisition of personal public property, such as equipment. Maintenance tax notes are repaid from the District's maintenance and operations ad valorem tax. Each issuance will be assessed to ensure the cost effectiveness and the repayment schedule will not exceed the useful life of the asset and that the District has sufficient capacity in future budgets to ensure that the issuance does not place undue burden on the operating budget.

Use of Reserve Funds – The District may authorize the use of reserve funds to potentially delay or eliminate a proposed project from a future bond issue. This may occur due to higher than anticipated fund balances in prior years, thus eliminating or reducing the need for debt proceeds or when the timing of the related capital improvement does not correspond with a planned bond issue. Funds used in such manner should be used judiciously and with extreme care after careful analysis of the effect on the future funding needs of the District.

Method of Sale – The District will thoroughly analyze the conditions in the bond market prior to determining the method of sale that will be used to market bonds. The District may utilize a competitive bidding process, negotiated bid or private placement. The District will publicly present the reasons for the selected method of sale prior to the sale date.

Competitive sales shall be awarded based upon the lowest offered True Interest Cost (TIC). The District's Financial Advisor shall ensure that interest costs offered in a negotiated sale are in accordance with comparable market interest rates. In a negotiated sale, the District will rely on the recommendation of the Superintendent, Deputy Superintendent (if applicable), Chief Financial Officer, and the contracted Financial Advisor in the selection of the underwriter(s). The contracted financial advisory firm may not serve in an underwriting capacity.

Following the bid award, the financial advisor shall prepare a post-sale summary and analysis that documents the pricing of the bonds relative to other similar transactions priced at or near the time of the District's bond sale.

Private placement sales shall only be utilized when the sale must be structured for a single or limited number of purchasers, such as would be present in a Qualified Zone Academy Bond (QZAB) or Qualified School Construction Bond (QSCB) offering.

Debt Structuring – The District shall seek to repay its debt in an expeditious manner within the District's overall financial objectives and will issue bonds with an average life of no more than thirty (30) years, not to exceed the useful life of the asset acquired. Pursuant to State law, the District can issue fixed rate, variable rate, or capital appreciation bonds. Market factors, such as the effects of legislative statutes, level of debt service fund balance, and the cost of early debt redemption will be given consideration during the structuring of long term debt instruments.

The District shall keep its variable rate exposure, to the extent not hedged or swapped to a fixed rate, at or below twenty-five percent (25%) of the total principal outstanding. If variable rate debt is used, the Chief Financial Officer will periodically, and no later than annually, determine whether it is appropriate to convert the debt to fixed interest rates.

The District issues commercial paper (which is variable rate debt by its nature) in blocks totaling up to \$150 million at a time. The District may exceed the 25% variable rate threshold, but only until that \$150 million of commercial paper is refunded by issuing fixed rate debt that would be expected to complete within a maximum time of six months.

Refunding and Restructuring Strategy – The District shall consider accelerated retirement and restructuring of its outstanding debt when financially advantageous or beneficial.

The Superintendent, Deputy Superintendent (if applicable), and Chief Financial Officer shall review a net present value analysis of any proposed refunding in order to make a determination regarding the cost-effectiveness of the proposal. The target net present value savings as a percentage of the refunded aggregate principal amount shall be no less than three percent (3%) when a refunding is offered in conjunction with new debt. In the case of a standalone refunding, savings should be evaluated in conjunction with the call dates of the outstanding bonds and a higher net present value savings should generally be achieved.

Financing Team Members – The District shall conduct a Request for Proposal (RFP) to determine the District's financial advisor and bond counsel when warranted. Generally, the District's contracts with financial advisors and bond counsel shall be for a term of three years with the option to renew for two additional one year periods. In all cases, the District will attempt to ensure that the contractual terms align with voter approved debt.

All financing team members will be required to provide full and complete disclosure relative to any and all agreements with other financing team members and outside parties. No agreements will be permitted that will compromise a firm's ability to provide independent advice that is solely in the best interest of the District or which could reasonably be perceived as a conflict of interest.

Markets – The District shall consider products and conditions in the bond market when meeting the District's financing needs. When practical in its financing program, the District shall consider local and regional markets as well as retail and institutional investors.

Disclosure – Full disclosure of operating costs along with capital costs will be made to the bond rating agencies and other users of financial information. The District shall follow the Disclosure Strategy as outlined in Exhibit A of the Fiscal and Budgetary Strategy.

The District shall maintain information on its website so that interested persons have a convenient way to locate major financial reports and documents pertaining to the District's finances and debt. The District will take responsibility for the accuracy of all financial information released.

The District shall prepare or cause to be prepared appropriate disclosures as required by the Securities and Exchange Commission Rule 15c2-12. District staff, with assistance of the financial advisor and bond counsel, will prepare the necessary materials for presentation to rating agencies and will aid in the production of the Preliminary Official Statements as required.

Federal Requirements – The District will maintain procedures to comply with arbitrage rebate and other Federal requirements in accordance with the Internal Revenue Code and applicable United States Treasury regulations.

Bond Reimbursement Resolution – The District may utilize reimbursements from bond proceeds as a tool to manage debt issues consistent with arbitrage requirements and project timing. In so doing, the District will utilize its general fund reserve cash balances to delay the bond issue until such time when the issuance and timing are favorable and beneficial to the District.

The District shall comply with Internal Revenue Service requirements that stipulate that the reimbursement occur the earlier of (i) eighteen (18) months after the capital item is placed in service or (ii) thirty-six (36) months from the date of the

expenditure. The total outstanding bond reimbursements may not exceed the total amount of the District's operational reserve fund.

Commercial Paper – In order to minimize the overall costs of borrowing, the District may issue short-term commercial paper as market conditions and cash flow needs for construction projects dictate. The maturity of the commercial paper should never exceed 270 days. The issuance of commercial paper can only be done for un-issued authorized voter approved debt. Any other issuance of commercial paper must have the approval of the Board of Trustees. The balance of outstanding commercial paper will be reported to the board on a quarterly basis.

Impact on Operating Budget – When considering any debt issuance, the potential impact of debt service and additional operating costs induced by new projects on the operating budget of the District, both short and long-term will be evaluated.

IX. FINANCIAL CONDITIONS, FUND BALANCE RESERVES, AND STABILITY RATIOS

Fort Bend ISD will maintain sufficient reserves in the ending fund balances to provide for a secure, healthy financial base for the District in the event of a natural disaster or other emergency, to allow for stability of District operations should revenues fall short of budgeted projections, and to provide available resources to implement budgeted expenditures without regard to actual timing of cash flows into the District.

Operational Coverage – The District's goal is to maintain operating revenues that at least equal or exceed current operating expenditures. Unless advantageous to the District, deferrals, short-term loans, or one-time sources will be avoided as budget balancing techniques.

Operating Reserves – Due to the timing of the District's fiscal year (July 1) and the receipt of maintenance and tax revenues (typically, December 31st), the District will strive to maintain an unassigned general fund balance equal to the greater of sixty (60) days or seventeen percent (17%) of the greater of the current year's anticipated adjusted budget operating expenditures or next year's net budgeted operating expenditures, if higher than the previous year. Unassigned fund balance requirements will be calculated as part of the annual budget process and will exclude TRS on behalf when calculating. In addition, non-recurring or one-time budget expenditures should be deducted from the calculation

In order to protect the district from a potential loss in state revenue, the district will commit at least thirty (30) days or eight and a third (8.33%) of the greater of the current year's anticipated adjusted budget operating expenditures or next year's net anticipated original budgeted operating expenditures to a Reserve for Potential Loss of State Revenue. When calculating the committed fund balance for potential loss of state revenue, TRS on behalf will be excluded from the calculation. In addition, non-recurring or one-time budget expenditures should be deducted from the calculation of Reserve for Potential Loss of State Revenue.

If operating reserves fall below the 60 days or seventeen percent (17%) in unassigned or below the 30 days or (8.33%) then strategies as more fully described V. Budget Contingency Plan above will be implemented. In addition, the District can utilize nonrecurring revenues, budget surpluses, excess resources in other funds (if legally permissible and there is a defensible rationale). The District shall make every effort to replenish the fund balances within one to three years.

The Board of Trustees will report the government fund balances per Governmental Accounting Standards Board (GASB) Statement 54 definitions in the balance sheet as follows: non-spendable, restricted, committed, assigned, and unassigned. The Board will utilize funds in the following spending order: restricted, committed, assigned, and then unassigned.

Unassigned fund balance is defined as the balance in excess of the optimum fund balance as defined by the Texas Education Agency and calculated annually in conjunction with the District's annual audit or the cash requirements for two months operating expenditures. Usage of the unassigned fund balance shall be approached with caution after careful review of both the optimum fund balance and the cash flow needs of the District for the upcoming three-year period.

The Board of Trustees may establish commitments of fund balance from time to time in order to meet specific District needs. The purpose of commitments must be approved by the Board resolution prior to the fiscal year end but the amount of the commitment may be determined subsequent to June 30th. Amendments or modifications of the committed fund balance must also be approved by formal action of the Board.

Liabilities and Receivables – Procedures will be followed to maximize discounts and reduce penalties offered by creditors. Current liabilities will be paid within thirty (30) days of receiving the invoice. Accounts Receivable procedures will target collection for a maximum of thirty (30) days of service. To the extent allowable by law, non-collectible accounts that are delinquent for more than one year are considered uncollectible and shall be written off. To the extent allowable by law, patrons that owe the district money will be precluded from receiving district services. This includes patrons with open balances from Facility Rentals. Balances owed to the District can be submitted to a collection agency at the discretion of administration. A collection agency could be used for the all outstanding balance collections including, but not limited to the following:

- a. Unpaid facility rental fees
- b. Overpayments to former employees
- c. Unpaid Child Nutrition balances
- d. Unpaid advertising fees
- e. Unpaid tuition for Extended Learning programs

Capital Projects Funds – All reasonable efforts will be made to expend all monies within the Capital Project Funds within thirty-six (36) months of receipt. The restricted, committed, and assigned fund balance will be invested and the income generated will offset increases in construction costs or other costs associated with the project. Any excess funds remaining after the completion of the approved projects may be reallocated by the Board of Trustees to other capital projects to offset the cost of future bond issues or when the timing of a capital improvement does not correspond with a planned bond issue. Restricted, committed, or assigned funds shall be used judiciously and with extreme care after careful analysis of the effect on the future funding needs of the District.

Debt Service Funds – Revenues within this fund are stable, based on property tax revenues. Balances are maintained to meet contingencies and to make certain that the next year's debt service payments may be met in a timely manner. The fund balance should not fall below one month or 1/12th the annual debt service requirements in accordance with Internal Revenue Service guidelines.

Investment of Funds – The non-spendable, restricted, committed, assigned, and unassigned funds will be invested in accordance with the District's approved investment strategy.

Ratio/Trend Analysis – Ratios and significant balances will be incorporated into the annual financial report. This information will provide users with meaningful data to identify major trends of the District's financial condition through analytical procedures. The following ratios/balances will be used as key financial indicators:

- | | |
|---------------------------|---|
| 1. Fund Balance / Equity: | Assets less liabilities |
| 2. Working Capital | Current assets less current liabilities |
| 3. Current Ratio | Current assets divided by current liabilities |
| 4. Debt / Assessed Value | Debt divided by assessed value |
| 5. Debt Ratio | Current liabilities plus long-term liabilities / Total assets |

The District will develop minimum and maximum levels for the above ratios/balances by thoroughly analyzing District historical trends, projected growth and peer districts.

Special Situations - Changes in the state funding allocations, economic downturn, District programs or other unforeseen circumstances may from time to time produce situations that are not covered by this strategy. These situations may require modifications or exceptions to achieve strategy goals. Management flexibility is appropriate and necessary in such situations, provided specific authorization is received from the Board of Trustees.

X. OTHER FINANCIAL CONSIDERATIONS

Use of Unclaimed Lunch Credits - At the close of each fiscal year there are unpaid lunch balances as well as unclaimed lunch credits. The balances and credits are typically left by students who have left the district or graduated. Unpaid balances are charged to the General Fund as Federal statutes prevent the Child Nutrition Fund from absorbing these balances. At the close of each fiscal year, the unclaimed credits will be used to offset the unpaid balance amounts to avoid a negative financial

impact to the General Fund. If a student or parent requests a refund of the credit after the amount has been used to offset the unpaid balances in the General Fund, a refund will be paid from the General Fund where the credits were used.

Designation of New Title I Campuses - The District is charged by the U.S. Department of Education and Texas Education Agency with deciding where to best utilize federal funding to have the greatest impact on student academic performance. Texas Education Agency allocates funding to the District based on a formula that includes district-wide poverty; therefore, designating additional campuses does not increase the federal funding received. The District follows all statutes and timelines when choosing to designate a campus as Title I. Aligned with current research and best practices, the District channels the majority of federal funds into the elementary level where it is most impactful.

The District planning process for reviewing campuses for Title I eligibility begins in March of each year. The District utilizes the February monthly report compiled by the Child Nutrition Department containing enrollment and free and reduced meal participation numbers to determine campuses that meet eligibility requirements. February data is used because it is the most recent period for which a full month of enrollment and free and reduced meal participation information is available.

A campus must be in an eligible attendance area, where the percentage of children from low income families is at least as high as the district-wide percentage of children from low income families, as referenced in 20 U.S.C. 6313(a)(2)(B). The district-wide percentage of low-income students from the Texas Academic Performance Report for the prior year is used to establish eligible attendance areas. Attendance areas that meet or exceed the district-wide percentage are considered for Title I designation.

The District chooses which campuses to serve, or allocate funding, within the structure of Federal statutes. If the funding is insufficient to serve all eligible school attendance areas, the District must:

- a. Rank the eligible attendance areas that exceed a 75% low income population based on February information compiled by the Child Nutrition Department, Section 1113 of Title I, Part A. Serve campuses that exceed 75% low income population first, in rank order, and without regard to grade spans (i.e. elementary or secondary schools) 20 U.S.C. 6313(a)(3).
 - i. If a campus exceeds a 75% low income population, the District can choose to not designate the campus as Title I and elect to provide supplemental funds from other state or local sources that equal or exceed the amount that would be provided to the campus under Title I.
 - ii. Allocate Title I funds based on the free and reduced numbers for each campus.
- b. Funds remaining after the allocation to campuses that exceed 75% low income population are allocated to existing Title I campuses that do not exceed the 75% low income population and meet the district threshold for being an eligible attendance area 20 U.S.C. 6313(a)(4). Allocation of remaining funds is done as follows:
 - i. Remaining eligible Elementary campuses are ranked using the February Free and Reduced Report information compiled by the Child Nutrition Department; campuses with a Free and Reduced percentage based on February data with a rate of 70% or greater receive Title I.
 - ii. Secondary campuses are not served until they have a low-income population greater than 75%, based on the District's decision to provide funding at the elementary level where it is most impactful.

EXHIBIT A

DISCLOSURE STRATEGY PURPOSE AND INTENT

It is the stated policy and objective of Fort Bend Independent School District (the “District”) to (i) ensure that the District’s financial disclosures are fair and accurate, and comply with all applicable securities laws, (ii) satisfy in a timely manner all contractual obligations undertaken pursuant to the District’s Continuing Disclosure Undertakings (as defined herein), and (iii) promote best practices relating to financial disclosures by the District.

The Board of Trustees has approved this Disclosure Strategy (referred to herein as the “Procedures”) as of the date set forth above for the purpose of establishing, maintaining, and evidencing compliance with internal procedures, promoting compliance with securities laws, documenting the process for preparing and reviewing Disclosure Documents, and assisting the District in complying with its Continuing Disclosure Undertakings.

It is the intention of the District to modify or amend these Procedures in the future in order to comply with any changes in legal or regulatory requirements to the extent such changes may apply to the District and its obligations, or improve the realization of the purpose and intent of these Procedures.

I. DEFINITIONS

Capitalized terms used in these Procedures shall have the meanings set forth below:

“*Auditor*” means the independent outside auditor retained by the District to conduct an annual audit of the District and prepare a report thereon.

“*Annual Report*” means the annual financial information and operating data required to be filed pursuant to the Continuing Disclosure Undertakings.

“*Annual Review*” means the annual evaluation of the Procedures that is performed by the DWG.

“*Periodic Training*” means periodic disclosure training for staff and officials of the District involved in preparing or approving the Disclosure Documents.

“*Audit Committee*” means the Audit Committee of the Board of Trustees.

“*Audited Financial Statements*” means the audited financial statements or comprehensive annual financial reports of the District.

“*Board of Trustees*” means the Board of Trustees of the District.

“*Bond Counsel*” means the attorney or law firm retained to provide an opinion regarding the validity of the bonds or other municipal securities described in the Offering Documents.

“*Continuing Disclosure Undertakings*” means the District’s contractual obligations relating to its outstanding securities entered into to permit the underwriters of such securities to comply with the Rule.

“*Continuing Disclosure Undertakings Master List*” means a current list of each Continuing Disclosure Undertaking of the District, identified by name of the issue covered and the CUSIP numbers associated therewith, for which the District remains obligated to advance funds to pay or support the municipal

securities covered, together with a description of the tables and other matters required in the Annual Report for such Continuing Disclosure Undertaking, the date on or before which the Annual Report and Audited Financial Statements must be filed, a description of information required in any notice of a failure to file the Annual Report and Audited Financial Statements, and a description of each event for which notice must be filed and whether the event must be filed in a timely manner or within ten business days of the occurrence of the event.

“Contributors” means those District staff members and officials involved in preparing or approving the Disclosure Documents or additional staff members assigned by the DWG Chair or identified to the DWG Chair by a director or manager of a department, or other unit of the District, to assist with the review or preparation of one or more sections of a Disclosure Document.

“Disclosure Document” means any of the District’s documents and materials prepared, issued, or distributed in connection with the District’s disclosure obligations under applicable federal securities laws or that could potentially subject the District to liability under applicable federal securities laws, and shall include, but not be limited to, the following: the Offering Documents; the Annual Report; any filing made by the District with EMMA pursuant to Continuing Disclosure Undertakings, including an Event Notice; any voluntary filing made by the District that is filed on EMMA; rating agency presentations; and any other document that is reviewed and approved in accordance with these Procedures.

“Disclosure Working Group” or “DWG” means the District’s Chief Financial Officer, Executive Director of Finance, Director of Finance, District Treasurer, and in-house General Counsel, or the designee of any of the foregoing.

“Disclosure Working Group Chair” or “DWG Chair” means the Chief Financial Officer (or the person acting in the capacity of the Chief Financial Officer), or a designee authorized by the Chief Financial Officer to act on his or her behalf.

“EMMA” means the Electronic Municipal Market Access system maintained by the MSRB.

“Event Notice” means a notice for any of the events listed in the Rule.

“Financial Advisor” means an individual or firm providing financial advice to the District, including a municipal advisor.

“Financial Obligation” means a: (A) debt obligation; (B) derivative instrument entered into in connection with, or pledged as security or a source of payment for, an existing or planned debt obligation; or (C) guarantee of (A) or (B). The term Financial Obligation does not include municipal securities as to which a final official statement has been provided to the MSRB consistent with the Rule. The terms used in the definition of Financial Obligation have the meanings ascribed to them in 83 F.R. 44700 (Aug. 31, 2018).

“Financial Obligations Master List” means a list of the District’s existing Financial Obligations. The Financial Obligations Master List should include for each Financial Obligation listed such terms of the Financial Obligation as may be necessary to comply with the information reporting requirements of event (15) under the Rule and monitoring requirements of event (16) under the Rule. The Financial Obligations Master List should be updated on a continuing basis upon incurrence of each new Financial Obligation or modification of an existing Financial Obligation.

“Financing Group” means the members of the DWG, Bond Counsel, the Financial Advisor, the Underwriter, counsel to the Underwriter, and any other party engaged by the District to assist in the offer, placement, and sale of the bonds or municipal securities described in an Offering Document.

“MSRB” means the Municipal Securities Rulemaking Board.

“Offering Documents” means all preliminary and final official statements, offering memoranda and other materials prepared by or for the District, together with any amendments or supplements thereto, for use in connection with the offering of notes, bonds, other municipal securities, or other obligations of the District subject to the antifraud provisions of federal securities law.

“Required Date” means the latest date or dates after the end of the District’s fiscal year when the Audited Financial Statements and Annual Report are required to be filed with the MSRB under the District’s Continuing Disclosure Undertakings, as identified by the Continuing Disclosure Undertakings Master List.

“Rule” means Securities and Exchange Commission Rule 15c2-12, adopted pursuant to the Securities Exchange Act of 1934, 17 CFR § 240.15c2-12, as amended from time to time.

“Underwriter” means the broker, dealer, or municipal securities dealer offering or placing the bonds or other municipal securities described in the Offering Documents to or with investors.

II. DISCLOSURE WORKING GROUP

A. DWG CHAIR RESPONSIBILITIES

The DWG Chair is responsible for oversight of compliance with these Procedures. The DWG Chair is the leader of the DWG.

The DWG Chair may designate staff or engage the Financial Advisor, Bond Counsel or other professional to assist in the execution of his or her responsibilities under these Procedures.

B. DWG RESPONSIBILITIES

The DWG is responsible for compliance with these Procedures and promoting compliance with federal securities laws.

The DWG shall meet (which meeting may be by phone or electronic means) not less than annually to fulfill its obligations under these Procedures. The DWG shall also meet (which meeting may be by phone or electronic means) prior to the posting of any Disclosure Document relating to the issuance of bonds. The DWG is encouraged to provide suggestions to improve these Procedures and the Disclosure Documents. The DWG may consult with Bond Counsel, the Financial Advisor, and the Auditor as necessary in connection with carrying out their obligations under these procedures.

Contributors, staff, and officials must cooperate with the DWG and provide the DWG with any information, assurances or certifications that it deems necessary to ensure that the Disclosure Documents are accurate and complete in all material respects.

III. DISCLOSURE PROCEDURES

A. PRIMARY DISCLOSURE

The following process will be used in connection with reviewing the form and content of Offering Documents and any supplements thereto.

1. DWG CHAIR

- The DWG Chair will coordinate with the members of the DWG to: (i) ensure that all appropriate members of the DWG are included on the distribution lists of the Financing Group, (ii) assign portions of the Offering Documents, including appendices, to members of the DWG or Contributors with responsibility for the financial information or operating data described therein, and (iii) assign relevant portions of the Offering Document to Bond Counsel for review.

2. OFFERING DOCUMENT REVIEW PROCESS

- Unless the District has contracted with another party to provide such services, the Financial Advisor will prepare the initial draft of the Offering Document and appendices thereto for review by the DWG and Financing Group and manage the incorporation of comments to the Offering Document received from the DWG, Contributors and the Financing Group.
- The District Treasurer, with the assistance of the Financial Advisor, will be responsible for compiling the financial information and operating data contained in the tables in the Offering Document and assigning such information and operating data to the members of District's staff with responsibility for such financial information or operating data for review and comment.
- If the Offering Document will be a "final official statement" as defined in the Rule, the District Treasurer will be responsible for coordinating, with the assistance of the Financial Advisor, a review of the District's compliance with its Continuing Disclosure Undertakings for the past five years and reviewing the information regarding the same in the Offering Document. Such review shall include a review of the Continuing Disclosure Master List, the Financial Obligation Master List, and the District's filings with EMMA for the preceding five years to determine whether any failures to comply have occurred. The DWG will consider any identified failures to comply and may consult with Bond Counsel regarding whether the disclosure of any such failures is required in the Offering Document and the contents of any such disclosure. To the extent practicable, remedial filings with respect to any such failures to file shall be prepared and filed in accordance with these Procedures.
- The District's in-house General Counsel will review and, if necessary, consult with District staff and other consultants or attorneys regarding disclosures contained in the Offering Document related to litigation, ongoing investigations and other general legal matters.
- The Chief Financial Officer or his or her designee, with the assistance of the DWG, will be available to respond to diligence questions during the preparation of the Offering Documents.
- Bond Counsel will review and comment on disclosures related to the order or resolution authorizing the debt obligations, the description of the continuing disclosure undertaking, and federal income tax considerations contained in the Offering Document.
- The DWG will consult with Contributors and other appropriate District officials, the Auditor, the Financial Advisor, Bond Counsel, and other outside consultants, if necessary, regarding the disclosure in the Offering Documents.
- The DWG must approve the final version of an Offering Document prior to the approval or execution of the Offering Document by the DWG Chair or other District Official or the posting or distribution of the Offering Document when such approval or execution is not required. Before final approval, the DWG must determine that the material facts described therein are consistent with those known to the DWG, and that the final version of the Offering Document (1) does not make any untrue statement of a material fact or omit any material fact necessary to make the statements made therein, in light of the circumstances in which they are made, not misleading, and (2) is accurate and complete in all material respects.

- Approval of an Offering Document shall be evidenced by written sign-off (which may be delivered by e-mail) from each member of the DWG with responsibility for the disclosure provided in the Offering Document. The DWG Chair should retain the written sign-offs received from such members of the DWG in accordance with the District's records retention policy. In circumstances in which approval or execution by the District or a District official other than the DWG Chair is not required, the DWG Chair will authorize the distribution of the Offering Document.
- If requested by the Board of Trustees or any District official signing the Offering Document or approving its use, the DWG Chair will certify that (i) the Offering Document has been prepared in accordance with these Procedures and (ii) to the knowledge of the DWG and the DWG Chair, the Offering Document is accurate and complete in all material respects and does not make any untrue statement of a material fact or omit any material fact necessary to make the statements made therein, in light of the circumstances in which they are made, not misleading. This process may occur with respect to: (1) posting or other distribution of (i) a preliminary Offering Document, and deeming final thereof, (ii) a final Offering Document, and (iii) any supplement or amendment to a preliminary or final Offering Document, and (2) execution of (i) any purchase agreement or (ii) closing document by an District official containing a representation, warranty, or certification that the Offering Document is accurate and complete in all material respects and does not make any untrue statement of a material fact or omit any material fact necessary to make the statements made therein, in light of the circumstances in which they are made, not misleading.
- The DWG Chair will keep a record of the members of the DWG, the Financing Group, Contributors or other outside consultants that reviewed, drafted, approved or certified the Offering Document.

3. REPORT TO THE BOARD OF TRUSTEES

- Following each transaction pricing and the posting of the final official statement, the DWG will provide the Board of Trustees with a summary of the pricing, a copy of the final official statement containing the Continuing Disclosure Undertaking entered into in connection with such transaction, and a statement that the Offering Documents for the transaction were prepared in accordance with these Procedures.

B. CONTINUING DISCLOSURE

In connection with the issuance of municipal securities, the District has entered into (and in the future may enter into) a Continuing Disclosure Undertaking for the benefit of the holders and beneficial owners of the municipal securities of each such issuance, as required by the Underwriters in accordance with the Rule. The District is required to comply with these Continuing Disclosure Undertakings for so long as it remains obligated to advance funds to pay or support the municipal securities covered by the respective Continuing Disclosure Undertaking.

Under the Continuing Disclosure Undertakings, the District is obligated to provide (1) annual financial information consisting of (i) Audited Financial Statements and (ii) the Annual Report on or before the date specified in the Continuing Disclosure Undertaking, and notice of any failure to provide such annual financial information, and (2) in a timely manner, notice of any of the events specified in the Continuing Disclosure Undertaking to the MSRB by means of the EMMA system.

The District Treasurer will maintain the Continuing Disclosure Undertakings Master List of the District.

1. AUDITED FINANCIAL STATEMENTS

- The Director of Finance will work with relevant officials of the District to assure that the engagement letter with the Auditor requires completion and delivery by the Auditor of the District's annual Audited Financial Statements with sufficient time to permit the presentation to and acceptance by the District of the Audited Financial Statements and for the DWG to review and incorporate data and other information provided therein into the Annual Report prior to the respective Required Date.
- The Financial Advisor will file the Audited Financial Statements with EMMA upon availability or together with the Annual Report, provided such filing occurs on or before the respective Required Date. The Director of Finance or his or her designee shall be responsible for confirming that such filings have been made.
- If the Audited Financial Statements are not available by the Required Date, the Director of Finance will (i) if required under the District's Continuing Disclosure Undertakings, arrange for the review by the DWG and filing of unaudited financial statements with such cautionary statements and disclaimers as may be appropriate on or before the Required Date or as soon as practicable thereafter, and (ii) coordinate with Bond Counsel and the Financial Advisor for the drafting of and with the Financial Advisor for the filing of an Event Notice, in conformity with the failure to file notice provisions of the Continuing Disclosure Undertakings, stating that the Audited Financial Statements are not yet available and will not be filed by the Required Date. When the Audited Financial Statements become available, the Director of Finance shall make arrangements with the Financial Advisor for the filing of such Audited Financial Statements on EMMA and confirm that such filing was made.

2. ANNUAL REPORT

- The Director of Finance, with the assistance of the Financial Advisor, will schedule the preparation and drafting of the Annual Report with the DWG in time to file the Annual Report on or before the Required Date.
- The Director of Finance, with the assistance of the Financial Advisor, will assign drafting portions of the draft Annual Report, as appropriate, to DWG members and Contributors with responsibility for the financial information or operating data described therein.
- The DWG will review, comment on, and revise the initial and any subsequent drafts of the Annual Report; check, confirm and include or incorporate by reference, as appropriate, information contained in the Audited Financial Statements, and such other reports as required; and consult with appropriate staff and officials, the Auditor, Bond Counsel, the Financial Advisor and other outside consultants, if necessary, regarding the disclosure in the Annual Report.
- The DWG must approve of the final version of the Annual Report. Before final approval, the DWG must determine that the material facts described therein are consistent with those known to the DWG, and that the final version of the Annual Report (1) does not make any untrue statement of a material fact or omit any material fact necessary to make the statements made therein, in light of the circumstances in which they are made, not misleading, and (2) is accurate and complete in all material respects.

- Prior to releasing the Annual Report, the DWG Chair must receive written sign-off (which may be delivered by email) from each member of the DWG with responsibility for the disclosure provided in the Annual Report. The DWG Chair should retain the written sign-offs received from such members of the DWG in accordance with the District's records retention policy.
- If the Annual Report is not available by the Required Date, the Director of Finance shall coordinate with Bond Counsel and the Financial Advisor for the drafting of and with the Financial Advisor for the filing of an Event Notice, in conformity with the failure to file notice provisions of the Continuing Disclosure Undertakings, stating that the Annual Report is not yet available and will not be filed by the Required Date. When the Annual Report becomes available, the Director of Finance shall make arrangements with the Financial Advisor for the filing of such Audited Financial Statements on EMMA and confirm that such filing was made.

3. EVENT NOTICES

In its Continuing Disclosure Undertakings, the District is obligated to file notices of certain events on EMMA in a timely manner (in certain undertakings within ten business days) after the occurrence of the event, as set forth in the Continuing Disclosure Undertakings Master List. While the list of required event notices required under the District's Continuing Disclosure Undertakings has varied with changes in the Rule, a copy of the events for which event notices are required under the District's most recent Continuing Disclosure Undertakings and reflecting the amendments to the Rule that became effective in 2019 is attached hereto as **Attachment #1**.

A. EVENT NOTICES – GENERAL

- Each member of the DWG is expected to have an understanding of the events listed in the Continuing Disclosure Undertakings, as described in the Continuing Disclosure Undertakings Master List.
- At all times a DWG member is required to notify the DWG Chair if he or she becomes aware of any event or potential for the occurrence of an event described in the Continuing Disclosure Undertakings Master List that may require the filing of an Event Notice.
- The DWG shall identify District departments responsible for information relating to the District's Continuing Disclosure Undertakings and Event Notices. The DWG shall require all departments in the District to promptly notify the DWG regarding the occurrence of any event or the potential occurrence of an event triggering a requirement to file an Event of Default.
- Upon notification of the occurrence of an event or potential occurrence of an event that may require filing of an Event Notice, the DWG Chair will confer with members of the DWG, as well as District staff, Bond Counsel, the Financial Advisor and other outside consultants, if necessary, to determine whether an event has occurred and, if necessary, draft or assign the drafting of the Event Notice in sufficient time to allow the District to meet its continuing disclosure obligations described in the Continuing Disclosure Undertakings Master List.
- The DWG Chair will provide the DWG with a draft of the Event Notice and the DWG will review, revise, and comment on initial and revised drafts of the Event Notice. The DWG will consult with Contributors and other

appropriate District staff and officials, the Auditor, Bond Counsel, the Financial Advisor and/or other outside consultants they deem necessary regarding the Event Notice.

- Before final approval, the DWG must determine that the material facts described in the Event Notice are consistent with those known to the DWG, and that the final version of the Event Notice (1) does not make any untrue statement of a material fact or omit any material fact necessary to make the statements made therein, in light of the circumstances in which they are made, not misleading, and (2) is accurate and complete in all material respects.
- Prior to releasing the Event Notice, the DWG Chair must receive written sign-off (which may be delivered by email) from each member of the DWG with responsibility for the disclosure provided in the Event Notice. The DWG Chair should retain the written sign-offs received from such members of the DWG in accordance with the District's records retention policy.
- If the DWG becomes aware of an Event Notice that was not filed, the DWG Chair will follow the process described above to promptly file such Event Notice.

B. EVENT NOTICES – FINANCIAL OBLIGATIONS

Beginning February 27, 2019, in connection with any primary offering subject to the Rule, the District will be required to include in Continuing Disclosure Undertakings an agreement to file, not in excess of ten business days, an Event Notice for: (15) incurrence of a Financial Obligation of the District, if material, or agreement to covenants, events of default, remedies, priority rights, or other similar terms of a Financial Obligation of the District, any of which affect security holders, if material; and (16) default, event of acceleration, termination event, modification of terms, or other similar events under the terms of a Financial Obligation of the District, any of which reflect financial difficulties. The terms used in events (15) and (16) shall have the meanings ascribed to them in 83 F.R. 44700 (Aug. 31, 2018).

- Each member of the DWG is expected to have an understanding of new events (15) and (16) under the Rule.
- The DWG will, in consultation with Bond Counsel and the Financial Advisor, be responsible for: (i) identifying existing material Financial Obligations; (ii) tracking new material Financial Obligations, including amendments thereto; and (iii) monitoring Financial Obligations for events which may reflect financial difficulties.
- To assist in monitoring compliance with new events (15) and (16), the DWG Chair and the DWG will create the Financial Obligations Master List, with the assistance of the Financial Advisor, Bond Counsel, and other outside consultants, as the DWG Chair and DWG deem appropriate.
- The DWG Chair will maintain and update the Financial Obligations Master List, and upon approval of the DWG and the District, may retain a Financial Advisor or other outside consultants, as may be necessary, to effectively maintain and continuously update such Master List as well as to make all filings required to be made by the District under the Continuing Disclosure Undertakings.

- The DWG Chair shall review District agenda items in order to identify potential Financial Obligations (or a modification of an existing Financial Obligation) and shall follow-up with the individual responsible for the agenda item to determine if the item rises to the level of disclosure. For purposes of this section, at a minimum, items to be considered by the DWG as a potential “Financial Obligation” shall include, but are not limited to:
 1. A debt obligation;
 2. A derivative instrument entered into in connection with or pledged as security or a source of payment for, an existing or planned debt obligation;
 3. A guarantee of (1) or (2);
 4. A financing agreement, financing lease or energy savings performance contract where the District effectively borrows money at a rate of interest for the purchase of vehicles and equipment and pays back such borrowing over a number of years;
 5. A line of credit, credit agreement or commercial paper program; and
 6. Any other instrument that contains “debt-like” features or terms.
 - 7.
- The DWG shall review all potential Financial Obligations for materiality and recommend to the DWG chair whether filing is required. For purposes of this section, a determination as to the materiality of a potential Financial Obligation involves a determination as to whether a financial obligation or the terms of a financial obligation, if they affect security holders, would be important, to the total mix of information made available to a reasonable investor when making an investment decision.
- At all times the DWG members are required to notify the DWG Chair if they become aware of the occurrence or potential occurrence of events, amendments or new agreements, or other items that would constitute new events (15) and (16) under the Rule. If a DWG member provides such notice or the DWG Chair otherwise becomes aware of such actual or potential event, the DWG Chair will follow the steps under “Section IV(B)(3)(A) Event Notices – General” of these Procedures in determining whether an event has occurred and, if necessary, the drafting and filing of the Event Notice and related record-keeping.

C. VOLUNTARY FILINGS WITH EMMA

- If District staff or officials desire to file a voluntary disclosure filing on EMMA, the staff or officials must make a request to the DWG Chair describing the reason for providing a voluntary disclosure. The DWG Chair will coordinate with the DWG, Bond Counsel and the Financial Advisor to determine whether a voluntary filing is appropriate and, if so, draft or assign the drafting of the voluntary disclosure filing.
- The DWG Chair will provide the DWG with a draft of the voluntary filing and the DWG will review, revise, and comment on initial and revised drafts of the voluntary filing. The DWG will consult with Contributors and other appropriate District staff and officials, the Auditor, the Financial Advisor, Bond Counsel, and other outside consultants, if necessary, regarding the voluntary filing.
- The DWG must approve of the final version of the voluntary filing. Before final approval, the DWG must determine that the material facts described therein are consistent with those known to the DWG, and that the final version of the voluntary filing (1) does not make any

untrue statement of a material fact or omit any material fact necessary to make the statements made therein, in light of the circumstances in which they are made, not misleading, and (2) is accurate and complete in all material respects.

- Approval of a voluntary filing shall be evidenced by written sign-off (which may be delivered by e-mail) from each member of the DWG with responsibility for the disclosure provided in the voluntary filing. Upon receipt of sign-off from such members of the DWG, the DWG Chair shall file the voluntary filing with EMMA. The DWG Chair should retain the written sign-offs received from members of the DWG in accordance with the District's records retention policy.

D. RATING AGENCY PRESENTATIONS

- In the event officials of the District are to make a presentation to a rating agency relating to the rating of outstanding or proposed municipal securities, the DWG Chair will assign portions of the draft rating agency presentation to DWG members and Contributors with responsibility for the financial and other information to be provided therein and to Bond Counsel and the Financial Advisor, as appropriate.
- The DWG will consult with Contributors and other appropriate District staff and officials, the Auditor, the Financial Advisor, Bond Counsel, and other outside consultants, if necessary, regarding the disclosure in the rating agency presentation. The DWG will review, revise, and comment on initial and revised drafts of the rating agency presentation.
- The DWG must approve the final version of any rating agency presentation prior to delivery to a rating agency. Before final approval, the DWG must determine that the material facts described therein are consistent with those known to the DWG, and that the final version of the rating agency presentation (1) does not make any untrue statement of a material fact or omit any material fact necessary to make the statements made therein, in light of the circumstances in which they are made, not misleading, and (2) is accurate and complete in all material respects.
- Approval of a rating agency presentation shall be evidenced by written sign-off (which may be delivered by e-mail) from each member of the DWG with responsibility for the disclosure provided in the rating agency presentation. Upon receipt of sign-off from such members of the DWG, the DWG Chair shall provide the rating agency presentation to the rating agency. The DWG Chair should retain the written sign-offs received from members of the DWG in accordance with the District's records retention policy.

IV. ANNUAL REVIEW OF PROCEDURES

- Each year the DWG will conduct the Annual Review. The purpose of the Annual Review is for the DWG to evaluate the design, operation and effectiveness of these Procedures.
- Following the Annual Review, the Procedures will be submitted to the Board of Trustees for review. If the DWG recommends any substantive amendment to these Procedures, the DWG Chair will prepare a written summary of such amendment and deliver such summary to the Board of Trustees together with the recommendations of the DWG. Any amendments to the Procedures will be discussed with Bond Counsel.
- In addition to a recommendation to amend these Procedures made in the Annual Review, the DWG, the DWG Chair, and any official or staff involved in preparing or approving the Disclosure Documents may at any time recommend an amendment to the Procedures.

- Following receipt of the recommendation for an amendment, the DWG will convene a meeting (which may be by phone or electronic means) to discuss the proposed amendment and determine whether such amendment should be approved. Any amendments to the Procedures will be discussed with Bond Counsel. If the DWG recommends that the Board of Trustees make any substantive amendment to these Procedures, the DWG Chair will prepare a written summary of such amendment and deliver such summary to the Board of Trustees together with the recommendations of the DWG.

V. PERIODIC TRAINING

- The District will provide Periodic Training for all staff and officials involved in preparing or approving the Disclosure Documents, including members of the DWG authorizing or participating in the preparation of or approval of any Offering Document for dissemination. The Periodic Training should be prepared by or with the assistance of Bond Counsel.
- The Periodic Training will generally include an overview of these Procedures, the disclosure obligations of the District under federal and state securities laws, and the responsibilities and potential liabilities of the staff and officials involved in preparing or approving the Disclosure Documents.
- All staff and officials involved in preparing or approving the Disclosure Documents are required to attend the Periodic Training or obtain comparable training approved by the DWG Chair.
- The DWG Chair will keep a record of those that attend the Periodic Training and maintain such record in accordance with these Procedures.

VI. INTERNAL USE ONLY

These Procedures are intended for internal use only and are not intended to establish any duties in favor of or rights of any person other than the District.

Attachment #1

Example Event Notice Requirements (Reflecting Amendments to the Rule that Became Effective on February 27, 2019)

Event Notices.

- (a) The District shall provide the following to the MSRB, in an electronic format as prescribed by the MSRB, in a timely manner not in excess of ten (10) business days after the occurrence of the event, notice of any of the following events with respect to the Bonds:

- (1) Principal and interest payment delinquencies;
- (2) Non-payment related defaults, if material;
- (3) Unscheduled draws on debt service reserves reflecting financial difficulties;
- (4) Unscheduled draws on credit enhancements reflecting financial difficulties;
- (5) Substitution of credit or liquidity providers, or their failure to perform;
- (6) Adverse tax opinions, the issuance by the Internal Revenue Service of proposed or final determinations of taxability, Notices of Proposed Issue (IRS Form 5701-TEB) or other material notices or determinations with respect to the tax status of the Bonds, or other material events affecting the tax status of the Bonds;
- (7) Modifications to rights of the holders of the Bonds, if material;
- (8) Bond calls, if material, and tender offers;
- (9) Defeasances;
- (10) Release, substitution, or sale of property securing repayment of the Bonds, if material;
- (11) Rating changes;
- (12) Bankruptcy, insolvency, receivership or similar event of the District;

Note to paragraph 12: For the purposes of the event identified in paragraph 12 of this section, the event is considered to occur when any of the following occur: the appointment of a receiver, fiscal agent or similar officer for the District in a proceeding under the U.S. Bankruptcy Code or in any other proceeding under state or federal law in which a court or governmental authority has assumed jurisdiction over substantially all of the assets or business of the District, or if such jurisdiction has been assumed by leaving the existing governing body and officials or officers in possession but subject to the supervision and orders of a court or governmental authority, or the entry of an order confirming a plan of reorganization, arrangement or liquidation by a court or governmental authority having supervision or jurisdiction over substantially all of the assets or business of the District.

- (13) The consummation of a merger, consolidation, or acquisition involving the District or the sale of all or substantially all of the assets of the District, other than in the ordinary course of business, the entry into a definitive agreement to undertake such an action or the termination of a definitive agreement relating to any such actions, other than pursuant to its terms, if material;

- (14) Appointment of successor or additional paying agent/registrar or the change of name of a paying agent/registrar, if material;
- (15) Incurrence of a Financial Obligation of the District, if material, or agreement to covenants, events of default, remedies, priority rights, or other similar terms of a Financial Obligation of the District, any of which affect security holders, if material; and
- (16) Default, event of acceleration, termination event, modification of terms, or other similar events under the terms of a Financial Obligation of the District, any of which reflect financial difficulties.

Note to paragraphs (15) and (16): For purposes of the events identified in paragraphs (15) and (16) of this section and in the definition of Financial Obligation in Section 1.01, the District intends the words used in such paragraphs to have the meanings ascribed to them in SEC Release No. 34-83885 dated August 20, 2018 (the “2018 Release”) and any further written guidance provided by the SEC or its staff with respect to the amendments to the Rule effected by the 2018 Release.”

The District shall provide to the MSRB, in an electronic format as prescribed by the MSRB, in a timely manner, notice of a failure by the District to provide financial information and operating data (i.e. Annual Reports and Audited Financial Statements) in accordance with the requirements of the applicable Order. All documents provided to the MSRB should be accompanied by identifying information as prescribed by the MSRB.

Additionally, if the District changes its fiscal year, it must notify the MSRB of the change (and of the date of the new fiscal year end) prior to the next date by which the District otherwise would be required to provide its Annual Reports and Audited Financial Statements.

Fort Bend Independent School District

Executive Summary

Agenda Review Workshop		Meeting Date: October 5, 2026
Agenda Item Title: Review: 2026-27 Investment Strategy		
Board Policy: CCA (Legal)	District Priority: Priority 3	
Department: Chief Financial Officer		
Are there related documents to be signed by the Board? YES		
☒ Administration has reviewed the final submission for this agenda item.		
☐ Reviewed by Deputy Superintendent		☒ Reviewed by Chief of Staff

Recommendation
Consideration and approval of a resolution for the District's investment strategy and authorization of investment brokers for the District.

Summary/Background						
The Public Funds Investment Act (PFIA), Chapter 2256 of the Texas Government Code, governs the rules and regulations regarding the District's investment of funds. PFIA requires the Board to review the District's investment strategy at least annually. The District is required to invest its funds in accordance with PFIA and provide guidance to potential investors with respect to the types and amounts of allowable instruments. The Government Treasurer's Organization of Texas (GTOT) recognized the District's investment strategy as a best practice in April 2026 for the seventh consecutive bi-annual period. The attached Resolution approves the attached investment strategy that is recommended. There are no changes from last year's approved version. PFIA also requires the District to obtain Board of Trustee approval of authorized brokers annually. Prior to purchasing government securities, the District takes quotes from a minimum of three brokers. The District has identified the following five brokers/dealers as firms that provide competitive pricing and yield for prospective investments: <table><tr><td>BOSC, Inc.</td><td>Mischler Financial Group</td></tr><tr><td>FHN Financial</td><td>PNC Capital Markets LLC</td></tr><tr><td>Hilltop Securities, Inc.</td><td></td></tr></table>	BOSC, Inc.	Mischler Financial Group	FHN Financial	PNC Capital Markets LLC	Hilltop Securities, Inc.	
BOSC, Inc.	Mischler Financial Group					
FHN Financial	PNC Capital Markets LLC					
Hilltop Securities, Inc.						

Fort Bend Independent School District

Recommended by:

Dr. Marc Smith
Superintendent of Schools

Submitted by:

Kris Lynn
Chief Financial Officer

A RESOLUTION ADOPTING INVESTMENT STRATEGY

WHEREAS, the Public Funds Investment Act codified in Government Code Chapter 2256 governs local government investments; and

WHEREAS, the Public Funds Investment Act (Section 2256.005a), as amended, requires the Fort Bend Independent School District to adopt an investment policy and investment strategies by rule, order, ordinance or resolution governing the investments of funds under its control; and

WHEREAS, the Public Funds Investment Act (Section 2256.005e), requires the governing body to review and adopt that investment policy and investment strategies by rule, order, ordinance or resolution not less than annually, recording any changes made thereto; NOW, THEREFORE,

BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE FORT BEND INDEPENDENT SCHOOL DISTRICT THAT:

The District has complied with the requirements of the Public Funds Investment Act and the Investment Strategy, with the changes attached hereto, is hereby adopted as the Investment Strategy of the District effective October 26, 2026.

APPROVED and ADOPTED on the 26th day of October 2026.

FORT BEND INDEPENDENT SCHOOL DISTRICT

Kristin K. Tassin
President, Board of Trustees

ATTEST:

Dr. Shirley Rose-Gilliam
Secretary, Board of Trustees

FORT BEND INDEPENDENT SCHOOL DISTRICT INVESTMENT STRATEGY

POLICY

The Fort Bend Independent School District (the District) shall invest funds in a manner that will provide the maximum security and the best commensurate yield while meeting the daily cash flow demands of the District and conforming to all federal, state and local statutes, rules and regulations governing the investment of public funds including the Public Funds Investment Act, Chapter 2256 of the Texas Government Code. This Strategy sets forth the investment program of the District and the guidelines to be followed in achieving its objectives.

Not less than annually, the Fort Bend Independent School District Board of Trustees shall adopt a written instrument by resolution stating that it has reviewed the Investment Strategy and that the written instrument so adopted shall record any changes made.

SCOPE

This strategy governs the investment of all funds of the District except those that are not directly managed by the authority of the Board of Trustees. This Strategy shall be made available to anyone who has management responsibility for any District funds, and in the absence of their specific investment strategy, or not otherwise being governed by state law, this Strategy shall prevail.

Funds covered by this Strategy are as follows:

GENERAL FUNDS	This fund usually includes transactions as a result of revenues from local maintenance taxes, payments in lieu of taxes, foundation entitlements, and other Foundation School Program sources.
SPECIAL REVENUE FUNDS	Special revenue funds are governmental funds used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.
DEBT SERVICE FUNDS	A debt service fund is a governmental fund, 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.
CAPITAL PROJECTS FUNDS	A capital projects fund is a governmental fund that must be used to account, on a project basis, for projects financed by the proceeds from bond issues, or for capital projects otherwise mandated to be accounted for in this fund.
ENTERPRISE FUNDS	This fund is used to accounts for business type activities including the operations of extended day and facility rentals.
INTERNAL SERVICE FUNDS	Internal service funds are a proprietary fund accounted for on the accrual basis.
TRUST AND AGENCY FUNDS	This group of funds is used to account for assets held by a school district in a trustee capacity of the District, or as an agent for individuals, private organizations, other governmental units and/or other funds. This fund type consists of expendable trust funds, nonexpendable trust funds, pension trust funds and agency funds.

Funds not covered by this Strategy are as follows:

TEXAS TEACHER RETIREMENT FUND

All employees of Fort Bend Independent School District employed for one-half or more of the standard work load, and who are not exempted from membership under Texas Government Code, Title I, Subtitle C Section 822.002, are required to participate in the Teacher Retirement System of Texas (the "System"), a multiple-employer public employee retirement system ("PERS"). It is a cost-sharing PERS with one exception - all risks and costs are not shared by the District, but are the liability of the State of Texas, as such, all investments are maintained by the Teacher Retirement System.

FORT BEND INDEPENDENT SCHOOL DISTRICT INVESTMENT STRATEGY

PENSION PLAN FOR EMPLOYEES

Fort Bend ISD has established a Deferred Compensation FICA Alternative Plan (the FICA Alternative Plan) for non-TRS Employees, which is a single-employer contribution plan giving retirement benefits to employees who are not eligible to participate in TRS. FBISD has also established an Employee Incentive Plan which is an employer contribution retirement plan established under section 401(a) of the Internal Revenue Code. Such plans are not subject to the rules and regulations surrounding the Public Funds Investment Act. The investments of these plans are managed by the district's third-party administrator in accordance with the plan document.

OBJECTIVE

Investment of the funds covered by this Strategy shall be governed by the following investment objectives, in the order of priority:

- SAFETY:** Safety of principal is the primary objective of the Investment Strategy. Investment of the District's funds shall be undertaken in a manner that seeks to ensure the preservation of capital for the overall portfolio. To attain this objective, investment in only high-quality securities and diversification are required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.
- LIQUIDITY:** The District's investment portfolio will remain sufficiently liquid to enable the District to meet all operating requirements that might be reasonably anticipated.
- YIELD:** The District's investment portfolio shall be designed with the objective of attaining the best yield, throughout budgetary and economic cycles, commensurate with the District's investment risk constraints and the cash flow characteristics of the portfolio.

The District shall monitor the rating of all investments and collateral at least quarterly and shall include the ratings in the regular investment report. The ratings may be obtained from one of the following nationally recognized rating companies: Standard & Poor's, Fitch, Moody, or any other nationally recognized company.

DELEGATION OF AUTHORITY

The Chief Financial Officer, under the direction and authority of the Board of Trustees shall direct the cash management program of the District as defined in CDA Legal and CDA Local. Pursuant to Chapter 2256.005 of the Texas Government Code, the Board of Trustees shall designate the Chief Financial Officer, Executive Director of Finance, Director of Finance, and District Treasurer as investment officers responsible for the investment of its funds, under the direction and authority of the Board of Trustees.

The District's investment officers shall establish written procedures for the operation of the investment program consistent with this Investment Strategy. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this Strategy and the written procedures. Authority granted to a person to invest the District's funds is effective until rescinded or until termination of the person's employment by the District. The investment officers shall be responsible for all transactions undertaken and shall establish a system of controls, to be reviewed by the District's Internal Auditor, to regulate the activities of subordinate officials. The investment officers shall possess sufficient working knowledge of economics and securities markets, as well as the supervisory experience and judgment necessary to carry out the responsibilities outlined in this Strategy.

PRUDENCE

The governing body of the investing entity retains ultimate responsibility as fiduciaries of the assets of the entity and shall ensure that investments shall be made with judgment and care – under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and the Investment Strategy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

FORT BEND INDEPENDENT SCHOOL DISTRICT INVESTMENT STRATEGY

In determining whether an investment official has exercised prudence with respect to an investment decision, the determination shall be made taking into consideration the investment of all funds over which the official had responsibility rather than consideration as to the prudence of a single investment and, whether the investment decision was consistent with the District's Investment Strategy and written investment procedures.

ETHICS AND CONFLICTS OF INTEREST

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions.

Officers and employees involved in the investment process shall sign annual statements agreeing to abide by this section of the Investment Strategy and affirming no known conflicts of interest.

An officer or employee involved in the investment process has a personal business relationship with a business organization if:

- the officer or employee owns 10 percent or more of the voting stock or shares of the business organization or owns \$5,000 or more of the fair market value of the business organization;
- funds received by the officer or employee from the business organization exceed 10 percent of his/her gross income for the previous year; or
- the officer or employee has acquired from the business organization during the previous year investments with a book value of \$2,500 or more for his/her personal account.
- the officer is related within the second degree by affinity or consanguinity, as determined under Chapter 573 of the Texas Government Code, to an individual seeking to transact investment business with the entity.

If the investment officer has a personal business relationship with a business organization, a disclosure statement must be filed with the Texas Ethics Commission.

CAPABILITY OF INVESTMENT MANAGEMENT

The District shall provide periodic training in investments for the investment personnel through courses and seminars offered by professional organizations and associations in order to insure the quality and capability of the District's investment personnel making investment decisions in compliance with the PFIA.

TRAINING

The Investment Officers and the persons authorized to execute investment transactions shall receive not less than 8 hours of instruction relating to investment responsibilities every two fiscal years that begins on the first day of the District's fiscal year of the two consecutive fiscal years after that date. Newly appointed Investment Officers shall receive not less than 10 hours of instruction within 12 months after taking office or assuming duties. Investment training courses will be received through an independent source, including but not limited to the Government Treasurer's Organization of Texas, University of North Texas Center for Public Management, Region IV Education Service Center, Harris County Department of Education, Texas Association of School Business Officials, Texas Association of School Boards, and any other source meeting the criteria outlined in the Public Funds Investment Act.

AUTHORIZED AND SUITABLE INVESTMENTS

District funds governed by this Strategy may be invested in the instruments described below, all of which are authorized by Chapter 2256 of the Government Code (Public Funds Investment Act). However, investments in instruments other than government securities shall be made only if the yield is equal to or greater than the bond equivalent yield on U.S. Treasury obligations of comparable maturity.

Investments not listed below, including any of the following are strictly prohibited:

- Mortgage obligations
 - (1) obligations whose payment represents the coupon payments on the outstanding principal balance of the underlying mortgage-backed security collateral and pays no principal;
 - (2) obligations whose payment represents the principal stream of cash flow from the underlying mortgage-backed security collateral and bears no interest;
 - (3) collateralized mortgage obligations that have a stated final maturity date of greater than 10 years; and

FORT BEND INDEPENDENT SCHOOL DISTRICT INVESTMENT STRATEGY

- (4) collateralized mortgage obligations the interest rate of which is determined by an index that adjusts opposite to the changes in a market index
- Reverse repurchase agreements
- Corporate bonds issued by domestic business entities.

In addition, the purchase of specific issues may at times be restricted or prohibited by the Chief Financial Officer due to current market conditions.

An investment that requires a minimum rating under this section does not qualify as an authorized investment during the period the investment does not have the minimum rating. The District shall take all prudent measures consistent with this Investment Strategy to liquidate an investment that does not have the minimum rating.

- Direct obligations of the United States of America.
- Other obligations, the principal and interest of which are unconditionally guaranteed or insured by, or backed by the full faith and credit of, the United States of America.
- Direct obligations of the State of Texas or its agencies, which are unconditionally guaranteed or insured by the full faith and credit of the State of Texas.
- Obligations of other school districts which are unconditionally guaranteed by the Permanent School Fund.
- Obligations of cities, counties, and other political subdivision located in the state of Texas rated with an investment quality not less than A or its equivalent.
- Direct obligations of the following United States agencies and instrumentalities including, but not limited to:
 - Federal Farm Credit System
 - Federal Home Loan Bank System
 - Federal Home Loan Mortgage Corp.
 - Federal National Mortgage Association
 - Federal Agricultural Mortgage Corporation
- Fully collateralized Certificates of Deposit/Share Certificates of a depository institution or a broker (selected from a list adopted by the investing entity) with a main office or branch located in the state of Texas provided that they:
 - are guaranteed or insured by the Federal Deposit Insurance Corporation or its successor or the National Credit Union Share Insurance Fund or its successor; or
 - have a stated maturity of 365 days or fewer from the date of its issuance; and
 - is not rated less than A-1 or P-1 or an equivalent rating by at least two nationally recognized credit rating agencies; or
 - one nationally recognized credit rating agency and is fully secured by an irrevocable letter of credit issues by a bank organized and existing under the laws of the United States or any state.
 - are secured by obligations of the United States government described above.
- Repurchase Agreement, approved by the District's Board of Trustees, which details eligible collateral, collateralization ratios, standards for collateral custody and control, collateral valuation, and conditions for agreement termination and provided the repurchase agreement:
 - has a defined termination date;
 - is secured by obligations of the U.S. Treasury;
 - requires the securities being purchased by the District to be assigned to the District, held in the District's name, and deposited at the time the investment is made with the District or with a third party selected and approved by the District; and
 - is placed through a primary government securities dealer, as defined by the Federal Reserve, or a financial institution doing business in this state, and which is rated no less than A or its equivalent by two nationally recognized rating services.

FORT BEND INDEPENDENT SCHOOL DISTRICT INVESTMENT STRATEGY

- Commercial Paper provided:
 - has a stated maturity of 365 days or fewer from the date of issuance;
 - is rated not less than A-1 or P-1 or an equivalent rating by at least two nationally recognized rating services or by one nationally recognized credit rating agency and is fully secured by an irrevocable letter of credit issued by a bank organized and existing under the laws of the United States or any state.
- No-load money market mutual funds that are registered with and regulated by the Securities and Exchange Commission that:
 - have a dollar-weighted average stated maturity of 90 days or fewer;
 - seek to maintain a stable net asset value of \$1 per share;
 - are rated not less than Aaa/AAA, Aaam/AAAm or an equivalent rating by at least one nationally recognized rating service; and
 - have provided the District with a prospectus and other information required by the Securities Exchange Act of 1934 or the Investment Company Act of 1940.

Investments will be made in a money market mutual fund only after a thorough investigation of the fund and collective approval by the District's designated investment officers who shall, at least annually, review, revise and adopt a list of approved funds.

- Local government investment pools, created to function as money market mutual funds, organized in conformity with Chapter 791 (Inter Local Cooperation Contracts Act) and Chapter 2256 (Public Funds Investment Act) of the Government Code that:
 - have a dollar-weighted average stated maturity of 90 days or fewer;
 - seek to maintain a stable net asset value of \$1 per share;
 - are rated not less than Aaa/AAA or an equivalent rating by at least one nationally recognized rating service; and
 - have provided the District with an offering circular and other information required by the Public Funds Investment Act.
- Local government investment pools that do not meet the requirements of one that is created to function as a money market mutual fund must:
 - maintain a maximum average dollar weighted maturity that does not exceed 365 days, or 366 days in the case of a leap year,
 - provide a fixed interest rate and fixed maturity term for each pool position,
 - be rated not less than Aaa/AAA, Aaam/AAAm or an equivalent rating by at least one nationally recognized rating service; and
 - have provided the District with an offering circular and other information required by the Public Funds Investment Act.

To become eligible, investment pools must meet all the requirements of state law as determined under Chapter 2256 of the Government Code, as amended; and be approved by District Board of Trustees action. Investments will be made in a local government investment pool only after a thorough investigation of the pool and approval by the Investment Committee which shall, at least annually, review, revise and adopt a list of approved pools.

AUTHORIZED BROKER/DEALERS AND FINANCIAL INSTITUTIONS

The Board of Trustees, in consultation with the Superintendent and the Investment Officers, shall, at least annually, review, revise, and adopt a list of qualified broker/dealers and financial institutions authorized to engage in investment transactions with the District. In order to be considered those firms that desire to become qualified bidders for investment transactions will be required to provide information regarding creditworthiness, experience and reputation and must have a main office or a branch office in Texas. Authorized firms may include primary dealers or regional dealers that qualify under Securities & Exchange Commission Rule 15C3-1 (uniform net capital rule).

A written copy of this Investment Strategy shall be presented to any person offering to engage in an investment transaction with the District. Investments shall only be made with those business organizations (including money market mutual funds

FORT BEND INDEPENDENT SCHOOL DISTRICT INVESTMENT STRATEGY

and local government investment pools) that have provided the District with a written instrument executed by a qualified representative of the firm, acknowledging that the business organization has:

- received and reviewed the District's Investment Strategy; and
- implemented reasonable procedures and controls in an effort to preclude investment transactions conducted between the District and the organization that are not authorized by the District's Investment Strategy, except to the extent that this authorization is dependent on an analysis of the makeup of the District's entire portfolio or requires an interpretation of subjective investment standards.

SELECTION OF DEPOSITORY

The Board of Trustees shall select and designate a depository institution in accordance with Texas Education Code 45.202. The depository shall be selected based upon its solvency and stability of leadership as well as on the services provided. The depository shall be selected through a formalized competitive process in response to the District's request for proposal (RFP) outlining all services required. Such services should provide the greatest flexibility for money management and should include online account management, controlled disbursement, positive pay account with vendor recognition, controlled ACH disbursement, overnight sweeps, and purchasing card capabilities.

The District shall have the discretion to determine the time span for requesting proposals for the depository contract; however, a six-year period will be the maximum length of time between competitive processes.

COMPETITIVE BIDDING

It is the strategy of the District to require competitive bidding for all individual security purchases and sales except for:

- transactions with money market mutual funds and local government investment pools (which are deemed to be made at prevailing market rates); or,
- automatic overnight "sweep" transactions with the District Depository; or,
- brokers that are exclusive for the sale

At least three bids or offers must be solicited for all other transactions involving individual securities. The District's investment advisor is also required to solicit at least three bids or offers when transacting trades on the District's behalf. In situations where other dealers do not offer the exact security being offered, offers on the closest comparable investment may be used to establish a fair market price for the security.

COLLATERALIZATION

The District requires that all uninsured collected balances plus accrued interest, if any, in depository accounts be secured in accordance with the requirements of state law. Financial institutions serving as District depositories will be required to sign a Depository Agreement with the District which details eligible collateral, collateralization ratios, standards for collateral custody and control, collateral valuation, rights of substitution and conditions for agreement termination.

The District requires that all securities purchased under the terms of a repurchase agreement be assigned to the District in accordance with state law. Dealers and financial institutions wishing to transact repurchase agreements with the District will be required to sign the District's Master Repurchase Agreement which details eligible collateral, collateralization ratios, standards for collateral custody and control, collateral valuation, rights of substitution, and conditions for agreement termination.

Collateral will always be held by an independent third party with which the District has a current custodial agreement and shall be reviewed at least monthly to ensure that the market value of the pledged securities is adequate. Eligible collateral and collateral ratios are as follows:

FORT BEND INDEPENDENT SCHOOL DISTRICT INVESTMENT STRATEGY

ELIGIBLE COLLATERAL	COLLATERAL RATIOS
1. Direct obligations of the United States of America which includes Treasury bills, bonds and notes.	100%
2. Agency bonds/notes which include obligations of the Federal Farm Credit Bank, Federal Home Loan Bank, Federal Housing Administration, Federal Home Loan Mortgage Corporation.	100%
3. Letter of Credit issued by a Federal Home Loan Bank	100%

SAFEKEEPING AND CUSTODY

Safekeeping and custody of securities and collateral shall be in accordance with state law. It shall be the District's intent to place securities and collateral in the possession of a third party custodian designated by the District where feasible, and held in the District's name as evidenced by safekeeping receipts of the institution with which the securities are deposited.

All trades will be executed by delivery vs. payment (DVP), except local government investment pool and mutual fund transactions to ensure that securities are deposited in an eligible financial institution prior to the release of funds. That is, funds shall not be wired or paid until verification has been made that the Trustee received the collateral.

INVESTMENT STRATEGIES

The District maintains separate portfolios for individual funds that are managed according to the terms of this Strategy and the following corresponding investment strategies:

- ensure safety of principal by investing only in high-quality securities for which a strong secondary market exists;
- ensure that anticipated cash flows are matched with adequate investment liquidity;
- limit market and credit risk through diversification.

SALE OF SECURITIES

The District's strategy is to hold securities to maturity. However, securities may be sold:

- in order to minimize the potential loss of principal on a security whose credit quality has declined; or
- in order to swap into another security which would improve the quality, yield, or target duration of the portfolio; or
- in order to meet unanticipated liquidity needs of the portfolio.

EXEMPTION OF EXISTING INVESTMENTS

Any investment currently held that does not meet the guidelines of this policy shall be exempted from the requirements of this policy. At maturity or liquidation, such monies shall be reinvested only as provided by this policy. The District is not required to liquidate investments that were authorized investments at the time of purchase.

ARBITRAGE

The Tax Reform Act of 1986 provided limitations restricting the amount of income that could be generated from the investment of tax-exempt General Obligation Bond proceeds and debt service income. The arbitrage rebate provisions require that the District compute earnings on investment from each issue of bonds on an annual basis to determine if a rebate is required. To determine the District's arbitrage position, the District is required to perform specific calculations relative to the actual yield earned on the investment of the funds and the yield that could have been earned if the funds had been invested at a rate equal to the yield on the bonds sold by the District. The rebate provision states that periodically (not less than once every five years, and not later than sixty days after the maturity of the bonds), the District is required to pay the U.S. Treasury a rebate of excess earnings based on the District being in a positive arbitrage position. The Tax Reform restrictions require precision in the monitoring and recording of investments as a whole, and particularly as relates to yields and computations so as to ensure compliance. Failure to comply can dictate that the bonds become taxable, retroactively from the date of issues.

FORT BEND INDEPENDENT SCHOOL DISTRICT INVESTMENT STRATEGY

The District's investment position relative to arbitrage is the continued pursuit of maximizing the yield on applicable investments while ensuring the safety of capital and liquidity. It is a fiscally sound position to continue maximization of yield and rebate excess earnings, if necessary.

DIVERSIFICATION AND MAXIMUM MATURITIES

The District's investment portfolios, in aggregate, will be diversified to limit market and credit risk by observing the following limitations at each month-end:

SECURITY	MAXIMUM STATED MATURITY	ISSUER LIMITATIONS	FUNDS AUTHORIZED
U.S. TREASURIES	2 years	100% of the total portfolio may be invested in obligations of the U.S. Treasury.	General Fund Special Revenue Fund Debt Service Fund Capital Projects Fund
U.S. AGENCIES / INSTRUMENTALITIES	2 years	No more than 60% of the total portfolio may be invested in the obligations of any one issuer. The District may not own more than 10% of any single issue.	General Fund Special Revenue Fund Debt Service Fund Capital Projects Fund Internal Service Fund
OBLIGATIONS OF STATES, AGENCIES, COUNTIES, CITIES & OTHER POLITICAL SUBDIVISIONS	2 years	No more than 60% of the total portfolio may be invested in the obligations of any one issuer rated A or higher by a nationally recognized rating firm. The District may not own more than 10% of any single issue.	General Fund Special Revenue Fund Debt Service Fund Capital Projects Fund Internal Service Fund
REPURCHASE AGREEMENTS	30 days	No more than 15% of the portfolio may be invested with one counterpart (Note 1).	General Fund Capital Projects Fund
MONEY MARKET MUTUAL FUNDS	NA	The District may not invest more than 30% of the District's investment portfolio in any one fund.	General Fund Special Revenue Fund Debt Service Fund Capital Projects Fund Enterprise Funds Internal Service Fund Trust and Agency Fund
LOCAL GOVERNMENT INVESTMENT POOLS	NA	The District may not invest more than 35% of the District's local government investment pool total in any one local government investment pool.	General Fund Special Revenue Fund Debt Service Fund Capital Projects Fund Enterprise Funds Internal Service Fund Trust and Agency Fund
COMMERCIAL PAPER	365 days	The District may not invest more than 10% of the District's investment portfolio in any one fund.	General Fund Capital Projects Fund Debt Service Fund
CERTIFICATES OF DEPOSIT	1 year	The District may not invest more than 40% of the District's investment portfolio in collateralized certificates of deposit. Each CD may not exceed \$25 million in any one depository at any given time.	General Fund Special Revenue Fund Debt Service Fund Capital Projects Fund Enterprise Funds Internal Service Fund Trust and Agency Fund

FORT BEND INDEPENDENT SCHOOL DISTRICT INVESTMENT STRATEGY

In addition to the above limitations the District's Investment Portfolio shall be diversified by market sector as follows:

MARKET SECTOR	MAXIMUM PERCENTAGE OF INVESTMENT PORTFOLIO
U.S. TREASURIES	100%
U.S. AGENCIES/INSTRUMENTALITIES FIXED-RATE NOTES	60% (maximum 15% callable)
U.S. AGENCIES/INSTRUMENTALITIES DISCOUNT NOTES	60%
OBLIGATIONS OF THE STATE OF TEXAS OR ITS AGENCIES	20%
OBLIGATIONS OF OTHER LOCAL SCHOOL DISTRICTS BACKED BY THE PERMANENT SCHOOL FUND	25%
REPURCHASE AGREEMENTS	15%
MONEY MARKET MUTUAL FUNDS	60%
LOCAL GOVERNMENT INVESTMENT POOLS	75%
COMMERCIAL PAPER	10%
CERTIFICATES OF DEPOSIT	40%

Note 1: With respect to bond proceeds and other bond funds, the District may specifically authorize investments in repurchase agreements with maturities in excess of 30 days subject to any required approvals from bond insurers and the Board of Trustees.

Note 2: Under adverse market conditions, the District may deviate from the limitations outlined above for periods of 90 days or less, with the Superintendent's approval, in order to sufficiently maintain safety and liquidity.

Note 3: For Long-Term Variable Rate Securities for which the principal amount is scheduled to be paid in more than 397 calendar days, that is subject to a Demand Feature, the maximum "stated maturity date" may not exceed the maximum date allowed by law and for purposes of this policy, the "maturity date" shall be the date the principal amount can be recovered through demand and in no case shall the "maturity date" exceed two years.

REPORTING

Investment performance is regularly monitored by investment staff and reported to the Board of Trustees. Month-end market prices on each security are obtained from the District's investment software database that receives its information from a variety of nationally recognized securities databases (e.g., the Wall Street Journal, Bloomberg, etc.). These prices are recorded in the District's portfolio database and included in all management reports as well as the District's Comprehensive Annual Financial Report.

Not less than quarterly the Investment Officers will submit to the Board of Trustees a written report of the status of the current investment portfolio. The report must meet the requirements of Chapter 2256 of the Government Code (Public Funds Investment Act) and:

- describe in detail the investment and accrued interest receivable position of the District on the date of the report;
- be prepared jointly by all investment officers of the District;
- be signed by each investment officer of the District (Electronic signatures are allowed based on Board Policy CQ (Local));
- state the book value and market value of each separately invested asset at the beginning and end of the reporting period by the type of asset and fund type invested;
- state the maturity date of each separately invested asset that has a maturity date;
- state the current rating of each investment;
- state the account or fund or pooled fund group for which each individual investment was acquired; and

**FORT BEND INDEPENDENT SCHOOL DISTRICT
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- state the compliance of the investment portfolio as it relates to the investment strategy and relevant provisions of this Strategy and the Public Funds Investment Act.

An independent auditor shall formally review all quarterly investment reports prepared under this section at least annually, and that auditor shall report the results of the review to District Board of Trustees.

ANNUAL COMPLIANCE AUDIT

In conjunction with the annual financial audit, a compliance audit shall be performed which includes an audit of management controls on investments and adherence to the District's established strategy.

FORT BEND INDEPENDENT SCHOOL DISTRICT

INVESTMENT STRATEGY

GLOSSARY OF TERMS

ACCRETION OF DISCOUNT: Periodic straight-line increases in the book or carrying value of a security so the amount of the purchase price discount below face value is completely eliminated by the time the bond matures or by the call date, if applicable.

ACCRUED INTEREST: The interest accumulated on a security from its issue date or since the last payment of interest up to but not including the purchase date. The purchaser of the security pays to the seller the market price plus accrued interest.

AMORTIZATION OF PREMIUM: Periodic straight-line decreases in the book or carrying value of a security so the premium paid for a bond above its face value or call price is completely eliminated.

ASK: The price at which sellers offer securities.

BARBELL MATURITY STRATEGY: A maturity pattern within a portfolio in which maturities of the assets in the portfolio are concentrated in both the short and long ends of the maturity spectrum.

BASIS POINT: One one-hundredth (1/100) of one percent; 0.0001 in decimal form.

BENCHMARK: A comparative base for performance evaluation. A benchmark can be a broad-based bond index, a customized bond index, or a specific objective.

BID: The price offered for securities by purchasers. (When selling securities, one asks for a bid.)

BOND EQUIVALENT YIELD: Used to compare yields available from discounted securities that pay interest at maturity with yields available from securities that pay interest semi-annually.

BOOK ENTRY SECURITIES: Stocks, bonds, other securities, and some certificates of deposit that are purchased, sold, and held as electronic computer entries on the records of a central holder. These securities are not available for purchase in physical form; buyers get a receipt or confirmation as evidence of ownership.

BOOK VALUE: The original cost of the security as adjusted for amortization of any premium paid or accretion of discount since the date of purchase.

BROKER: A party who brings buyers and sellers together. Brokers do not take ownership of the property being traded. Commissions compensate them. They are not the same as dealers; however, the same firms that act as brokers in some transactions may act as dealers in other transactions.

CALLABLE BOND: A bond that the issuer has the right to redeem prior to maturity at a specified price. Some callable bonds may be redeemed on one call date while others may have multiple call dates. Some callable bonds may be redeemed at par while others can be redeemed only at a premium.

CERTIFICATE OF DEPOSIT (CD): A time deposit with a specific maturity evidenced by a certificate. Large-denomination (over \$100,000) CD's are typically negotiable.

COLLATERAL: Securities, evidence of deposit or other property that a borrower pledges to secure repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.

COMMERCIAL PAPER: Short-term unsecured promissory notes issued by corporations for maturity specified by the buyer. It is used primarily by corporations for short-term financing needs at a rate that is generally lower than the prime rate.

CONFIRMATION: The document used to state in writing the terms of the trade that had previously been agreed to verbally.

COUPON RATE: The stated annual rate of interest payable on a coupon bond expressed as a percentage of the bond's face value.

FORT BEND INDEPENDENT SCHOOL DISTRICT INVESTMENT STRATEGY

CREDIT RISK: The risk that (1) the issuer is downgraded to a lower quality category and/or (2) the issuer fails to make timely payments of interest or principal.

CUSIP NUMBER: A nine-digit number established by the Committee on Uniform Securities Identification Procedures that is used to identify publicly traded securities. Each publicly traded security receives a unique CUSIP number when the security is issued.

CUSTODY: The service of an organization, usually a financial institution, of holding (and reporting) a customer's securities for safekeeping. The financial institution is known as the custodian.

DEALER: A firm that buys and sells for its own account. Dealers have ownership, even if only for an instant, between a purchase from one party and a sale to another party. They are compensated by the spread between the price they pay and the price they receive. Dealers are not the same as brokers; however, the same firms that act as dealers in some transactions may act as brokers in other transactions.

DELIVERY VERSUS PAYMENT (DVP): The safest method of settling a trade involving a book entry security. In a DVP settlement, the funds are wired from the buyer's account and the security is delivered from the seller's account in simultaneous, interdependent wires.

DEMAND FEATURE: A feature of long-term variable rate securities which permits the district to reasonably expect to sell the security at a price equal to the principal amount of the security plus accrued interest, if any, at the time demand.

DEPOSITORY TRUST COMPANY (DTC): An organization that holds physical certificates for stocks and bonds and issues receipts to owners. Securities held by DTC are immobilized so that they can be traded on a book entry basis.

DERIVATIVE: A security that derives its value from an underlying asset, group of assets, reference rate, or an index value. Some derivatives can be highly volatile and result in a loss of principal in changing interest rate environments.

DISCOUNT: The amount by which the price paid for a security is less than its face value.

DISCOUNT SECURITIES: Securities that do not pay periodic interest. Investors earn the difference between the discount issue price and the full face value paid at maturity.

DIVERSIFICATION: Dividing investment funds among a variety of securities offering independent returns, to reduce risk inherent in particular securities.

DURATION: A sophisticated measure of the weighted average maturity of a bond's cash flow stream, where the present values of the cash flows serve as the weights.

ECONOMIC CYCLE (BUSINESS CYCLE): As the economy moves through the business cycle, interest rates tend to follow the levels of production, output, and consumption - rising as the economy expands and moves out of recession and declining after the economy peaks, contracts, and heads once again into recession.

EFFECTIVE MATURITY: The average maturity of a bond, given the potential for early call. For a non-callable bond, the final maturity date serves as the effective maturity. For a callable bond, the effective maturity is bounded by the first call date and the final maturity date; the position within this continuum is a function of the call price, the current market price, and the reinvestment rate assumed.

FACE VALUE: The principal amount due and payable to a bondholder at maturity; par value. Also, the amount on which coupon interest is computed.

FAIL: The event of a securities purchase or sale transaction not settling as intended by the parties.

FAIR VALUE: The amount at which a financial instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale.

FORT BEND INDEPENDENT SCHOOL DISTRICT INVESTMENT STRATEGY

FEDERAL DEPOSIT INSURANCE CORPORATION (FDIC): A federal agency that insures bank deposits, currently up to \$250,000 per depositor per insured bank for each account ownership category.

FEDERAL FARM CREDIT BANKS (FFCB): A government-sponsored corporation that was created in 1916 and is a nationwide system of banks and associations providing mortgage loans, credit, and related services to farmers, rural homeowners, and agricultural and rural cooperatives. Their respective borrowers cooperatively own the banks and associations, directly or indirectly. The Federal Farm Credit System is supervised by the Farm Credit Administration, an independent agency of the U.S. government. (See Government Sponsored Enterprise)

FEDERAL FUNDS: Monies within the Federal Reserve System representing a member bank's surplus reserve funds. Banks with excess funds may sell their surplus to other banks whose funds are below required reserve levels. Normally, Federal funds are employed in settling all government securities transactions. The Federal Funds Rate is the rate of interest at which Fed funds are traded. This rate is currently pegged by the Federal Reserve through open-market operations.

FEDERAL HOME LOAN BANKS (FHLB): Government-sponsored wholesale banks (currently twelve regional banks) which lend funds and provide correspondent banking services to member commercial bank, thrift institutions, credit unions and insurance companies. The mission of the FHLBs is to liquefy the housing related assets of its members who must purchase stock in their district Bank. (See Government Sponsored Enterprises)

FEDERAL HOME LOAN MORTGAGE CORPORATION (FHLMC OR "FREDDIE MAC"): A government-sponsored corporation that was created in July 1970, by the enactment of Title III of the Emergency Home Finance Act of 1970. Freddie Mac was established to help maintain the availability of mortgage credit for residential housing, primarily through developing and maintaining an active, nationwide secondary market in conventional residential mortgages. (See Government Sponsored Enterprises)

FEDERAL NATIONAL MORTGAGE ASSOCIATION (FNMA OR FANNIE MAE): FNMA, like GNMA was chartered under the Federal National Mortgage Association Act in 1938. FNMA is a federal corporation working under the auspices of the Department of Housing and Urban Development (HUD). It is the largest single provider of residential mortgage funds in the United States. Fannie Mae is a private stockholder-owned corporation. FNMA securities are highly liquid and are widely accepted. FNMA assumes and guarantees that all security holders will receive timely payment of principal and interest. (See Government Sponsored Enterprises)

FEDERAL OPEN MARKET COMMITTEE (FOMC): Consists of seven members of the Federal Reserve Board and five of the twelve Federal Reserve Bank presidents. The president of the New York Federal Reserve Bank is a permanent member while the other presidents serve on a rotating basis. The Committee periodically meets to set Federal Reserve guidelines regarding purchases and sales of government securities in the open market as a means of influencing the volume of bank credit and money.

FEDERAL RESERVE SYSTEM: The central bank of the United States created by Congress and consisting of a seven member Board of Governors in Washington, D.C., twelve regional banks and about 5700 commercial banks that are members of the system.

FIXED-INCOME SECURITY: A financial instrument promising a fixed amount of periodic income over a specified future time span.

GOVERNMENT-SPONSORED ENTERPRISES (GSE's): Payment of principal and interest on securities issued by these corporations is not guaranteed explicitly by the U.S. government; however, most investors consider these securities to carry an implicit U.S. government guarantee. The debt is fully guaranteed by the issuing corporations. GSE's include: Farm Credit System, Federal Home Loan Bank System, Federal Home Loan Mortgage Corporation, Federal National Mortgage Association, Student Loan Marketing Association, and the Tennessee Valley Authority.

INSTRUMENTALITIES: See Government-Sponsored Enterprises

INTEREST RATE RISK: The risk that the general level of interest rates will change, causing unexpected price appreciation or depreciation.

FORT BEND INDEPENDENT SCHOOL DISTRICT INVESTMENT STRATEGY

LADDERED MATURITY STRATEGY: A maturity pattern within a portfolio in which maturities of the assets in the portfolio are equally spaced. Over time, the shortening of the remaining lives of the assets provides a steady source of liquidity or cash flow. Given a normal yield curve with a positive slope this passive strategy provides the benefit of being able to take advantage of the higher, longer-term yields without sacrificing safety or liquidity.

LIQUIDITY: An entity's capability to meet future monetary outflows (whether they are required or optional) from available resources. Liquidity is often obtained from reductions of cash or by converting assets into cash.

LIQUIDITY RISK: The risk that an investment will be difficult to sell at a fair market price in a timely fashion.

MARKET VALUE: The price at which a security is trading and could presumably be purchased or sold.

MARKING-TO-MARKET: The practice of valuing a security or portfolio according to its market value, rather than its cost or book value.

MASTER REPURCHASE AGREEMENT: A written contract covering all future transactions between the parties to repurchase an agreement that establishes each party's rights in the transactions. A master agreement will often specify, among other things, the right of the buyer to liquidate the underlying securities in the event of default by the seller.

MATURITY DATE: The date on which the principal or face value of an investment becomes due and payable.

MONEY MARKET INSTRUMENT: Generally, a short-term debt instrument that is purchased from a broker, dealer, or bank. Sometimes the term "money market" with "short-term", defines an instrument with no more than 12 months remaining from the purchase date until the maturity date. Sometimes the term "money market" is used more restrictively to mean only those instruments that have active secondary markets.

MORTGAGE-BACKED SECURITIES (MBS): Securities composed of, or collateralized by, loans that are themselves collateralized by liens on real property.

OFFER: The price asked by a seller of securities. (When purchasing securities, one asks for an offer.)

OPEN MARKET OPERATIONS: Purchases and sales of government and certain other securities in the open market by the New York Federal Reserve Bank as directed by the FOMC in order to influence the volume of money and credit in the economy. Purchases inject reserves into the bank system and stimulate growth of money and credit; sales have the opposite effect. Open market operations are the Federal Reserve's most important and most flexible monetary strategy tool.

OPPORTUNITY COST: The cost of pursuing one course of action measured in terms of the foregone return that could have been earned on an alternative course of action that was not undertaken.

PAR: See Face Value

POOLED FUND GROUP: An internally created fund of an investing entity in which one or more institutional accounts of the investing entity are invested (as defined by the Public Funds Investment Act).

PREMIUM: The amount by which the price paid for a security exceeds its face value.

PRIMARY DEALER: A group of government securities dealers that submit daily reports of market activity and positions and monthly financial statements to the Federal Reserve Bank of New York and are subject to its informal oversight. Primary dealers include Securities and Exchange Commission (SEC)-registered securities broker-dealers, banks, and a few unregulated firms.

PRINCIPAL: The face or par value of an instrument, exclusive of accrued interest.

PRUDENT PERSON RULE: An investment standard. In some states the law requires that a fiduciary, such as a trustee, may invest money only in a list of securities selected by the state. In other states the trustee may invest in a security if it is one that would be bought by a prudent person of discretion and intelligence who is seeking a reasonable income and preservation of capital.

FORT BEND INDEPENDENT SCHOOL DISTRICT INVESTMENT STRATEGY

QUALIFIED PUBLIC DEPOSITORIES: A financial institution which does not claim exemption from the payment of any sales or compensating use or ad valorem taxes under the laws of this state, which has segregated for the benefit of the commission eligible collateral having a value of not less than its maximum liability and which has been approved by the Public Deposit Protection Commission to hold public deposits.

QUALIFIED REPRESENTATIVE: A person who holds a position with - and is authorized to act on behalf of - a business organization (as defined by the Public Funds Investment Act).

RATE OF RETURN: The amount of income received from an investment, expressed as a percentage. A market rate of return is the yield that an investor can expect to receive in the current interest-rate environment utilizing a buy-and-hold to maturity investment strategy.

REINVESTMENT RATE: The interest rate earned on the reinvestment of coupon payments.

REINVESTMENT RATE RISK: The risk that the actual reinvestment rate falls short of the expected or assumed reinvestment rate.

REPURCHASE AGREEMENT (RP OR REPO): An agreement of one party to sell securities at a specified price to a second party and a simultaneous agreement of the first party to repurchase the securities at a specified price on demand or at a specified later date. The difference between the selling price and the repurchase price provides the interest income to the party that provided the funds. Every transaction where a security is sold under an agreement to be repurchased is a repo from the seller/borrower's point of view and a reverse repo from the buyer/lender's point of view.

SAFEKEEPING: A procedure where a third party acting as custodian for a fee holds securities.

SECONDARY MARKET: A market made for the purchase and sale of outstanding issues following the initial distribution.

SECURITIES AND EXCHANGE COMMISSION: Agency created by Congress to protect investors in securities transactions by administering securities legislation.

SEC RULE 15 C3-1: See Uniform Net Capital Rule

STRUCTURED NOTES: Debt obligations whose principal or interest payments are determined by an index or formula.

SEPARATELY INVESTED ASSET: An account or fund of a state agency or local government that is not invested in a pooled fund group (as defined by the Public Funds Investment Act).

SPREAD: Most commonly used when referring to the difference between the bid and asked prices in a quote.

STRIPS: Separation of the principal and interest cash flows due from any interest-bearing securities into different financial instruments. Each coupon payment is separated from the underlying investment to create a separate security. Each individual cash flow is sold at a discount. The amount of the discount and the time until the cash flow is paid determine the investor's return.

SWAP: The trading of one asset for another. Sometimes used in active portfolio management to increase investment returns by "swapping" one type of security for another.

TOTAL RETURN: Interest income plus capital gains (or minus losses) on an investment.

TREASURY BILLS: A non-interest bearing discount security issued by the U.S. Treasury, generally having initial maturities of 3 months, 6 months, or 1 year.

TREASURY BONDS: Long-term, coupon bearing U.S. Treasury securities having initial maturities of more than 10 years.

TREASURY NOTES: Intermediate-term, coupon bearing U.S. Treasury securities having initial maturities of 2 - 10 years.

FORT BEND INDEPENDENT SCHOOL DISTRICT INVESTMENT STRATEGY

UNIFORM NET CAPITAL RULE: Securities and Exchange Commission requirement that member firms as well as nonmember broker-dealers in securities maintain a maximum ratio of indebtedness to liquid capital of 15 to 1; also called *net capital rule* and *net capital ratio*. Indebtedness covers all money owed to a firm, including margin loans and commitments to purchase securities, one reason new public issues are spread among members of underwriting syndicates. Liquid capital includes cash and assets easily converted into cash.

YIELD TO MATURITY (YTM): The promised return assuming all interest and principal payments are made and reinvested at the same rate taking into account price appreciation (if priced below par) or depreciation (if priced above par).

Fort Bend Independent School District

Executive Summary

Agenda Review Workshop		Meeting Date: October 5, 2026
Agenda Item Title: Review: 2026-27 Underwriters		
Board Policy: CCA (Legal)	District Priority: Priority 3	
Department: Chief Financial Officer		
Are there related documents to be signed by the Board? NO		
☒ Administration has reviewed the final submission for this agenda item.		
☐ Reviewed by Deputy Superintendent		☒ Reviewed by Chief of Staff

Recommendation
Consideration and approval of underwriters to be utilized by the District in connection with future bond debt issued.

Summary/Background										
The Administration updates the list of underwriters the District can do business with annually. Underwriters are firms that market Fort Bend ISD debt to various types of investors. The number of underwriters will vary depending on the amount of the debt issuance. Under 44.031(f) of the Texas Education Code, bond or other financial instrument underwriters are fiscal agents and financial consultants and are exempt from competitive procurement requirements. The listed underwriters were selected based on their qualifications and competency, as well as offering the District a reasonable price. Administration is recommending several bond parameter orders at the September 14, 2026, Board of Trustee meeting requesting authorization to issue debt as well as refund existing debt. If the bond parameter orders and this agenda item are approved, some of the underwriters from the below list would be selected to assist the District debt transactions over the next year. Administration has identified the following underwriters for use as Senior Manager or Co-Manager for the purpose of marketing debt issued by the District in either negotiated or competitive transactions (there are no changes from last year's approved list): <table><tbody><tr><td>Blaylock Van, LLC</td><td>Ramirez & Co., Inc.</td></tr><tr><td>Cabrera Capital Markets, LLC</td><td>Raymond James Financial, Inc.</td></tr><tr><td>Frost Bank</td><td>RBC Capital Markets</td></tr><tr><td>Jefferies LLC</td><td>Robert W. Baird & Co.</td></tr><tr><td>J.P. Morgan Securities</td><td>Siebert Williams Shank & Co., LLC</td></tr></tbody></table>	Blaylock Van, LLC	Ramirez & Co., Inc.	Cabrera Capital Markets, LLC	Raymond James Financial, Inc.	Frost Bank	RBC Capital Markets	Jefferies LLC	Robert W. Baird & Co.	J.P. Morgan Securities	Siebert Williams Shank & Co., LLC
Blaylock Van, LLC	Ramirez & Co., Inc.									
Cabrera Capital Markets, LLC	Raymond James Financial, Inc.									
Frost Bank	RBC Capital Markets									
Jefferies LLC	Robert W. Baird & Co.									
J.P. Morgan Securities	Siebert Williams Shank & Co., LLC									

Fort Bend Independent School District

Loop Capital Markets
Mesirow Financial Inc.
Piper Sandler & Co.
PNC Financial Capital Markets

Stephens Inc.
Stifel, Nicolaus & Company, Inc.
TRB Capital (formerly Estrada)
Wells Fargo Bank, N.A.

Administration makes these recommendations based on the firm's performance on past transactions, underwriter presentations made to the District during the past, and their suggestions on debt structure and innovation in order to minimize debt cost to the District. The District has not included any firm that is on any of the Texas Comptrollers Divestment Statute Lists that are published on its website.

Recommended by:

Dr. Marc Smith
Superintendent of Schools

Submitted by:

Kris Lynn
Chief Financial Officer

Fort Bend Independent School District

Executive Summary

Agenda Review Workshop		Meeting Date: October 5, 2026
Agenda Item Title: Review: 2026 Bond Advisory Committee Membership		
Board Policy: Board Policy CCA (Local)	District Priority: Priority 3	
Department: Deputy Superintendent Operations		
Are there related documents to be signed by the Board? NO		
☒ Administration has reviewed the final submission for this agenda item.		
☐ Reviewed by Deputy Superintendent		☒ Reviewed by Chief of Staff

Recommendation
Consideration and approval to appoint new members to the Bond Advisory Committee (BAC)

Summary/Background
As outlined in Policy CCA (Local), BAC membership recruitment was determined through an online application. The Department of Operations utilized the Central Application Platform, which allowed community members to complete one application to submit their interest in participating in a number of District committees and/or stakeholder engagement opportunities. The Central Application included an option for community members to submit their interest to participate in the BAC. As part of the BAC member selection process, Administration utilized a fair and equitable process involving cross-departmental review. Measures were executed to ensure compliance with District policy and procedures. These measures included, but were not limited to, verifying the accuracy and completeness of the applications, reviewing applications holistically, and logging the associated feeder patterns of interested applicants to ensure the committee is as balanced in representation across feeder patterns as feasible. The primary goal for selecting BAC members is to ensure that applicants first qualify to sit on the committee per FCC (Local) and then to balance across feeder patterns.

Fort Bend Independent School District

Recommended by:

Dr. Marc Smith
Superintendent of Schools

Submitted by:

Kathleen Brown
Deputy Superintendent Operations

Dr. Thomas Lawing
Chief Operating Officer

Fort Bend Independent School District

Executive Summary

Agenda Review Workshop		Meeting Date: October 5, 2026
Agenda Item Title: Review: TEAL Alternate Approver		
Board Policy: CDC (Legal)	District Priority: Priority 3	
Department: Deputy Superintendent Operations		
Are there related documents to be signed by the Board? NO		
☒ Administration has reviewed the final submission for this agenda item.		
☒ Reviewed by Deputy Superintendent		☒ Reviewed by Chief of Staff

Recommendation
Consideration and approval of Natresha Ardoin, Director of State Reporting and Enrollment for renewal as alternate approvers/designees for the Texas Education Agency TEA Login (TEAL).

Summary/Background
Summary As TEAL application requests are completed and submitted, the requests are forwarded electronically to the Superintendent for approval. Texas Education Agency (TEA) allows larger districts to appoint a designee and alternate approver to assist the Superintendent in the approval process. We seek the Board's authorization to allow Natresha Ardoin, Director of State Reporting and Enrollment, to continue to act as the alternate approver/designee for approving staff requests (also referred to as "submitting requests to TEA"). Natresha will have access to one or more TEA web applications through the Texas Education Agency Secure Environment, TEA Login (TEAL). This authorization is valid for the calendar years from 12/20/2026 through 12/20/2029. Background TEA Login (TEAL) is a secured environment within TEA that houses applications for school officials and staff who need to gain access to TEA information and reports. The TEAL secured environment has been TEA's primary authentication portal for many applications. School officials and staff needing access to applications such as Accountability, eGrants, and Texas Student Data Systems will need to request application access through TEAL.

Recommended by:

Fort Bend Independent School District

Dr. Marc Smith
Superintendent of Schools

Submitted by:

Kathleen Brown
Deputy Superintendent Operations

Long Pham
Chief Information Officer

Fort Bend Independent School District

Executive Summary

Agenda Review Workshop		Meeting Date: October 5, 2026
Agenda Item Title: Review: Maximum Class Size Exceptions		
Board Policy: EEB (Legal)	District Priority: Priority 1	
Department: Deputy Superintendent Teaching & Learning		
Are there related documents to be signed by the Board? NO		
☒ Administration has reviewed the final submission for this agenda item.		
☐ Reviewed by Deputy Superintendent		☒ Reviewed by Chief of Staff

Recommendation
Consideration and approval of the Texas Education Agency (TEA) exception for class size in grades PreK-4 for elementary schools that exceed a teacher-to-student ratio of 22 students per classroom teacher (22:1).

Summary/Background
In accordance with Board Policy EEB (Legal), and Texas Education Code §25.112, districts must request an exception for any prekindergarten through fourth-grade classrooms that exceed the 22-student limit. The Board must approve any recommendation of a request for Maximum Class Size Exception Waiver prior to Administration submitting the request to the Texas Education Agency for final approval.
<i>Note: Administration is in the process of balancing class sizes and enrollment. To ensure the most up to date information is reflected, a final recommendation will be provided to the Board the week of October 19, 2026 in preparation for the October 26, 2026 Regular Board Meeting.</i>

Recommended by:

Dr. Marc Smith
Superintendent of Schools

Submitted by:

Dr. Jaretha Jordan
Deputy Superintendent of Teaching & Learning

Fort Bend Independent School District

Executive Summary

Agenda Review Workshop		Meeting Date: October 5, 2026
Agenda Item Title: Review: Turnaround Plans (TAPs) 2026-27		
Board Policy: BQA (Legal, Local)	District Priority: Priority 1	
Department: Deputy Superintendent Teaching & Learning		
Are there related documents to be signed by the Board? NO		
☒ Administration has reviewed the final submission for this agenda item.		
☐ Reviewed by Deputy Superintendent		☒ Reviewed by Chief of Staff

Recommendation
Consideration and approval of the Turnaround Plans as required by TEA for the 2026 – 27 school year for the following campuses: • Hightower High School

Summary/Background
In Texas, a school is required to submit a board-approved turnaround plan to the state when it has been identified as chronically low performing under state accountability laws. A Turnaround Plan Is Legally Required: (Texas Education Code Chapter 39) ○ After two consecutive years of low performance, the district must create and submit a Campus Turnaround Plan to TEA. <i>-The Consecutive Unacceptable count (State Accountability)</i> *F (or 3rd D without a C or better): Unacceptable The campus must develop the plan, similar to the Campus Improvement Plan (CIP), to focus and prioritize campus efforts and resources to ensure academic growth resulting in an acceptable accountability rating of a C or better for the following year. Campus leaders, with the support of School Leadership, School Improvement, and Academic Affairs, perform a Comprehensive Needs Assessment and establish a comprehensive plan that addresses the success criteria defined by the state. The success criteria must include stakeholder engagement, school improvement strategies, support and capacity building by district and/or external partnerships, milestones, and resources. Once the plan is Board approved, the campus must submit to the state for approval by November 20, 2026.

Fort Bend Independent School District

Recommended by:

Dr. Marc Smith
Superintendent of Schools

Submitted by:

Dr. Jaretha Jordan
Deputy Superintendent of Teaching & Learning

Hightower High School



2026-2027
Turnaround Plan



Fort Bend Independent School District

Superintendent: Marc Smith, Ed.D.

Board Approval: October 26, 2026

Executive Summary

Hightower High School, part of Fort Bend ISD, has been designated as an Additional Targeted Support (ATS) campus and is considered Unacceptable Year 2 for overall academic performance. This designation reflects persistent underperformance among specific student groups and triggers a comprehensive turnaround strategy aimed at elevating student achievement and restoring academic excellence.

The 2026-2027 Turnaround Plan focuses on strengthening Tier I instruction and improving CCMR outcomes. Through implementation of Fort Bend ISD's K-12 Instructional Framework, SAVVAS High-Quality Instructional Materials (HQIM) in secondary mathematics, targeted academic supports, and ongoing progress monitoring, the campus will accelerate student achievement, close achievement gaps, and increase college, career, and military readiness. Power Walks and Empower Walks, along with aligned feedback systems and dedicated instructional leadership, will ensure consistent implementation, instructional calibration, and continuous improvement. Guided by stakeholder input and strong community partnerships, Hightower High School is committed to improving outcomes for all students and achieving a scaled score of 70 or higher in key accountability domains.

Curriculum enhancements include the integration of evidence-based instructional resources and frameworks tailored to student needs. In Reading Language Arts, strategies emphasize small group instruction, differentiated student supports, and the use of tools like McGrawHill StudySync, and Learning Ally. Mathematics instruction will follow a Concrete-Representational-Abstract model with an emphasis on the conceptual development of mathematics and leverage the newly adopted High-Quality Instructional Materials (HQIM) from SAVVAS to support Tier 1 instruction. Science instruction is anchored in the 5E model, promoting inquiry-based learning, while Social Studies instruction focuses on critical thinking and source analysis.

Leadership development is a key component of the turnaround plan, with campus administrators participating in regular Power Walks and Empower Walks to strengthen instructional leadership and ensure consistent implementation of campus priorities. Power Walks provide opportunities for principals to engage in collaborative learning and peer-to-peer feedback, facilitated by their principal supervisor, while Empower Walks bring together district and campus leaders to calibrate instructional expectations, analyze evidence of learning, and strengthen alignment around high-quality teaching practices. These experiences foster continuous improvement, shared accountability, and leadership capacity to drive student achievement outcomes.

Through a comprehensive system of instructional support, leadership development, and performance management, Hightower High School will build the capacity of teachers and leaders to deliver high-quality instruction and accelerate student achievement. Ongoing monitoring of student outcomes, implementation fidelity, and leadership effectiveness will ensure that resources and supports remain aligned to campus needs. With a relentless focus on continuous improvement, shared accountability, and equitable outcomes for all students, Hightower High School is committed to achieving sustained academic success and exiting turnaround status while preparing every student for college, career, and military readiness.

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School Improvement Strategy

State Accountability

Second Consecutive Unacceptable Rating (UA2)

Year	Overall Accountability Rating
2024	D
2025	D
2026	D

Federal Identification – Additional Targeted Support (Subgroup: Hispanic)

Federal Identification Reason: Hightower High School has been identified for Additional Targeted Support due to the persistent underperformance of the Hispanic student group, which is currently in Year 3 of federal accountability monitoring. In response, the campus will strengthen Tier I instruction, provide targeted academic supports, and increase College, Career, and Military Readiness (CCMR) outcomes for all students, with an intentional focus on accelerating achievement and closing performance gaps for Hispanic students.

Campus improvements needed in the years 2026-27 and 2027-28 to achieve a C or better:

In 2026–27 and 2027–28, Hightower High School will focus on Tier 1 instruction and growth in Domain 1, 2A and Domain 3. The long-term goal is for students to achieve a scaled score of 70 or higher in Domain 1 and Domain 2A.

Student Outcome Goals – RLA and Math

1. Strengthen Tier 1 instruction across all content areas by increasing STAAR proficiency in English, Mathematics, Science and Social Studies. The goal will be to have a minimum of 60% of all students *meet* grade level standard in all five EOC assessments.
2. The projected CCMR rating is 82% which will positively impact the 2027 accountability rating.
3. CCMR – Senior and junior students are enrolled in OnRamps and Dual Credit courses to earn CCMR indicators prior to graduation. Seniors have opportunities to enroll in OnRamps Government, Economics, and Statistics, while juniors may enroll in OnRamps U.S. History. Students not participating in a college-level course will receive targeted TSIA preparation to support CCMR attainment. Additionally, juniors and seniors who have not yet met CCMR criteria will be closely monitored and supported through individualized CCMR success plans to ensure postsecondary readiness.
4. Domain 1 and 2A (Academic Growth) must improve to at least seventy, while all other domains must comply with the 3 Ds Rule.
5. Domain 3 – Hispanic student performance remains the primary area of concern. Meeting subgroup performance targets is essential to improving overall accountability outcomes and achieving Domain 3 success.
6. Progress Monitoring - Monitor student growth through NWEA MAP Growth, district formative assessments, and HQIM assessments, using data to inform ongoing instructional adjustments.

Strategy Plan A: Intensive Curriculum and Instruction Improvements

Fort Bend ISD is implementing *Intensive Curriculum and Instruction Improvements* to strengthen Tier 1 instruction, increase instructional consistency, and accelerate student achievement. A key component of this work is the adoption of the Savvas secondary mathematics curriculum, which provides standards-aligned instructional materials, embedded assessments, and resources designed to promote conceptual understanding, problem-solving, and academic rigor across high school mathematics courses.

To ensure successful implementation, teachers will engage in curriculum-based professional learning, collaborative planning, lesson internalization, and data-driven instructional practices. Additionally, the campus will implement the lesson internalization and planning protocols outlined in the PLT Playbook to ensure teachers are deeply prepared for instruction, aligned to priority standards, and equipped to deliver high-quality lessons that meet the needs of all learners. These structures are designed to increase fidelity of implementation and provide students with equitable access to rigorous instruction.

The district has also partnered with Education Elements to develop a comprehensive K-12 Literacy Framework that supports the implementation of the Research Based Instructional Strategies (RBIS) into the ELA curriculum. This framework will establish a shared vision and common expectations for literacy instruction across grade levels and content areas, strengthening reading, writing, academic discourse, vocabulary development, and disciplinary literacy practices districtwide. Additionally, during the 2026-27 school year, the ELA curriculum has been revised to incorporate required on-grade level texts using the McGrawHill StudySync adopted resource.

Together, the implementation of SAVVAS mathematics resources, the utilization of PLT Playbook lesson internalization processes, and the development of a K-12 Literacy Framework will strengthen instructional coherence, support teacher effectiveness, and create a more consistent learning experience that promotes improved student outcomes.

[FBISD PLT Playbook](#)

Stakeholder Engagement

Action	Date
District notifies public:	August 19, 2026
District develops TAP:	August 20, 2026 – September 16, 2026
Stakeholders review TAP:	September 18, 2026
Public notice:	October 5, 2026
Public hearing:	October 26, 2026
Summary of Community Feedback: Stakeholder engagement at Hightower High School began during Open House. Stakeholders were informed of the campus improvement and turnaround planning process during Open House and provided opportunities to offer feedback through a stakeholder survey. The survey was later distributed through the parent newsletter and shared with campus staff to ensure broad stakeholder participation in the planning process.	
Key Points from Stakeholder Feedback: • <i>Protect instructional time</i> by reducing tardies, hallway traffic, and classroom disruptions. • <i>Increase consistency</i> in enforcing campus expectations, including cell phone, dress code, ID, and attendance policies. • <i>Strengthen communication</i> regarding CCMR opportunities, campus goals, and improvement initiatives. • <i>Provide additional support</i> for teachers through behavior management resources and instructional supports. • <i>Continue building a positive school culture</i> focused on student engagement, accountability, and achievement.	
Solicitation of Community Feedback	

Curriculum and Instruction

Hightower High School – Master Schedule

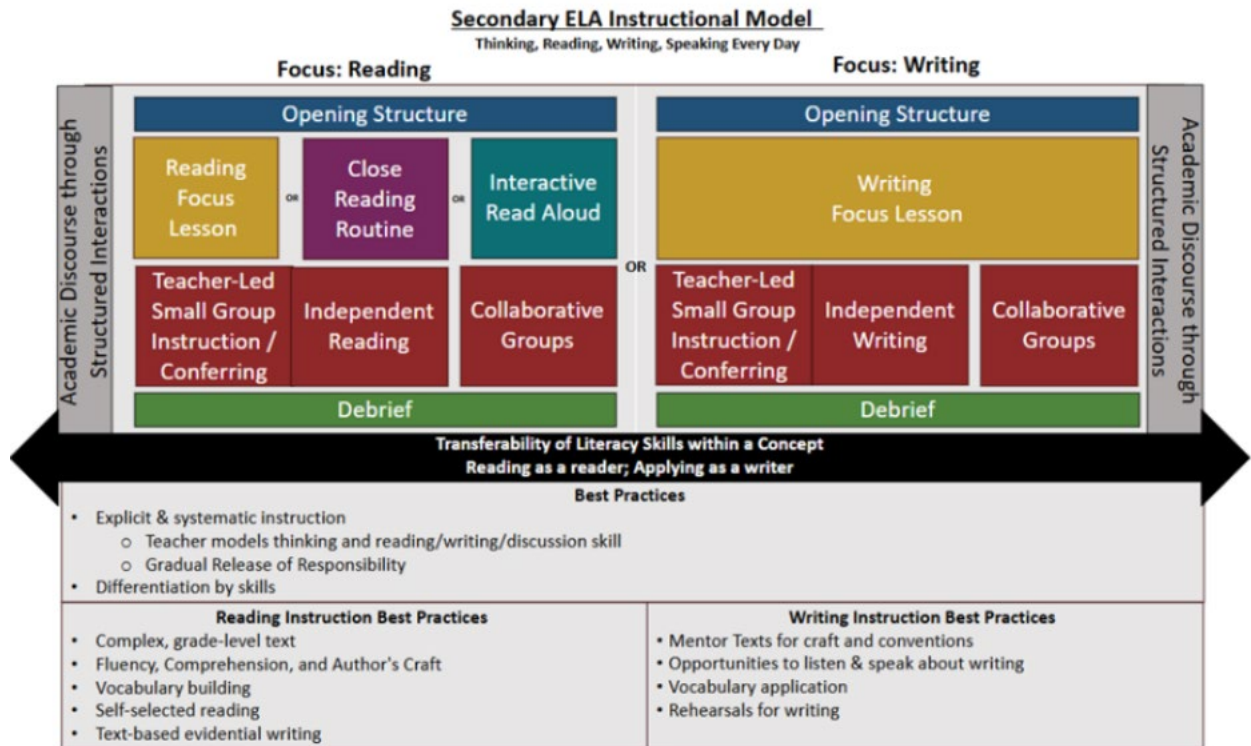


Please click on the image above to access the 2026-2027 Master Schedule

Curriculum & Instruction Supports

Reading Language Arts

Tier 1 instructional expectations for Reading Language Arts include an instructional model that incorporates reading and writing within a lesson framework that promotes small group instruction to differentiate and support students based on data. NWEA MAP Reading Growth is administered three times a year to all students enrolled in ELA I, II, III, IV to collect student achievement and student growth data.



Resources embedded within the curriculum include:

- Sample scripted mini lessons within the unit for Tier 1 instruction
- Newsela – access to complex grade level text
- Adopted Resource – McGraw Hill Study Sync
- Turnitin.com - Draft Coach
- The Reading Strategies Book 2.0 Companion Charts - focus lessons and teacher-led small group instruction supports.
- Reading Nonfiction: Notice & Note Stances, Signposts, and Strategies
- Notice and Note: Strategies for Close Reading

Tiered Intervention (Tier 2 & Tier 3)

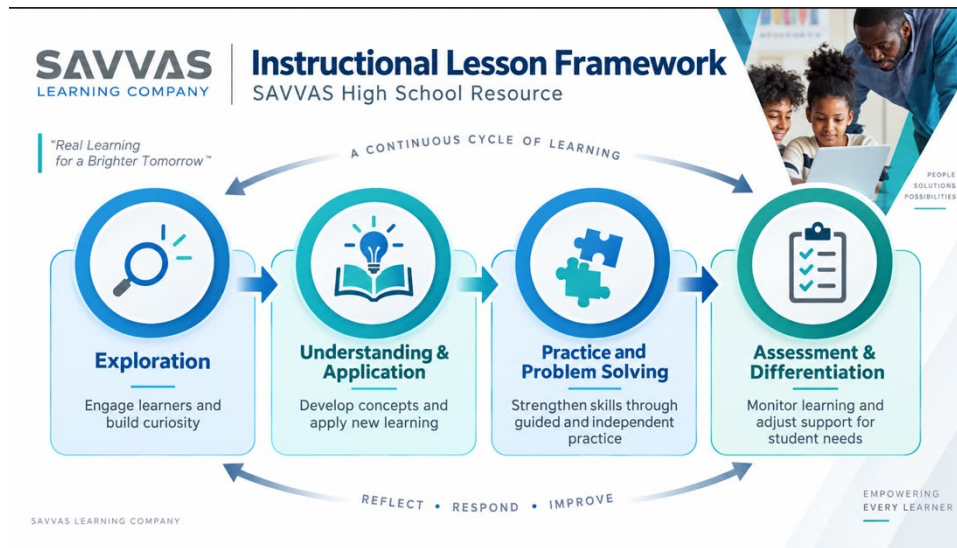
Tier 2 intervention occurs during the instructional period for Reading Language Arts during small group instruction. Tier 3 intervention can occur during Reading I, II, or III Literacy Lab. Intervention structures include data analysis and the identification of specific skills to reinforce explicit teaching and small group.

- Curriculum (Tier 2): Lessons and student supports for Tier 2 instruction based on district created assessments for use in small group instruction
- Reading I, II, or III Literacy Lab (Tier 3): Morphology curriculum with daily scripted lessons and supports

- Reading I, II, or III Literacy Lab (Tier 3): Reading Intervention Toolkit - teacher intervention lessons
- Reading I, II, or III Literacy Lab (Tier 3): Learning Ally – TEA resource that provides online access to text with supportive features for reading comprehension for students significantly below grade level

Mathematics

Tier 1 instructional expectations for Mathematics include an instructional framework that incorporates the development of math concepts from a conceptual level using Concrete, Representation, and Abstract approaches to the content. The lesson framework promotes Exploration, Understanding & Application, Practice and Problem Solving, and Assessment & Differentiation. NWEA MAP Math Growth is administered three times a year to all students enrolled in Algebra I, Geometry, and Algebra II.



Resources embedded within the curriculum include:

- Scripted lessons and pacing calendar aligned to the adopted HQIM – SAVVAS
- Small group differentiated lessons from the adopted HQIM - SAVVAS
- Region 4 Engaging Mathematics – scripted lessons to develop math concepts with checks for understanding.
- Working with Algebra Tiles – sample lessons to develop concepts using Algebra Tiles
- TI Lessons – conceptual development lessons using the graphing calculators.

Tiered Intervention (Tier 2 & Tier 3)

Tier 2 intervention occurs during the instructional period for Mathematics during small group instruction. Tier 3 intervention can occur during Math Lab or content based advisory. Intervention structures include data analysis and the identification of specific skills to reinforce explicit teaching and small group.

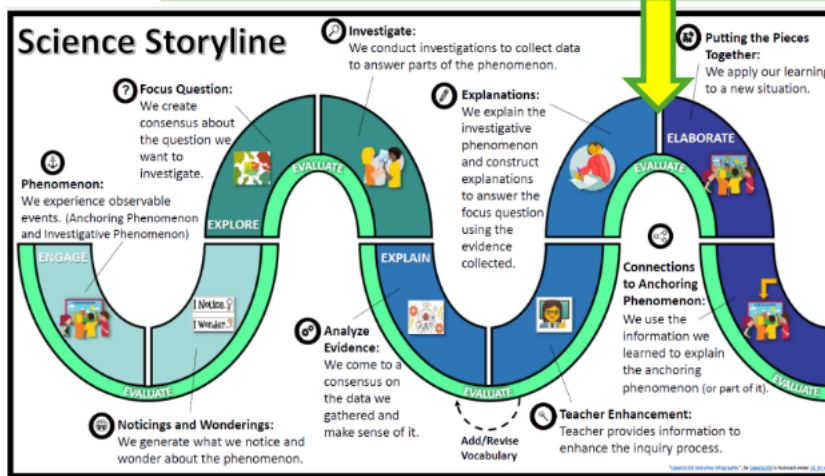
- Curriculum (Tier 2): Small group differentiated lesson from the adopted HQIM - SAVVAS
- Strategic Learning for High School Mathematics (Tier 3): Hands on Standards for lower grade levels
- Strategic Learning for High School Mathematics (Tier 3): Region 4 Closing the Distance
- Strategic Learning for High School Mathematics (Tier 3): FBISD written curriculum

Science

Tier 1 instructional expectations for science includes an instructional model that incorporates the development of science concepts using the 5E model. The 5E framework is grounded in phenomenon within the units of instruction. The instructional model indicates small group instruction occurring after a

common formative assessment during the “Elaborate” phase of the instructional model. NWEA MAP Science Growth is administered three times a year to students enrolled in Biology.

Best time in the storyline to administer the CFA to measure mastery.



Suggested days are provided in the Suggested Sequence Calendar available in the curriculum.

Administering CFAs on the **suggested days** allows teachers to respond to the data within the concept they are teaching.

Resources embedded within the curriculum include:

- FBISD Curriculum – scripted lesson plans anchored to a defined phenomenon with labs, guiding questions, and formative tasks.
- Adopted Resource - SAVVAS

Tiered Intervention (Tier 2 & Tier 3)

Tier 2 intervention occurs during the instructional period for science during small group instruction. Tier 3 intervention can occur during a content based advisory.

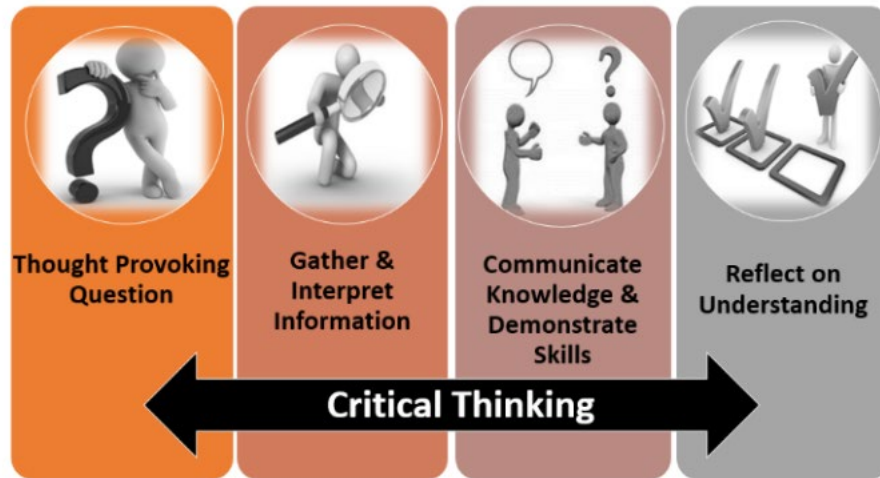
- Curriculum (Tier 2): Lessons and student supports for Tier 2 instruction aligned to priority standards in each unit.
- EduSmart (Tier 2 & Tier 3): Video modules, interactive simulations and practice opportunities for students aligned to the standards. Includes quizzes for teacher data collection.

Social Studies

Tier 2 intervention occurs during the instructional period for Social Studies during small group instruction. Tier 3 intervention can occur during a content based advisory.

- Curriculum (Tier 2): Lessons and student supports for Tier 2 instruction aligned to priority standards in each unit.
- Active Classroom (Tier 2 & Tier 3): scripted lessons, activities, and assessment questions to check for understanding

Tier 1 instructional expectations for Social Studies includes an instructional model that incorporates the development of social studies context while using critical thinking skills. The instructional model requires students to gather and interpret information from various sources to communicate their knowledge and make connections.



Resources embedded within the curriculum include:

- FBISD Curriculum – suggested lessons and resources provided within the curriculum.
- Adopted Resource – McGraw Hill
- Active Classroom – scripted lessons, activities, and assessment questions to check for understanding.
- Britannica Online – access to sources of information on historical events
- Newsela – access to non-fiction text to support information gathering for social studies.

Tiered Intervention (Tier 2 & Tier 3)

Campus Intervention Model

ELA Strategy	Start Date	Notes
All re-testers will be enrolled in virtual tutor ELA course structures through Edgenuity. Teachers will monitor student progress using NWEA MAP diagnostic assessment achievement and growth data.	September 15, 2026	MAP data is used to assign concepts of study.
Reading II classes for targeted re-testers	August 15, 2026	General ED and ESOL Reading classes
Grouping students requiring ELAR acceleration of 15-30 HB1416 hours with an ELA teacher during advisory.	September 1, 2026	Weekly interventions to support retesters.
Cane Time: ELAR interventions (Domain 3)	October 1, 2026	Pull-out/Push-in support during Cane Time
District/Region IV partnerships with emphasis on small group instruction and best practices for ELA growth.	September 15, 2026	PD Session/PLT Session/Classroom support
After/Before School tutorials	September 1, 2026	Extended Learning
Saturday School	October 1, 2026 through March 2027	Students will engage in a monthly Saturday boot camp from 8-12pm.

Math Strategy	Start Date	Notes
All re-testers will be enrolled in virtual tutor Math course structures through Edgenuity. Teachers will monitor student progress using NWEA MAP diagnostic assessment achievement and growth data.	September 15, 2026	MAP data used to assign concepts of study.
Grouping students requiring mathematics interventions with a math teacher through Strategic Math, Algebra II, and Geometry cohorts	August 11, 2026	Weekly intervention strategies to support retesters.
Cane Time: Math intervention for re-testers	October 1, 2026	Pull-out/Push-in Support during Cane Time
District/Region IV partnerships with emphasis on small group instruction and best practices for Math growth	September 15, 2026 through April 15, 2027	PD Session/PLT Session/Classroom support
After/Before School tutorials	August 2026	Extended Learning
Saturday School	October 1, 2026 through March 30, 2027	Students will engage in monthly Saturday boot camp from 8-12pm.

Performance Management: To ensure fidelity of implementation and evaluate the effectiveness of academic interventions across core content areas, an instructional tracker will be utilized to monitor formative assessments and CCMR. The Dean of Instruction will lead this effort, ensuring consistent data collection and analysis.

Bi-weekly data reviews will be conducted, and the tracker will be shared with all campus teachers, instructional leaders, and district personnel. Through Professional Learning Teams (PLTs), the data will be collaboratively analyzed and used to inform timely instructional adjustments that support student growth. The Superintendent and Board of Trustees will be updated quarterly.

District Support Framework

Hightower High School has been identified by Fort Bend ISD as a campus requiring differentiated district support. To ensure successful implementation of the Turnaround Action Plan, a cross-functional district support team, including representatives from Teaching & Learning and other specialized departments, is assigned to provide job-embedded coaching, technical assistance, and capacity-building support aligned to campus priorities, observed instructional needs, and student performance data. District support personnel maintain a regular on-campus presence, resulting in multiple support touchpoints each month and, when necessary, multiple support interactions within a given week.

District resources and expertise are further prioritized through the Empower Walk process. During Empower Walks, district and campus leaders collaboratively examine evidence of Tier I instruction, identify instructional trends, and determine high-leverage priorities for improvement. Findings are used to establish district and campus commitments, with identified actions, responsible owners, timelines, evidence of implementation, and expected outcomes. Hightower High School is not utilizing grant funding to implement this plan; therefore, all identified strategies and supports will be sustained through existing district and campus resources regardless of grant award status.

Support may include PLT facilitation, lesson internalization and planning support, classroom-based coaching and modeling, student work and data analysis, coach-the-coach support, and differentiated professional learning based on campus needs. The intensity and frequency of support will be adjusted as implementation evidence and student outcomes warrant. All support activities, evidence reviewed, actions taken, and next steps will be documented through the Campus Support Tracker to ensure accountability, continuity, and sustained progress toward turnaround goals.

Administrators and principal managers who have not yet demonstrated consistent success will receive differentiated support through coaching cycles, regular feedback, targeted professional learning, and increased district monitoring to build leadership capacity and ensure successful implementation of campus improvement priorities.

District Intervention Model

1. Purpose

A cross-functional Turnaround Support Team will support each identified campus to ensure comprehensive, coordinated assistance across leadership, instruction, student services, and accountability functions.

District Support Team Departments -

Department of School Leadership (DSL): Provides direct support to campus leadership teams, strengthens instructional leadership, monitors progress, and guides improvement strategies.

Teaching & Learning (T&L): Supports curriculum implementation, instructional planning, assessment alignment, and professional learning to strengthen Tier 1 instruction.

Special Education (SPED): Ensures student needs are met within the Least Restrictive Environment (LRE) and provides support for effective instructional practices.

Assessment, Accountability & Compliance (AAC): Curates and analyzes student performance data and monitors accountability indicators.

Organizational Development (OD): Supports zero-year teachers and instructional apprentices through coaching, mentoring, and professional development.

2. Campus Turnaround Support Model:

Hightower High School will be supported by a Turnaround Support Team led by the Executive Director of School Improvement, who will serve as the primary liaison between campus administration and district support departments.

Executive Director Responsibilities:

- Communicate regularly with campus administration and the Principal Supervisor.
- Coordinate deployment of district support staff.
- Monitor completion of action steps identified during campus visits.
- Align support efforts with the Turnaround Action Plan (TAP) and district instructional priorities.

3. Expectations for the Principal Supervisor (*Executive Director of Secondary Schools*)

- Spend the equivalent of one full workday per week at Hightower High School.
- Engage regularly with campus leaders, teachers, instructional coaches, and support staff.
- Deliver targeted support aligned to campus needs and turnaround priorities.
- Document observations, supports provided, and next steps in the Observation and Feedback Dashboard.
- Debrief with campus leadership following support visits.

4. Accountability and Monitoring Systems

- Shared Calendar: All district support visits will be scheduled and maintained in a centralized calendar.
- Visit Log: District staff will submit a reflection and support log within 24 hours of each campus visit.
- Quarterly Reporting: Support activities, trends, and recommendations will be compiled and shared with cabinet members and campus leaders each quarter.

5. Campus Data Debriefs – to occur at least once a semester

- **Purpose:** Review STAAR, MAP Growth, DFAs, attendance, discipline trends, and CCMR indicators; identify concerns; determine adjustments; and embed actions into the campus support plan.
- **Expected Outcomes:** Shared understanding of progress and challenges, adjustments to support strategies, and alignment with the TAP and district priorities.
- **Participants:** Campus Principal, Campus Dean, Executive Director of School Improvement, Teaching & Learning Staff, Principal Supervisor, and district support staff as appropriate.

6. Campus Data Reporting Cadence

- The Department of Assessment, Accountability, and Compliance (AAC) will produce weekly data reports for identified campuses.
- Reports include DFA data, MAP Growth results, CCMR tracking, Eduphoria assessments, student subgroup performance trends, attendance indicators, and intervention effectiveness measures.

7. Deployment Activities for District Support Team Members

- Participate in Professional Learning Teams (PLTs).
- Conduct classroom observations and provide coaching feedback.
- Model and co-teach lessons.
- Provide on-site professional learning.
- Coach instructional leaders.
- Provide student-centered intervention support.

8. Additional District Learning Walks

- Hightower HS will continue to receive support through the FBISD Learning Walk process in addition to turnaround support visits.
- Visits will last approximately two hours and include classroom observations, leadership check-ins, data reviews, and identification of immediate support needs.
- In FBISD, two campuses will be visited each week, with the cycle continuing until all identified campuses have been visited and then repeated throughout the semester.

Capacity Building

Hightower High School's capacity-building plan is designed to develop teacher and leader effectiveness through differentiated support structures aligned to individual experience levels, demonstrated effectiveness, and campus needs. The campus recognizes that sustained improvement in student outcomes requires ongoing professional learning, coaching, monitoring, and feedback for all instructional staff and leaders.

Teachers are tiered based on experience, instructional effectiveness, and demonstrated ability to consistently implement high-quality Tier I instruction, district instructional frameworks, and High-Quality Instructional Materials (HQIM). Based on tier placement, teachers receive differentiated levels of support, coaching, and observation cycles. Teachers requiring the most intensive support receive weekly observations, coaching conversations, planning support, and side-by-side instructional coaching. Teachers demonstrating greater effectiveness receive biweekly or monthly support focused on refinement and continuous growth.

The capacity-building model includes multiple layers of support. Teachers have access to district-led virtual professional learning sessions focused on curriculum implementation, best instructional practices, assessment analysis, and intervention planning. Because district support staff maintain a consistent presence on campus, teachers also receive individualized coaching through one-on-one support sessions, classroom modeling, co-planning opportunities, and real-time instructional feedback. Struggling teachers receive targeted assistance designed to improve instructional delivery, student engagement, checks for understanding, and effective implementation of HQIM and content-specific instructional models.

The Organizational Development Department provides additional support for new and developing teachers through a structured mentoring program. All first-year teachers are assigned mentors and participate in targeted onboarding and professional learning experiences. Teachers in their second year, uncertified teachers, and teachers identified as needing additional support may continue receiving mentoring beyond their initial year. This differentiated approach ensures that teachers receive the level of support necessary to build instructional confidence and effectiveness.

The Teaching and Learning Department further strengthens teacher capacity by utilizing a structured teacher support process to identify classrooms requiring additional instructional assistance. Through classroom observations, data analysis, lesson internalization, and coaching cycles, Teaching and Learning staff provide targeted interventions designed to improve instructional quality and student outcomes.

Leadership capacity building is equally differentiated. The Principal Supervisor attends Instructional Leadership Team (ILT) meetings and conducts weekly calibration activities with the principal focused on classroom instructional practices and implementation of the Universal Tier I Instruction Rubric. Observation evidence, instructional trends, and coaching action steps are documented within the Universal Tier I Dashboard. Campus and district leaders regularly review dashboard data to identify priorities, monitor implementation, and develop targeted action plans. Side-by-side coaching between district leadership and campus leaders is provided when needed to strengthen leadership effectiveness and improve instructional monitoring practices.

The Universal Tier I Instruction Rubric serves as the foundation for observation, feedback, and coaching across all instructional levels. Observation instruments are designed to reflect campus capacity-building efforts by capturing evidence of research-based instructional strategies, student engagement, rigorous grade-level instruction, checks for understanding, responsive teaching practices, and coaching action steps.

Teachers receive observation and feedback cycles aligned to their instructional tier, ensuring support is proportional to need and focused on continuous growth.

Campus administrators, including the principal, assistant principals, and dean of instruction, participate in Focus on Leading and Learning (FoLL) sessions at least twice monthly. These sessions provide opportunities for leaders to learn alongside peers, engage in calibration exercises using classroom observation videos, analyze evidence of instruction, and strengthen their ability to provide high-quality feedback and actionable coaching. The collaborative learning environment supports consistent expectations across campuses and develops leadership capacity to improve instructional outcomes.

Capacity-building efforts are also aligned to the specific needs of the campus student population. Professional learning and coaching prioritize effective instructional practices for students receiving special education services, emergent bilingual students, and students requiring intervention. District specialists from Special Education, Multilingual Programs, Teaching and Learning, and School Leadership provide targeted support to teachers and leaders to ensure instructional practices meet the diverse needs of all learners.

Through differentiated coaching, mentoring, professional learning, leadership development, and ongoing performance monitoring, Hightower High School is building the instructional and leadership capacity necessary to improve student achievement, strengthen Tier I instruction, and successfully implement the goals outlined in the Turnaround Action Plan.

ONE TOOL. FOUR TYPES OF WALKS. ONE VIEW OF INSTRUCTION.

All walkthrough systems in FBISD use the same electronic Walk Through Tool to collect evidence and inform instructional support.



EMPOWER WALK

District-led walkthrough teams in collaboration with campus leaders



POWER WALK

Principal peer-to-peer walkthroughs organized by DSL supervisor



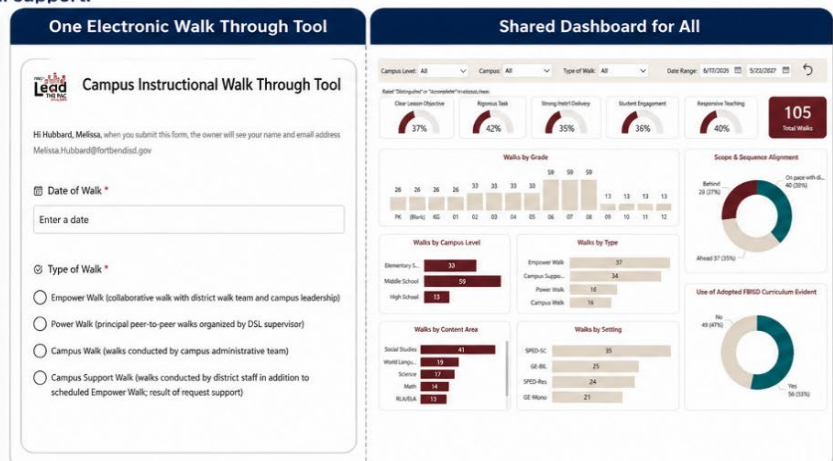
CAMPUS WALK

Walkthroughs conducted by the campus administrative team



CAMPUS SUPPORT WALK

Additional walkthroughs conducted by district staff as a result of a support plan



**ONE SYSTEM.
STRONGER DATA.
BETTER SUPPORT.**



COMMON EVIDENCE
Collect the same high-quality evidence.



COMMON LANGUAGE
Use the same focus areas and look-fors.



COMPARABLE TRENDS
View consistent data across all walk types.



COHERENT SUPPORT
Align walkthroughs to campus needs.

WALKTHROUGHS SHOULD PROMPT A RESPONSE

Evidence from walkthroughs informs the right level of campus-based and district support.

1 OBSERVE & IDENTIFY

WALKTHROUGH EVIDENCE

- What strengths should be reinforced?
- What instructional need requires action?
- Is the response best led by the campus, district, or both?

Evidence → Action

2 DETERMINE RESPONSE

SUPPORT RESPONSE

CAMPUS-BASED

Campus leaders use evidence to coach, monitor, plan, and strengthen instruction.

DISTRICT

Teaching & Learning provides differentiated, job-embedded support when additional capacity or expertise is needed.

3 MATCH SUPPORT TO NEED

TIER 3 | INTENSIVE

At least 1 day/week

- PLT coaching
- Individual coaching & modeling
- Just-in-time classroom support
- Coach-the-coach
- Student evidence/data analysis
- Intervention Systems support

TIER 2 | TARGETED

At least every 2-3 weeks

- PLT coaching
- Just-in-time classroom support
- Coach-the-coach
- Student evidence/data analysis

4 COMMUNICATE & FOLLOW THROUGH

TIER 1 | RESPONSIVE

As identified / requested

- Empower Walk action planning
- Campus leader requests
- Action plan & observed needs
- Follow-up within 48 hours

COMMUNICATION

REQUEST FORM

Campus leaders request targeted support; submissions route to the appropriate department leader.

SUPPORT TRACKER

District leaders document pre-event plans and post-event evidence, outcomes, next steps, owners, and follow-up.

Close the Loop

SUPPORT MAY INCLUDE

PLT Coaching

Coaching + Modeling

Just-in-Time Support

Coach-the-Coach

Student Evidence / Data Analysis

READ 180 / MATH 180

THE STANDARD: Plan with purpose • Provide job-embedded support • Use evidence • Build capacity • Document clearly • Follow through

FROM WALKTHROUGH TO IMPACT

How will our walkthroughs result in stronger instruction—not simply more observations?

1

OBSERVE

2

CALIBRATE

3

RESPOND

4

SUPPORT

5

FOLLOW THROUGH

N

NOTICE

What shifted in your thinking?

What will you pay closer attention to when you enter a classroom?

R

RESPOND

What will you do differently with the evidence?

How will evidence translate into feedback, coaching, campus action, or district support?

C

COMMIT

What is one leadership action you will take?

What will you do in the next 2-3 weeks to strengthen your walkthrough → response cycle?

3 MIN INDIVIDUAL REFLECTION • 3 MIN PARTNER SHARE • 1-2 MIN WHOLE-GROUP CLOSE

FINISH THE SENTENCE: “Walkthroughs will make a difference on my campus when...”

Universal Instruction Observation Rubric

Observation window: 10 minutes or longer. Score all criteria based only on what is observed during the window.

Aligned to T-TESS performance levels: **Distinguished** | **Accomplished** | **Proficient** | **Developing** | **Improvement Needed**

Leadership note: Look for evidence that students are doing the learning while the teacher is monitoring, adjusting, and protecting instructional time.

Focus Area	Distinguished	Accomplished	Proficient	Developing	Improvement Needed
1. Clear Lesson Objective and Standards Alignment	Students can articulate the lesson objective and how the task connects to grade-level standards.	The lesson objective and standards are clear; students can describe what they are learning and why it matters.	The lesson is aligned to grade-level standards, and the lesson objective is clear to students.	The standards or alignment is present but not yet consistently clear to students.	The lesson is unclear, weakly aligned, or disconnected from the intended standards.
2. Rigorous Task and Grade-Level Thinking	Students engage in sustained, high-level thinking, justify responses, and transfer learning independently.	The task consistently requires grade-level thinking, reasoning, or problem solving with little loss of rigor.	The task is aligned to grade-level expectations and asks students to think, read, write, speak, or solve at an appropriate level.	The task includes some rigor, but demand is often reduced or uneven.	The task is primarily procedural, low-level, significantly below grade-level expectations, or there is no task that supports grade-level thinking.
3. Strong Instructional Delivery	Instruction is precise, efficient, and responsive; modeling, checks, and explanations move learning forward with minimal wasted time.	Instruction is clear and purposeful; pacing, modeling, and explanations support student access to the lesson.	The teacher delivers the lesson clearly, uses appropriate pacing, and provides needed modeling or explanation.	Instruction is inconsistent, overly teacher-centered, or occasionally confusing for students.	Instruction is disorganized, unclear, does not support student learning, or there is no evidence of teacher-provided instruction.
4. Student Engagement and Academic Discourse	All students are actively engaged, explain their thinking, and participate in meaningful academic discourse.	Most students are actively engaged and use academic talk, writing, or problem solving to process learning.	Students are on task and engaged in the lesson through discussion, practice, or response opportunities.	Engagement is partial or uneven; only some students are participating meaningfully.	Students are largely passive, off task, or not engaged in the lesson.
5. Monitoring, Feedback, and Responsive Teaching	Teacher uses ongoing evidence to adjust instruction immediately, provide targeted feedback, and deepen learning.	Teacher frequently checks for understanding and responds with scaffolds, feedback, or reteaching as needed.	Teacher monitors student work and adjusts instruction based on what students know and can do.	Monitoring is present but inconsistent or not yet used effectively to adjust instruction.	Little evidence of monitoring, feedback, or instructional adjustment is observed.

Milestones & Performance Management

Date	Description	Responsible Parties	Evidence of Completion	Support Needed
August 2026	The CCMR and ILT team has been created and meets bi-monthly to review data and make real time adjustments.	Principal, Lead Counselor, CCR, CAC, Dean of Instruction, SPED department head, Senior Administrator (ILT and CCMR team)	CCMR monthly agendas, CCMR senior and junior tracker, TSI tracking, College prep tracking, Student academic achievement data tracking (AED meetings)	TSI funding, Accurate OnDataSuite tracking, Assessment tracking,
September 2026	Review BOY MAP, CFA baseline, and student group performance; establish monitoring groups; develop ILT data trackers; finalize staffing and master schedule with block day advisory.	Principal, Dean of Instruction, Counselor Team	ILT tracker, monitoring groups, approved master schedule, staffing assignments, ILT agenda/minutes	Assessment dashboards, district data support
October 2026	Launch advisory interventions; implement monitoring groups; develop pull-out schedules.	Principal, Dean of Instruction, ELA, and Math Teachers	Intervention schedules, student rosters, walkthrough data	Intervention staffing, translation services
November 2026	Monitor intervention effectiveness using CFA/DFA data and review student progress. Monitor the CCMR tracker.	Principal, ILT, Dean of Instruction, ILT and CCMR team	CFA/DFA reports, intervention adjustment logs, ILT artifacts	Curriculum and data coaching
December 2026	Select an intervention program; update staffing needs, and revise intervention schedules for spring. Revise the CCMR tracker and update senior schedules.	Principal, Associate Principal, Dean of Instruction, CAC	Program implementation plan, staffing updates, revised rosters	Funding and intervention resources
January 2027	Implement intervention programs	Principal, Associate Principal, Dean of Instruction	MOY analysis, intervention	Instructional coaching

	during advisory, cohort classes, and pull-out periods; review MOY and Interim data. Monthly CMMR meeting to review tracker.	Instruction, Math, and ELA Teachers	placements, walkthrough evidence	
February 2027	Adjust interventions and staffing based on MOY data; monitor fidelity. Review CCMR trackers.	Principal, Dean of Instruction, ILT, CCMR team	Updated groups, staffing plan, fidelity reports	Ongoing coaching support and support for CCMR students.
March 2027	Intensify interventions for students not meeting growth targets. Review CCMR numbers for grades 9-11 to build 2027 master schedule.	Principal, Dean of Instruction, Intervention Team, ILT, CCMR team	Tiered intervention plans, progress reports, Course selection, and master schedule	Additional intervention resources and CCMR supports
April 2027	Evaluate intervention outcomes and begin staffing/scheduling for 2027-28. Accelerate CCMR plans for seniors. Review CCMR numbers for juniors and sophomores.	Principal, HR, ILT, CCMR team	Draft staffing plan and master schedule	HR and staffing analysis support
May 2027	Conduct end-of-year review of student performance and stakeholder feedback. Accelerate CCMR plans for seniors. Fill teacher needs to support 2027 CCMR plans.	Principal, Executive Director, ILT, CCMR team	EOY report, survey summary, improvement recommendations	Accountability support
Summer 2027	Revise turnaround plan and prepare for BOY implementation. Plan for CCMR courses.	Principal, Admin. team, Executive Director	Updated turnaround plan and implementation calendar	Strategic planning support
August 2027	Share 2027 intervention and CCMR accountability	Principal, Administrative team, CCMR team	Finalize professional development agendas and master schedules	Professional development and

	plans with community and staff. Begin preparation, scheduling, and creating systems of tracking.			staff support implementation
September 2027	Review BOY data, update ILT trackers, establish monitoring groups, CCMR trackers	Principal, Dean of Instruction, ILT, CCMR, Admin team	Updated tracker, group rosters, walkthrough evidence	Assessment and coaching support
October 2027	Review intervention placements and update pull-out schedules. Review CCMR plans and strategies	Principal, ILT, and CCMR teams	Updated schedules and progress reports	Scheduling support
November 2027	Review CFA/DFA data and intervention effectiveness; CCMR tracker review	Principal, ILT, CCMR team	Data review protocols, attendance records	Curriculum and multilingual support
December 2027	Review staffing and intervention effectiveness; revise schedules. CCMR updates	Principal, ILT, CCMR	Revised plans and staffing updates	Data analysis support
January 2028	Review MOY data and adjust interventions; continue advisory supports. CCMR tracker review and update plans	Principal, ILY, CCMR team	MOY reports and intervention adjustments	Instructional coaching
February 2028	Monitor implementation and student growth; adjust staffing as needed.	Principal, ILT, CCMR team	Monitoring reports and staffing adjustments	DCSI support
March 2028	Implement intensified interventions for students showing insufficient growth. Accelerate plans for non-CCMR seniors. Review 9-11 non-CCMR students	Principal, Intervention Team, ILT, CCMR	Progress-monitoring data and intervention documentation	Intervention resources
April 2028	Develop staffing plans and master schedule	Principal, HR	Draft staffing plan and schedule	HR support

	for 2028-29 interventions and CCMR courses. Accelerate plans for non-CCMR seniors.			
May 2028	Conduct a comprehensive review of outcomes and implementation data to support sustainability planning.	Principal, ILT, CCMR team	Year-end data report, sustainability plan, stakeholder analysis	Accountability and strategic planning support

The Executive Director of School Improvement will facilitate bi-weekly performance management meetings with campus leadership to monitor implementation of turnaround milestones and progress toward student outcome goals. Performance reviews will include NWEA MAP achievement and growth data, District Formative Assessment (DFA) results, CCMR indicators, ILT and PLT evidence, classroom observation data, and qualitative feedback from district support teams, campus leadership, the Principal Supervisor, and the Instructional Support Administrator.

Progress toward implementation milestones will be reviewed monthly by campus and district leaders, while the Superintendent will receive quarterly updates on implementation progress and student outcomes. Data will be collected through assessment reports, intervention trackers, ILT and PLT documentation, the Observation and Feedback Dashboard, and district support team reports. Findings will be shared through performance management meetings, data reviews, and quarterly progress reports and will be used to identify barriers, monitor effectiveness, adjust supports, and ensure continuous progress toward turnaround goals.

Support, Capacity Building and Resources

Hightower High School		
Job Title	FTE Count	Role Responsibilities
Principal	1	Supports all administrators and teachers by building instructional capacity and promoting best practices. Through coaching cycles, PLT facilitation, and content support, the principal helps ensure effective implementation of all resources that foster student achievement aligned with the district's vision for teaching and learning. Additional responsibilities include delivering targeted academic support, collaborating on instructional strategies, monitoring student progress, disaggregation of data, and communicating outcomes to the ILT.
Dean of Instruction	1	The Dean of Instruction supports campus instructional leadership by coordinating academic services, analyzing data, setting instructional goals, and guiding curriculum implementation. Responsibilities include planning interventions, monitoring student progress, supporting teachers and administrators, and contributing to the Campus Improvement Plan to enhance instructional effectiveness.
Assistant Principal - ELAR	1	Supports ELA teachers in implementing effective literacy instruction aligned with the written curriculum. Through coaching cycles, co-teaching, PLT facilitation, and content support, the AP builds instructional capacity and promotes student achievement in alignment with the district's vision for teaching and learning.
Associate Principal - Math	1	Supports math teachers by building instructional capacity and promoting best practices. Through coaching cycles, PLT facilitation, and content support, the AP helps ensure effective implementation of the math curriculum and fosters student achievement aligned with the district's vision for teaching and learning. Additional responsibilities include delivering targeted academic support aligned with the District MTSS, collaborating on instructional strategies, monitoring student progress, disaggregation of data, and communicating outcomes to the ILT.
Assistant Principal - Science	1	Supports science teachers by building instructional capacity and promoting best practices. Through coaching cycles, PLT facilitation, and content support, the AP helps ensure effective implementation of the science curriculum and fosters student achievement aligned with the district's vision for teaching and learning. Additional responsibilities include delivering targeted academic support aligned with the District MTSS, collaborating on instructional strategies, monitoring student progress, disaggregation of data, and communicating outcomes to the ILT.

Assistant Principal – Social Studies	Supports social studies teachers by building instructional capacity and promoting best practices. Through coaching cycles, PLT facilitation, and content support, the AP helps ensure effective implementation of the SS curriculum and fosters student achievement aligned with the district’s vision for teaching and learning. Additional responsibilities include delivering targeted academic support aligned with the District MTSS, collaborating on instructional strategies, monitoring student progress, disaggregation of data, and communicating outcomes to the ILT.
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Fort Bend ISD continues to invest in leadership development and instructional support to drive campus improvement at *Hightower HS*. Key initiatives include:

District-Supported Initiatives:

- Focus on Leading and Learning (FoLL): Leading and Managing Systems for Campus Leaders – Strengthening campus leadership capacity.
- Comprehensive Needs Assessment (CNA) and Campus Improvement Plan (CIP) – District-led planning support at no cost.
- PLTs at Work (Solution Tree) – Enhancing collaborative practices to improve student outcomes.
- School Improvement Orientation – TEA-led session to ensure alignment with state expectations.

Vendor	Professional Development Plan	Cost	Funding Source
Fort Bend ISD	Focus on Leading: Campus Leaders Make Your Mark! Comprehensive Needs Assessment (CNA) and Campus Improvement Plan (CIP)	\$0.00	District
Solution Tree	PLTs at Work	\$0.00	District
TEA	SI Orientation	\$0.00	Region 4 ESC/TEA

**Fort Bend ISD
Hightower High School
2026-2027 Turnaround Plan - Develop
TEA Submission: 11/20/2026**

Fort Bend Independent School District

Executive Summary

Agenda Review Workshop		Meeting Date: October 5, 2026
Agenda Item Title: Review: Targeted Improvement Plan (TIP) and Local Improvement Plans (LIPs) 2026 - 2027		
Board Policy: BQA (Legal, Local)	District Priority: Priority 1	
Department: Deputy Superintendent Teaching & Learning		
Are there related documents to be signed by the Board? NO		
☒ Administration has reviewed the final submission for this agenda item.		
☒ Reviewed by Deputy Superintendent		☒ Reviewed by Chief of Staff

Recommendation
Consideration and approval of the Targeted and Local Improvement Plans (TIPs and LIPs) required by Texas Education Agency for the following campuses: • Targeted Improvement Plans (TIPs): Willowridge HS • Local Improvement Plans (LIPs): Aldridge ES, Armstrong ES, Burton ES, Henry ES, Goodman ES, Heritage Rose, Lantern Lane ES, Meadows ES, Mission ES, Ridgemont ES, Rosa Parks ES, Crockett MS, Hodges Bend MS, and Sugar Land MS

Summary/Background
Texas law (Texas Education Code and TEA accountability rules) requires schools to formally plan for improvement when data shows that some or all students are underperforming. In 2026, Willowridge HS was identified by TEA as campuses in need of a Targeted Improvement Plan. In addition, Aldridge ES, Armstrong ES, Burton ES, Henry ES, Goodman ES, Heritage Rose, Lantern Lane ES, Meadows ES, Mission ES, Ridgemont ES, Rosa Parks ES, Crockett MS, Hodges Bend MS, and Sugar Land MS. A school must submit a Targeted or Local Improvement Plan when: • The campus receives an overall state unacceptable rating • A specific accountability domain or indicator such as Domain 3 – Closing the Gaps (bottom 5% of Title I campuses) • The campus received a federal identification label of Comprehensive Support and Improvement (CSI), Targeted Support and Improvement (TSI), or Additional Targeted Support (ATS) under federal ESSA rules based on consistently underperforming student groups Both Targeted and Local Improvement Plans are required as a part of their Campus Improvement Plans so that the campus can identify gaps, act intentionally with specific strategies, and be held accountable for progress monitoring, especially for historically underserved student groups. These campuses, as identified above, are required to participate

Fort Bend Independent School District

in the interventions, develop the designated plan, review the plans in a Board meeting for approval, and submit the plan to the Texas Education Agency through ISAM. Currently, the administration is asking the Board to approve the Targeted Improvement Plan (TIP) for Willowridge HS. In addition, the Local Improvement Plans (LIPs) for Aldridge ES, Armstrong ES, Burton ES, Henry ES, Goodman ES, Heritage Rose, Lantern Lane ES, Meadows ES, Mission ES, Ridgemont ES, Rosa Parks ES, Crockett MS, Hodges Bend MS, and Sugar Land MS.

Once the plans are Board approved, the campus must submit to the state for approval by November 20, 2026.

Recommended by:

Dr. Marc Smith
Superintendent of Schools

Submitted by:

Dr. Jaretha Jordan
Deputy Superintendent of Teaching & Learning