



**ARLINGTON INDEPENDENT SCHOOL DISTRICT
REGULAR MEETING OF THE BOARD OF TRUSTEES
Thursday, April 9, 2026 at 5:00 PM**

**NOTICE of Regular Meeting of the Board of Trustees at the Arlington Independent
School District Administration Building - Board Room, 690 East Lamar
Boulevard, Arlington, Texas 76011.**

Meetings may be viewed online at www.aisd.net. One or more members of the Board of Trustees may participate in this meeting via videoconference call. A quorum of the Board of Trustees will be physically present at the Administration Building.

Members of the public who desire to address the board regarding an item on this agenda must comply with the following registration procedures: Members of the public seeking to provide comments concerning an agenda item or non-agenda item shall be required to register at <https://www.aisd.net/boardmeetingspeakerrequest> **NO LATER THAN 3:00 p.m. the day of the board meeting** indicating (1) person's name; (2) subject the member of the public wishes to discuss, and; (3) telephone number at which the member of the public may be reached.

1. **CALL TO ORDER: 5:00 p.m., Room 401**
2. **WORKSHOP: Strategic Plan Development** 7
3. **CLOSED MEETING: Board Conference Room**
 Adjournment to closed meeting pursuant to Sections 551.071 (consultation with attorney to seek and receive legal advice); 551.072 (discuss the purchase, exchange, lease or value of real property); Section 551.073 - (negotiating contracts for prospective gifts or donations); Section 551.074 - (consider the appointment, employment, evaluation, reassignment, duties, discipline, non-renewal or dismissal of a public officer or employee, or to hear complaints or charges against a public officer or employee); Section 551.076 - (consider the deployment, or specific occasions for implementation, of security, including: personnel, devices, deployment, reports, audits, evaluation, and updates); Section 551.082 - (discussing or deliberating the discipline of a public school child or children, or a complaint or charge is brought against an employee of the school district by another employee); Section 551.0821 - (deliberating in a matter regarding a public school student if personally identifiable information about the student will necessarily be revealed by the deliberation); Section 551.083 (considering the standards, guidelines, terms or conditions the Board will follow, or instruct its representatives to follow, in consultation with representatives of employee groups in connection with consultation agreements).
 - 3.A. Personnel, including; New Hires, Retirements, Resignations, Leaves of Absence, Dismissals, Terminations, Non-Renewals, Non-Extensions, and Evaluation

3.B. Consult Attorney Regarding Potential and Pending Litigation

3.C. Consider Termination of Probationary Contract Employee Justin Thompson

4. **RECONVENE INTO OPEN SESSION: 7:30 p.m., Board Room**

5. **PLEDGE:**

6. **RECOGNITIONS:**

This time has been designated for the purpose of allowing programs and/or presentations relating to matters such as curricular, extracurricular, co- curricular and PTA type activities.

6.A. Student Performance

6.B. Student of the Month

6.C. English and Spanish District Spelling Bee Winners

6.D. Swimming Regional and State Qualifiers

6.E. Community Partner Award

7. **OPEN FORUM FOR AGENDA ITEMS:**

Must Pre-Register. Registration as stated above must be completed in its entirety and submitted no later than 3:00 p.m. This first Open Forum is limited to agenda items other than personnel. Any personnel concern should be brought directly to the Superintendent or Board President prior to the meeting, who will guide you to the proper procedure pursuant to Board Policy. Speakers will be limited to three (3) minutes. When more than one individual wishes to address the same agenda item, the President may ask the group to appoint one spokesperson.

8. **COMMITTEE AND STAFF REPORTS:**

8.A. Governance Committee Report

8.B. Finance and Academics Committee Report

8.C. 2019 Bond Update Report 55

8.D. Teacher Retirement System Active Care Follow-Up Report 66

8.E. Key Progress Measures Report: Campuses In Need of Improvement 77

9. **ACTION:**

9.A. Consider Approval of an Exemption Claim for Texas Senate Bill 546 Required Reporting on School Bus Seat Belt Compliance 91

9.B. Consider Approval of Blanton ES Transportation Plan 103

9.C. Consider Termination of Probationary Contract Employee Justin Thompson

10. **CONSENT AGENDA:**

10.A. Approval of Minutes of Prior Meetings 114

10.B. Approval of Purchases Greater Than \$100,000 119

- 10.C. Approval of Instructional Materials and Technology Allotment 2026-2027 Expenditures 121
- 10.D. Approval of Personnel Recommendations: New Hires, Retirements, Resignations, Leaves of Absence, Dismissals, Terminations, Non-Renewals, Non-Extensions 123
- 10.E. Approval of Joint Election Agreement and Contract for Election Services 126
11. **OPEN FORUM FOR NON-AGENDA ITEMS:**
 Must Pre-Register. Registration as stated above must be completed in its entirety and submitted no later than 3:00 p.m. Any personnel concern should be brought directly to the Superintendent or Board President prior to the meeting, who will guide you to the proper procedure pursuant to Board Policy. Speakers will be limited to three (3) minutes. When more than one individual wishes to address the same agenda item, the President may ask the group to appoint one spokesperson.
12. **SUPERINTENDENT COMMENTS:**
 This time is for the Superintendent to acknowledge varying kinds of activities occurring within the district. This includes such items as recognition of outstanding performance by district staff and/or students, the initiating of new programs and special activities. The Superintendent will report on the following subjects:
- 12.A. District Priorities.
- 12.B. Recognition of outstanding performance by district staff and students.
- 12.C. Initiation of new programs and special activities.
13. **TRUSTEE COMMENTS:**
 This time on the Agenda allows each member to inform other Board Members, the administrative staff and the public of activities which are of interest. The Board Members will report on the following subjects:
- 13.A. Board member attendance at various school and community events.
- 13.B. Board member announcement of various upcoming school and community events.
- 13.C. Board member visits to various campuses.
- 13.D. Board member recognition of outstanding performance by district staff and students.
- 13.E. Board member recognition of new programs and special activities.
14. **CLOSED MEETING:**
 At any time during the meeting the Board may adjourn into closed meeting for consultation with its attorney (Texas Government Code section 551.071) or for a posted agenda item pursuant to Texas Government Code sections 551.072 - 551.084.
15. **ADJOURNMENT:**

The agenda order may be adjusted by the Presiding Officer at any time during the meeting.

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, Texas Government Code, chapter 551, subchapters D and E or Texas Government Code section 418.183(f).

If, during the course of the meeting covered by this Notice, the Board should determine that a closed meeting of the Board should be held or is required in relation to any item included in this notice, then such closed meeting is authorized by Texas Government Code Section 551.001, et. seq., for any of the following reasons:

Section 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 - For the purpose of discussing the purchase, exchange, lease or value of real property.

Section 551.073 - For the purpose of negotiating contracts for prospective gifts or donations.

Section 551.074 - For the purpose of considering the appointment, employment, evaluation, reassignment, duties, discipline or dismissal of a public officer or employee or to hear complaints or charges against a public officer or employee.

Section 551.076 - To consider the deployment, or specific occasions for implementation, of security, including: personnel, devices, deployment, reports, audits, evaluation, and updates.

Section 551.082 - For the purpose of deliberating in a case involving discipline of a public school child or children, or in a case in which a complaint or charge is brought against an employee of the school district by another employee and the complaint or charge directly results in a need for a hearing.

Section 551.0821 - For the purpose of deliberating in a matter regarding a public school student if personally identifiable information about the student will necessarily be revealed by the deliberation.

Section 551.083 - For the purpose of considering the standards, guidelines, terms or conditions the Board will follow, or instruct its representatives to follow, in consultation with representatives of employee groups in connection with consultation agreements provided for by Section 13.901 of the Texas Education Code.

Section 551.084 - For the purpose of excluding a witness or witnesses from a hearing during examination of another witness.

Should any final action, final decision or final vote be required in the opinion of the Board with regard to any matter considered in such closed meeting, then such final action, final decision or final vote shall be at either:

- A. the open meeting covered by this notice upon the reconvening of this public meeting,
or
- B. at a subsequent public meeting of the Board upon notice thereof, as the Board shall determine.

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.

CERTIFICATE AS TO POSTING OR GIVING OF NOTICE

On this 6th day of April 2026 at 5:00 p.m., this notice was posted on a bulletin board at a place convenient to the public at the central administrative office of the Arlington Independent School District, 690 East Lamar Boulevard, Arlington, Texas and readily accessible to the general public at all times beginning at least 72 hours preceding the scheduled time of the meeting.

A rectangular box containing a handwritten signature in black ink. The signature appears to be "Matt Smith" written in a cursive style.

Matt Smith, Ed.D., Superintendent



Arlington
INDEPENDENT SCHOOL DISTRICT

STRATEGIC PLAN DEVELOPMENT

Board Workshop
April 9, 2026

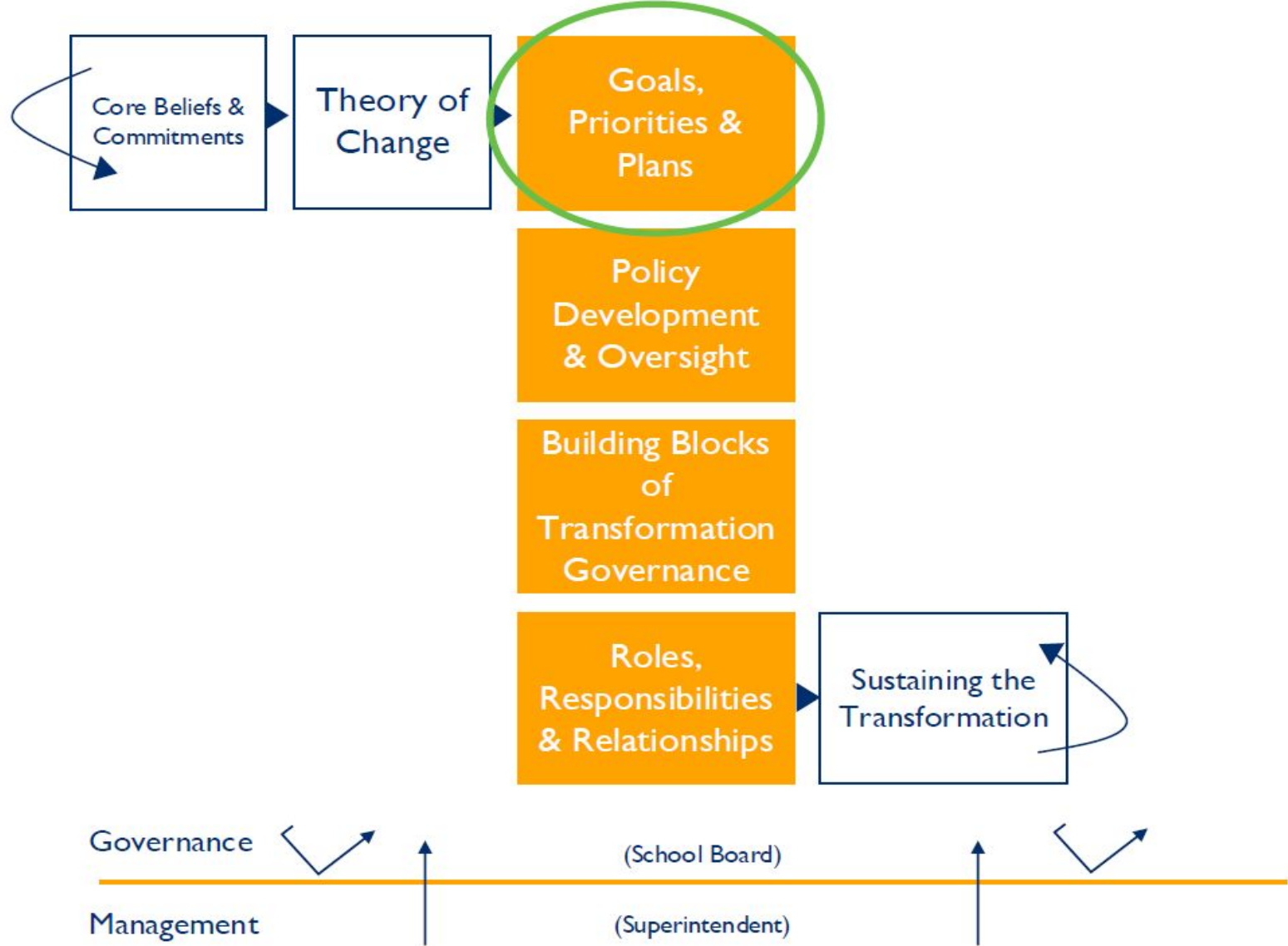
8 PURPOSE

Review the current status of our Strategic Plan Development in alignment with the TSBI training, discuss Strategic Objectives, and gain additional Board input on next steps.

9 WORKSHOP AGENDA

1. Process and Actions
 - a. Review Transformation Governance Framework and Model for Goals, Priorities, and Plans
 - b. Note Arlington ISD Actions Taken
2. Strategic Objectives
 - a. Board Input
 - b. Identify Next Step with Strategic Objectives
3. Annual Plans
4. Board Needs for Completion

Transformation Governance Framework



Multiple Components of Setting Direction - *Who does what?*

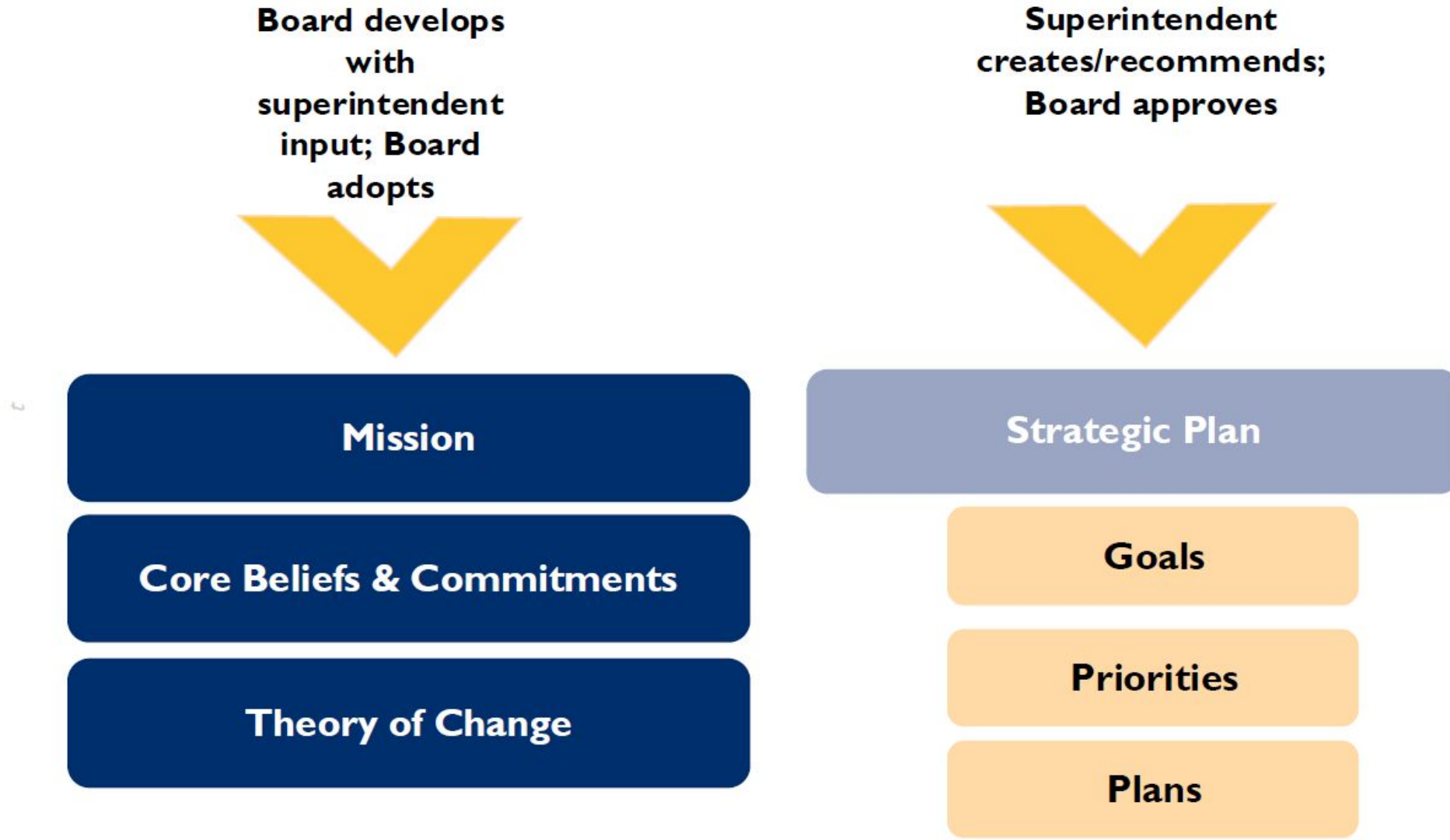


Transformation Governance Model



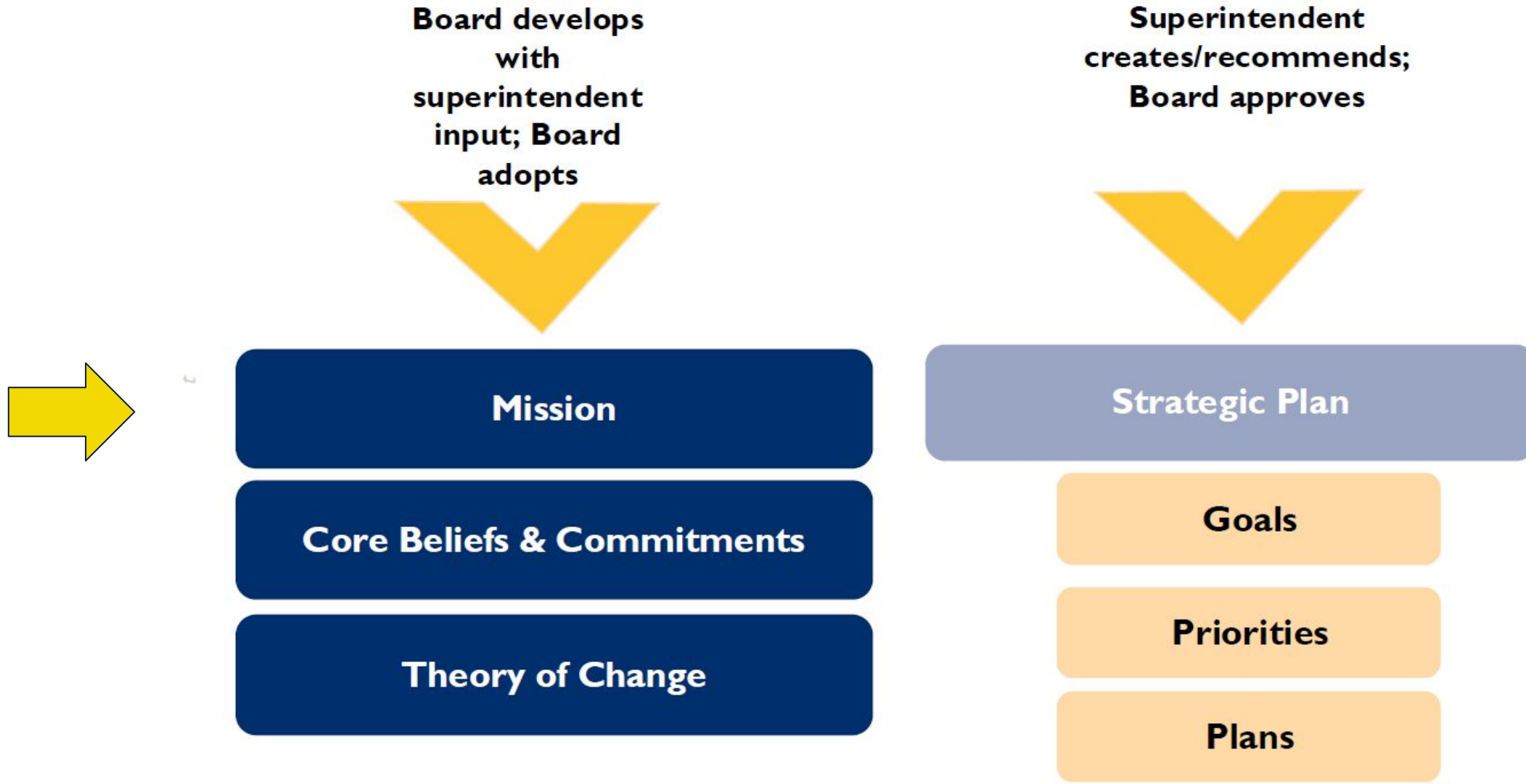
Governance & management responsibilities

13



Governance & management responsibilities

14



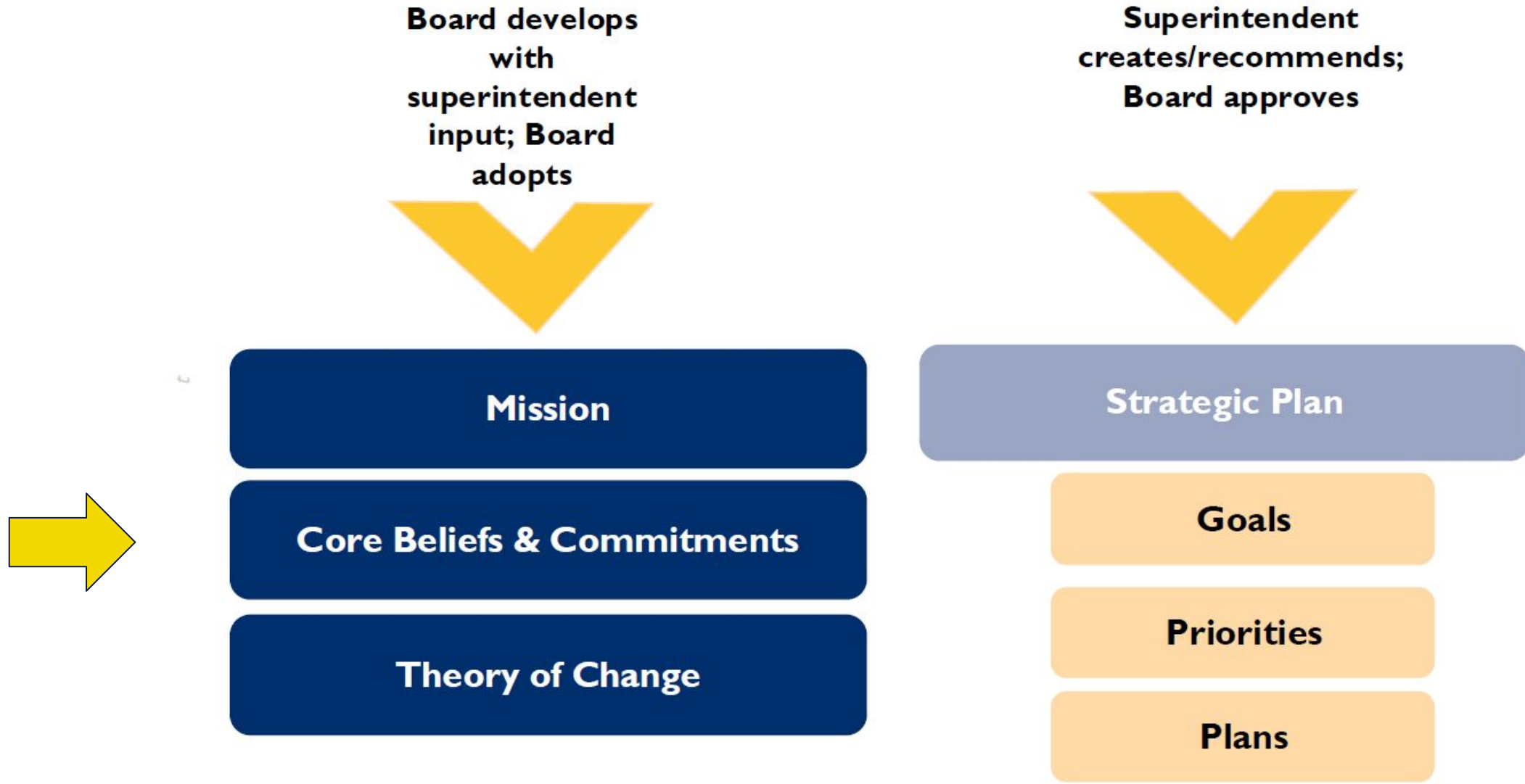
ADOPTED: February 19, 2026

VISION: Arlington ISD creates exceptional learning experiences that inspire all students, empower their dreams, and prepare them for the future.

NOTE: Mission statements will be determined at the campus and department level aligned with the Arlington ISD Vision.

Governance & management responsibilities

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ADOPTED: September 18, 2025



Arlington
INDEPENDENT SCHOOL DISTRICT

**VALUES
and
BELIEFS**

EXCEPTIONAL EXPERIENCES
We believe we should strive, on a daily basis, to **create exceptional learning experiences for our students.**

INCLUSIVE CULTURE
We value our diversity and believe that our students and staff deserve an inclusive culture **where they feel valued, supported, and challenged to grow.**

THRIVING STAFF
We believe that a thriving staff **continuously learns and strives for excellence** in order to positively impact our students.

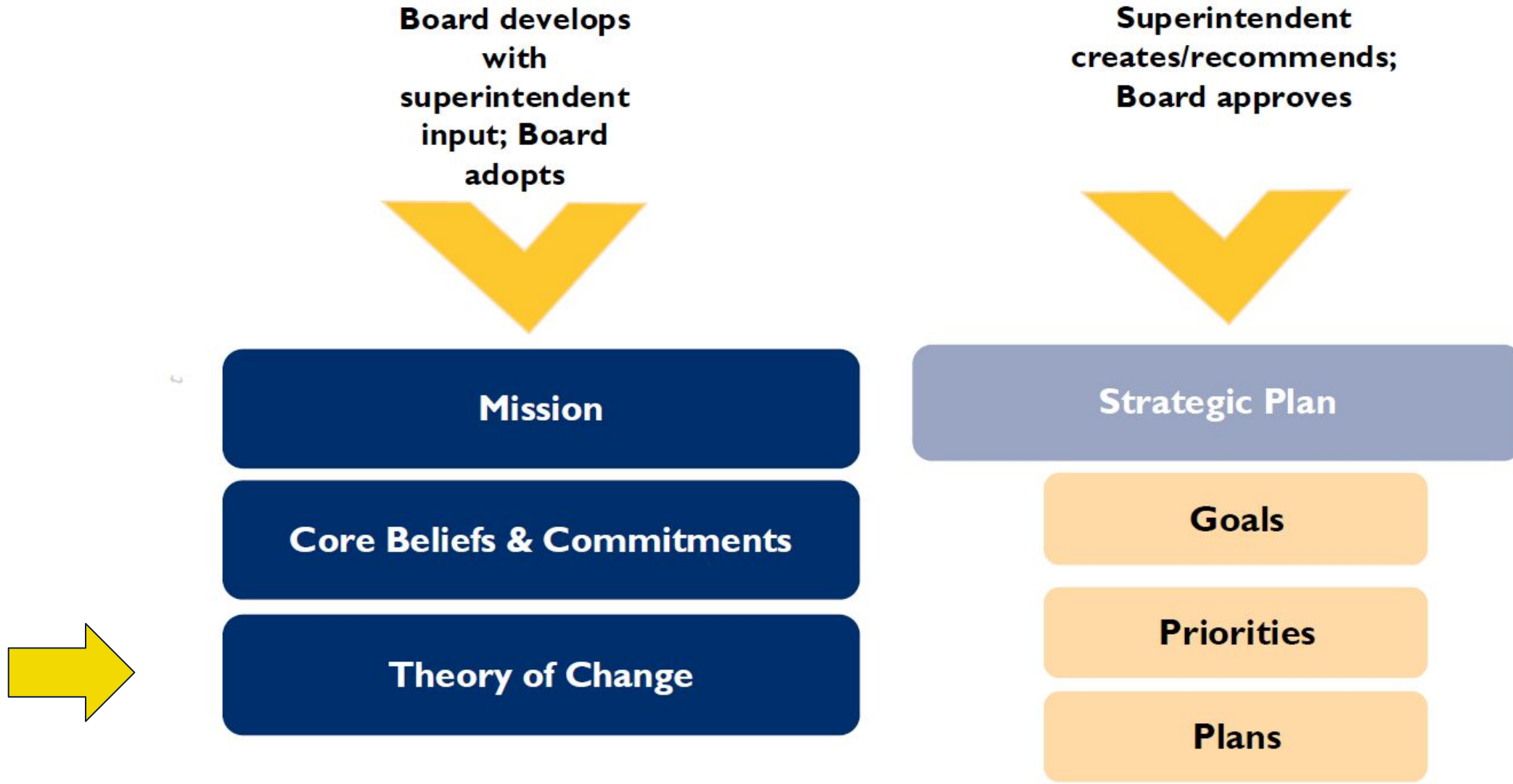
STRONG PARTNERSHIPS
We believe that strong partnerships with families and the community **provide a foundation for student success.**

MAXIMIZED RESOURCES
We believe that district talent and financial resources must be maximized to **promote student learning** while also maintaining effective fiscal management.

LEARNING ENVIRONMENTS
We believe that our learning environments must be **safe, productive spaces** that are well designed and maintained.

Governance & management responsibilities

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Governance & management responsibilities

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The strategic plan establishes the direction of the district

20

What the strategic plan must do...

- **Incorporate a broad set of stakeholder voices**
 - The board
 - Staff – campus & central office based
 - Parents & students
 - The community
- **Clearly articulate the most important 5-year goals**
 - “Big Rocks” – things that won’t change over a 5-year period
 - A smaller number of big goals is better than a lot of small goals
- **Provide a broad, inclusive destination against which all work in the district can – and should – be aligned**

...and does not need to do

- **Script every action the district will take to achieve the goals**
- **Include goals for every operational area of the school district**
 - The work of the entire district should support the goals
 - The actions of each operational area that support the goals should be outlined in the DIP

Governance & management responsibilities

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Governance & management responsibilities

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ADOPTED: September 19, 2024 (REVISED: September 18, 2025)



ACADEMIC GROWTH

Ensure positive, engaging experiences for every student that promote academic growth and ignite a passion for learning.



CULTURE

Establish an inclusive culture of respect, support and continuous improvement for all students, staff and families.



SAFETY & DISCIPLINE

Create safe and productive learning environments in which every student and staff member can thrive.








MARKETING & ENGAGEMENT

Involve families and community stakeholders as valued partners in student learning.



TALENT & RESOURCES

Maximize our resources and people to promote a thriving district while maintaining sound fiscal management.

PRIORITY	GOALS	KEY PROGRESS MEASURE
 <p>ACADEMIC GROWTH</p>	<p>Ensure positive, engaging experiences for every student that promote academic growth and ignite a passion for learning.</p>	<ol style="list-style-type: none"> 1. <i>Meet all HB 3 Goals for the 2025-26 school year.</i> 2. <i>Implement Structured Literacy research-based practices in all K-3 literacy classrooms as documented by administrator classroom visits by April 30, 2026.</i> 3. <i>Develop a Curriculum Management Plan that incorporates findings from the Curriculum Management Audit and begin implementation by April 30, 2026.</i>
 <p>CULTURE</p>	<p>Establish an inclusive culture of respect, support and continuous improvement for all students, staff and families.</p>	<ol style="list-style-type: none"> 1. <i>Increase our Net Promoter Score from 24 to 30 on the annual staff survey by June 15, 2026.</i> 2. <i>Engage students, staff, and families in clearly defining the desired student experience in Arlington ISD by March 30, 2026.</i> 3. <i>Reduce the number of campuses having a D or F rating in the state accountability ratings by 50% or more by August 2026.</i>
 <p>SAFETY & DISCIPLINE</p>	<p>Create safe and productive learning environments in which every student and staff member can thrive.</p>	<ol style="list-style-type: none"> 1. <i>Increase the Procedural Effectiveness factor score from the Campus Safety Working Conditions domain on the annual staff survey from 4.0 to 4.1 (of 5.0) by June 15, 2026.</i> 2. <i>By January 30, 2026, 100% of campuses will implement their behavior support plan with fidelity as evidenced by observation and coaching with the Office of School Leadership.</i>
 <p>MARKETING & ENGAGEMENT</p>	<p>Involve families and community stakeholders as valued partners in student learning.</p>	<ol style="list-style-type: none"> 1. <i>Increase our Net Promoter Score from 41 to 42 on the annual parent/family survey.</i> 2. <i>Measure the impact of a targeted marketing campaign to re-engage families that have chosen charter school options by March 30, 2026.</i>
 <p>TALENT & RESOURCES</p>	<p>Maximize our resources and people to promote a thriving district while maintaining sound fiscal management.</p>	<ol style="list-style-type: none"> 1. <i>Reduce the general fund budget deficit by 33% by June 16, 2026 while maintaining the general fund operating fund balance threshold at 25% and maintaining 60% of total adopted budgeted funds in Instruction and Instruction-Related Services (Functions 11, 12, and 13).</i> 2. <i>Develop and implement a comprehensive program evaluation process that directly supports our district priorities by March 30, 2026.</i>

²⁵5-Year Strategic Plan

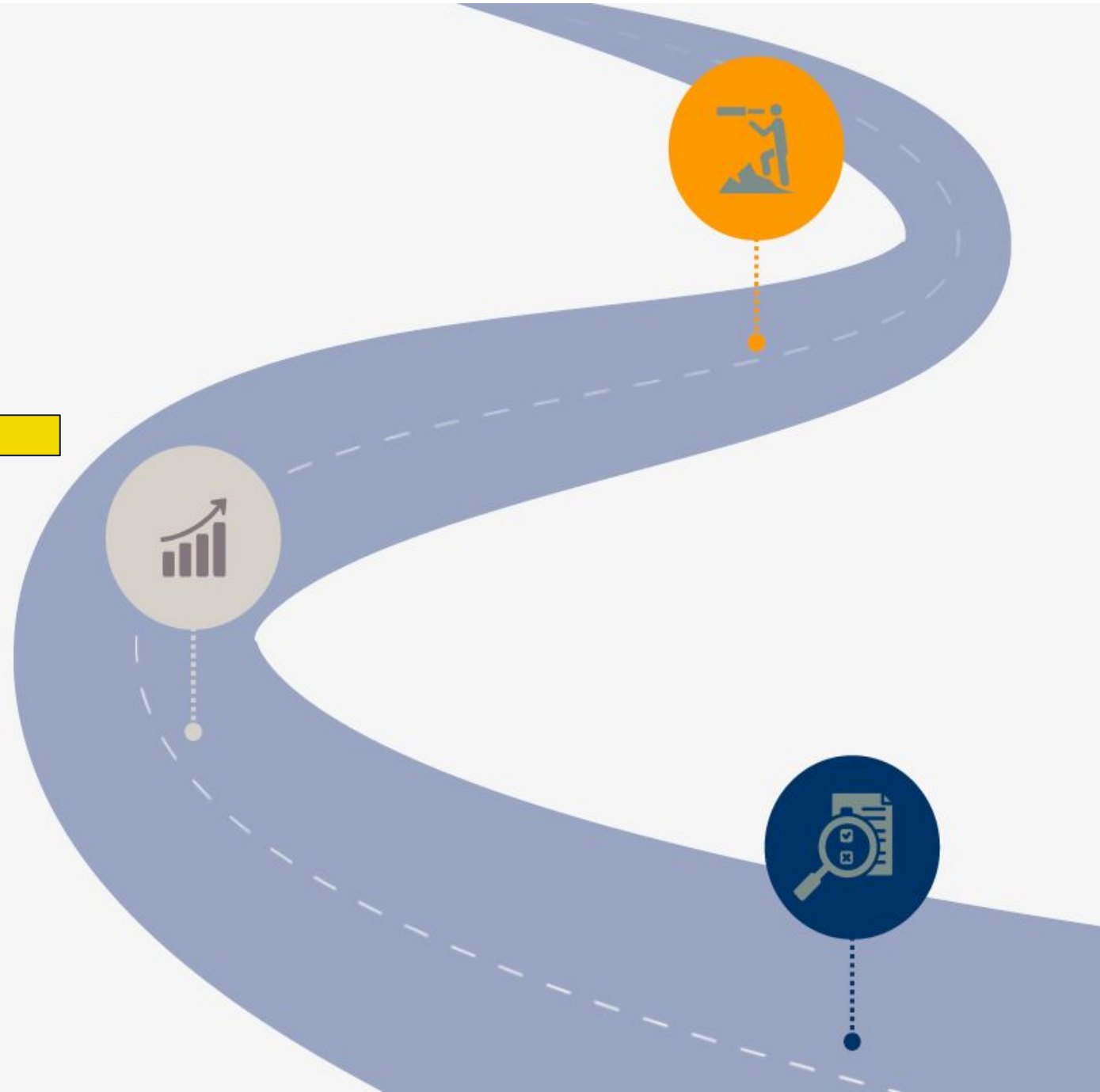
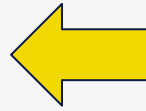
Defines 3-4 key priorities
States the goals tied to those priorities
Provides direction, not a list of tactics

Annual Improvement Plan

Defines yearly actions
Uses annual data
Connects goals to day-to-day work

Annual Superintendent Goals & Evaluation

Defines SMART, aligned goals
Sets annual targets
Outlines progress reporting



ADOPTED: September 18, 2025

SCHOOL DISTRICT



SAFETY & DISCIPLINE

Create safe and productive learning environments in which every student and staff member can thrive.

Performance Objective 1:

Increase the Procedural Effectiveness factor score from the Working Conditions domain on the annual staff survey from 4.0 to 4.6.

Objective 2:

Each school year, each Arlington ISD campus will monitor and refine its practices through data-driven review cycles, ensuring consistent alignment with district expectations, and measurable improvement in student behavior and school climate.



DISTRICT IMPROVEMENT PLAN & HOUSE BILL 3 GOALS

Jennifer L. Collins, Ed.D. & Natalie Lopez, Ph.D.

5-Year Strategic Plan

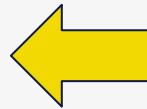
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Annual Improvement Plan

Defines yearly actions
Uses annual data
Connects goals to day-to-day work



Annual Superintendent Goals & Evaluation

Defines SMART, aligned goals
Sets annual targets
Outlines progress reporting



ADOPTED: October 2, 2025



PRIORITY	GOALS	KEY PROGRESS MEASURE
 ACADEMIC GROWTH	Ensure positive, engaging experiences for every student that promote academic growth and ignite a passion for learning.	<ol style="list-style-type: none"> 1. Meet all HB 3 Goals for the 2025-26 school year. 2. Implement Structured Literacy research-based practices in all K-3 literacy classrooms as documented by administrator classroom visits by April 30, 2026. 3. Develop a Curriculum Management Plan that incorporates findings from the Curriculum Management Audit and begin implementation by April 30, 2026.
 CULTURE	Establish an inclusive culture of respect, support and continuous improvement for all students and families.	<ol style="list-style-type: none"> 1. Increase our Net Promoter Score from 24 to 30 on the annual staff survey by June 15, 2026. 2. Engage students, staff, and families in clearly defining the desired student experience in Arlington ISD by March 30, 2026. 3. Reduce the number of campuses having a D or F rating in the state accountability ratings by 50% or more by August 2026.
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FORMAT OF PRIORITIES & KPMS

PRIORITY STATEMENT

Big, broad transformational statement that points us in a direction.

GOAL

Strategic, high-level, and often inspirational outcomes we aim to achieve.

KEY PROGRESS MEASURES






The administrative team has developed annual targets in SMART goal format for Board consideration. When possible, these KPMS will be lead measures that help our organization strive toward our priorities.

SAMPLE CYCLE OF REPORTING

	Fall			Winter			Spring			Summer		
	September	October	November	December	January	February	March	April	May	June	July	August
Academic Growth	▲		▲		▲	▲				▲	▲	
Culture		▲	▲		▲			▲				▲
Safety & Discipline		▲			▲			▲				▲
Marketing & Engagement		▲			▲			▲				▲
Talent & Resources	▲	▲			▲	▲	▲	▲	▲			▲

▲ Workshop or Presentation
 ▲ Mid Year Progress Checks

ARLINGTON ISD 2025-2026 PRIORITIES

PRIORITY	GOALS	KEY PROGRESS MEASURE
 ACADEMIC GROWTH	Ensure positive, engaging experiences for every student that promote academic growth and ignite a passion for learning.	<ol style="list-style-type: none"> 1. Meet all HB 3 Goals for the 2025-26 school year. 2. Implement Structured Literacy research-based practices in all K-3 literacy classrooms as documented by administrator classroom visits by April 30, 2026. 3. Develop a Curriculum Management Plan that incorporates findings from the Curriculum Management Audit and begin implementation by April 30, 2026.
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 SAFETY & DISCIPLINE	Create safe and productive learning environments in which every student and staff member can thrive.	<ol style="list-style-type: none"> 1. Increase the Procedural Effectiveness factor score from the Campus Safety Working Conditions domain on the annual staff survey from 4.0 to 4.1 (of 5.0) by June 15, 2026. 2. By January 30, 2026, 100% of campuses will implement their behavior support plan with fidelity as evidenced by observation and coaching with the Office of School Leadership.
 MARKETING & ENGAGEMENT	Involve families and community stakeholders as valued partners in student learning.	<ol style="list-style-type: none"> 1. Increase our Net Promoter Score from 41 to 42 on the annual parent/family survey. 2. Measure the impact of a targeted marketing campaign to re-engage families that have chosen charter school options by March 30, 2026.
 TALENT & RESOURCES	Maximize our resources and people to promote a thriving district while maintaining sound fiscal management.	<ol style="list-style-type: none"> 1. Reduce the general fund budget deficit by 33% by June 16, 2026 while maintaining the general fund operating fund balance threshold at 25% and maintaining 60% of total adopted budgeted funds in Instruction and Instruction-Related Services (Functions 11, 12, and 13). 2. Develop and implement a comprehensive program evaluation process that directly supports our district priorities by March 30, 2026.

ARLINGTON ISD 2025-2026 PRIORITIES



ACADEMIC GROWTH

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SAFETY & DISCIPLINE

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MARKETING & ENGAGEMENT

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TALENT & RESOURCES

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Vision: Arlington ISD creates exceptional learning experiences that inspire all students, empower their dreams, and prepare them for the future.



Arlington
INDEPENDENT SCHOOL DISTRICT

VALUES
and
BELIEFS

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INCLUSIVE CULTURE

We value our diversity and believe that our students and staff deserve an inclusive culture **where they feel valued, supported, and challenged to grow.**

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LEARNING ENVIRONMENTS

We believe that our learning environments must be **safe, productive spaces** that are well designed and maintained.

IMPROVEMENT PLANNING



STRATEGIC OBJECTIVES

The strategic plan establishes the direction of the district

33

What the strategic plan must do...

- **Incorporate a broad set of stakeholder voices**
 - The board
 - Staff – campus & central office based
 - Parents & students
 - The community
- **Clearly articulate the most important 5-year goals**
 - “Big Rocks” – things that won’t change over a 5-year period
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...and does not need to do

- **Script every action the district will take to achieve the goals**
- **Include goals for every operational area of the school district**
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BOOKENDS TO THE PLAN

PRIORITIES	GOALS
Academic Growth	Ensure positive, engaging experiences for every student that promote academic growth and ignite a passion for learning.
Culture	Establish an inclusive culture of respect, support, and continuous improvement for all students, staff, and families.
Safety & Discipline	Create safe and productive learning environments in which every student and staff member can thrive.
Marketing & Engagement	Involve families and community stakeholders as valued partners in student learning.
Talent & Resources	Maximize our resources and people to promote a thriving district while maintaining sound fiscal management.

COMPLETING THE PLAN

PRIORITIES	STRATEGIC OBJECTIVES	ANNUAL GOALS (KPMs, DIP, CIP)	GOALS
Academic Growth			Ensure positive, engaging experiences for every student that promote academic growth and ignite a passion for learning.
Culture			Establish an inclusive culture of respect, support, and continuous improvement for all students, staff, and families.
Safety & Discipline			Create safe and productive learning environments in which every student and staff member can thrive.
Marketing & Engagement			Involve families and community stakeholders as valued partners in student learning.
Talent & Resources			Maximize our resources and people to promote a thriving district while maintaining sound fiscal management.

STRATEGIC OBJECTIVES



PRIORITIES	STRATEGIC OBJECTIVES	25-26	26-27	27-28	28-29	29-30	GOALS
Academic Growth							Ensure positive, engaging experiences for every student that promote academic growth and ignite a passion for learning.
Culture							Establish an inclusive culture of respect, support, and continuous improvement for all students, staff, and families.
Safety & Discipline							Create safe and productive learning environments in which every student and staff member can thrive.
Marketing & Engagement							Involve families and community stakeholders as valued partners in student learning.
Talent & Resources							Maximize our resources and people to promote a thriving district while maintaining sound fiscal management.

DRAFT STRATEGIES & KPMs

Measure of Success 2.1: Advance Student Well-Being
 Strengthen the overall student experience by fostering a positive culture and climate, rigorous and engaging academics, and meaningful social-emotional development opportunities.

Accountable:	OGL
Responsible:	Campus Principals, Research & Accountability, Academic Services, Guidance & Counseling, Marketing & Communication
Consulted:	Campus Principals,
Informed:	HR, Finance, Parents, Community, Board

Strategies & Key Progress Measures		
2025-26	2026-27	2027-28
	District-wide implementation of the vertically aligned SEL Framework	Development of a process to ensure that every student connected to at least one advocate on campus.
	Implementation of year 1 of the Curriculum Management Audit plan	Implementation of year 2 of the Curriculum Management plan
	Increase our Student Experience & Well-Being Index from 2.8 to 2.9 (on a 4.0 scale) on the student survey by June 2027	Increase our Student Experience & Well-Being from 2.9 to 3.0 (on a 4.0) on the student survey by 2028
	Development of an onboarding approach for students moving from elem to J-H	Intentional implementation of the onboarding strategies for students moving from elem to J-H
	Conduct student focus groups annually to gather qualitative insight into strengths and potential improvements to the student experience	Development of an onboarding approach for any new staff regardless of grade level

Measure of Success 2.2: Boost Employee Engagement
 Cultivate an environment that prioritizes employee well-being as a foundation for strong commitment, satisfaction, and promotion of the district.

Accountable:	HR
Responsible:	Research & Accountability, OGL
Consulted:	Principals, SEC
Informed:	All Staff, Board

Strategies & Key Progress Measures					
2025-26	2026-27	2027-28	2028-29	2029-30	
Increase our Net Promoter Score from 24 to 30 on the annual staff survey by June 15, 2026.	Increase our Net Promoter Score from ___ to ___ on the annual staff survey by June 2027.	Increase our Net Promoter Score from ___ to ___ on the annual staff survey by June 2028.	Increase our Net Promoter Score from ___ to ___ on the annual staff survey by June 2029.	Increase our Net Promoter Score from ___ to ___ on the annual staff survey by June 2030.	
	Establish a process to review and strengthen job descriptions to enhance role clarity and support effective alignment of responsibilities	Implement the first phase of the job description revision process	Implement the second phase of the job description revision process	Implement the third phase of the job description revision process	
	Utilize the solicited feedback from the mid-year staff pulse check to inform improvement opportunities/suggestions, implement feasible changes, and communicate approach with stakeholders.	Implement a variety of listening session opportunities with various campus and district stakeholders based on feedback from mid-year staff pulse check to get ideas on how to improve the employee experience.			
	Design an intentional onboarding process for campus staff highlighting district culture including our guiding documents and district swag.	Implementation of campus onboarding process.	Conduct analysis of exit interview themes and determine a process to address deficiencies		
		Design an intentional onboarding approach for district staff highlighting district culture including our guiding documents and district swag.	Implementation of district onboarding process		

Priority 1: Academic Growth

Ensure positive, engaging experiences for every student that promote academic growth and ignite a passion for learning.

Cultivate the Student Experience

1.1 Ensure every student experiences joyful, meaningful learning that fosters curiosity and belonging, builds confidence and character, and prepares them with future-ready skills.

Improve Academic Performance

1.2 Improve student academic achievement by increasing the number of A and B-rated schools while ensuring that all campuses are rated C or better.

Elevate Student Voice & Choice

1.3 Empower students to lead, create, and compete, by increasing student participation in arts, athletics, extracurriculars, and/or leadership programs.

Priority 2: Culture

Establish an inclusive culture of respect, support, and continuous improvement for all students, staff, and families.

Prioritize Student Well-Being

2.1 Strengthen the overall student experience by fostering a positive culture and climate, rigorous and engaging academics, and meaningful social-emotional development opportunities.

Boost Employee Engagement

2.2 Cultivate an environment that strengthens employee commitment, satisfaction, and promotion of the district.

Priority 3: Safety & Discipline

Create safe and productive learning environments in which every student and staff member can thrive.

Strengthen Safe & Supportive Learning Environments

3.1 Establish expectations and supports for positive student behavior that ensure students and staff thrive in classrooms that have a sense of belonging, experience psychological safety and opportunities to grow.

Strengthen Safe & Supportive Physical Environments

3.2 Cultivate environments that are safe from physical and external threats, including cybersecurity.

Priority 4: Marketing & Engagement

Involve families and community stakeholders as valued partners in student learning.

Maximize Student Enrollment

4.1 Increase family interest in district program offerings and reduce the student attrition rate.

Empower Family Advocacy

4.2 Foster a family experience that ensures connection, confidence, and active support of the district.

Expand Community Partnerships

4.3 Increase volunteerism, service learning, and local business collaborations.



RODRIGUE
RATTLERS

Priority 5: Talent & Resources

Maximize our resources and people to promote a thriving district while maintaining sound fiscal management.

Ensure Fiscal Stability

5.1 Achieve durable fiscal stability by closing the district's deficit and adopting a sustainable budget model.

Build a Talent Pipeline

5.2 Establish a perpetual talent pipeline through recruitment, grow-your-own, and retention strategies.

BOARD INPUT NEEDED

Is there a desire to formally adopt the strategic objectives (content), or is there a preference to wait and adopt the final publication (design)?

SAMPLE STRATEGIC PLAN FORMATS & ANNUAL ACCOUNTABILITY REPORTS

Sample Strategic Plan: Friendswood ISD

Goals, Specific Results & Timeline cont.

Goal 4: We will strategically allocate resources and spaces that support and inspire learning and growth for all.

- 1. 4.1 Create Instructional Design Guidelines that drive the creation of inspiring learning spaces for all learners.
- 2. 4.2 Apply Instructional Design Guidelines to our Friendswood ISD student and teacher needs to create inspiring learning spaces.
- 2. 4.3 Prioritize the allocation of resources and personnel that support targeted learning outcomes.

Goal 5: We will cultivate a safe learning community that supports the social, emotional, and mental well-being of all stakeholders.

- 1. 5.1 Implement our targeted system for social emotional student identification and intervention strategies.
- 2. 5.2 Construct a research based system to measure baseline and progress which will drive programs to benefit social emotional instruction.
- 3. 5.3 Expand community partnerships to address identified needs of all students, staff, and families.



Friendswood ISD
Strategic Plan
2025-2028



Our Call to Action

Through authentic experiences and relationships, FISD will graduate confident learners equipped with the knowledge, skills, and character to thrive in and contribute to a global society.



Beliefs

1. That learning is meaningful, relevant, and ever-evolving, which motivates students, educators, parents, and community members to be lifelong learners.
2. Students learn best and succeed in a space where they feel heard, seen, and connected.
3. Student-teacher relationships are key to student success.
4. Education has a responsibility to value and support all students' dreams and aspirations.
5. Learning is unique to an individual's passions and needs.
6. Public education provides well-rounded educational opportunities for all.
7. Communication, collaboration, and real-world connections lead to profound learning.
8. Interpersonal relationships and connections are vital to the learning of and the development of civility and respect.
9. Education for the future provides for the ability to learn and problem solve.
10. Every student has a right to a safe learning environment.
11. Relevant, authentic, engaged learning provides the best opportunity for true growth.
12. A well-rounded student is the product of academic, social, and emotional learning.
13. A quality education creates a bridge for all students to become independent, contributing adults.

Goals, Specific Results & Timeline

Goal 1: We will actively create a united FISD community.

- 1. 1.1 Create transparent and proactive communication pathways to ensure clarity, while building trust and fostering collaboration.
- 2. 1.2 Establish a structured and proactive approach to navigating change by clearly communicating the purpose behind initiatives, sharing the data that drives decisions, and fostering a growth mindset.

Goal 2: We will optimize engagement to ensure the growth of each learner.

- 1. 2.1 Establish professional learning that promotes the implementation of student-centered instructional practices, optimization of engagement, and feedback practices that focus on personalizing learning.
- 2. 2.2 Establish and organize community partnerships to optimize engagement.
- 3. 2.3 Provide strategic opportunities for students to explore and create individual pathways of success through relevant and meaningful experiences in and out of the classroom.

Goal 3: We will engage in personalized professional learning that aligns with our beliefs.

- 1. 3.1 Establish a system in which all collaborative learning teams engage in the cycle of continuous improvement, including data analysis, setting goals, engaging in learning, implementing new learning, and monitoring and adjusting instructional practices.
- 2. 3.2 Create job-embedded professional learning that provides targeted support and resources to equip educators with the strategies needed to drive student growth.
- 3. 3.3 Establish learner cohorts to develop professional learning experiences that can be shared across teams and schools, aligning with student needs.

Specific Results Timeline

- 1 Year 1 Specific Results
- 2 Year 2 Specific Results
- 3 Year 3 Specific Results





Sample Strategic Plan: Northwest ISD



STRATEGIC GOALS
2023-2028



Our Core Beliefs

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

Our Vision

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

Our Mission

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

Strategic Goals

Strategic Goal 1	Strategic Goal 2	Strategic Goal 3
<p>Northwest ISD will provide personalized learning experiences and cultivate the growth and achievement of every student.</p> <p>NISD PRIORITIES:</p> <p><u>Literacy</u></p> <p>1.1 Our students will annually increase literacy proficiency to reach or exceed grade-level standards.</p> <p><u>Academic Progress</u></p> <p>1.2 Our students will achieve individualized academic goals to reach a year's growth or more in all content areas.</p> <p><u>College, Career, Military & Life Readiness</u></p> <p>1.3 Our students will graduate life ready and prepared for success in career, college, or military service.</p>	<p>Northwest ISD will recruit, value, and retain highly effective staff prepared to meet the individual needs of our students and learning community.</p> <p>NISD PRIORITIES:</p> <p><u>Recruit</u></p> <p>2.1 Northwest ISD will have an unwavering commitment to attract and welcome high-quality staff.</p> <p><u>Value</u></p> <p>2.2 Northwest ISD will invest in all staff through a culture of support, development, and empowerment to make a positive impact on the learning community.</p> <p><u>Retain</u></p> <p>2.3 Northwest ISD will retain highly effective staff through meaningful relationships, ongoing support, and professional growth opportunities.</p>	<p>Northwest ISD will foster a safe environment and a culture of engagement that values the voices of all students, staff, families, and community members.</p> <p>NISD PRIORITIES:</p> <p><u>Engagement</u></p> <p>3.1 Northwest ISD will foster an environment of engagement with every member of our community through collaborative dialogue and partnership opportunities.</p> <p><u>Culture</u></p> <p>3.2 Northwest ISD will model and instill a culture of belonging where all students, staff, families, and community voices are heard and valued.</p> <p><u>Safety</u></p> <p>3.3 Northwest ISD will continuously improve, maintain and communicate systems of support to strengthen the physical and emotional well-being of our students, staff, and community.</p>

Sample Strategic Plan: Charlotte-Mecklenburg Schools

Goals

By June 2029, we will have....



Improved Early Literacy in Grades K-2

In the early grades, students learn to read by mastering letter sounds, practicing sounding out words, and building their vocabulary across subject areas. Literacy skills are foundational to success later in life so it is critical to establish a strong reading foundation in the early grades.

GOAL: _____

The percentage of students on the spring reading diagnostic is 67% to 92%.

Improved Literacy Skills in Grades 3-8

In the later grades, students move from learning to read to reading to learn. Supporting students to develop strong reading fluency and comprehension skills will empower them to be successful across the board in school and in life.

GOAL: _____

Guardrails

In pursuit of our goals, we have established guardrails that embody our values that we will not forsake. These are not outputs, but ways of being at Charlotte-Mecklenburg Schools.

Equity over Equality

We are gap closers, ensuring an equitable distribution of outcomes for our students.

While ensuring schools have the resources needed to meet students needs, CMS shall not neglect strategies or resources for significantly reducing achievement gaps.

Safety & Security

Without safety and security, our students, staff, and community cannot thrive.

CMS will not allow an unsafe environment in our schools, at school-related events, or in transportation.

Attending to the Whole Child

Ensuring student wellbeing is core to who we are as a school system.

CMS will not neglect social, emotional, character development support for students. Access to enrichment activities and offering attendance support are critical to successfully engage students.

High-Quality Teachers

Our people are our program.

While ensuring all schools have teachers equipped to deliver high-quality instruction, CMS shall neither neglect targeted nor comprehensive strategies for teacher recruitment, retention, and engagement.

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Pillars of Excellence

Our strategic plan enables excellence without exception.

Our vision and mission have driven our goals and guardrails, which collectively enable four pillars of excellence across our school system – academic excellence, people excellence, operational excellence, and engagement excellence.



Academic Excellence



People Excellence



Operational Excellence



Engagement Excellence

Priority Deep Dive

PRIORITY 1

Provide high-quality standards-based instruction across CMS to achieve the student outcome focused goals.

STRATEGIES TO GET THERE:

- Provide a comprehensive Pre-K to 12 curriculum with clear expectations for the level and complexity of content students are asked to learn, together with the associated outcomes
- Ensure equitable instructional practices are administered uniformly across the district
- Incentivize and invest in teachers, principals and staff applying to, accepting positions at, and persisting at high-needs schools
- Guide instruction with appropriate data driven analysis so all students reach the student outcome focused goals

Sample Strategic Plan: Henrietta ISD

Henrietta ISD Strategic Plan 2025-2030

School History

Henrietta, Texas, was initially settled in the mid-1840s. The area quickly developed as a center of various businesses and services. In 1881, Henrietta was established as a city and was composed of several blocks. It was founded by Mayor W. A. Squires and was named after the Henrietta Independent School District.

Henrietta, the city of Jolly, and is currently emphasizes innovative ideas to prepare students for the future. Henrietta ISD benefits from the support of the art facilities to be used for a successful future.

ALL IN H

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A Tradition of Excellence: Demographics & Accountability

900 STUDENTS

- 12.6% HISPANIC
- 82.9% WHITE
- 4.2% TWO OR MORE RACES
- 1.9% OTHER
- 44% ECONOMICALLY DISADVANTAGED

88 TEACHERS EMPLOYED

- AVERAGE TEACHER SALARY: \$52,940
- AVERAGE CLASS SIZE: 19 STUDENTS
- TEAS INCENTIVE ALLOTMENT: 27 TEACHERS

100% GRADUATION RATE

98% CCMP RATING

OVER \$250,000 TEACHER INCENTIVE ALLOTMENT

LOTE PROGRAMS OF STUDY

- Business & Industry Endorsement
- Business Management
- Agricultural Technology & Mechanical Systems
- Graphic Design & Interactive Media
- Public Service Endorsement
- Family & Community Services
- Diagnostic & Therapeutic Services
- Teaching & Training
- Plant Science
- Animal Science

Strategic Priority 1: Academic Experience

Effective District Framework Level 4

- 4.1.2: District builds and orients staff to an instructional framework rooted in research-based Tier 1 instructional strategies aligned to content and designed for memory formation and deeper learning and supportive of all learners.
- 4.2.2: District establishes and communicates clear guidelines for instructional materials decision-making authority and expectations for use and implementation at the district, campus, and classroom levels.
- 4.2.3: District ensures that teachers have access to and use instructional materials that fully cover state standards, are aligned to research-based instructional strategies, and can be used to meet the needs of all students.
- 4.2.5: District establishes routine monitoring systems to ensure campuses

Next Steps Preparing for the Future

Our Henrietta ISD leadership team will work in collaboration with stakeholders to ensure all milestones and benchmarks are met, making our Henrietta ISD strategic plan a living document.

Year 1: 2026

- ACADEMIC EXPERIENCE**
 - Henrietta ISD will establish a high-quality instructional materials implementation plan (4.2.2).
 - The district will ensure reading and math proficiency for all students and are trained on Tier 1 high-quality instructional materials that support all students' needs.
 - The district will create regular, consistent use of adopted high-quality instructional materials (4.2.2).
- CCMP College, Career, Military Preparedness**
 - Henrietta ISD in collaboration with additional college CCMP offerings, providing all students with access to and use instructional materials (4.2.4).
- SCHOOLWIDE CULTURE**
 - Henrietta ISD will plan for explicit student leadership programs for individual student engagement.
 - Henrietta ISD will continue to provide opportunities for productive engagement with students (2.2.2).

HENRIETTA ISD STRATEGIC PLAN AT A GLANCE

- VISION** All In For Excellence!
- MISSION** Cultivating a culture of excellence through engaging experiences that empower learners for life.

GOALS

- Goal 1: The percent of 3rd grade students that score meets grade level or above on STAAR Reading will increase from 51% in May, 2024 to 62% by June, 2026.
- Goal 2: The percent of 3rd grade students that score meets grade level or above on STAAR Math will increase from 26% in May, 2024 to 56% by June, 2026.
- Goal 3: The percent of graduates that meet the college, career, or military readiness (CCMR) requirements will increase from 96% in May, 2024 to 100% in August, 2026.
- Goal 4: All HISD students will be connected to at least one area of the school community.
- Goal 5: All HISD students will explore and connect with careers through colleges and workforce connections.

STUDENT EXPERIENCE STATEMENTS

- All students will experience innovative and engaging opportunities to pursue interests and passions, while building confidence, leadership, and collaborative skills through a variety of courses and activities.
- All students will experience opportunities to explore and connect with various careers, college, military options, and obtain industry-based certifications, empowering them to make informed decisions and be well-prepared for their future.
- All students will experience a safe learning environment that fosters their well-being and optimizes their individual potential.
- All students will experience the support of dedicated staff, engaged families, and an involved community to form meaningful relationships that help them thrive and contribute positively to their school and community.
- All students will experience a learning environment that embeds challenging and engaging instruction facilitated by passionate, caring, knowledgeable, and effective educators.

STRATEGIC PRIORITIES AND INITIATIVES

PRIORITY 1 - ACADEMIC EXPERIENCE

- Goal 1: District builds and orients staff to an instructional framework.
- Goal 2: District establishes and communicates clear guidelines for instructional materials.
- Goal 3: District ensures that teachers have access to and use instructional materials.
- Goal 4: District establishes clear systems for high-quality instructional materials, use and implementation.

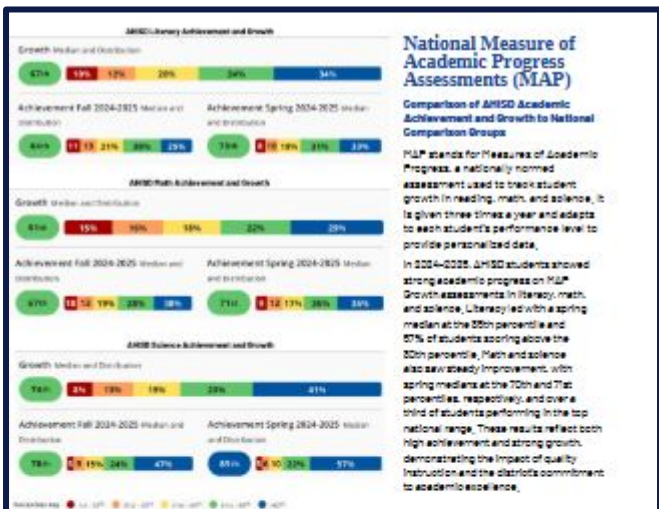
PRIORITY 2 - CCMP

- Goal 1: District provides CCMP course access for students.
- Goal 2: District provides career readiness with work-based pathways.
- Goal 3: District provides high-quality advising for student CCMP pathways.

PRIORITY 3 - SCHOOLWIDE CULTURE

- Goal 1: District sets clear expectations for campus-level culture aligned to the district vision.
- Goal 2: District sets clear expectations for implementing a positive student experience.

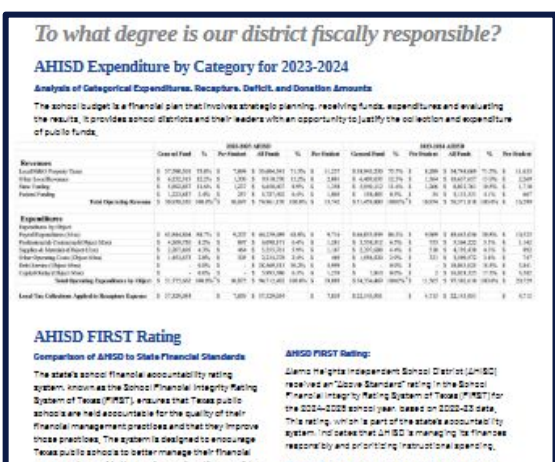
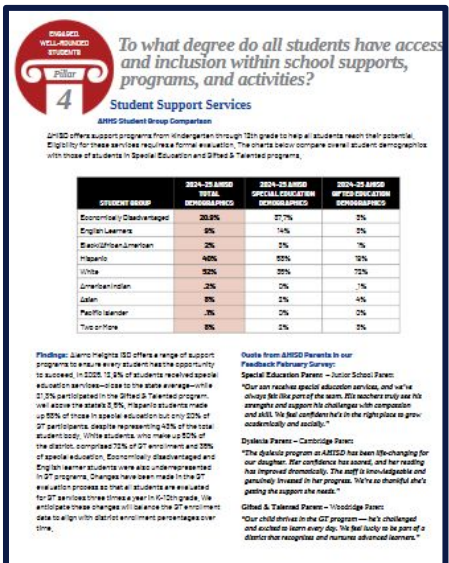
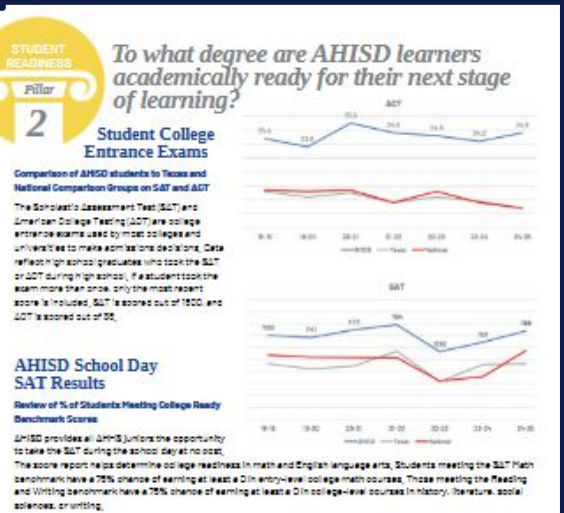
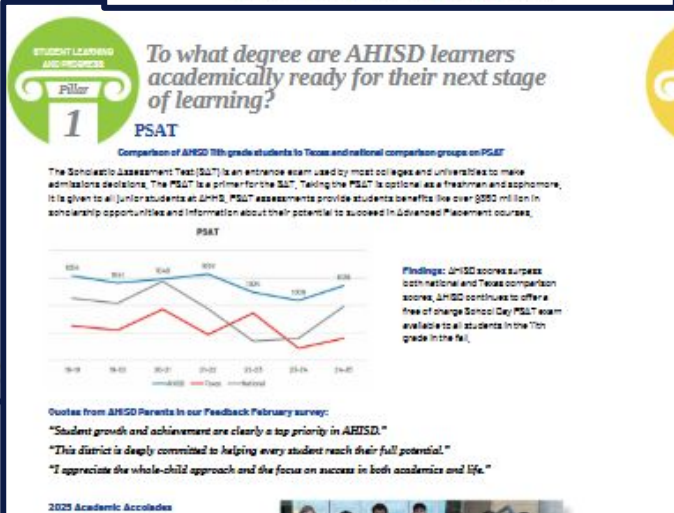
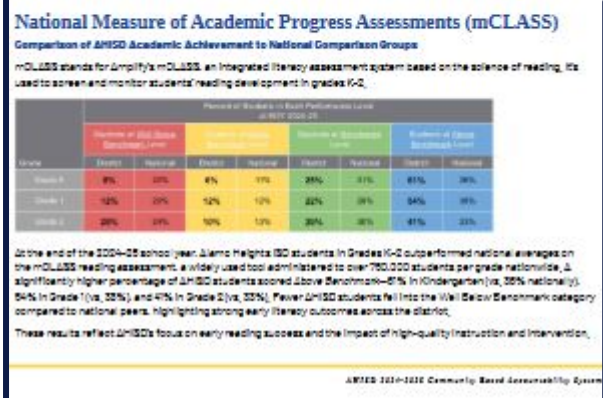
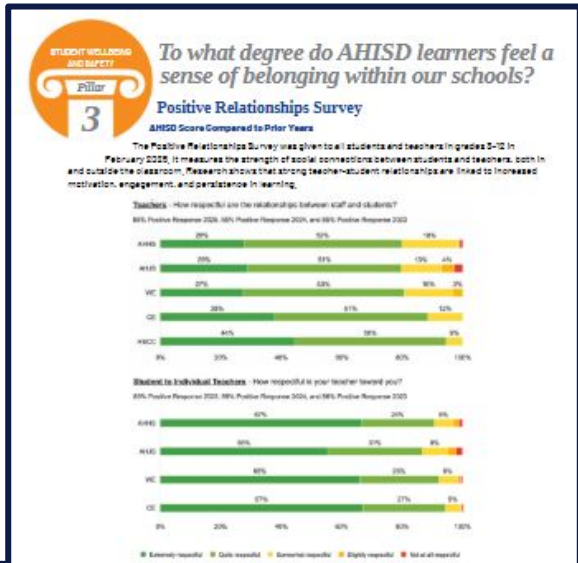
Sample Accountability Reporting: Alamo Heights ISD



National Measure of Academic Progress Assessments (MAP)

Comparison of AHISD Academic Achievement and Growth to National Comparison Groups

MAP stands for Measures of Academic Progress, a nationally normed assessment used to track student growth in reading, math, and science. It is given three times a year and adapts to each student's performance level to provide personalized data. In 2024-2025, AHISD students showed strong academic progress on MAP Growth assessments in literacy, math, and science. Literacy led with a spring median at the 28th percentile and 57% of students scoring above the 20th percentile. Math and science also saw steady improvement, with spring medians at the 70th and 71st percentiles, respectively, and over a third of students performing in the top national range. These results reflect both high achievement and strong growth, demonstrating the impact of quality instruction and the district's commitment to academic excellence.



Bond 2023 Construction Update – Summer 2025

Updates on all Bond 2023 Projects

Alamo Heights High School

The new three-story Academic Building at AHISD is taking shape, with steel framing now visible. One year into construction, the project is on time and on budget, and the building is scheduled to open in August 2025.

The Victoria E. Weaver Complex at Drew Stadium is also progressing well and expected to be completed by late August 2025, featuring new lockers, locker rooms, concessions, restrooms, and meeting space.

Cambridge Elementary

Construction began right after school let out in May. Upgrades include:

- Replaced cafeteria with better sound control, reconfigured kitchen and dining areas, and added restrooms.
- A new multi-purpose room and updated central plant (plumbing, HVAC, electrical).
- Refurbished classrooms and hallways with durable finishes and energy-efficient LED lighting.
- Library updates.

Classrooms for 2nd-2nd grade will be complete in time for the August 2025 return. The project runs through Spring 2027.

Woodridge Elementary

While smaller in scope than Cambridge, all classrooms and hallways are being refreshed. By August, upgrades to 3rd and 4th grade classrooms will be complete.

Major work includes:

- Replaced 2nd-grade classrooms (students will use portables in Spring 2025).
- Updated cafeteria and library.

The project will wrap up by August 2025.

AHISD Athletic Complex at Rabblett

Work is underway on a new artificial field, bleachers, locker rooms, and meeting spaces, with completion expected before the 2026 football season. The football field will be removed to create more seating. Tennis court, restrooms, and parking are also planned.

Upcoming Projects at Howard EGG & ANIS

At the Play Board Meeting, Bartlett Cook was selected as the contractor for Project 2, which includes:

- A new Howard Early Childhood Center, with construction beginning in Spring 2025 behind the current building.
- Planned upgrades at Alamo Heights Junior School.

Stay Connected

Visit ahisd.net/Bond2023 for renderings, FAQs, timelines, and regular updates. Updates are also provided via School Meetings, the School News Subscription, and AHISD social media.

Sample Accountability Reporting: Clear Creek ISD



Message to Our Community

This year, the Clear Creek Independent School District embraced innovation with boldness and unwavering passion. From classrooms alive with creative energy to the dedication of every learner, we continue to redefine what world-class education means.

Our annual report, *World-Class Education: Fueling Our Future*, shares our mission. It is about more than academic excellence; it's about the ambition and equipping students to create their future.

In the 2024–2025 school year, we advanced our Vision 2030 strategy with a successful Launch course, a 6th grade progression course, and career exploration. We also focused on improving learning environments and chartered international destinations for families.

This report highlights the achievements and aspirations of our district. Explore the data, celebrate the stories, and join us in our journey.

Karen Engle, Ed.D.
Superintendent of Schools

- Jonathan Cottrell, President
- Jessica Cejka, Vice President
- Jeff Larson, Secretary
- Jay Cunningham, Member
- Rebecca Lilley, Member
- Jamieson Mackay, Member
- Arturo Sanchez, Member



Academic Achievement

2025 Texas Education Agency Accountability

88

Percentage of State Grade Level or Above
CCISD
State

Clear Creek ISD continues to shine as a leader in academic excellence across the Houston region and the nation.

In 2025, the Texas Education Agency awarded the District an overall rating of 88 (B), with strong marks in Student Achievement (88) and Closing the Gaps (88). Complementing this, NICHIE, a national school ranking organization, ranked CCISD with an overall A.

These ratings place Clear Creek ISD among the top-performing school districts in the Greater Houston area.

BY THE NUMBER

- 45 Schools
- 13 Cities
- 39K+ Students
- 2nd Largest Employer
- 82 Languages
- 96.4%+ Graduation Rate
- 2025 National Merit Semifinalists
- NATIONALLY RECOGNIZED FINE ARTS & ATHLETICS PROGRAMS
- 2024-25 State Champions: Clear Creek High School Water Polo, CCISD Robotics

2025 NICHE Rating Summary

ACADEMICS TEACHERS COLLEGE PREP

A A A+

Houston Area NICHE Ranking

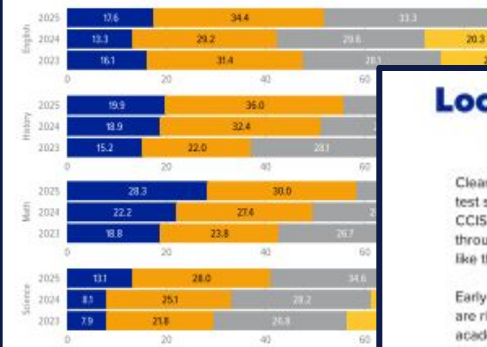
- #2 of 50 Best Places to Teach in Houston Area
- #5 of 55 Districts with the Best Teachers in Houston Area
- #6 of 52 Best School Districts in Houston Area
- #17 of 100 Most Diverse Districts in Houston Area

ACT Performance - All Testers

Year	ACT	# of Students	Avg English	Avg Math	Avg Reading	Avg Science
2024-25	District	286	22.6	22.9	24.8	24.2
2024-25	State	0	0	0	0	0
2024-25	Global	0	18.7	19.1	20.2	19.7
2023-24	District	290	22.5	22.5	24.8	23.4
2023-24	State	0	18.4	19.1	20.1	19.6
2023-24	Global	0	18.6	19	20.1	19.6
2022-23	District	492	20.4	20.9	22.1	21.2
2022-23	State	88,670	18.2	19.1	20	19.5
2022-23	Global	1,386,335	18.6	19	20.1	19.6

Source: ACT is primary, ACT Online Reporting by Date Information | Data unavailable from ACT at time of publishing.

AP Test Scores by Test Type



Career and Technical Education Certifications Earned

A total of 1,586 Career and Technical Education (CTE) certifications were earned by CCISD students in the 2024-25 school year. These Industry-based Certifications (IBC) prepare students for success in the workforce or in post-secondary education.

- Automotive Technology: 21
- Certified Nursing Assistant: 49
- Computer Maintenance: 22
- Computer Technician: 8
- Cosmetology: 6
- Teacher Education Training and Child Guidance: 33
- Child Guidance: 56
- Culinary Arts: 34
- Floral Design: 770
- Construction Technology and Metal Manufacturing: 106
- Patient Care Technician: 148
- Pharmacy Technician: 52
- Dentistry: 44
- Cybersecurity: 19
- Veterinary Medical Applications: 18
- Advanced Animal Science: 50
- Practicum in Veterinary Medicine: 21
- Welding: 57
- Agriculture Mechanics: 72



Clear Creek ISD's College, Career, and Military Readiness (CCMR) scores show steady improvement, reflecting the district's commitment to preparing every student for success beyond graduation.

The Texas Education Agency tracks how well students are prepared for post-secondary opportunities. CCISD has seen a 20% increase in CCMR Readiness Rates compared to prior years. The District's CCMR Score is 77. The CCMR data is based on the prior year's graduating class.

- Several CCISD high schools stand out for their leadership in post-secondary readiness.
- Clear Horizons Early College High School continues to earn statewide recognition for enabling students to graduate with both a diploma and an associate degree.
 - The District earned 26 TEA distinction designations in Post-Secondary Readiness, underscoring how deeply these values run across all campuses.
 - CTE programs now offer credentials in fields ranging from aerospace engineering and cybersecurity to health science and digital media.

Looking Ahead to 2026 and Beyond

Clear Creek ISD's 2025 Annual Report reflects a district that is more than classrooms and test scores. It is a launchpad for the future. Guided by the Vision 2030 Strategic Plan, CCISD is expanding the Leader in Me program, elevating intermediate experiences through STREAM innovation, and opening new doors with college and career pathways like the P-TECH healthcare program.

Early learning expansion has given every four-year-old access to Pre-K, and literacy rates are rising across the district. At the secondary level, students are thriving in advanced academics, Career & Technical Education, and dual credit programs that prepare them for college, careers, and service. With 26 TEA distinctions in post-secondary readiness and an A+ in College Prep from NICHE, CCISD stands among Houston's top districts.

Looking forward, CCISD is preparing to open a full-time virtual program to meet the needs of families in search of a high quality education on their time schedule. This program, which will begin in 2026, will position Clear Creek ISD to remain competitive in the education field.

Behind these achievements are the students, staff, and families who make CCISD exceptional.

2024-2025 Top District Honors

- EXCELLENCE IN EDUCATION AWARDS: Outstanding School Board Finalists
- EDUCATIONAL RESULTS PARTNERSHIP: Top Performing School District
- NICHE: 2025 Best School District

Sample Accountability Reporting: Charlotte-Mecklenburg Schools

Endless possibilities start with
cms
Charlotte-Mecklenburg Schools

OUR MISSION
To create an innovative, inclusive, student-centered environment that supports the development of independent learners.

OUR VISION
To lead the community in educational excellence, inspiring intellectual curiosity, creativity, and achievement so that all students reach their full potential.

2024 – 2029 DISTRICT GOALS

- Improve Early Literacy in Grades K – 2
- Improve Literacy Skills in Grades 3 – 8
- Strengthen Math Performance in Math 1
- Post-Grad Readiness

CORE BELIEFS
Public education is essential to democracy and necessary for economic opportunity, mobility and the broader public good.
We are responsible for building and maintaining a high performing school district.
Each student is uniquely capable and deserves an engaging, relevant, and challenging educational experience.
Our principals and teachers make the critical difference in student achievement and building a positive school community.
The school system, families, and communities are necessary partners in ensuring the academic, social, emotional and behavioral success of students.

GUARDRAILS

Equity over Equality:
Reducing Achievement Gaps

Safety & Security

Attending to Wellbeing

FOUR PILLARS OF EXCELLENCE

Academic Excellence

People Excellence

Operational Excellence

OUR COMMITMENT TO DELIVER EXCELLENCE

2024-29 Goals and Guardrails

Student Outcomes Focused Governance

Charlotte-Mecklenburg Schools has aligned our work to achieve the goals and guardrails below. These are a result of the Charlotte-Mecklenburg Board of Education's commitment to Student Outcomes Focused Governance (SOFG), a framework for keeping a school board and a school district's leadership focused on investing time on goals and actions that directly move the needle for students' academic achievement and physical, emotional, and social well-being.

Goals	From 2022-23	To	By
➤ Goal 1: Increase the percent of K-2 students scoring at or above benchmark in early literacy as measured by DIBELS	67%	91%	June 2029
➤ Goal 2: Increase the percent of students scoring CCR (college and career ready)* on reading end of grade assessments in grades 3-8.	31%	50%	June 2029
➤ Goal 3: Increase the percent of students scoring CCR (college and career ready)* on Math 1 assessments.	27%	57%	June 2029
➤ Goal 4: Increase the percent of high school students graduating with their graduation cohort on track to be enrolled, enrolled, or employed.	72%	85%	June 2029

Strategies by Implementation Phase

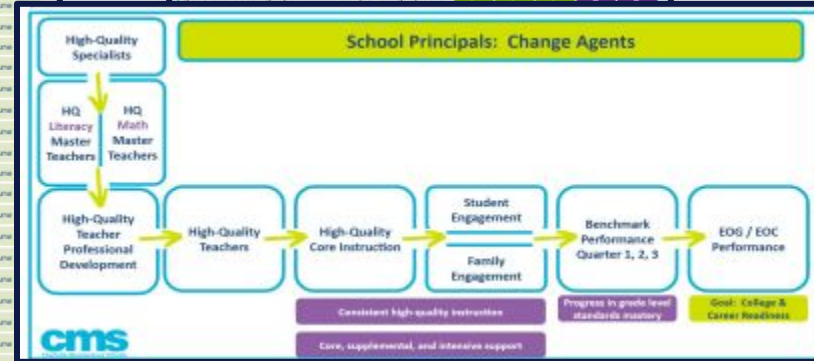
Strategy	Academic Excellence							
	Planning	Initial	Full	Sustained				
				24-25	25-26	26-27	27-28	28-29
Ac 1.001 Provide a comprehensive Pre-K to 12 curriculum with clear expectations for the level and complexity of content students are asked to learn, together with the associated outcomes.	F	S	S	S	S			
Ac 1.002 Ensure equitable instructional practices are administered uniformly across the district.	F	F	F	S	S			
Ac 1.003 Incentivize and invest in teachers, principals and staff applying to, accepting positions at and persisting in high-needs schools.	F	F	S	S	S			
Ac 1.004 Guide instruction with appropriate data driven analysis so all students reach the student outcome focused goals.	I	F	F	S	S			
Ac 2.001 Create Charlotte-Mecklenburg Schools Learner Profiles to provide in a cohesive, digestible format a map for students, families and other stakeholders of the milestones by grade level a Charlotte-Mecklenburg Schools student should meet by graduation from high school.	P	I	I	F	F			
Ac 2.002 Leverage the new Learner Profile Platform where a learner profile will be created for the middle and high school levels to ensure that all students have access to a trusted adult to become next-step-ready.	P	I	I	F	S			
Ac 2.003 Collaborate with government and private industries to increase opportunities for students to explore careers, the military and other postsecondary pathways, including internships, apprenticeships and employment.	P	I	F	F	S			
Ac 2.004 Build a continuous pipeline of credentials for students progressing to 2-year or 4-year colleges and enhancing their commitment to future endeavors.	I	I	F	F	S			
Ac 3.001 Continue working with community partners to provide exposure/opportunities for Pre-K/Kindergarten-aged students to meet their needs for academic support.	P	I	F	F	S			
Ac 3.002 Implement core experiences to accelerate academic growth of all student groups. In addition to implementing key levers	F	F	F	S	S			

Alignment to Goals and Guardrails

2024-29 BOE Goals and Guardrails
2024-29 District Strategic Plan
2025-26 District Annual Plan
2025-26 District Annual Budget
2025-26 Department Annual Plans 2025-26 School Improvement Plans
2025-26 Professional Development Plans 2025-26 Evaluations

2024-29 Goals and Annual Targets

Goals	From 2022-23	To	By
➤ Goal 1: Increase the percent of K-2 students scoring at or above benchmark in early literacy as measured by DIBELS	67%	71%	June 2024
	**	75%	June 2025
		79%	June 2026
		83%	June 2027
		87%	June 2028
➤ Goal 2: Increase the percent of students scoring CCR (college and career ready)* on reading end of grade assessments in grades 3-8.	31%	34%	June 2024
	**	37%	June 2025
		40%	June 2026
		43%	June 2027
		46%	June 2028
➤ Goal 3: Increase the percent of students scoring CCR (college and career ready)* on Math 1 assessments.	27%	32%	June 2024
	**	37%	June 2025
		42%	June 2026
		47%	June 2027
		52%	June 2028
➤ Goal 4: Increase the percent of high school students graduating with their graduation cohort on track to be enrolled, enrolled, or employed.	72%	74%	June 2024
	**	76%	June 2025
		78%	June 2026
		80%	June 2027
		82%	June 2028
	85%	June 2029	



BOARD INPUT NEEDED

- What are the components we want to include in the Strategic Plan Publication?
- What are the different ways we want to report to the community about the progress we are making towards our strategic objectives?



NEXT STEPS

Arlington Independent School District Board of Trustees Meeting

April 9, 2026

Contact Person: Wm. Kelly Horn

Board Agenda Presented for: Action: Report: Consent:

Supporting Documents: None: Attached:

Meeting Agenda Item: 2019 Bond Update Report

District Priority / Goals Addressed

This report, focused on the Talent & Resources Board Priority, provides the Board an update on progress of the 2019 Bond Program.

Background

Arlington voters approved a general bond proposition for \$966 million on November 5, 2019. The 2019 Bond Program is a capital improvements program that includes new construction, renovations, and facility condition improvements along with capital purchases for technology, fine arts, and transportation.

A total of \$966,000,000 in bonds have been authorized and sold as of March 2025, for the 2019 Bond Program. Construction continues to progress in all five phases of the 2019 Bond Program.

Administration will provide an update on the 2019 bond program.

Fiscal Implications

There is no direct fiscal impact, but the report confirms the Board's oversight of the 2019 bond.

Recommendation

None

Submitted by: *Michael Hill Ed.D* **Date:** April 2, 2026



ACADEMIC GROWTH

Ensure positive, engaging experiences for every student that promote academic growth and ignite a passion for learning.



CULTURE

Establish an inclusive culture of respect, support and continuous improvement for all students, staff and families.



SAFETY & DISCIPLINE

Create safe and productive learning environments in which every student and staff member can thrive.



MARKETING & ENGAGEMENT

Involve families and community stakeholders as valued partners in student learning.



TALENT & RESOURCES

Maximize our resources and people to promote a thriving district while maintaining sound fiscal management.



Arlington
INDEPENDENT SCHOOL DISTRICT
More Than a Remarkable Education

2019 BOND UPDATE REPORT

April 9, 2026
Regular Board Meeting



Bond Program Financial Summary

Phases I-V

	Budget	Encumbered	Expended	Allocated
Facilities	\$852,726,335	\$139,891,407	\$603,745,047	\$109,089,881
Fine Arts	\$6,955,752	\$379,617	\$5,463,262	\$112,872
Technology	\$90,829,000	\$1,127,698	\$83,587,895	\$6,113,407
Transportation	<u>\$15,488,913</u>	<u>\$1,666,882</u>	<u>\$13,604,062</u>	<u>\$217,969</u>
Totals	\$966,000,000	\$143,065,603	\$706,400,267	\$115,534,129
			Miscellaneous Costs and Additional Proceeds	
			Bond Issuance Costs	-\$5,242,704
			Projected Interest Arbitrage Liability	-\$20,977,755
			Interest and Additional Proceeds	<u>\$64,895,743</u>
			Total Available Funds	\$38,675,284

Note: Totals may not add due to rounding. Information as of March 25, 2026.



Project Status – by Phase

Phases I-V

Phase	Number of Projects
Design	9
Bid	14
Construction	21
Closeout	12
Completed	45
Total Projects	101



Facility Planning & Construction

PHASE I PROJECTS

Construction	Closeout	Completed	
Bowie HS – Softball Field Seguin HS – Softball Field	Gaspie Field Martin HS	Administration Building Ashworth ES – Courtyard Concrete Berry ES Crow Leadership Academy District-Wide Bottle Fillers Ditto ES – Chiller Replacement Food and Nutrition Service Ctr.	Gunn JHS / FADL Johns ES – Courtyard Concrete Jones FADL Academy Playgrounds – Phase I Shackelford JHS Thornton ES Webb ES



Facility Planning & Construction

PHASE II PROJECTS

Construction	Closeout	Completed	
Foster ES	Arlington HS FADL	Playground Sitework – Phase II	Duff ES
Johns ES	Atherton ES	Playground Equipment – Phase II	Hale ES
Wilemon Field		Arlington HS	So. Davis ES
		Sam Houston HS	Bowie HS – Football Field and Track Resurfacing
		Bailey JHS	Seguin HS – Football Field and Track Resurfacing
		Adams ES	



Facility Planning & Construction

PHASE III PROJECTS

Construction	Closeout	Completed
Lamar HS	Rodriguez JHS	Playground Sitework – Phase III
Little ES	Amos ES	Playground Equipment – Phase III
Miller ES	Goodman ES	Anderson ES – HVAC
Cravens Field	Key ES	Short ES
	Pope ES	
	Speer ES	



Facility Planning & Construction

PHASE IV PROJECTS

Design	Bidding	Construction	Closeout	Completed
Burgin ES	Bowie HS	Dipert CTC	Farrell ES	Rankin ES – Landscaping
Ditto ES	Butler ES	Swift ES – Renovations	Fitzgerald ES – HVAC	Turning Point Secondary School
Morton ES	Dunn ES	Swift ES – Paving		
Workman JHS	Hill ES	Swift ES – Gym Addition		
Young JHS	Rankin ES	Service Ctr. – Security, Transportation & Health		
Kooken EC	Sherrod ES			
	Wimbish WLA			



Facility Planning & Construction

PHASE V PROJECTS

Design	Bidding	Construction	Completed	
Boles JHS	JHS - Concessions	CFACE	Seguin HS	Ferguson EC – HVAC
Food Service Whse.	Bryant ES	Hilldale Annex	Ashworth ES	Barnett JHS – Paint
Moore ES	Corey FADL Academy	Anderson ES	Bebensee ES	Nichols JHS – Paint
	Crouch ES	Starrett ES	Patrick ES	Ousley JHS – HVAC
	Ellis ES	Williams ES	Peach ES	600 New York
	Larson ES	Wood ES	Pearcy STEM Academy	North Distribution Center
	Remyse ES	PDC	West ES – HVAC	Service Center Renovations



HUB Participation

PHASES I-V

Project Description	Budget	Tier II HUB Participation Commitment %	Tier II HUB Participation Amount	Expenses To Date	Tier II % HUB Participation Achieved To Date	Tier II HUB Participation Amount To Date
2019 BOND PROGRAM PHASES I-V HUB TOTALS	\$ 563,459,843	24.15%	\$ 136,091,044	\$ 516,794,493	25.27%	\$ 130,592,426

Note: Totals above are excerpted from the 03/25/2026 HUB report

DISCUSSION



Arlington Independent School District Board of Trustees Meeting

April 9, 2026

Contact Person: Holly Stambaugh

Board Agenda Presented for: Action: Report: Consent:

Supporting Documents: None: Attached:

Meeting Agenda Item: Teacher Retirement System Active Care Follow-Up Report

District Priority / Goals Addressed

To review the current and potential healthcare and wellness opportunities to inform recommendations for future plan options and cost management strategies to enhance our talent and resources.

Background

To provide information regarding Arlington ISD healthcare plans and alternative strategies to address costs and improve wellness.

Fiscal Implications

None

Recommendation

None

Submitted by: *Scott Kahl*

Date: March 31, 2026



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CULTURE

Establish an inclusive culture of respect, support and continuous improvement for all students, staff and families.



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Create safe and productive learning environments in which every student and staff member can thrive.



MARKETING & ENGAGEMENT

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TALENT & RESOURCES

Maximize our resources and people to promote a thriving district while maintaining sound fiscal management.



Teacher Retirement System Active Care Follow-up Report

Holly Stambaugh
April 9, 2026

68 PURPOSE

To review the current and potential healthcare and wellness opportunities to inform recommendations for future plan options and cost management strategies to enhance our talent and resources.



History of Advocacy and Wellness Efforts

Legislative Advocacy

- Arlington ISD advocated for district flexibility to exit TRS-ActiveCare due to rising, unsustainable costs (during the 2019 Legislative Session). Included testimony in front of House Committee and sponsor of legislation.
- District advocacy contributed to TRS reviewing plan designs, including cost-control adjustments and regional high-deductible options.
- Senate Bill 1444 (2021) subsequently passed to allow school districts to opt out of TRS-ActiveCare, strengthening long-term cost management options.



Employee Wellness Initiative

- Employee Wellness Program launched in 2018 to improve employee health and reduce long-term medical claim trends.
- Implemented Wellness Champions (stipend positions) to promote a culture of health and wellness across campuses and departments.
- Collective focus on preventative care and employee wellness to support healthcare cost stabilization.
- Multiple case studies indicated incentives can lead to better engagement and outcomes. ([Wellness Case Studies](#))



70 Healthcare Costs: Root Causes

Goal: Stabilize healthcare premiums and preserve employee access to care.

AISD Current Healthcare Cost Position

- **\$11M of \$45M in AISD claims are driven by 20 high-cost cases** (\$150K–\$1.5M each).
- TRS-ActiveCare pooled risk /+ high-cost regional rating drive premium increases.
- Ongoing **~10% annual rate increases** strain budgets and offset salary gains.
- AISD claims-to-premium ratio: **115%** (paying out more than collected in premiums).
- Exiting TRS-ActiveCare **necessitates maintaining a sustainable claims-to-premium ratio below 100%** prior to assuming independent risk.
- District wellness improvements and lower claims can become diluted when pooled into a larger risk structure (Region 11 and statewide).
- Increased district contributions consistent with non educational employers would positively impact employee premiums.



Gallagher Resources (Market Statewide Data)

Market Comparative Premiums


Monthly Employer vs. Employee Contributions (2019–2024)*

Single Coverage – Monthly Premiums

Year	Total Monthly Premium	Employer Share	Employer Share %	Employee Share
2019	~\$574	~\$476	82.9%	~\$98 (17%)
2020	~\$623	~\$517	83.0%	~\$106
2021	~\$645	~\$536	83.1%	~\$109
2022	~\$659	~\$547	83.0%	~\$112
2023	~\$703	~\$584	83.1%	~\$119
2024	~\$746	~\$619	83.0%	~\$127

Family Coverage – Monthly Premiums

Year	Total Monthly Premium	Employer Share	Employer Share %	Employee Share
2019	~\$1,711	~\$1,198	70.0%	~\$513 (30%)
2020	~\$1,779	~\$1,299	73.0%	~\$480
2021	~\$1,814	~\$1,323	72.9%	~\$491
2022	~\$1,872	~\$1,347	72.0%	~\$525
2023	~\$1,997	~\$1,418	71.0%	~\$579
2024	~\$2,131	~\$1,532	71.9%	~\$599

 Note: Actual contributions vary by employer size, industry, plan type (PPO, HMO, HDHP), and region. These are national averages for employer-sponsored health plans across all sectors.

- With the \$51 per month wellness incentive, AISD would be ranked at number 19 on the United Educators Association District comparison for healthcare contributions (2025-2026).
- Employers (private sector) typically cover about 83% for single coverage vs. 72% for family/dependent coverage.
- Over the years private sector employers have kept pace with premium increases.
- Arlington ISD employer contribution ranges from approximately 63% for single coverage vs. 16% family/dependent coverage (with wellness incentive).
- Arlington ISD would need to contribute an additional **\$125** for employee only coverage, **\$1,050** for Family coverage, **\$450** for employee/child coverage and **\$550** for employee/spouse coverage to align with private sector employers' contributions.
 - Employee only coverage cost would be as low as \$130 per month (**\$5.2M**)
 - Family coverage would be as low as \$535 per month (**\$1.5M**)
 - Employee/child as low as \$195 per month (**\$5.4M**)
 - Employee/spouse as low \$650 per month (**\$400k**)

*Projected districtwide cost impact for comparative employer contributions is **~\$12.5M**

Southwestern Health Resources Model

Projected Premiums (based on current AISD claims cost) - SWHR vs. TRS Active Care

	Cost Projections - SWHR Funding to max claims experience	
\$350,000 Stop Loss		
Employee Only	\$	649.73
Employee + Spouse	\$	1,292.89
Employee + Children	\$	1,175.95
Employee + Family	\$	1,819.10



These premiums are May 2025 and may increase if claim trends continue to rise.

Self-funded plan would result in changes in healthcare providers for some employees and require stop-loss protection.

Medical Plan	Tiers	TRS 2025-2026
TRS-ActiveCare Primary	Employee Only	\$554
	Employee + Spouse	\$1,496
	Employee + Children	\$942
	Employee + Family	\$1,884
TRS-ActiveCare HD	Employee Only	\$570
	Employee + Spouse	\$1,539
	Employee + Children	\$969
	Employee + Family	\$1,938

- With stop-loss insurance, the employer pays claims up to the stop-loss limit, and the insurance carrier reimburses the employer for claims that exceed that limit.
- If the stop loss is \$350,000 the employer pays the first \$350,000 in claims for any person and the stop loss carrier pay eligible claims beyond \$350,000.
- With \$36M in premiums collected and \$45M claims paid, stop-loss coverage would still leave the district covering roughly **\$6M** beyond collected premiums.

CareATC Clinic Model

Addition of AISD personalized clinics

- Onsite clinics (employer-sponsored health clinics) are workplace-based medical centers that provide employees with convenient access to care.
- Onsite clinics reduce overall costs by convenient access to care, preventative care focus, chronic condition management, etc.

Arlington ISD Clinic option considerations:

Option 1: Enhance Existing Shared-Site Model

Leverage the five existing shared-site clinic locations, with the addition of a full-time provider (or more) at the current Arlington clinic to expand capacity and improve access for AISD members.

Option 2: Dedicated On-Site Clinic + Shared-Site Access

Establish a new, AISD-exclusive on-site clinic at a centrally located site (mutually agreed upon), while also providing continued access to the five existing shared-site clinic locations to ensure broader geographic coverage and flexibility.

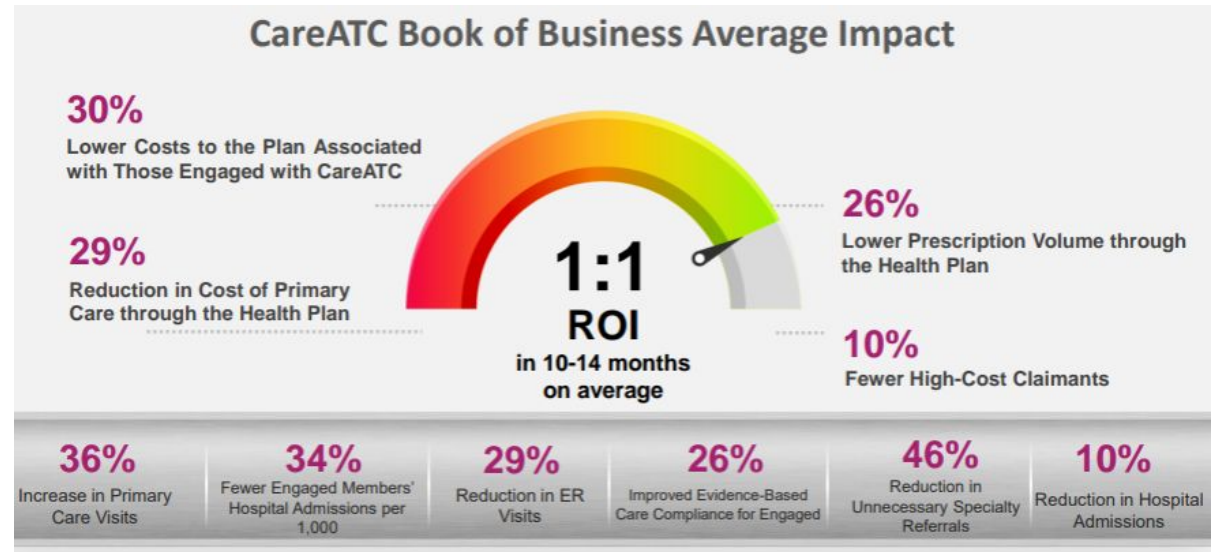
Option 3: Expand Shared-Site Network

Utilize the five existing shared-site clinic locations and add a sixth shared-site clinic in North Arlington (location mutually agreed upon) to increase access and convenience for AISD members.

Option 4: Dedicated On-Site Clinic Only

Develop a new AISD-exclusive on-site clinic at a centrally located site (mutually agreed upon), focused solely on serving AISD members.

Cost estimate \$2.5 - \$3M per year



Wellness Plan Impact to Claims Reduction

"It costs less to get well if you didn't get sick"

- Wellness – GOLD (current: includes \$51 additional contribution)
- Wellness – PLATINUM (new: includes \$189; if TRS rates increase the contribution may need to increase)
- Non-Wellness - State only contribution (currently \$314 district contribution, state requires a minimum of \$225)

Based on 2025-2026 TRS rates

TRS Active Care Primary with \$240 in wellness incentive rates (most utilized plan)

Tiers	TRS 2025-2026	AISD paraprofessional Rate	Employee Rate	Employee Rate
Employee Only	\$554	\$240	\$189	\$0
Employee + Spouse	\$1,496	\$1,182	\$1,131	\$942
Employee + Children	\$942	\$628	\$577	\$388
Employee + Family	\$1,884	\$1,570	\$1,519	\$1,330

Tiers	TRS 2025-2026	AISD Professional Cost	Employee Rate	Employee Rate
Employee Only	\$554	\$255	\$204	\$15
Employee + Spouse	\$1,496	\$1,197	\$1,146	\$957
Employee + Children	\$942	\$643	\$592	\$403
Employee + Family	\$1,884	\$1,585	\$1,534	\$1,345

AISD Healthcare Cost Reduction Strategy

- ***TRS Active Care is considering a pilot program limited to two districts for the 2026-2027 school year.***
 - Pilot may offer tiered provider networks within the same plan.
 - Employee choice of tier would impact cost of plan.
- ***Consider Affordability of Market Based Increase in District Premium Contribution (up to ~\$12.5 M per year to align with private sector).***
- ***Enhance Wellness Incentive (~\$1M estimated year 1 cost).***
 - Increase the wellness premium credit for employees who complete required wellness activities.
 - Benefit from stronger preventative wellness initiatives to reduce current claims ratio of 115%.
- ***Adjust (lower) district premium contribution for Non-Wellness Participants***
 - Limit the district premium contribution to the state minimum for employees who choose not participate in the wellness program.
- ***Develop onsite clinics for Arlington ISD employees (~\$3M per year).***
 - Resource for biometrics, sick visits and cost-effective care.
- ***Pursue transition to self-funded plan (with dedicated provider model) once claims ratio reaches 95% or below.***
 - Self-funded plan provides the district with greater plan design autonomy for cost efficiencies.



DISCUSSION

Arlington Independent School District Board of Trustees Meeting

April 9, 2026

Contact Person: Bret Champion

Board Agenda Presented for: Action: Report: Consent:

Supporting Documents: None: Attached:

Meeting Agenda Item: Key Progress Measures Report: Campuses in Need of Improvement

District Priority / Goals Addressed

Academic Growth: Meet all HB 3 Goals for the 2025-26 school year. Reduce the number of campuses having a D or F rating in the state accountability ratings by 50% or more by August 2026.

Background

Arlington ISD students recently completed Benchmark testing for the 2025-26 school year, a key leading measure as we move towards STAAR testing in April. At the previous meeting, we shared overall district results. At this meeting, we will specifically share results and next steps from our highest needs campuses.

Fiscal Implications

None

Recommendation

Report only

Submitted by: *Bret A. Champion*

Date: March 31, 2026



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Maximize our resources and people to promote a thriving district while maintaining sound fiscal management.



Arlington

INDEPENDENT SCHOOL DISTRICT

Regular Board Meeting | April 9, 2026



Arlington
INDEPENDENT SCHOOL DISTRICT

Key Progress Measures Report: Campuses In Need of Improvement

Dr. Bret Champion, Chief Schools Officer

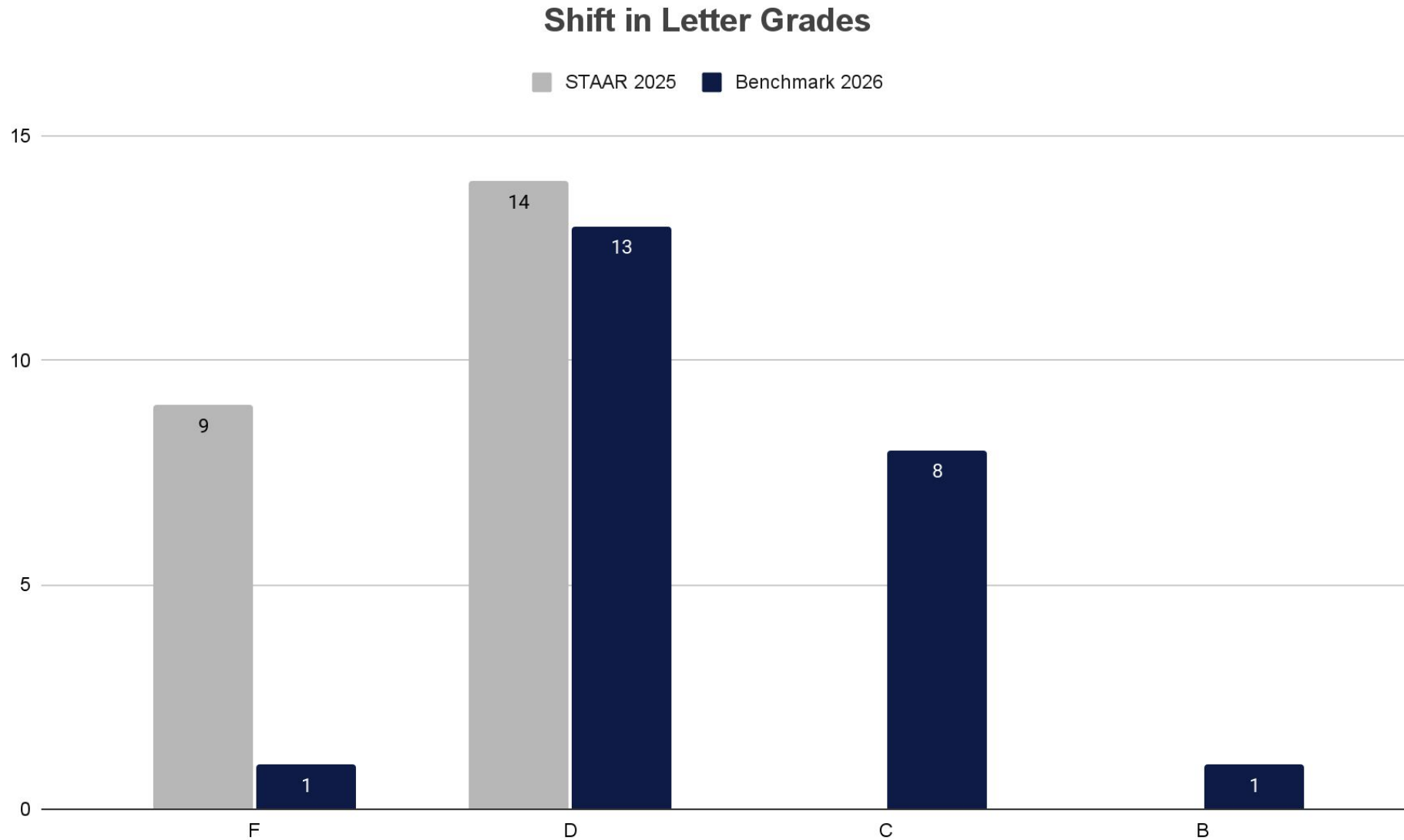
PURPOSE

Provide the Board of Trustees and stakeholders with an overview of the status of prior year D and F campuses after the Benchmark assessment, and hear from campus leaders on how they are addressing concerns.



Benchmark Status and Growth Trends

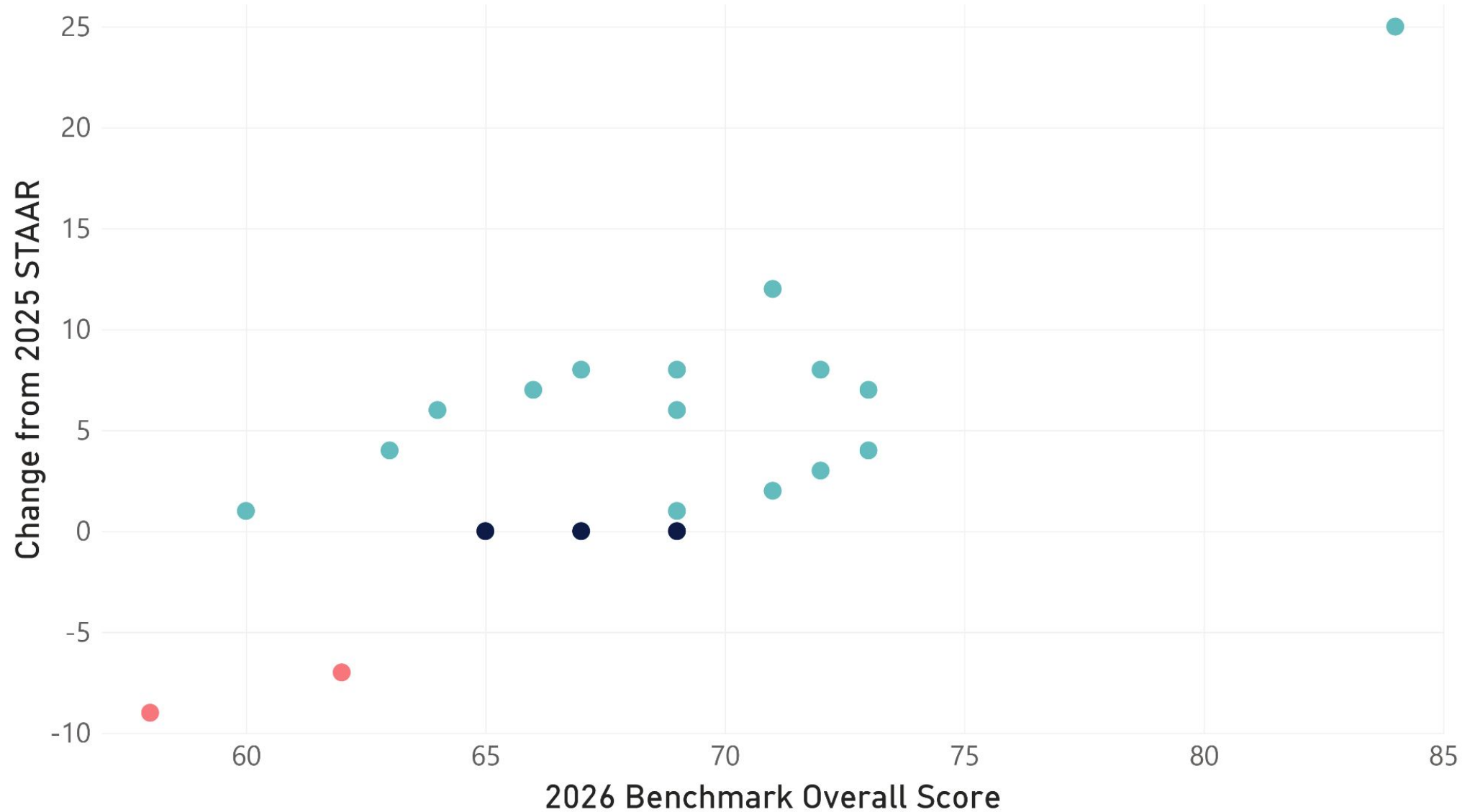
Benchmark Status of 2024–25 D & F Campuses

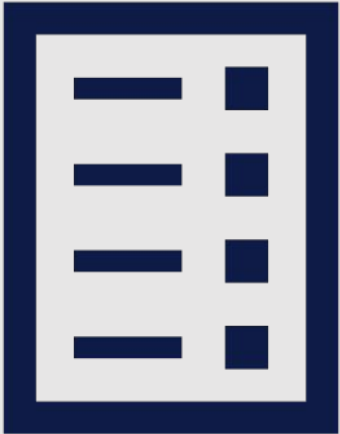




Benchmark Progress of 2024–25 D & F Campuses

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Closing the Gaps

Closing the Gaps - Math

85

Student Group	2024 STAAR			2026 Benchmark			Change		
	Approaches	Meets	Masters	Approaches	Meets	Masters	Approaches	Meets	Masters
All Students	55	25	7	55	27	9	0	2	2
Asian	85	57	29	81	62	36	-4	5	7
Black	51	21	6	50	22	7	-1	1	1
Hispanic	54	24	7	55	27	9	1	3	2
American Indian*	59	33	7	47	27	7	-12	-6	0
Pacific Islander*	67	33	8	64	27	9	-3	-6	1
Two or More Races	59	28	9	58	25	11	-1	-3	2
White	63	33	10	67	37	16	4	4	6
Cont Enrolled	57	26	8	58	29	10	1	3	2
Non Cont Enrolled	50	22	6	50	23	8	0	1	2
Eco Dis	54	24	7	55	26	9	1	2	2
English Learners	56	25	8	56	29	10	0	4	2
SpEd	26	7	1	33	9	2	7	2	1
Former SpEd	63	36	9	68	38	21	5	2	12

*Note: Results for smaller student groups may fluctuate more from year to year due to limited sample sizes.

Closing the Gaps - Reading

86

Student Group	2024 STAAR			2026 Benchmark			Change		
	Approaches	Meets	Masters	Approaches	Meets	Masters	Approaches	Meets	Masters
All Students	58	30	8	61	34	10	3	4	2
Asian	83	63	29	80	64	32	-3	1	3
Black	59	30	9	61	33	10	2	3	1
Hispanic	56	28	6	60	32	9	4	4	3
American Indian*	59	25	6	53	34	22	-6	9	16
Pacific Islander*	54	31	0	58	25	8	4	-6	8
Two or More Races	68	38	13	69	39	12	1	1	-1
White	68	41	13	70	45	21	2	4	8
Cont Enrolled	60	31	8	64	36	11	4	5	3
Non Cont Enrolled	54	27	7	54	29	8	0	2	1
Eco Dis	57	28	7	60	33	10	3	5	3
English Learners	55	27	7	58	32	10	3	5	3
SpEd	24	6	1	30	9	1	6	3	0
Former SpEd	63	28	9	65	37	17	2	9	8

*Note: Results for smaller student groups may fluctuate more from year to year due to limited sample sizes.



Improvement in Practice: Campus Spotlights

Thornton Elementary

88

Campus Improvement in Action

Clear Focus on Goals

Best Practices for EB Students

Systematic Support for Teachers and Students

Name: **Christian**

Imagine Math Progress Tracker

42	41	42	41	42	41	42	41	42	41	42
38	39	40	39	40	39	40	39	40	39	40
36	37	38	37	38	37	38	37	38	37	38
34	35	36	35	36	35	36	35	36	35	36
32	33	34	33	34	33	34	33	34	33	34
30	31	32	31	32	31	32	31	32	31	32
28	29	30	29	30	29	30	29	30	29	30
26	27	28	27	28	27	28	27	28	27	28
24	25	26	25	26	25	26	25	26	25	26
22	23	24	23	24	23	24	23	24	23	24
20	21	22	21	22	21	22	21	22	21	22
18	19	20	19	20	19	20	19	20	19	20
16	17	18	17	18	17	18	17	18	17	18
14	15	16	15	16	15	16	15	16	15	16
12	13	14	13	14	13	14	13	14	13	14
10	11	12	11	12	11	12	11	12	11	12
8	9	10	9	10	9	10	9	10	9	10
6	7	8	7	8	7	8	7	8	7	8
4	5	6	5	6	5	6	5	6	5	6
2	3	4	3	4	3	4	3	4	3	4
1	2	1	2	1	2	1	2	1	2	1

1st 6wks 2st 6wks 3rd 6wks 4th 6wks 5th 6wks 6th 6wks

My Goal: 24, 24, 24, 24, 24, 24

Lesson Passed: 49, 59, 93, 81

Met Goal? (Yes/No) (Yes/No) (Yes/No) (Yes/No) (Yes/No) (Yes/No)

Total lessons passed:

Math

100	100	100	100	100	100	100	100	100	100	100
95	95	95	95	95	95	95	95	95	95	95
90	90	90	90	90	90	90	90	90	90	90
85	85	85	85	85	85	85	85	85	85	85
80	80	80	80	80	80	80	80	80	80	80
75	75	75	75	75	75	75	75	75	75	75
70	70	70	70	70	70	70	70	70	70	70
65	65	65	65	65	65	65	65	65	65	65
60	60	60	60	60	60	60	60	60	60	60
55	55	55	55	55	55	55	55	55	55	55
50	50	50	50	50	50	50	50	50	50	50
45	45	45	45	45	45	45	45	45	45	45
40	40	40	40	40	40	40	40	40	40	40
35	35	35	35	35	35	35	35	35	35	35
30	30	30	30	30	30	30	30	30	30	30
25	25	25	25	25	25	25	25	25	25	25
20	20	20	20	20	20	20	20	20	20	20
15	15	15	15	15	15	15	15	15	15	15
10	10	10	10	10	10	10	10	10	10	10
5	5	5	5	5	5	5	5	5	5	5

Unit 1 Goal Unit 1 Test Unit 2 Goal Unit 2 Test Unit 3 Goal Unit 3 Test Unit 4 Goal Unit 4 Test Unit 5 Goal Unit 5 Test Unit 6 Goal Unit 6 Test

Student Data Conferences

Student: **Sophia** Grade: **6th**

Teacher: **Mrs. Berry**

Reading NWEA: PY EOY: **232** BOY: **232** MOY: **251** EOY: **251**

Reading District Assessments: CA1: **1301** Benchmark: **1324** 5th STAAR: **1313**

Goal: **1301-1324**

TELPAS: 5th Grade: **A** 6th Grade: **100%**

Summative Assessments: Unit 1: **88** Unit 2A: **77**

Reading Level: **3.4**

Skills to Improve & Commit: **Use context**

TELPAS

TEKS: 5.8C

student is expected to analyze plot elements, including rising action, climax, falling action, and resolution.

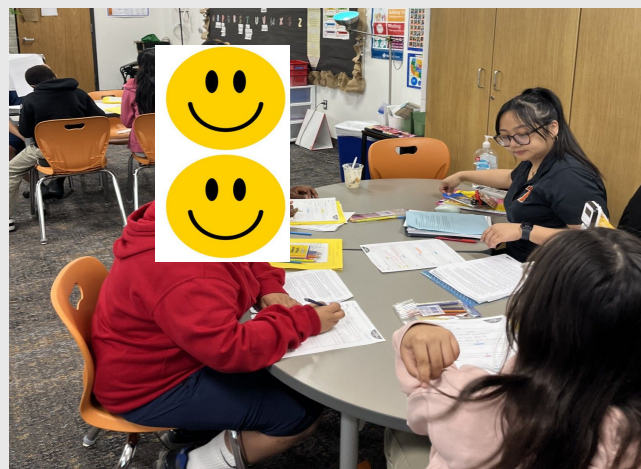
16:17

ThinkUp! 1 Jaylin, Jonelle, Adalyn, Alex, Mariah

Writable 2 Josee, Gustavo, Adalynn, Mason, Zaya

Imagine my path 3 Esdras, Savannah, Frank, Jeremiah, Kailyn, Antaya

READING RESPONSE 4 Ricardo, Angelo, Eckerd, Evelyn, Lilliana

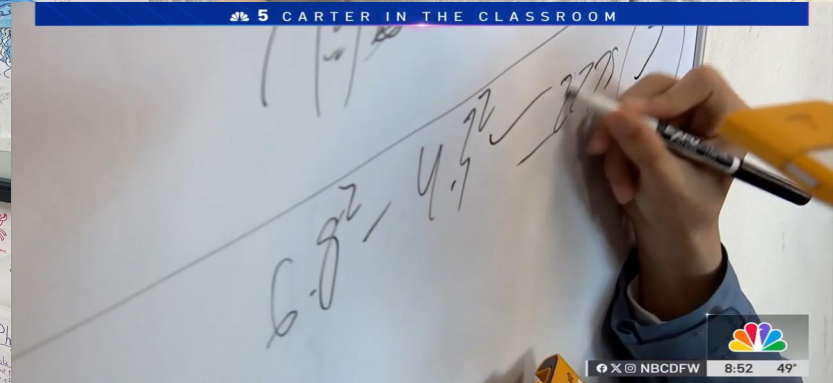
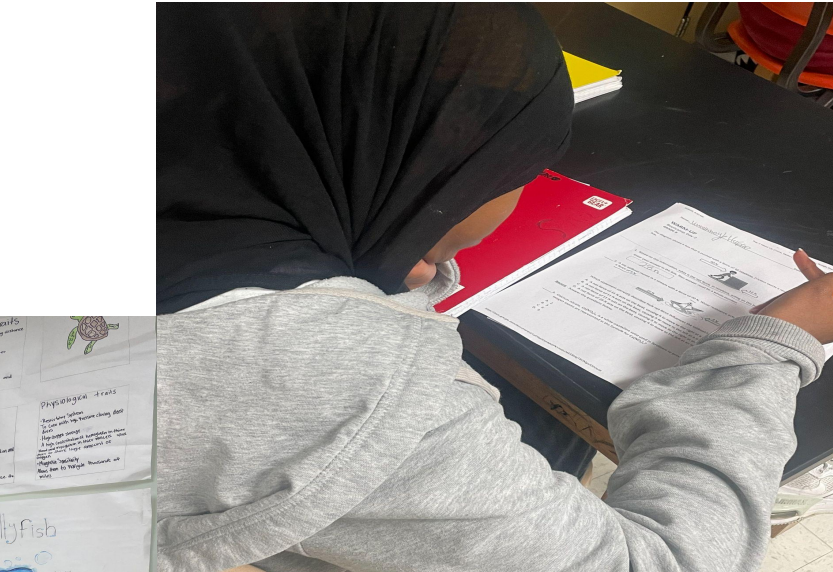
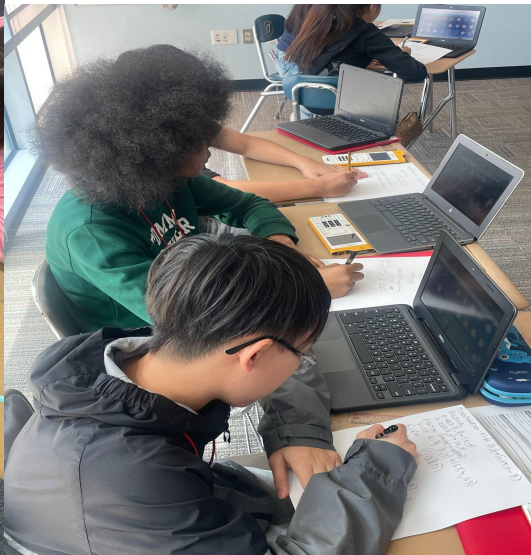
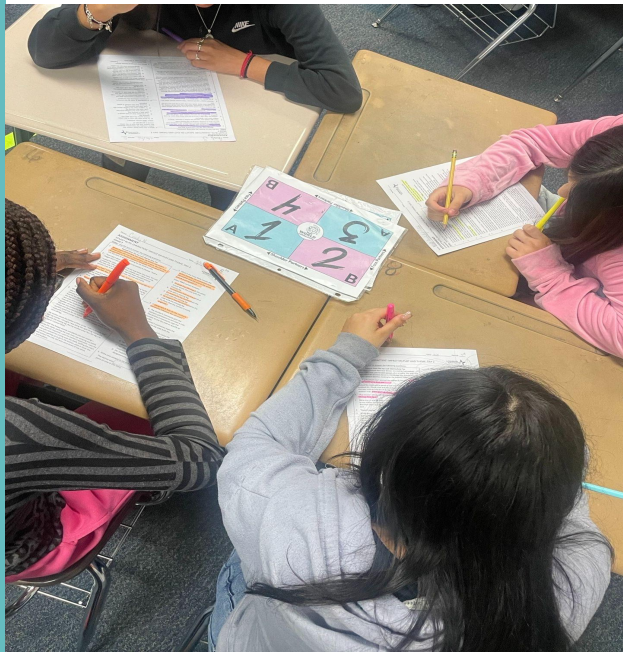




Workman Junior High

Data Driven Decisions Drive Increased Outcomes

- High leverage TEKS focus for **all** students
- Domain 3 data analysis for Academic Achievement (30%) & Academic Growth (50%)
- Domain 3 teacher moves
- Regression conversations with counselors
- “You are a Super STAAR” encouragement cards



5 CARTER IN THE CLASSROOM



DISCUSSION

Arlington Independent School District Board of Trustees Meeting

April 9, 2026

Contact Person: Michael Hill, Ed.D

Board Agenda Presented for: Action: Report: Consent:

Supporting Documents: None: Attached:

Meeting Agenda Item: Consider Approval of an Exemption Claim for Texas Senate Bill 546 Required Reporting on School Bus Seat Belt Compliance

District Priority / Goals Addressed

Talent & Resources: Maximize our resources and people to promote a thriving district while maintaining sound fiscal management.

Background

Texas Senate Bill 546 (89th Legislature, 2025) requires three-point seat belts on all school buses operated or contracted by school districts. Effective September 1, 2025, it requires districts to report costs to the Texas Education Agency to retrofit buses without belts. Districts must discuss non-compliance in public meetings if funds are unavailable, and the law allows accepting grants for installation. The reporting deadline to the Texas Education Agency is May 29, 2026.

Fiscal Implications

Fiscal implications range from \$0 to approximately \$4 million dollars, depending on which option we consider.

Recommendation

Considering our current financial challenges, administration recommends the Board consider the exception due to the financial impact on the district.

Submitted by: *Michael Hill Ed.D* Date: April 2, 2026



ACADEMIC GROWTH

Ensure positive, engaging experiences for every student that promote academic growth and ignite a passion for learning.



CULTURE

Establish an inclusive culture of respect, support and continuous improvement for all students, staff and families.



SAFETY & DISCIPLINE

Create safe and productive learning environments in which every student and staff member can thrive.



MARKETING & ENGAGEMENT

Involve families and community stakeholders as valued partners in student learning.



TALENT & RESOURCES

Maximize our resources and people to promote a thriving district while maintaining sound fiscal management.



Exemption Claim for Texas Senate Bill 546 Required Reporting on School Bus Seat Belt Compliance

Michael Hill , Ed.D
Chief Operations Officer
April 9, 2026
Regular Board Meeting

⁹³Purpose

Provide the Board with an overview of:

- **Requirements of SB 546**
- **District current compliance status**
- **Cost estimates**
- **Options for consideration**

SB 546: Required Reporting on School Bus Seat Belt Costs

Legislative Overview & Background

- SB 546 requires three-point seat belts for all passengers and drivers.
- Applies to all school buses and activity buses
- Effective September 1, 2025
- Full compliance by 2029
- Board action by the end of the 2026 school year



- School boards may comply by adding three point seat belts to all buses that do not currently have them.
- School boards may approve an exemption if funding is not available.

Report decision to TEA by May 29, 2026 through the state database. (Administration)

Current Fleet Status

96

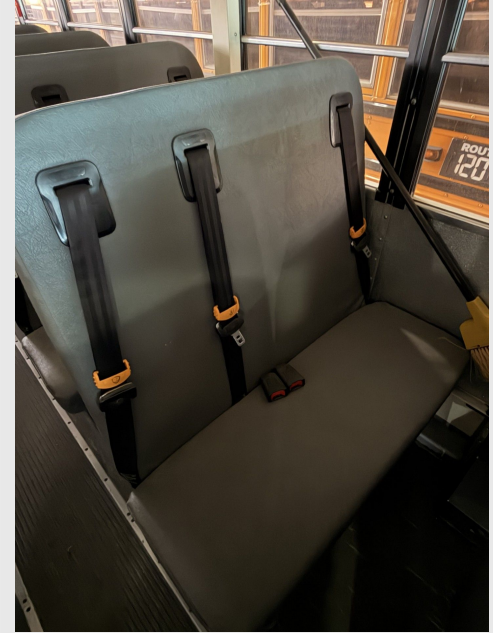
71 buses with no seat belts



54 buses w/ 2 pt. Seat belts



106 buses w/ 3 pt. belts



Current Fleet Status

97

- Currently, 125 buses are non-compliant
 - All buses are at various ages and have various miles




Financial Impact

98

Total cost estimate to bring all 125 non-compliant buses into compliance is estimated at \$3,986,974.00.

BUCKS WHEEL & EQUIPMENT
5101 N. MAIN ST
FORT WORTH, TX 76179
PHONE 817-332-1228
FAX 817-332-1817



Quote

Date	Quote #
12/4/2025	36019
Rep	

Name / Address
ARLINGTON ISD
690 EAST LAMAR BLVD
ARLINGTON, TX 76011

Ship To
ARLINGTON ISD
TRANSPORTATION DEPT.
1124 WEST ARKANSAS LANE
ARLINGTON, TX 76013

UNIT #	Customer E-mail	Customer Phone	Customer Fax
	acconmpepublic@aund.net	682-867-7221	817-419-7246

Item	Description	Qty	Rate	Total
PARTS	NEX GEN. 3P SEAT ASSEMBLY ONLY WITH (3) 3-POINT SEAT BELTS, GRAY FIREBLOCK VINYL	24	950.25	22,806.00
LABOR	REMOVE ALL EXISTING SEATS AND HARDWARE, INSTALL NEW 3PT SEAT BELT SEATS WITH NEW MOUNTING HARDWARE	1	6,500.00	6,500.00
PARTS	RETROFIT MOUNTING KIT	24	34.52	876.48
SHOP PARTS	SHOP PARTS / MISC. EXPENSE HARDWARE	1	650.00	650.00
LABOR 909	REMOVE AND REPLACE THE SUBFLOOR AND VINYL FLOORING	1	7,000.00	7,000.00
*****FLOOR MUST BE REPLACED DUE TO LIABILITY REASONS PER THE SEAT MANUFACTURER*****				
*****THIS IS A GENERIC QUOTE FOR A 71 / 72 PASSENGER BUS*****				
*****PRICING CAN CHANGE DEPENDING ON THE MOUNTING OF THE SEATS*****				
*****QUOTE VALID FOR 30 DAYS*****				
Subtotal				537,812.48
Sales Tax (0.0%)				\$0.00
Total				537,812.48

TRANS. PHONE #	TRANS. FAX #
682-867-7866	817-419-7821



Only International Dealer in DFW/Waco
Lock in your seat swap with Southwest International Trucks today!

**26" Seat Back, Gen 5 IC, 12 D NL NICS 2,
3-Point NTCD Fray Fabric Back**
➔ **2518257C91 \$400.00*** ➔

42" Seat Back, 3-pt Gray
➔ **2612184C92 \$525.00*** ➔

***Average Est./Prices are subject to change**
***SPA Available/VOLUME DISCOUNTS**
***Misc Fees May Apply**
***International Offering Bonus Incentives**

Eric Whicker (Dallas) - 214.538.5464 David Cobb (Fort Worth) - 817.727.9557
Alex Vargas (Arlington) - 945.286.6336 Manny Vazquez (McKinney) - 214.912.0152
Chad Ledbetter (Waco) - 254.340.6734 Katie Scott (Service) - 417.438.5457




INTERNATIONAL
Southwest Trucks



Bus Seat Upgrades & Service Parts

DALLAS FORT WORTH ARLINGTON MCKINNEY WACO p 214.689.1400

BUCKS WHEEL & EQUIPMENT
5101 N. MAIN ST
FORT WORTH, TX 76179
PHONE 817-332-1228
FAX 817-332-1817



Quote

Date	Quote #
12/4/2025	36017
Rep	

Name / Address
ARLINGTON ISD
690 EAST LAMAR BLVD.
ARLINGTON, TX 76011

Ship To
ARLINGTON ISD
TRANSPORTATION DEPT.
1124 WEST ARKANSAS LANE
ARLINGTON, TX 76013

UNIT #	Customer E-mail	Customer Phone	Customer Fax
	acconmpepublic@aund.net	682-867-7221	817-419-7246

Item	Description	Qty	Rate	Total
PARTS	NEX GEN. 3P SEAT ASSEMBLY ONLY WITH (3) 3-POINT SEAT BELTS, GRAY FIREBLOCK VINYL	18	950.25	17,104.50
LABOR	REMOVE ALL EXISTING SEATS AND HARDWARE, INSTALL NEW 3PT SEAT BELT SEATS WITH NEW MOUNTING HARDWARE	1	4,500.00	4,500.00
PARTS	RETROFIT MOUNTING KIT	18	34.52	651.36
SHOP PARTS	SHOP PARTS / MISC. EXPENSE HARDWARE / WASTE FEE	1	650.00	650.00
LABOR 909	REMOVE AND REPLACE FOR TO MAKE TO SPEC FOR MOUNTING 3PT BELTS	1	7,000.00	7,000.00
*****FLOOR MUST BE REPLACED DUE TO LIABILITY REASONS PER THE SEAT MANUFACTURER*****				
*****THIS IS A GENERIC QUOTE FOR A 54 PASSENGER BUS*****				
*****PRICING CAN CHANGE DEPENDING ON THE MOUNTING OF THE SEATS AND IF THE FLOOR NEEDS TO BE REPLACED*****				
*****QUOTE VALID FOR 30 DAYS*****				
Subtotal				\$29,911.86
Sales Tax (0.0%)				\$0.00
Total				\$29,911.86

TRANS. PHONE #	TRANS. FAX #
682-867-7866	817-419-7821

Other Considerations

99

- Cost vs remaining bus lifespan
- Budget impact
- Alignment with replacement schedule
- Fleet use
- Timeline for reporting requirements

Recommendation Options

100

Administration recommends the Board:

Option 1: Full retrofit of the fleet that is out of compliance

Option 2: Lack of funding exemption



Recommendation

101

Option 2: Lack of funding exemption





Discussion

Arlington Independent School District Board of Trustees Meeting

April 9, 2026

Contact Person: Michael Hill, Ed.D

Board Agenda Presented for: Action: Report: Consent:

Supporting Documents: None: Attached:

Meeting Agenda Item: Consider Approval of Blanton ES Transportation Plan

District Priority / Goals Addressed

Culture: Establish an inclusive culture of respect, support and continuous improvement for all students, staff and families.

Background

Earlier this spring, the Board approved the closure of Blanton Elementary School effective at the end of the 2025 – 2026 school year. Students have been rezoned to Burgin, Crow, Goodman, and Swift Elementary Schools.

Throughout the closure process, families consistently expressed concerns regarding transportation access to their newly assigned campuses.

Fiscal Implications

Financial implications will be limited, and will be determined after student ridership is confirmed.

Recommendation

Administration recommends the Board approve a transportation option to support students impacted by the Blanton Elementary closure, with implementation for the 2026–2027 school year and a formal one-year evaluation.

Submitted by: *Michael Hill Ed.D* Date: April 2, 2026



ACADEMIC GROWTH

Ensure positive, engaging experiences for every student that promote academic growth and ignite a passion for learning.



CULTURE

Establish an inclusive culture of respect, support and continuous improvement for all students, staff and families.



SAFETY & DISCIPLINE

Create safe and productive learning environments in which every student and staff member can thrive.



MARKETING & ENGAGEMENT

Involve families and community stakeholders as valued partners in student learning.



TALENT & RESOURCES

Maximize our resources and people to promote a thriving district while maintaining sound fiscal management.



Blanton ES Transportation Plan

Michael Hill, Ed.D

Chief Operations Officer

April 9, 2026

Regular Board Meeting

¹⁰⁵Purpose

Provide the Board with Transportation options to consider for students and families impacted by the closure of Blanton Elementary.

Background Information

106

- Earlier this Spring, the Board approved administrations recommendation to close Blanton Elementary at the end of the 2025-2026 school year.
- Blanton students were rezoned to Burgin, Crow, Goodman & Swift Elementary schools.
- During meetings discussing the closure, parents in the Blanton community consistently shared concerns about the need for transportation to and from school as a result of the closure.

The Reality

107

- Approximately 50 students zoned to Swift would be eligible for transportation based on the current 2-mile standard.
- Approximately 370 students would not be eligible based on the current 2-mile standard.



The district administered a **Transportation Needs** survey to the Blanton parents.

- Will you need transportation?
- AM, PM, Both
- Are there any special transportation needs?



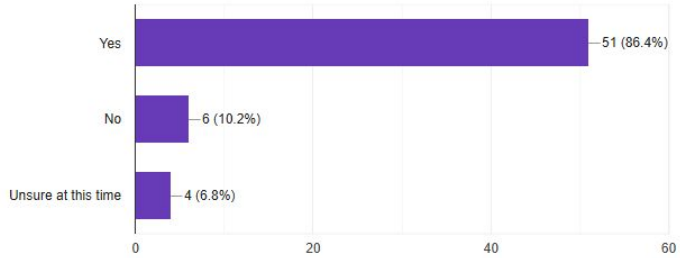
Parent Survey Results

109

Will your child need district-provided transportation to and from their new school?

[Copy chart](#)

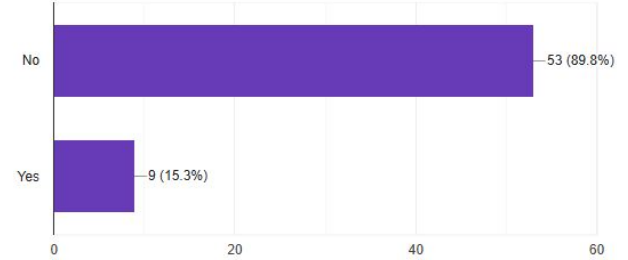
59 responses



Do you anticipate any special transportation considerations?

[Copy chart](#)

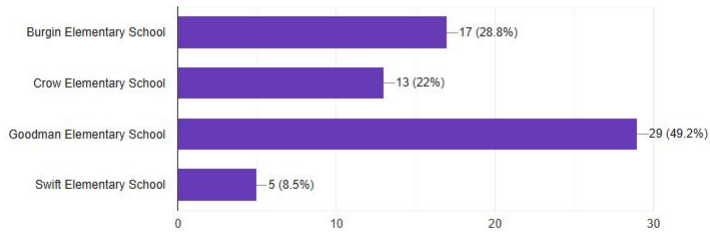
59 responses



New Assigned School (select one):

[Copy chart](#)

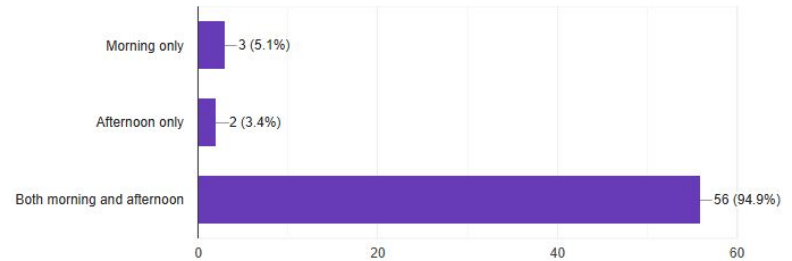
59 responses



If transportation is provided, would your child ride the bus:

[Copy chart](#)

59 responses



Transportation Options

110

Option 1	Option 2 Most Efficient	Option 3 Highest Cost
Transportation for eligible riders only.	Hub transportation for Blanton families who have requested. HUBS to be determined...and consistent with Academy Transportation	Neighborhood transportation for Blanton families who have requested.

Conduct a formal review after one year. (Ridership, family feedback, attendance impact, other)

Some families may be closer to their new assigned school than to the HUB stop.

- The financial impact of either of these options will be limited to additional fuel.
- We run a tiered routing system.
 - Each bus ideally has 3 runs (HS, ES, JH) equating to a route
 - Some buses only have 2 runs
 - Adding the additional runs for the students impacted by the Blanton closure is manageable...does not require additional staff

Recommendation

112

Administration recommends the Board approve option 2 for providing transportation for students impacted by the closure of Blanton Elementary School who are assigned to Burgin, Crow, Goodman & Swift Elementary schools.

Administration will monitor the effectiveness and impact of the decision and report back to the Board.





Discussion

**ARLINGTON INDEPENDENT SCHOOL DISTRICT
BOARD OF TRUSTEES
MINUTES**

Regular Meeting

March 26, 2026
5:00 p.m.

Members Present: Sarah McMurrough, Brooklyn Richardson, Larry Mike, David Wilbanks, Melody Fowler, Leanne Haynes

Members Absent: Justin Chapa

Media Present: None

CALL TO ORDER: Board Chambers

Vice President McMurrough called the meeting to order at 5:31 p.m. with six trustees present at the Administration Building, 690 E. Lamar Boulevard, Arlington, Texas.

CLOSED MEETING: Board Conference Room

Vice President McMurrough adjourned to a closed meeting at 5:31 p.m. pursuant to Sections 551.071 through 551.084 and 551.089 of the Texas Government Code in accordance with the Texas Open Meetings Act for the topics set forth on the agenda.

RECONVENE INTO OPEN SESSION: Board Room

Vice President McMurrough convened the Board into the open meeting at 6:36 p.m. Six trustees were present at the Administration Building, 690 E. Lamar Boulevard, Arlington, Texas.

President Chapa was unable to join tonight's meeting.

A quorum of the Board was physically present at the Administration Building. Members of the public could access the meeting via the AISD website at www.aisd.net.

OPENING CEREMONY:

Barbara Limon, a sixth grader at South Davis Elementary, led the audience in the Pledge of Allegiance.

RECOGNITIONS:

A. Purchasing Award

The Purchasing Department was recognized for earning the TASBO Purchasing Award of Merit for the fourth consecutive year. This award honors school districts that demonstrate high professional standards in procurement, with only about 14% of districts statewide receiving the distinction in 2026. The

department's work, though largely behind the scenes, plays a critical role in supporting campuses and departments across the district. Appreciation was expressed for their dedication and impact, and team members were invited forward for recognition.

RECESS

Vice President McMurrough adjourned the meeting at 6:43 p.m. for a brief recess. The meeting was reconvened at 6:51 p.m. with 6 trustees in attendance.

OPEN FORUM FOR AGENDA ITEMS:

None

REPORTS:

A. Finance and Academics Report

The Finance and Academics Committee, led by Vice President Sarah McMurrough, met last and received a presentation on Senate Bill 546, presented by Dr. Hill, along with a Teacher Incentive Allotment (TIA) update from Chief Human Resources Officer Scott Kahl and a presentation on instructional materials from Chief Academic Officer Dr. Steven Wurtz.

B. Financial Futures Committee Report

Committee Chair Mr. Blake Davidson presented the committee's charge, which focused on budget reduction strategies aligned with the Board's goal to reduce the general fund deficit while maintaining key financial thresholds. The committee's primary recommendation is to implement a phased approach to adjust the district's staff-to-student ratio over the next three years to better align with peer districts and address budget challenges. The committee also requested a more detailed district position analysis to support future recommendations.

C. Bullying Standards Prevention and Reporting Report

The District's Bullying Task Force has completed its initial review of current practices, policies, and reporting procedures related to bullying. The committee examined district data, reviewed investigation and reporting processes, and identified opportunities to strengthen prevention, response, and student support systems. As part of this work, the district compared its procedures with the Texas Education Agency's Minimum Standards for Bullying Prevention to ensure alignment with state requirements and best practices. The Task Force also emphasized the importance of consistent campus practices, timely investigations, and clear communication with students and families.

D. Arlington ISD Learning Acceleration Support Opportunities (LASO) Grants Received Report

Chief Academic Officer Dr. Steven Wurtz presented an overview of the LASO Cycle 4 grant opportunities, which total several million dollars and align with district priorities related to academic growth and staff development. The grants focus on three key areas: strengthening instructional materials and leadership, building a pipeline of high-quality educators, and expanding student learning

opportunities, including additional instructional days. Notable components include teacher residency and “grow your own” programs, expanded access to computer science courses, and a redesigned school calendar model at select campuses

E. Benchmark Academic Progress Report

Arlington ISD students recently completed Benchmark testing for the 2025–26 school year, serving as a key indicator ahead of STAAR testing in April. The Board will receive an update on the data and its implications for instructional planning and support. The district remains focused on meeting all HB 3 academic growth goals and reducing the number of campuses with a D or F rating by 50% or more by August 2026.

F. Arlington ISD Strategic Plan Report

Deputy Superintendent Dr. Jennifer Collins shared that over the past year, trustees, administrators, and staff have collaborated to develop a comprehensive strategic plan aligned to the district’s vision and priorities. The plan outlines key objectives to be achieved by 2030 across each priority area. The plan will serve as the foundation for future district, campus, and department improvement planning.

CONSENT ITEMS:

A. Approval of Minutes of Prior Meetings

B. Approval of Purchases Greater Than \$100,000

C. Approval of Bids

D. Approval of Monthly Financial Report- December

E. Approval of Donations

F. Approval of Salvage Property

G. Approval of Engagement Letter with Audit Firm

H. Approval of the US Department of Labor 2026 Prevailing Wage Scale for Tarrant County for the 2019 Bond Program-Phases I-V and Miscellaneous District Construction Projects

I. Request for Board Approval of Personal Services Contract Between Arlington ISD Administrator(s) and an Educational Business or Entity

J. Approval of School Library Advisory Council (SLAC) Challenged Library Materials

Recommendations.

K. Approval of School Library Advisory Council (SLAC) Additional Approved Recommendations for Procurement Listing.

Motion made by Brooklyn Richardson, seconded by David Wilbanks, to approve the consent agenda items as presented.

Voting For: 5
(Sarah McMurrrough, Brooklyn Richardson, Melody Fowler, David Wilbanks, Leanne Haynes)

Voting Against: 1
(Larry Mike)

OPEN FORUM FOR NON-AGENDA ITEMS:

Steven Poole- Board Policy DEC

SUPERINTENDENT'S REPORT:

Superintendent Smith's report highlighted district efforts related to safety and discipline, including facility improvements funded by the 2019 bond that provide enhanced learning spaces and storm shelters. He recognized facilities staff for their ongoing work to maintain safe campuses and acknowledged community partner Texas Trust for honoring these employees. Dr. Smith also shared a recent CTE student experience at a Grand Prix event, where students explored various career pathways. Trustees provided brief campus visit updates, commended the State of the District event, and noted requests for improved access to HB3 goals and a future strategic plan workshop.

SCHOOL BOARD'S REPORT:

Trustee Larry Mike shared highlights from a recent visit to Crow Leadership Academy, recognizing campus staff and students for their engagement and positive learning environment. Trustees also commended district leadership and staff for a successful State of the District event, noting strong community participation and effective storytelling. Additionally, a request was made to improve accessibility of HB3 goals on the district website by disaggregating data by student subgroups. A future board workshop on the strategic plan was also requested for further discussion.

Secretary Richardson reported that Trustee Wilbanks requested improved accessibility of HB3 goals on the district website, including disaggregation by student subgroups. He also requested that a board workshop on the strategic plan be scheduled for further discussion. Vice-President McMurrrough noted that the workshop request would be considered at a future board officers meeting.

ADJOURNMENT:

Vice President McMurrrough adjourned the meeting at 8:28 p.m. The Board did not return to closed session.

END OF RECORDED MINUTES
March 26, 2026

Secretary

President

Arlington Independent School District Board of Trustees Meeting

April 9, 2026

Contact Person: Lisa Phillips

Board Agenda Presented for: Action: Report: Consent:

Supporting Documents: None: Attached:

Meeting Agenda Item: Approval of Purchases Greater Than \$100,000

District Priority / Goals Addressed

Within the Board's priority of Talent and Resources, this agenda item requests Board approval for purchases exceeding \$100,000, as required by District Policy CH (Local).

Background

District policy mandates that all purchases exceeding \$100,000 receive board approval to maintain transparency and fiscal responsibility. These purchases support a variety of programs and needs across departments. Each recommended purchase has been reviewed by the appropriate departments and adheres to procurement standards.

Fiscal Implications

The total fiscal impact of these purchases is estimated at \$2.2M. Funding for these items is available through the approved district budget under the designated funding source.

Recommendation

It is recommended that the board approve the proposed purchases over \$100,000 as presented. These purchases are essential to maintaining high standards of service, safety, and educational quality within the district.

Submitted by: *Norberto Rivas*

Date: March 30, 2026



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Ensure positive, engaging experiences for every student that promote academic growth and ignite a passion for learning.



CULTURE

Establish an inclusive culture of respect, support and continuous improvement for all students, staff and families.



SAFETY & DISCIPLINE

Create safe and productive learning environments in which every student and staff member can thrive.



MARKETING & ENGAGEMENT

Involve families and community stakeholders as valued partners in student learning.



TALENT & RESOURCES

Maximize our resources and people to promote a thriving district while maintaining sound fiscal management.

Control Number	AISS Department	Budget Owner	Vendor Name	Description	Fund Source	Estimated	Purchase Method
04-09-26-01	Technology	Kyle Berger	Zayo Group LLC	Renewal 23-28 Dedicated Internet Access Services E-Rate	Local	\$120,000	23-28
04-09-26-02	Special Education	Cindy Brown	Merakey Allos	Provide Educational and Related Services to Students with Autism	Federal Grant	\$320,000	26-06
04-09-26-03	Special Education	Cindy Brown	Lango Interpretation Services	Language Interpretation Services	Federal Grant	\$275,000	26-06
04-09-26-04	Special Education	Cindy Brown	Frontline	Student Data Management Software System	Federal Grant	\$225,000	Allied States
04-09-26-05	Financial Services	Bridget Lewis	Whitley Penn	Annual Financial Audit	Local	\$117,500	Professional Services
04-09-26-06	Facility Services	Kelly Horn	Cool Tech A/C Heat and Refrigeration	Replace Condensing Units in Food Service Warehouse Cooler	Local	\$140,000	24-17
04-09-26-07	Fine Arts	Gary Barnard	Sweetwater Sound, LLC	Instruments and Equipment for Fine Arts Ensembles across Campuses	Bond	\$1,031,297	TIPS

\$2,228,797

Arlington Independent School District Board of Trustees Meeting

April 9, 2026

Contact Person: Steven Wurtz

Board Agenda Presented for: Action: Report: Consent:

Supporting Documents: None: Attached:

Meeting Agenda Item: Approval of Instructional Materials and Technology Allotment 2026-2027 Expenditures

District Priority / Goals Addressed

This item supports the Board goal of Academic Growth by ensuring access to high-quality, standards-aligned instructional materials and technology. Approval of IMTA-allowable resources strengthens instruction, supports diverse learner needs, and enhances student outcomes for the 2026–2027 school year.

Background

The Texas state legislature established an Instructional Materials and Technology Allotment (IMTA) that entitles each district to a specific funding amount determined by the Texas Education Agency (TEA) commissioner based on legislative appropriation on a biennial allocation. This funding is utilized by public school districts to support the purchase of instructional materials, technology equipment, certain related software, systems and services to support learning in the classroom.

Fiscal Implications

Recommended instructional materials and equipment for IMTA expenditures to support learning during the 2026-2027 school year equate to \$2,820,414.65

Recommendation

The Administration recommends the approval to purchase of the proposed instructional materials and technological equipment using funding provided by the Instructional Materials and Technology Allotment.

Submitted by: 

Date: March 31, 2026



ACADEMIC GROWTH

Ensure positive, engaging experiences for every student that promote academic growth and ignite a passion for learning.



CULTURE

Establish an inclusive culture of respect, support and continuous improvement for all students, staff and families.



SAFETY & DISCIPLINE

Create safe and productive learning environments in which every student and staff member can thrive.



MARKETING & ENGAGEMENT

Involve families and community stakeholders as valued partners in student learning.



TALENT & RESOURCES

Maximize our resources and people to promote a thriving district while maintaining sound fiscal management.

Instructional Materials Allotment Requests 2026-27

122

Course/Content	Program Requested	Publisher	Amount
ELAR K-5	Into Reading 2.0	HMH	\$2,204,397.09
ELAR K-5 Special Ed classrooms	Into Reading 2.0	HMH	\$218,650.56
Social Studies	DBQ Online Subscription	The DBQ Company	\$31,200.00
AP Math	Practice of Statistics	Bedford, Freeman, Worth	\$9,625.00
AP US History	US History	Perfection Learning	\$25,704.00
AP World History	World History	Perfection Learning	\$134,476.80
French	T'es Branche?	Carnegie Learning	\$30,350.80
German	Deutsch So Aktuell	Carnegie Learning	\$447.04
Spanish	Asi Se Dice	McGraw Hill	\$7,848.06
CTE	Computer Science	Code HS	\$4,165.00
CTE	Agriculture, Hospitality, Auto Tech	Goodheart Wilcox	\$41,574.30
CTE	Business Marketing, Finance	iCev Multimedia	\$24,150.00
CTE	Business	eDynamic Learning	\$6,000.00
CTE	Sports Business	Sports Career Learning	\$3,594.00
CTE	Social Media & Marketing	Student CTE	\$10,250.00
Pre-K	Phonics	DHLL Fonetica Stage 1	\$67,982.00
		Total	\$2,820,414.65

Arlington Independent School District Board of Trustees Meeting

April 9, 2026

Contact Person: Melody Lopez

Board Agenda Presented for: Action: Report: Consent:

Supporting Documents: None: Attached:

Meeting Agenda Item: Approval of Personnel Recommendations: New Hires, Retirements, Resignations, Terminations, and Non-Renewals

District Priority / Goals Addressed

The purpose of this consent item is to approve the personnel items, which includes new hires, retirements, resignations, terminations, and non-renewals. This action aligns with the District’s priority of maximizing Talent and Resources by ensuring appropriate staffing adjustments.

Background

Information on new hires, retirements, resignations, terminations, and non-renewals is presented for approval on a monthly basis.

Fiscal Implications

None

Recommendation

Administration recommends approval of new hires, retirements, resignations, terminations, and non-renewals as presented.

Submitted by: *Scott Kahl*

Date: March 31, 2026



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Maximize our resources and people to promote a thriving district while maintaining sound fiscal management.

New Employees Hired 03/02/26 - 03/30/2026

LAST NAME	FIRST NAME	LOCATION	POSITION	START DATE	LEVEL
REECE	CRYSTAL	FOOD SERVICE	FOOD AND NUTRITION SUPERVISOR	04/01/2026	ADMIN
RIMMER	VALERIE	BEBENSEE	2ND ESL	03/23/2026	ELEM
MASON	JONESIA	FITZGERALD	PRE K ESL	03/24/2026	ELEM
WASHINGTON	QUAVON	CROUCH	SPED - ABLE	03/10/2026	ELEM
PRIMM	MARNETT	WILLIAMS	SPED - INCLUSION	03/12/2026	ELEM
ONEAL	YANCY	BOWIE	SPED - SEAS	03/10/2026	ELEM
ROBNETT	ALYSSA	RODRIGUEZ	7-8 ENGLISH/READING	03/27/2026	SEC
LEWIS	ROBERT	SAM HOUSTON	SPED - INCLUSION	03/12/2026	SEC

Elementary Summary

Teacher	3
Teacher ESL	2
Total	5

Secondary Summary

Teacher	2
Teacher ESL	0
Total	2

Non-Campus Staff Summary

ADMIN	1
Total	1

Grand Total	8
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Separation of Service - Effective Between March 02, 2026 to March 30, 2026 For Information Only. No Board Action Required.						
CODE	LAST NAME	FIRST NAME	ORGANIZATION	JOB TITLE	LAST WORK DAY	Yrs
Caring for Family Member(s) (1)	Rivera Ruiz	Jennifer	Patrick Elementary	Attendance Clerk - Elementary	3/4/2026	0
Certification Reason (1)	Kirkpatrick	Magdalena	Anderson Elementary	ESL Elementary Teacher K-6 (Bil. Waiver)	3/22/2026	0
District Initiated - Violation of AISD Employee Handbook (2)	Hill	Shaitamisha	South Davis Elementary	Classroom Assistant Elementary - Pre-K	3/12/2026	2
	Montagnino	Joanna	Sherrod Elementary	Classroom Assistant Elementary Special Ed - Alt Curriculum	3/5/2026	0
Employee Initiated - Resigned in Lieu of Termination (3)	Anthony	Rhonda	Fitzgerald Elementary	Attendance Clerk - Elementary	3/10/2026	8
	Lofton	Rhonda	Atherton Elementary	Classroom Assistant Elementary - Pre-K	3/23/2026	2
	McCullough	Justin	Arlington High School	Math Teacher 9-12	3/9/2026	6
Employment Outside of Education (3)	Ortega	Jessica	Ousley Jr High School	Attendance Clerk - Junior High	3/4/2026	0
	Roach	Kyle	Spec Ed Support Services	Classroom Assistant Special Ed - Deaf Education	3/13/2026	0
	Williams	Tarus	Special Education	Classroom Assistant Community Based Transition	3/13/2026	20
Employment with Another District (4)	Acosta	Perla	Purchasing	Clerk - Purchasing	3/13/2026	2
	Anderson	Christopher	Fine Arts	Director - Fine Arts	3/12/2026	7
	Cruz	Jonathan	Bowie High School	Social Studies Teacher 9-12/Coach	3/13/2026	12
	Higgins	Brittany	Technology Operations	Technician - District Support	3/13/2026	3
Reason Not Specified (5)	Caldwell	Jynine	Larson Elementary	Assistant Principal - Elementary	3/13/2026	6
	Camargo	Sandra	Johns Elementary	Bilingual Elementary Teacher PK	3/9/2026	6
	Kuakumensah-Ocloo	Kofi	Bowie High School	French Teacher 9-12	3/12/2026	1
	Olvera	Johnny	Lamar High School	Classroom Assistant High School Special Ed - Alt Curriculum	3/11/2026	0
	Richard-Flenory	Beyla	Kooken Elementary	Classroom Assistant Elementary - Pre-K	3/9/2026	0
Regular Retirement (1)	Dolan	Jeffrey	Little Elementary	Classroom Assistant Elementary Special Ed - Alt Curriculum	3/13/2026	7
Total Separations (20)						

Arlington Independent School District Board of Trustees Meeting

April 9, 2026

Contact Person: Samantha Crossnoe

Board Agenda Presented for: Action: Report: Consent:

Supporting Documents: None: Attached:

Meeting Agenda Item: Approval of Joint Election Agreement and Contract for Election Services

District Priority / Goals Addressed

This supports Arlington ISD’s priority of Talent and Resources by ensuring an efficient, compliant, and well-coordinated election process. It also advances the district’s commitment to Marketing and Engagement by providing stakeholders with a meaningful opportunity to participate in decision-making that impacts students, staff, and families.

Background

Tarrant County Elections Administration provides, ballots, electronic voting equipment for early voting, services of election judges and election clerks for early voting and Election Day Voting and certain other expenses related to the May 2, 2026, election.

Fiscal Implications

The estimated obligation is \$202,642.47

Recommendation

Administration recommends the Board of Trustees approve the Joint Election Agreement and Contract for Election Services with Tarrant County Elections Administration for the May 2, 2026 election.

Submitted by: *Samantha Crossnoe* Date: March 31, 2026



ACADEMIC GROWTH

Ensure positive, engaging experiences for every student that promote academic growth and ignite a passion for learning.



CULTURE

Establish an inclusive culture of respect, support and continuous improvement for all students, staff and families.



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TALENT & RESOURCES

Maximize our resources and people to promote a thriving district while maintaining sound fiscal management.

THE STATE OF TEXAS

COUNTY OF TARRANT

JOINT ELECTION AGREEMENT AND CONTRACT FOR ELECTION SERVICES

THIS CONTRACT for election services is made by and between the Tarrant County Elections Administrator and the following political subdivisions located entirely or partially inside the boundaries of Tarrant County:

- | | |
|--------------------------------|------------------------------|
| CITY OF ARLINGTON | CITY OF EULESS |
| CITY OF FOREST HILL | CITY OF FORT WORTH |
| CITY OF GRAND PRAIRIE | CITY OF GRAPEVINE |
| CITY OF HASLET | CITY OF HURST |
| CITY OF KELLER | CITY OF AZLE |
| CITY OF KENNEDALE | CITY OF NORTH RICHLAND HILLS |
| CITY OF PELICAN BAY | CITY OF RICHLAND HILLS |
| CITY OF RIVER OAKS | CITY OF SAGINAW |
| CITY OF BEDFORD | CITY OF WESTWORTH VILLAGE |
| TOWN OF EDGECLIFF VILLAGE | TOWN OF FLOWER MOUND |
| TOWN OF PANTEGO | TOWN OF TROPHY CLUB |
| TOWN OF WESTLAKE | CITY OF BLUE MOUND |
| CITY OF DALWORTHINGTON GARDENS | ROANOKE WARD 1 |
| BIRDVILLE ISD | ARLINGTON ISD |
| CROWLEY ISD | CASTLEBERRY ISD |
| KENNEDALE ISD | GRAPEVINE-COLLEYVILLE ISD |
| WHITE SETTLEMENT ISD | MANSFIELD ISD |
| TROPHY CLUB MUD 1 | LEWISVILLE ISD DISTRICT 5 |

The Tarrant County Elections Administrator and the political subdivisions mentioned above may be collectively referred to as "Parties" or individually as a "Party".

This Contract is made pursuant to Texas Election Code Sections 31.092 and 271.002 – 271.004, if applicable, and Texas Education Code Section 11.0581 for a joint May 2, 2026 election to be administered by the undersigned Tarrant County Elections Administrator, hereinafter referred to as "Elections Administrator." This term includes the Assistant Elections Administrator in the Elections Administrator's absence or disability.

RECITALS

Each Participating Authority listed above plans to hold a general and/or special election on May 2, 2026. If a run-off election or a repeat election is necessary because of legal action, the date of that election will be June 13, 2026.

The County owns an electronic voting system, the Hart InterCivic Verity Voting System (Version 2.7), which has been duly approved by the Secretary of State pursuant to Texas Election Code Chapter 122, as amended, and is compliant with the accessibility requirements for persons with disabilities set forth by Texas Election Code Section 61.012. The contracting political subdivisions, also known interchangeably as "Entities" or "Participating Authority(ies)", desire to use the

County's electronic voting system and to compensate the County for such use and to share in certain other expenses connected with joint elections in accordance with the applicable provisions of Chapters 31 and 271 of the Texas Election Code, as amended. The entity desires to contract for the voting system as described, in tandem with the County's elections services through the Elections Administrator's office, and to compensate the County for such use and to share in other expenses connected with joint elections in accordance with the applicable provisions of law and of this contract.

NOW THEREFORE, in consideration of the mutual covenants, agreements, and benefits to the Parties, IT IS AGREED as follows:

I. ADMINISTRATION

The Parties agree to hold a joint election with each other ("Joint Election") in accordance with Chapter 271 of the Texas Election Code and this Agreement. The Tarrant County Elections Administrator shall coordinate, supervise, and handle all aspects of administering the Joint Election as provided in this Agreement. Each Participating Authority agrees to pay the Tarrant County Elections Administrator for equipment, supplies, services, and administrative costs as provided in this Agreement. The Tarrant County Elections Administrator shall serve as the administrator for the Joint Election; however, each Participating Authority shall remain responsible for the decisions and actions of its officers necessary for the lawful conduct of its election. The Elections Administrator shall provide advisory services in connection with decisions to be made and actions to be taken by the officers of each Participating Authority as necessary. Legal advice to or legal representation of the Entities/Political Subdivisions/Participating Authorities by the Election Administrator's office or lawyers who advise or represent the Election Administrator is not included herewith; each Entity should consult with its own counsel for any legal issues that arise, or with the Texas Secretary of State, as appropriate.

It is understood that other political subdivisions may wish to participate in the use of the County's electronic voting system and polling places, and it is agreed that the Elections Administrator may enter into other contracts for election services for those purposes on terms and conditions generally similar to those set forth in this Contract. In such cases, costs shall be pro-rated among the participants according to Section XI of this Contract.

Each Participating Authority agrees to adopt the Verity Voting System v. 2.7, from HART InterCivic, as the Voting System for this election, so that it may be used, in accordance with the terms and conditions specified in the certification order issued by the Texas Secretary of State, for all forms of voting, including election day voting at polling locations, early voting in person, early voting by mail, and provisional voting.

At each polling location, joint participants shall share voting equipment and supplies to the extent possible. The Participating Authorities shall share a mutual ballot in those polling places where jurisdictions overlap. However, in no instance shall a voter be permitted to receive a ballot containing an office or proposition stating a measure on which the voter is ineligible to vote. Multiple ballot styles shall be available in those shared polling places where jurisdictions do not overlap.

II. LEGAL DOCUMENTS

Each Participating Authority shall be responsible for the preparation, adoption, and publication of all required election orders, resolutions, notices, and any other pertinent documents required by the Texas Election Code and/or the Participating Authority's governing body, charter, or ordinances, except that the Elections Administrator shall be responsible for the preparation and publication of all voting system testing notices that are required by the Texas Election Code.

Preparation of the necessary materials for notices and the official ballot shall be the responsibility of each Participating Authority, including translation to languages other than English, including (but not necessarily limited to), as required by law, Spanish and Vietnamese. Each Participating Authority shall provide a copy of their respective election orders and notices to the Tarrant County Elections Administrator.

III. VOTING LOCATIONS

The Elections Administrator shall select and arrange for the use of and payment for all Election Day voting locations. Voting locations will be, whenever possible, the usual voting location for each election precinct in elections conducted by each participating city, and shall be compliant with the accessibility requirements established by Election Code Section 43.034 and the Americans with Disabilities Act (ADA). The proposed voting locations are listed in Attachment A of this

Agreement. In the event that a voting location is not available or appropriate, the Elections Administrator will arrange for use of an alternate location with the approval of the affected Participating Authorities. The Elections Administrator shall notify the Participating Authorities of any changes from the locations listed in Attachment A.

If polling places for the May 2, 2026 joint election are different from the polling place(s) used by a Participating Authority in its most recent election, the authority agrees to post a notice no later than May 2, 2026 at the entrance to any previous polling places in the jurisdiction stating that the polling location has changed and stating the political subdivision's polling place names and addresses in effect for the May 2, 2026 election. This notice shall be written in both the English, Spanish, and Vietnamese languages.

IV. ELECTION JUDGES, CLERKS, AND OTHER ELECTION PERSONNEL

The Elections Administrator shall be responsible for the appointment of the presiding judge and alternate judge for each polling location. The Elections Administrator shall make emergency appointments of election officials if necessary.

Upon request by the Elections Administrator, each Participating Authority agrees to assist in recruiting polling place officials who are bilingual [(fluent in both English and Spanish) and (fluent in both English and Vietnamese)]. In compliance with the Federal Voting Rights Act of 1965, as amended, each polling place containing more than 5% Hispanic or Vietnamese population as determined by the most recent Census used for such determinations shall have one or more election officials who are fluent in both English and Spanish, or both English and Vietnamese, as applicable. If a presiding judge is not bilingual, and is unable to appoint a bilingual clerk, the Elections Administrator may recommend a bilingual worker for the polling place. If the Elections Administrator is unable to recommend or recruit a bilingual worker, the Participating Authority or authorities served by that polling place shall be responsible for recruiting a bilingual worker for interpretation and translation services as needed at that polling place.

The Elections Administrator shall notify all election judges of the eligibility requirements of Subchapter C of Chapter 32 of the Texas Election Code and will take the necessary steps to ensure that all election judges appointed for the Joint Election are eligible to serve.

The Elections Administrator shall arrange for the training and compensation of all election judges and clerks. The Elections Administrator shall arrange for the date, time, and place for presiding election judges to pick up their election supplies. Each presiding election judge will be sent a letter from the Elections Administrator notifying the judge of the appointment, the time and location of training and distribution of election supplies, and the number of election clerks that the presiding judge may appoint.

Each election judge and clerk will receive compensation at the hourly rate established by Tarrant County pursuant to Texas Election Code Section 32.091 or other law applicable to compensation for the election-related work. The election judge will receive an additional sum of \$25.00 for picking up the election supplies prior to Election Day and for returning the supplies and equipment to the central counting station after the polls close.

Election judges and clerks who attend voting equipment training and/or procedures training shall be compensated at the same hourly rate that they are to be paid on Election Day.

The Elections Administrator may employ other personnel necessary for the proper administration of the election, including such part-time help as is necessary to prepare for the election, to ensure the timely delivery of supplies during early voting and on Election Day, and for the efficient tabulation of ballots at the central counting station. Part-time personnel working as members of the Early Voting Ballot Board and/or central counting station on election night will be compensated at the hourly rate set by Tarrant County in accordance with Election Code Sections 87.005, 127.004, and 127.006.

V. PREPARATION OF SUPPLIES AND VOTING EQUIPMENT

The Elections Administrator shall arrange for all election supplies and voting equipment including, but not limited to, official ballots, sample ballots, voter registration lists, and all forms, signs, maps and other materials used by the election judges at the voting locations. The Elections Administrator shall ensure availability of tables and chairs at each polling place and shall procure rented tables and chairs for those polling places that do not have tables and/or chairs.

¹³⁰ The Elections Administrator shall provide the necessary voter registration information, maps, instructions, and other information needed to enable the election judges in the voting locations that have more than one ballot style to conduct a proper election.

Each Participating Authority shall furnish the Elections Administrator a list of candidates and/or propositions showing the order and the exact manner in which the candidate names and/or proposition(s) are to appear on the official ballot (including titles and text in each language in which the authority's ballot is to be printed). Each Participating Authority shall be responsible for proofreading and approving the ballot insofar as it pertains to that authority's candidates and/or propositions.

The joint election ballots that contain ballot content for more than one joint participant because of overlapping territory shall be arranged in the following order: Independent School District, City, Water District(s), College District, and other political subdivisions.

The Elections Administrator shall be responsible for the preparation, testing, and delivery of the voting equipment for the election, as required by the Election Code.

The Elections Administrator shall conduct criminal background checks on relevant employees upon hiring as required by Election Code Section 129.051(g).

VI. EARLY VOTING

The Participating Authorities agree to conduct joint early voting and to appoint the Election Administrator as the Early Voting Clerk in accordance with Sections 31.097 and 271.006 of the Texas Election Code. Each Participating Authority agrees to appoint the Elections Administrator's permanent county employees as deputy early voting clerks. The Participating Authorities further agree that the Elections Administrator may appoint other deputy early voting clerks to assist in the conduct of early voting as necessary, and that these additional deputy early voting clerks shall be compensated at an hourly rate set by Tarrant County pursuant to Section 83.052 of the Texas Election Code. Deputy early voting clerks who are permanent employees of the Tarrant County Elections Administrator or any Participating Authority shall serve in that capacity without additional compensation.

Early Voting by personal appearance will be held at the locations, dates, and times listed in Attachment "B" of this document. Any qualified voter of the Joint Election may vote early by personal appearance at any of the joint early voting locations.

As Early Voting Clerk, the Elections Administrator shall receive applications for early voting ballots to be voted by mail in accordance with Chapters 31 and 86 of the Texas Election Code. Any requests for early voting ballots to be voted by mail received by the Participating Authorities shall be forwarded immediately by fax or courier to the Elections Administrator for processing. The Elections Administrator will be responsible for managing the Annual Ballot by Mail voters for whom the Elections Administrator has received an Application for Ballot by Mail, including maintaining and making available the early voting roster information in conformance with Section 87.121 of the Texas Election Code. Upon request of a participating authority, the Early Voting Clerk will promptly make all information contained within the early voting roster available for inspection by the participating authority, including the information maintained under Section 87.121(f). The Participating Authorities understand that, as specified in section 87.121, information on the roster for a person to whom an early voting mail ballot has been sent is not available for public inspection, except to the voter seeking to verify that the information pertaining to the voter is accurate, until the first business day after election day.

In addition to making the information on the roster for a person who votes an early voting ballot by personal appearance available for public inspection not later than the beginning of the regular business hours on the day after the date the information is entered on the roster, the Elections Administrator shall post on the county website each Participating Authority's early voting report on a daily basis and a cumulative final early voting report following the close of early voting. In accordance with Section 87.121(g) of the Election Code, the daily reports showing the previous day's early voting activity will be posted to the county website no later than 10:00 AM each business day.

VII. EARLY VOTING BALLOT BOARD AND SIGNATURE VERIFICATION COMMITTEE

131. The Elections Administrator shall appoint an Early Voting Ballot Board (EVBB) to process early voting results from the Joint Election. The Presiding Judge, with the assistance of the Elections Administrator, shall appoint two or more additional members to constitute the EVBB. The Elections Administrator shall determine the number of EVBB members required to efficiently process the early voting ballots. The EVBB appointees are listed in Attachment C.

The Elections Administrator shall determine whether a Signature Verification Committee (SVC) is necessary, and if so, shall appoint the members as listed on Attachment C.

VIII. CENTRAL COUNTING STATION AND ELECTION RETURNS

The Elections Administrator shall be responsible for establishing and operating the central and remote counting stations to receive and tabulate the voted ballots in accordance with the provisions of the Texas Election Code and of this Agreement.

The Participating Authorities hereby, in accordance with Section 127.002, 127.003, and 127.005 of the Texas Election Code, appoint the central counting station officials as listed in Attachment C.

The Counting Station Manager or his/her representative shall deliver timely cumulative reports of the election results as precinct report to the central and remote counting stations and are tabulated. The Counting Station Manager shall be responsible for releasing unofficial cumulative totals and precinct returns from the election to the joint participants, candidates, press, and general public by distribution of hard copies at the central counting station or by electronic distribution and by posting to the Tarrant County web site. To ensure the accuracy of reported election returns, results printed on the tapes produced by Tarrant County's voting equipment will not be released to the Participating Authorities at the remote collection sites or by phone from individual polling locations.

The Elections Administrator will prepare the unofficial canvass reports that are necessary for compliance with Election Code Section 67.004 after all precincts have been counted and will deliver a copy of these unofficial canvass reports to each Participating Authority as soon as possible after all returns have been tabulated. Each Participating Authority shall be responsible for the official canvass of its respective election(s).

The Elections Administrator will prepare the electronic precinct-by-precinct results reports for uploading to the Secretary of State as required by Section 67.017 of the Election Code. The Elections Administrator agrees to upload these reports for each Participating Authority unless requested otherwise.

The Elections Administrator shall be responsible for conducting the post-election manual recount required by Section 127.201 of the Texas Election Code unless a waiver is granted by the Secretary of State. Notification and copies of the recount, if waiver is denied, will be provided to each Participating Authority and the Secretary of State's Office.

IX. PARTICIPATING AUTHORITIES WITH TERRITORY OUTSIDE TARRANT COUNTY

Each Participating Authority with territory containing population outside Tarrant County agrees that the Elections Administrator shall administer only the Tarrant County portion of those elections.

X. RUNOFF ELECTIONS

Each Participating Authority shall have the option of extending the terms of this Agreement through its runoff election, if applicable. In the event of such runoff election, the terms of this Agreement shall automatically extend unless the Participating Authority notifies the Elections Administrator in writing within three (3) business days after the original election, not counting election day.

Each Participating Authority shall reserve the right to reduce the number of early voting locations and/or Election Day voting locations in a runoff election.

Each Participating Authority agrees to order any runoff election(s) at its meeting for canvassing the votes from the May 2, 2026 election.

¹³² Each Participating Authority eligible to hold runoff elections agrees that the date of the runoff election, if necessary, shall be June 13, 2026.

XI. ELECTION EXPENSES AND ALLOCATION OF COSTS

The Participating Authorities agree to share the costs of administering the Joint Election. Allocation of costs, unless specifically stated otherwise, is mutually agreed to be shared according to a formula which is based on the number of registered voters in each Participating Authorities' territory and is determined by adding together the overall expenses and dividing the expenses among the Participating Authorities on a pro-rata basis dependent on the number of registered voters in each Participating Authority's jurisdiction that are participating in the election.

Costs for Voting by Personal Appearance shall be allocated based upon the actual costs associated with each voting site. Each Participating Authority shall be responsible for a pro-rata portion of the actual costs associated with each voting site.

Costs for Early Voting by Mail shall be allocated according to the actual number of ballots mailed to each Participating Authority's voters.

Participating Authorities having the majority of their voters in another county, and fewer than 700 registered voters in Tarrant County, and that do not have an Election Day polling place or early voting site within their jurisdiction shall pay a flat fee of \$500 for election expenses. There is a minimum \$500 per election charge.

Each Participating Authority agrees to pay the Tarrant County Elections Administrator an administrative fee equal to ten percent (10%) of its total billable costs (but not less than \$ 75.00) in accordance with Section 31.100(d) of the Texas Election Code.

The Tarrant County Elections Administrator shall deposit all funds payable under this Contract into the appropriate fund(s) within the county treasury in accordance with Election Code Section 31.100.

Cost schedule and invoicing.

A cost estimate for the services, equipment, and supplies provided by the Elections Administrator for the election and the runoff election is shown below and in section XII of this Agreement. This cost estimate shall serve as the cost schedule agreed upon by the contracting Parties, as referenced in Section 31.093(a), Texas Election Code.

As soon as reasonably possible after the election or the runoff election, the Elections Administrator will submit an itemized invoice to each Party: (i) for the actual expenses he/she incurred as described above and (ii) for the Elections Administrator's fee as described above. The invoice shall reflect any advance monies paid and any direct payments made. The Elections Administrator will use his/her best efforts to submit the invoice within thirty (30) days after the election or within ten (10) days after the runoff election.

The Elections Administrator's invoice shall be due and payable by each Party to the address set forth in the invoice within thirty (30) days after its receipt by the Party. If the Party disputes any portion of the invoice, the Party shall notify the Elections Administrator in writing within such thirty-day period, or the invoice will be presumed to be a true and accurate rendering of the amount that is due.

XII. COST ESTIMATES AND DEPOSIT OF FUNDS

The total estimated obligation for each Participating Authority under the terms of this Agreement is listed below. Each Participating Authority agrees to pay the Tarrant County Elections Administrator a deposit of approximately 75% of this estimated obligation within fifteen (15) days after execution of this Agreement. The exact amount of each Participating Authority's obligation under the terms of this Agreement shall be calculated after the May 2, 2026 election (or runoff election, if applicable), and if the amount of an authority's total obligation exceeds the amount deposited, the authority shall pay to the Elections Administrator the balance due within thirty (30) days after the receipt of the final invoice from the Elections Administrator. However, if the amount of the authority's total obligation is less than the amount deposited, the Elections Administrator shall refund to the authority the excess amount paid within thirty (30) days after the final costs are calculated.

The total estimated obligation and required deposit for each Participating Authority under the terms of this Agreement shall be as follows:

Political Subdivision	Registered Voters	Estimated Cost	Deposit Due
ARLINGTON ISD	184,269	\$ 202,642.47	\$ 151,981.85
BIRDVILLE ISD	83,522	\$ 91,099.55	\$ 68,324.66
CASTLEBERRY ISD	10,420	\$ 11,858.57	\$ 8,893.93
CITY OF ARLINGTON	211,679	\$ 231,359.70	\$ 173,519.78
CITY OF AZLE	7,856	\$ 9,129.31	\$ 6,846.98
CITY OF BEDFORD	31,562	\$ 35,462.80	\$ 26,597.10
CITY OF BLUE MOUND	1,217	\$ 1,873.30	\$ 1,404.98
CITY OF DALWORTHINGTON GARDENS	1,805	\$ 2,477.78	\$ 1,858.34
CITY OF EULESS	32,680	\$ 36,759.47	\$ 27,569.60
CITY OF FOREST HILL	7,585	\$ 8,788.18	\$ 6,591.13
CITY OF FORT WORTH	509,966	\$ 560,820.11	\$ 420,615.08
CITY OF GRAND PRAIRIE	39,637	\$ 66,127.09	\$ 49,595.32
CITY OF GRAPEVINE	33,292	\$ 37,273.67	\$ 27,955.25
CITY OF HASLET	3,649	\$ 4,407.04	\$ 3,305.28
CITY OF HURST	23,614	\$ 26,348.12	\$ 19,761.09
CITY OF KELLER	34,167	\$ 37,768.17	\$ 28,326.13
CITY OF KENNEDALE	5,950	\$ 6,932.53	\$ 5,199.40
CITY OF NORTH RICHLAND HILLS	47,511	\$ 51,919.65	\$ 38,939.74
CITY OF PELICAN BAY	1,416	\$ 2,147.87	\$ 1,610.90
CITY OF RICHLAND HILLS	5,083	\$ 6,052.44	\$ 4,539.33
CITY OF RIVER OAKS	3,980	\$ 4,838.36	\$ 3,628.77
CITY OF SAGINAW	15,553	\$ 17,404.62	\$ 13,053.46
CITY OF WESTWORTH VILLAGE	1,783	\$ 2,554.68	\$ 1,916.01
CROWLEY ISD	71,940	\$ 79,002.89	\$ 59,252.17
GRAPEVINE-COLLEYVILLE ISD	57,055	\$ 63,163.36	\$ 47,372.52
KENNEDALE ISD	14,206	\$ 15,846.18	\$ 11,884.64
LEWISVILLE ISD DISTRICT 5	741	\$ 1,378.43	\$ 1,033.82
MANSFIELD ISD	108,800	\$ 117,750.83	\$ 88,313.12
ROANOKE WARD 1	43	\$ 500.00	\$ 75.00
TOWN OF EDGECLIFF VILLAGE	2,539	\$ 3,284.13	\$ 2,463.10
TOWN OF FLOWER MOUND	747	\$ 1,384.60	\$ 1,038.45
TOWN OF PANTEGO	1,861	\$ 2,561.80	\$ 1,921.35
TOWN OF TROPHY CLUB	449	\$ 500.00	\$ 75.00
TOWN OF WESTLAKE	1,556	\$ 2,220.64	\$ 1,665.48
TROPHY CLUB MUD 1	687	\$ 1,322.10	\$ 991.58
WHITE SETTLEMENT ISD	23,439	\$ 26,126.58	\$ 19,594.94
Totals	1,582,259	\$ 1,771,087.02	\$ 1,327,715.28

XIII. WITHDRAWAL FROM CONTRACT DUE TO CANCELLATION OF ELECTION

¹³⁴ Any Participating Authority may withdraw from this Agreement and the Joint Election should it cancel its election in accordance with Sections 2.051 - 2.053 of the Texas Election Code. The withdrawing authority is fully liable for any expenses incurred by the Tarrant County Elections Administrator on behalf of the authority plus an administrative fee of ten percent (10%) of such expenses (but not less than \$ 75.00). Any monies deposited with the Elections Administrator by the withdrawing authority shall be refunded, minus the aforementioned expenses and administrative fee if applicable.

It is agreed that any of the joint election early voting sites that are not within the boundaries of one or more of the remaining Participating Authorities, with the exception of the early voting site located at the Tarrant County Elections Center, may be dropped from the joint election unless one or more of the remaining Participating Authorities agree to fully fund such site(s). In the event that any early voting site is eliminated under this section, an addendum to the Contract shall be provided to the remaining participants within five days after notification of all intents to withdraw have been received by the Elections Administrator.

XIV. RECORDS OF THE ELECTION

The Elections Administrator is hereby appointed general custodian of the voted ballots and all records of the Joint Election as authorized by Section 271.010 of the Texas Election Code.

Access to the election records shall be available to each Participating Authority as well as to the public in accordance with applicable provisions of the Texas Election Code and the Texas Public Information Act. The election records shall be stored at the offices of the Elections Administrator or at an alternate facility used for storage of county records. The Elections Administrator shall ensure that the records are maintained in an orderly manner so that the records are clearly identifiable and retrievable.

Records of the election shall be retained and disposed of in accordance with the provisions of Section 66.058 of the Texas Election Code. If records of the election are involved in any pending election contest, investigation, litigation, or public information request, the Elections Administrator shall maintain the records until final resolution or until final judgment, whichever is applicable. It is the responsibility of each Participating Authority to bring to the attention of the Elections Administrator any notice of pending election contest, investigation, litigation or public information request which may be filed with the Participating Authority.

XV. RECOUNTS

A recount may be obtained as provided by Title 13 of the Texas Election Code. By signing this document, the presiding officer of the contracting Participating Authority agrees that any recount shall take place at the offices of the Elections Administrator, and that the Elections Administrator shall serve as Recount Supervisor and the Participating Authority's official or employee who performs the duties of a secretary under the Texas Election Code shall serve as Recount Coordinator.

The Elections Administrator agrees to provide advisory services to each Participating Authority as necessary to conduct a proper recount.

XVI. MISCELLANEOUS PROVISIONS

1. It is understood that to the extent space is available, other districts and political subdivisions may wish to participate in the use of the County's election equipment and voting places, and it is agreed that the Elections Administrator may contract with such other districts or political subdivisions for such purposes and that in such event there may be an adjustment of the pro-rata share to be paid to the County by the Participating Authorities.
2. The Elections Administrator shall file copies of this document with the Tarrant County Judge and the Tarrant County Auditor in accordance with Section 31.099 of the Texas Election Code.
3. Nothing in this Contract prevents any Party from taking appropriate legal action against any other Party and/or other election personnel for a breach of this Contract or a violation of the Texas Election Code.
4. This Agreement shall be construed under and in accord with the laws of the State of Texas, and all obligations of the Parties created hereunder are performable in Tarrant County, Texas.

5. ¹³⁵ In the event that one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality, or unenforceability shall not affect any other provision hereof and this Agreement shall be construed as if such invalid, illegal, or unenforceable provision had never been contained herein.
6. All Parties shall comply with all applicable laws, ordinances, and codes of the State of Texas, all local governments, and any other entities with local jurisdiction.
7. The waiver by any party of a breach of any provision of this Agreement shall not operate as or be construed as a waiver of any subsequent breach.
8. Any Amendments of this Agreement shall be of no effect unless in writing and signed by all Parties hereto.
9. In the event of an emergency or unforeseen event on Election Day that requires adjustment to these procedures to keep the election operating in a timely, fair, and accessible manner, Elections Administrator may make such adjustments to the procedures herein as the circumstances require.

[Signature Pages Follow]

XVII. JOINT CONTRACT ACCEPTANCE AND APPROVAL

By the signatures on the attached pages, the Elections Administrator and the representative of each entity warrant and represent that they are authorized to enter into this Contract.

WITNESS THE FOLLOWING SIGNATURES AND SEAL ON THE DATE SHOWN BELOW:

The Elections Administrator:

Clint Ludwig
Elections Administrator

Date _____

The State of Texas §
County of Tarrant §

Before me, the undersigned authority, on this day personally appeared Clint Ludwig, known to me to be the person whose name is subscribed to the foregoing instrument and acknowledged to me that he executed the same for the purpose and consideration therein expressed. Given under my hand and seal of office on this the _____ day of _____, 20__.

(Seal)

Signature of Notary

By the signatures on the attached pages, the Contracting Officer and the representative of each entity warrant and represent that they are authorized to enter into this Contract.

WITNESS THE FOLLOWING SIGNATURES AND SEAL ON THE DATE SHOWN BELOW:

ARLINGTON INDEPENDENT SCHOOL DISTRICT:

Justin Chapa, President *CMH*
Arlington Independent School District
Board of Trustees

Date _____

The State of Texas §
County of Tarrant §

Before me, the undersigned authority, on this day personally appeared JUSTIN CHAPA, known to me to be the person whose name is subscribed to the foregoing instrument and acknowledged to me that he executed the same for the purpose and consideration therein expressed. Given under my hand and seal of office on this the _____ day of _____, 20__.

(Seal)

Signature of Notary

Attachment C: Appointed Election Officials

EARLY VOTING BALLOT BOARD MEMBERS:

Presiding Judge: Amie Super
Alternate Presiding Judge: Kat Cano
Other members as appointed.

CENTRAL COUNTING STATION MEMBERS:

Counting Station Manager: Clint Ludwig, Elections Administrator
Tabulation Supervisor: Stacey Behymer, Technology Resources Coordinator
Presiding Judge: Amie Super