

Notice of Regular Meeting

The Board of Trustees Celina Independent School District

A Regular Meeting of the Board of Trustees of Celina Independent School District will be held Monday, January 23, 2017, beginning at 6:15 PM in the Celina ISD Administration Office, 205 S Colorado Dr, Celina, TX 75009.

The subjects to be discussed or considered or upon which any formal action may be taken are listed below. Items do not have to be taken in the same order as shown on this meeting notice. Unless removed from the consent agenda, items identified within the consent agenda will be acted on at one time.

1. CALL TO ORDER DINNER/DISCUSSION
 - 1.A. Discuss Agenda Items
 - 1.B. EC Configuration
 - 1.C. Elementary School Assignments
 - 1.D. Climate Survey
 2. CALL TO ORDER & ESTABLISH QUORUM
 - 2.A. Pledge of Allegiance
 - 2.B. Invocation
 3. OPEN FORUM
 - 3.A. Comments from Visitors Who Wish to Address Board Members on Agenda or Non-Agenda Topics
 4. CONSENT/CONFIRMATION AGENDA ITEMS
 - 4.A. Minutes of the December 12, 2016 Regular Board Meeting
 - 4.B. Monthly Cash Distributions/Cash Balance/Investment Report/Budget Amendments
 5. INFORMATION/CONFIRMATION AGENDA ITEMS:
 - 5.A. Recognize School Board for School Board Appreciation Month
 - 5.B. Report on TAPR and A-F Accountability - Lori Sitzes/Starlynn Wells
 - 5.C. Construction Update - Claycomb/NorthStar
 6. ACTION/BRIEFING AGENDA ITEMS
 - 6.A. Call For May 6, 2017 School Board Election
 - 6.B. Approve Strategic Plan - Dr. Holacka
 - 6.C. Approve Attendance Zones - Templeton Demographics
 7. **CLOSED MEETING - Pursuant to Texas Government Code, Chapter 551, including, but not limited to Section 551.074 - Personnel, to deliberate regarding the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee, or to hear a complaint or charge against an officer or employee.**
 - 7.A. Personnel
 - 7.A.1. Superintendent Contract
 8. **RECONVENE - Open meeting to vote on matters considered in closed session in accordance with the Texas Open Meetings Act, Texas Government Code, Chapter 551, to take action necessary regarding personnel.**
 - 8.A. Action Taken on Items in Closed Session
 9. ADJOURNMENT
-

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

January 19, 2017 at 2:00 PM

For the Board of Trustees

REGULAR BOARD MEETING

DECEMBER 12, 2016

The Celina Independent School District's Board of Trustees met in regular session on Monday, December 12, 2016 at the Celina Independent School District Administration Offices at 205 S Colorado, Celina, TX 75009 in Room 4 and the Board Room.

At 6:15 PM Kelly Juergens called the dinner session to order. Agenda items were discussed. Mr. DeMasters gave the board information on Collin County Days in Austin, the Climate Survey, campus configuration (EC Center), an update on C-Town. The board discussed moving the January board meeting because of a conflict. Discussion was also held on the naming of the new elementary school.

At 6:50 PM Kelly Juergens closed the dinner session.

At 7:00 PM Board President Kelly Juergens called the regular meeting of the Celina Independent School District's Board of Trustees to order in the Board Room of the CISD Administration Offices. Brooks Barr lead the pledge and Tracey Balsamo gave the invocation.

MEMBERS PRESENT: Choc Christopher, Jeff Gravley, Chuck Hansen, Kelly Juergens, Tracey Balsamo and Brooks Barr.

MEMBERS ABSENT: Todd Snyder

SCHOOL OFFICIALS & VISITORS PRESENT: Rick DeMasters, Starlynn Wells, Lori Sitzes, Bill Hemby, John Mathews, and Lana Brooks.

OPEN FORUM: No one spoke on agenda or non-agenda items.

CONSENT/CONFIRMATION AGENDA ITEMS.

Brooks Barr moved and Tracey Balsamo seconded the motion to approve the minutes of the November 14, 2015 Regular Board Meeting along with the Monthly Cash Distributions/Cash Balance/Investment Report and Budget Amendments. Motion Carried 6-0.

INFORMATION/CONFIRMATION AGENDA ITEMS:

Dr. Karen Holacka from Region 10 gave the board an overview of the Strategic Plan Process.

An open forum was held to discuss becoming a District of Innovation.

No one spoke on the above topic. Mr. Mathews explained to the Board the process to become a District of Innovation and why we would want to have this status. It gives districts back local control.

Mark Rouzi and Jack Ream gave an update on the Elementary Construction to the board.

Kelly Juergens reported the board training hours.

Kelly Juergens	12.5
Chuck Hansen	8.5
Todd Snyder	3.0
Jeff Gravley	15.5
Brooks Barr	8.0
Tracey Balsamo	7.5
Choc Christopher	7.5

ACTION/BRIEFING AGENDA ITEMS:

The Public Hearing on the 2015-2016 Financial Integrity Report was opened at 7:47 PM. There were no comments from the audience.

Kelly Juergens closed the Public Hearing on the 2015-2016 Financial Integrity Report at 7:58 PM.

Choc Christopher moved and Chuck Hansen seconded the motion to approve the FIRST Report. Motion Carried 6-0.

Brooks Barr moved and Tracey Balsamo seconded the motion to approve the District Innovation Committee as presented by John Mathews, Assistant Superintendent of Administrative Services. Members are listed in the official board book. Motion Carried 6-0.

Jeff Gravley moved and Chuck Hansen seconded the motion to approve the Resolution on Legislative Priorities as presented by Superintendent Rick DeMasters. Motion Carried 6-0.

Jeff Gravley moved and Tracey Balsamo seconded the motion to approve the sale of delinquent tax property on the recommendation of the tax attorneys, McCearry, Veselka, Bragg & Allen, Attorneys at Law. Motion Carried 6-0.

At 8:12 PM Kelly Juergens recessed the open session and convened the Board in closed session, pursuant to Texas Government code, Chapter 551, including, but not limited to Section 551.074 – Personnel.

A. Personnel

At 9:22 PM Kelly Juergens recessed the closed session and reconvened in open session to vote on matters considered in closed session in accordance with the Texas Open Meetings Act, Texas Government Code, Chapter 551, to take action necessary regarding personnel.

ACTION TAKEN ON ITEMS IN CLOSED SESSION:

No action was needed.

ADJOURNMENT:

Chuck Hansen moved and Tracey Balsamo seconded the motion to adjourn the meeting.
The motion carried 6-0.

The meeting adjourned at 9:25 PM.

Kelly Juergens, President

Kelly Juergens, Secretary

DRAFT

CELINA INDEPENDENT SCHOOL DISTRICT
GENERAL FUND (INCLUDES ATHLETIC, OPERATING)
MONTHLY FINANCIAL REPORT
DECEMBER 31, 2016

	BUDGET	RECEIVED TO DATE	REMAINING	PERCENT REMAINING
REVENUES:				
5700 OTHER LOCAL REVENUE	\$ 1,166,372.00	\$ 304,580.30	\$ 861,791.70	73.89%
5711 PROPERTY TAXES, CURRENT YEAR	\$ 10,780,736.00	\$ 6,240,607.61	\$ 4,540,128.39	42.11%
5712 PROPERTY TAXES, PRIOR YEAR	\$ 175,000.00	\$ 23,987.52	\$ 151,012.48	86.29%
5719 PENALTY & INTEREST	\$ 75,000.00	\$ 15,459.56	\$ 59,540.44	79.39%
5800 STATE PROGRAM REVENUES	\$ 10,113,581.00	\$ 4,784,564.86	\$ 5,329,016.14	52.69%
5900 FEDERAL PROGRAM REVENUE	\$ 37,000.00	\$ 23,013.88	\$ 13,986.12	37.80%
7900 FLOW-THROUGH REVENUE	\$ 50,000.00	\$ 50,000.00	\$ -	0.00%
TOTAL REVENUES	\$ 22,397,689.00	\$ 11,442,213.73	\$ 10,955,475.27	48.91%
	BUDGET	EXPENDED TO DATE	REMAINING	PERCENT REMAINING
EXPENDITURES:				
11 INSTRUCTION	\$ 12,371,453.00	\$ 5,870,125.41	\$ 6,501,327.59	52.55%
12 LIBRARY SERVICES	\$ 194,945.00	\$ 57,999.27	\$ 136,945.73	70.25%
13 CURRICULUM	\$ 323,471.00	\$ 152,009.64	\$ 171,461.36	53.01%
21 INSTRUCTIONAL LEADERSHIP	\$ 55,341.00	\$ 27,702.07	\$ 27,638.93	49.94%
23 SCHOOL ADMIMISTRATION	\$ 1,537,353.00	\$ 732,589.46	\$ 804,763.54	52.35%
31 GUIDANCE AND COUNSELING	\$ 503,254.00	\$ 243,871.56	\$ 259,382.44	51.54%
33 HEALTH SERVICES	\$ 218,264.00	\$ 113,258.81	\$ 105,005.19	48.11%
34 PUPIL TRANSPORTATION	\$ 1,283,554.00	\$ 603,007.83	\$ 680,546.17	53.02%
36 EXTRA CURRICULAR ACTIVITIES	\$ 1,090,761.00	\$ 580,293.45	\$ 510,467.55	46.80%
41 GENERAL ADMINISTRATION	\$ 946,466.00	\$ 464,416.07	\$ 482,049.93	50.93%
51 PLANT MAINTENANCE & OPERATION	\$ 2,663,357.00	\$ 1,306,633.26	\$ 1,356,723.74	50.94%
52 SECURITY & MONITORING	\$ 254,166.00	\$ 93,238.66	\$ 160,927.34	63.32%
53 DATA PROCESSING	\$ 594,651.00	\$ 401,336.60	\$ 193,314.40	32.51%
71 DEBT SERVICE	\$ 203,864.00	\$ 101,931.06	\$ 101,932.94	50.00%
81 FACILITY IMPROVEMENT	\$ 717,425.58	\$ 5,000.00	\$ 712,425.58	99.30%
93 PAYMENT TO FISCAL AGENTS	\$ 382,995.00	\$ 196,713.00	\$ 186,282.00	48.64%
95 PAYMENT TO JJAEP	\$ 16,000.00	\$ -	\$ 16,000.00	100.00%
99 TAX APPRAISAL	\$ 75,000.00	\$ 49,230.73	\$ 25,769.27	34.36%
TRANSFER OUT (HUBBARD)	\$ -	\$ -	\$ -	#DIV/0!
TRANSFER TO CONSTRUCTION	\$ -	\$ -	\$ -	#DIV/0!
TOTAL EXPENDITURES	\$ 23,432,320.58	\$ 10,999,356.88	\$ 12,432,963.70	53.06%

Celina Independent School District
Operating Cash Flow Statement
2016-2017

	October, 2016	November, 2016	December, 2016
	Actual	Actual	Actual
<i>Beginning Cash Balance</i>	\$ 1,603,541.47	2,344,860.80	1,955,763.24
RECEIPTS			
Tax Collections	\$ 95,589.87	593,330.14	5,505,241.85
Interest	\$ 876.20	1,055.06	858.88
Other Local Revenue	\$ 795,957.38	34,200.24	57,524.04
State Revenue - Available School	\$ 112,958.00	72,603.00	73,230.00
State Revenue -Foundation	\$ 1,469,955.00	771,152.00	0.00
State Revenue - Prior Year	\$ 0.00	0.00	0.00
State Revenue - Misc	\$ 6,664.60	0.00	0.00
Federal Program Revenue	\$ 23,041.48	1,165.00	33,931.78
Breakfast/Lunch Revenue - Local/Fed	\$ 98,779.66	83,392.26	66,943.92
Transfers From Texpool/Hubbard	\$ 0.00	0.00	0.00
Total Revenue	\$ 2,603,822.19	1,556,897.70	5,737,730.47
DISBURSEMENTS			
Payroll Net Checks	\$ -938,423.24	-1,065,089.58	-946,004.14
Payroll Deductions	\$ -55,424.25	-55,678.91	-55,720.24
TRS Deposit	\$ -279,027.77	-287,175.17	-287,248.13
IRS Deposit	\$ -134,548.25	-160,774.10	-135,798.66
Total Payroll	\$ -1,407,423.51	-1,568,717.76	-1,424,771.17
Transfers to Texpool	\$ 0.00	0.00	-4,386,500.00
Transfer to Ind Bank MMA	\$ 0.00	0.00	0.00
Account Payable Expenditures	\$ -455,079.35	-377,277.50	-256,782.99
Total Expenditures	\$ -1,862,502.86	-1,945,995.26	-6,068,054.16
Net Change in Cash	\$ 741,319.33	-389,097.56	-330,323.69
Ending Cash Balance	\$ 2,344,860.80	1,955,763.24	1,625,439.55
Beginning Cash Balance at Texpool	\$ 401,209.24	401,339.66	401,471.14
Deposits - Transfers In	\$ 0.00	0.00	4,386,500.00
Interest Earned	\$ 130.42	131.48	731.59
Transfers out	\$ 0.00	0.00	0.00
Ending Cash Balance at Texpool	\$ 401,339.66	401,471.14	4,788,702.73
Beginnin Cash Balance-Ind Bank MMA	2,023,973.29	2,025,087.58	2,026,166.52
Deposits - Transfer In	0.00	0.00	0.00
Interest Earned	1,114.29	1,078.94	1,115.50
Transfers out	0.00	0.00	0.00
Ending Cash Balance-Ind Bank MMA	2,025,087.58	2,026,166.52	2,027,282.02
TOTAL CASH AVAILABLE	\$ 4,771,288.04	4,383,400.90	8,441,424.30

CELINA INDEPENDENT SCHOOL DISTRICT
 INTEREST AND SINKING FUND 599
 MONTHLY FINANCIAL REPORT
 AS OF
 DECEMBER 31, 2016

	BUDGET	RECEIVED TO DATE	REMAINING	PERCENT REMAINING
REVENUES:				
5700 TAXES CURRENT YEAR	\$ 4,359,800.00	\$ 2,737,106.66	\$ 1,622,693.34	37.22%
5700 TAXES PRIOR YEAR	\$ 75,000.00	\$ 10,431.95	\$ 64,568.05	86.09%
5700 PENALTY AND INTEREST	\$ 15,000.00	\$ 6,258.16	\$ 8,741.84	58.28%
5700 LOCAL REVENUE	\$ 92,360.78	\$ 83,529.11	\$ 8,831.67	9.56%
5800 STATE REVENUE EDA/IFA		\$ 79,900.00	\$ (79,900.00)	#DIV/0!
7900 BOND PROCEEDS/PREMIUMS	\$ 9,139,266.30	\$ 9,139,266.30	\$ -	0.00%
TOTAL REVENUES	\$ 13,681,427.08	\$ 12,056,492.18	\$ 1,624,934.90	11.88%

	BUDGET	EXPENDED TO DATE	REMAINING	PERCENT REMAINING
EXPENDITURES:				
6511 BOND PRINCIPAL	\$ 988,611.00	\$ 988,610.25	\$ 0.75	0.00%
6521 BOND INTEREST	\$ 3,468,189.00	\$ 2,128,138.20	\$ 1,340,050.80	38.64%
6599 OTHER DEBT SERVICE FEES	\$ 8,000.00	\$ 3,575.00	\$ 4,425.00	55.31%
6599 BOND SALE FEES	\$ 150,000.00	\$ 150,000.00	\$ -	
8900 FLOW THRU	\$ 8,911,905.52	\$ 8,911,905.52	\$ -	0.00%
TOTAL EXPENDITURES	\$ 13,526,705.52	\$ 12,182,228.97	\$ 1,344,476.55	\$ 0.94

Celina Independent School District
Interest & Sinking Cash Flow Statement
2016-2017

	October, 2016 Actual	November, 2016 Actual	December, 2016 Actual
<i>Beginning Cash Balance-Independent Bk</i>	\$ 584,482.99	626,730.44	966,488.19
RECEIPTS			
Tax Collections	\$ 41,919.48	340,095.61	2,414,410.99
Interest	\$ 327.97	412.14	436.61
Transfer from Texpool	\$ 0.00	0.00	0.00
State Revenue - IFA	\$ 0.00	0.00	0.00
Total Revenue	\$ 42,247.45	340,507.75	2,414,847.60
DISBURSEMENTS			
Bond Payments	\$ 0.00	-750.00	0.00
Transfers to Texpool	\$ 0.00	0.00	-2,700,600.00
Transfers to MMA Independent Bank	0.00		0.00
Total Expenditures	\$ 0.00	-750.00	-2,700,600.00
Net Change in Cash	42,247.45	339,757.75	-285,752.40
Ending Cash Balance - Independent Bk	\$ 626,730.44	966,488.19	680,735.79
Beginning Cash Balance at Texpool	\$ 516,338.78	593,878.69	594,073.31
Deposits - Transfers In/Int Sale of Bond	\$ 77,360.78	0.00	2,700,600.00
Interest Earned	\$ 179.13	194.62	617.02
Transfers out	\$ 0.00	0.00	0.00
Ending Cash Balance at Texpool	\$ 593,878.69	594,073.31	3,295,290.33
Independent Bank - MMA Investment			
Beginning Balance	101,198.68	101,254.39	101,308.34
Deposits	0.00	0.00	0.00
Interest	55.71	53.95	55.78
Transfers out	0.00	0.00	0.00
Ending Cash Balance - Ind Bank MMA	101,254.39	101,308.34	101,364.12
TOTAL CASH AVAILABLE	\$ 1,321,863.52	1,661,869.84	4,077,390.24

Celina Independent School District
 Construction 2016 Cash Flow Statement
 2016-2017

	October, 2016 Actual	November, 2016 Actual	December, 2016 Actual
<i>Beginning Cash Balance</i>	\$ 15,994,761.74	14,561,830.60	12,933,129.40
RECEIPTS			
Interest	\$ 11,517.30	9,855.48	9,151.93
Sale of Bonds	0.00	0.00	0.00
Total Revenue	\$ 11,517.30	9,855.48	9,151.93
DISBURSEMENTS			
Construction Payables	\$ 1,444,448.44	1,638,556.68	1,513,099.53
Total Expenditures	\$ 1,444,448.44	1,638,556.68	1,513,099.53
Net Change in Cash	\$ -1,432,931.14	-1,628,701.20	-1,503,947.60
 <i>Ending Cash Balance**</i>	 \$ 14,561,830.60	 12,933,129.40	 11,429,181.80

Celina Independent School District
Construction Cash Flow Statement
2016-2017

	October, 2016 Actual	November, 2016 Actual	December, 2016 Actual
<i>Beginning Cash Balance</i>	\$ 218,640.76	57,857.85	36,382.57
RECEIPTS			
Interest	\$ 80.33	24.72	20.03
Additional Revenue Trans from Operating	0.00	0.00	0.00
Transfers from Logic	\$ 0.00	0.00	0.00
Transfers from Texpool	0.00	0.00	0.00
Total Revenue	\$ 80.33	24.72	20.03
DISBURSEMENTS			
Transfers to Texpool/Logic	\$ 0.00	0.00	0.00
Construction Payables	\$ -160,863.24	-21,500.00	0.00
Total Expenditures	\$ -160,863.24	-21,500.00	0.00
Net Change in Cash	\$ -160,782.91	-21,475.28	20.03
 <i>Ending Cash Balance**</i>	 \$ 57,857.85	 36,382.57	 36,402.60

CELINA INDEPENDENT SCHOOL DISTRICT
 FOOD SERVICE FUND 240
 MONTHLY FINANCIAL REPORT
 AS OF
 DECEMBER 31, 2016

	BUDGET	RECEIVED TO DATE	REMAINING	PERCENT REMAINING
REVENUES:				
5751 REVENUE FROM MEALS SERVED	\$ 485,000.00	\$ 215,527.40	\$ 269,472.60	55.56%
5800 STATE REVENUE	\$ 25,806.00	\$ 11,971.94	\$ 13,834.06	53.61%
5900 NATL CHILD NUTRITION	\$ 442,047.00	\$ 126,825.32	\$ 315,221.68	71.31%
TOTAL REVENUES	\$ 952,853.00	\$ 354,324.66	\$ 598,528.34	62.81%

	BUDGET	EXPENDED TO DATE	REMAINING	PERCENT REMAINING
EXPENDITURES:				
35 FOOD SERVICES	\$ 1,002,094.00	\$ 389,346.44	\$ 612,747.56	61.15%

Celina Independent School District
 October, 2016 Bond Sale Construction Cash Flow Statement
 2016-2017

	October, 2016 Actual	November, 2016 Actual	December, 2016 Actual
<i>Beginning Cash Balance</i>	\$ 0.00	14,242,125.53	14,249,149.04
Independent Bank			
RECEIPTS			
Interest	\$ 1,651.11	7,023.51	7,184.54
Additional Revenue Trans from Operating	0.00	0.00	
Transfers from Texpool	14,999,900.00		
Transfers from Logic	\$ 0.00	0.00	0.00
Accounts Payable	-759,425.58	0.00	0.00
Total Revenue	\$ 14,242,125.53	7,023.51	7,184.54
DISBURSEMENTS			
Transfers to Texpool/Logic	\$ 0.00	0.00	0.00
Construction Payables			\$ -245,498.00
Total Expenditures	\$ 0.00	0.00	-245,498.00
Net Change in Cash	\$ 14,242,125.53	7,023.51	-238,313.46
 <i>Ending Cash Balance**</i>	 \$ 14,242,125.53	 14,249,149.04	 14,010,835.58
 Texpool			
<i>Beginning Cash Balance Texpool</i>		1,184.75	1,185.05
<i>Sale of Bonds</i>	15,000,000.00		
Interest	1,084.75	0.30	0.48
Transfers Out	-14,999,900.00		
Ending Balance	1,184.75	1,185.05	1,185.53
 TOTAL CASH AVAILABLE	 14,243,310.28	 14,250,334.09	 14,012,021.11

Budgeted/Expended Comparison Summary

DECEMBER, 2016

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	Original Budget	Amended Budget	Total Expended YTD	Current Month Expenditure	Encumbered	Balance	Available to Use %
Funds 181-191-199 General Operating							
11 Instruction							
6100 Payroll Costs	11,193,346.00	11,193,346.00	5,218,540.18	731,044.95		5,974,805.82	53.38%
6200 Professional Services	691,547.00	691,547.00	477,721.87	14,815.29	321.99	213,503.14	30.87%
6300 Supplies and Materials	332,122.00	331,772.00	110,197.14	7,595.37	15,405.94	206,168.92	62.14%
6400 Other Operating	92,938.00	92,938.00	27,359.94	2,844.86	4,449.60	61,128.46	65.77%
6600 Capital Outlay	36,000.00	61,850.00	15,489.75		639.00	45,721.25	73.92%
Total Instruction	12,345,953.00	12,371,453.00	5,849,308.88	756,300.47	20,816.53	6,501,327.59	52.55%
12 Library							
6100 Payroll Costs	150,945.00	150,945.00	30,505.49	3,023.78		120,439.51	79.79%
6200 Professional Services	3,525.00	3,525.00	1,618.00		1,684.20	222.80	6.32%
6300 Supplies and Materials	7,638.00	7,638.00	3,511.73	34.57	494.67	3,631.60	47.55%
6400 Other Operating	8,000.00	8,000.00	7,171.14	1,200.00		828.86	10.36%
6600 Capital Outlay	24,837.00	24,837.00	11,002.89	3,497.87	2,011.15	11,822.96	47.60%
Total Library	194,945.00	194,945.00	53,809.25	7,756.22	4,190.02	136,945.73	70.25%
13 Curriculum							
6100 Payroll Costs	190,031.00	190,031.00	95,009.78	15,833.99		95,021.22	50.00%
6200 Contracted Services	71,300.00	70,650.00	40,895.00	500.00	500.00	29,255.00	41.41%
6300 Supplies and Materials	49,000.00	50,900.00	12,920.78	12,920.78		37,979.22	74.62%
6400 Other Operating	13,140.00	11,890.00	1,389.08	1,389.08	1,295.00	9,205.92	77.43%
Total Library	323,471.00	323,471.00	150,214.64	30,643.85	1,795.00	171,461.36	53.01%
21 Instructional Leadership							
6100 Payroll Costs	55,341.00	55,341.00	27,702.07	4,621.29		27,638.93	49.94%
Total Inst Leadership	55,341.00	55,341.00	27,702.07	4,621.29	0.00	27,638.93	49.94%
23 School Leadership							
6100 Payroll Costs	1,509,066.00	1,509,066.00	728,058.47	122,920.79		781,007.53	51.75%
6200 Professional Services	1,213.00	1,213.00	600.00			613.00	50.54%
6300 Supplies and Materials	7,225.00	7,225.00	1,218.69	10.24		6,006.31	83.13%
6400 Other Operating	14,949.00	14,949.00	1,071.21		590.00	13,287.79	88.89%
6600 Capital Outlay	4,900.00	4,900.00	1,051.09			3,848.91	78.55%
Total School Leadershi	1,537,353.00	1,537,353.00	731,999.46	122,931.03	590.00	804,763.54	52.35%

Budgeted/Expended Comparison Summary

DECEMBER, 2016

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%

	Original Budget	Amended Budget	Total Expended YTD	Current Month Expenditure	Encumbered	Balance	Available to Use
Funds 181-191-199 General Operating							
31 Guidance & Counseling							
6100 Payroll Costs	480,968.00	480,968.00	236,203.38	39,203.75		244,764.62	50.89%
6200 Professional Services	6,800.00	6,800.00	5,250.00			1,550.00	22.79%
6300 Supplies and Materials	9,313.00	9,313.00	1,740.56	113.92		7,572.44	81.31%
6400 Other Operating	5,423.00	5,423.00	677.62			4,745.38	87.50%
6600 Capital Outlay	750.00	750.00				750.00	100.00%
Total Counseling	503,254.00	503,254.00	243,871.56	39,317.67	0.00	259,382.44	51.54%
33 Health Services							
6100 Payroll Costs	195,709.00	195,709.00	98,986.86	14,058.21		96,722.14	49.42%
6200 Professional Services	855.00	855.00	95.00	95.00		760.00	88.89%
6300 Supplies and Materials	17,500.00	17,500.00	11,940.72		809.53	4,749.75	27.14%
6400 Other Operating	2,800.00	2,800.00	797.50			2,002.50	71.52%
6600 Capital Outlay	1,400.00	1,400.00	546.11		83.09	770.80	55.06%
Total Health Services	218,264.00	218,264.00	112,366.19	14,153.21	892.62	105,005.19	48.11%
34 Pupil Transportation							
6100 Payroll Costs	940,354.00	940,354.00	442,100.97	79,445.92		498,253.03	52.99%
6200 Professional Services	15,000.00	15,000.00	11,147.00	525.50	260.00	3,593.00	23.95%
6300 Supplies and Materials	208,000.00	208,000.00	53,553.04	4,645.95	3,022.37	151,424.59	72.80%
6400 Other Operating	24,000.00	24,000.00	1,609.45		60.00	22,330.55	93.04%
6600 Capital Outlay	96,200.00	96,200.00	91,255.00			4,945.00	5.14%
Total Pupil Transport	1,283,554.00	1,283,554.00	599,665.46	84,617.37	3,342.37	680,546.17	53.02%
36 Extra Curricular							
6100 Payroll Costs	692,592.00	692,592.00	355,551.81	73,320.54		337,040.19	48.66%
6200 Professional Services	122,060.00	122,060.00	69,182.18	4,692.89		52,877.82	43.32%
6300 Supplies and Materials	115,065.00	115,935.00	48,298.52	8,368.14	13,053.37	54,583.11	47.08%
6400 Other Operating	157,674.00	157,674.00	91,676.38	6,618.50	2,386.20	63,611.42	40.34%
6600 Capital Outlay	2,500.00	2,500.00	144.99			2,355.01	94.20%
Total Extra Curricular	1,089,891.00	1,090,761.00	564,853.88	93,000.07	15,439.57	510,467.55	46.80%

Budgeted/Expended Comparison Summary

DECEMBER, 2016

Page 3 of 6

	Original Budget	Amended Budget	Total Expended YTD	Current Month Expenditure	Encumbered	Balance	Available to Use %
Funds 181-191-199 General Operating							
41 General Administration							
6100 Payroll Costs	761,605.00	761,605.00	378,314.02	59,522.00		383,290.98	50.33%
6200 Professional Services	85,000.00	85,000.00	48,284.03	6,029.94		36,715.97	43.20%
6300 Supplies and Materials	19,200.00	19,200.00	8,033.12	142.88		11,166.88	58.16%
6400 Other Operating	72,975.00	72,975.00	27,966.65	5,769.54	1,180.00	43,828.35	60.06%
6600 Capital Outlay	7,686.00	7,686.00	638.25			7,047.75	91.70%
Total General Admin	946,466.00	946,466.00	463,236.07	71,464.36	1,180.00	482,049.93	50.93%
51 Plant Maintenance							
6100 Payroll Costs	1,213,657.00	1,213,657.00	647,469.42	108,215.20		566,187.58	46.65%
6200 Professional Services	1,036,000.00	1,036,000.00	462,913.34	25,802.20		573,086.66	55.32%
6300 Supplies and Materials	287,000.00	287,000.00	189,521.21	16,159.68	5,570.89	91,907.90	32.02%
6400 Other Operating	78,000.00	78,000.00	759.28			77,240.72	99.03%
6600 Maintenance Vehicle	48,700.00	48,700.00	399.12			48,300.88	99.18%
Total Plant Maintenan	2,663,357.00	2,663,357.00	1,301,062.37	150,177.08	5,570.89	1,356,723.74	50.94%
52 Security and Monitoring							
6100 Payroll Costs	100,665.00	100,665.00	52,004.67	8,865.32		48,660.33	48.34%
6200 Professional Services	41,280.00	41,280.00	19,940.12	300.00	150.00	21,189.88	51.33%
6300 Supplies and Materials	7,900.00	7,900.00	2,612.19	221.00		5,287.81	66.93%
6400 Other Operating	9,250.00	9,250.00	2,423.18			6,826.82	73.80%
6600 Capital Outlay	95,071.00	95,071.00	12,608.50		3,500.00	78,962.50	83.06%
Total Security	254,166.00	254,166.00	89,588.66	9,386.32	3,650.00	160,927.34	63.32%
53 Data Processing							
6100 Payroll Costs	251,917.00	251,917.00	127,239.46	21,287.72		124,677.54	49.49%
6200 Professional Services	102,778.00	106,867.00	58,759.52			48,107.48	45.02%
6300 Supplies and Materials	115,500.00	124,411.00	93,181.79		21,348.72	9,880.49	7.94%
6400 Other Operating	18,500.00	18,500.00	5,450.49		2,400.62	10,648.89	57.56%
6600 Capital Outlay	92,956.00	92,956.00	92,956.00			0.00	0.00%
Total Data Processing	581,651.00	594,651.00	377,587.26	21,287.72	23,749.34	193,314.40	32.51%
71 Debt Service							
6500 Debt Service	203,864.00	203,864.00	101,931.06			101,932.94	50.00%
Total Debt Service	203,864.00	203,864.00	101,931.06	0.00	0.00	101,932.94	50.00%

Budgeted/Expended Comparison Summary

DECEMBER, 2016

Page 4 of 6

	Original Budget	Amended Budget	Total Expended YTD	Current Month Expenditure	Encumbered	Balance	Available to Use %
Funds 181-191-199 General Operating							
81 Facilities and Acquisition							
6600 Capital Outlay		717,425.58	5,000.00			712,425.58	99.30%
Total Facilities	0.00	717,425.58	5,000.00	0.00	0.00	712,425.58	99.30%
93 Payment to Fiscal Agent							
6400 Other Operating	382,995.00	382,995.00	196,713.00	98,328.00		186,282.00	48.64%
Total Fiscal Agent	382,995.00	382,995.00	196,713.00	98,328.00	0.00	186,282.00	48.64%
95 Payment to JJAEP							
6400 Other Operating	16,000.00	16,000.00				16,000.00	100.00%
Total Fiscal Agent	16,000.00	16,000.00	0.00		0.00	16,000.00	100.00%
99 Other Govt Charges							
6200 Contracted Services	75,000.00	75,000.00	49,230.73	26,750.79		25,769.27	34.36%
Total Oter Govt Chgs	75,000.00	75,000.00	49,230.73	26,750.79	0.00	25,769.27	34.36%

Budgeted/Expended Comparison Summary

DECEMBER, 2016

Page 5 of 6

	Original Budget	Amended Budget	Total Expended YTD	Current Month Expenditure	Encumbered	Balance	Available to Use %
Fund 240 Food Service							
35 Food Service							
6100 Payroll Costs	447,500.00	447,500.00	226,711.43	34,984.95		220,788.57	49.34%
6200 Professional Services	72,447.00	72,447.00	29,275.75	5,475.10		43,171.25	59.59%
6300 Supplies and Materials	461,547.00	461,547.00	129,181.76	27,464.53		332,365.24	72.01%
6400 Other Operating	10,600.00	10,600.00	4,177.50			6,422.50	60.59%
6600 Capital Outlay	10,000.00	10,000.00				10,000.00	100.00%
Total Food Service	1,002,094.00	1,002,094.00	389,346.44	67,924.58	0.00	612,747.56	61.15%

Budgeted/Expended Comparison Summary

DECEMBER, 2016

Page 6 of 6


	Original Budget	Amended Budget	Total Expended YTD	Current Month Expenditure	Encumbered	Balance	Available to Use %
<hr/>							
Fund 599 Debt Service							
71 Debt Service							
6500 Debt Service							
Payments to Bond Ag.	4,464,800.00	4,614,800.00	3,270,323.45			1,344,476.55	29.13%
Total Debt Service	4,464,800.00	4,614,800.00	3,270,323.45	0.00	0.00	1,344,476.55	29.13%

Celina Independent School District
Investment Statement
2016-2017

	October, 2016 Actual	November, 2016 Actual	December, 2016 Actual
Construction Account			
Logic Acct Closed June, 2016			
Construction Acct			
Beginning Cash Balance at Ind Bank	\$ 218,640.76	57,857.85	36,382.57
Deposits - Transfers In	\$ 0.00	0.00	0.00
Interest Earned	\$ 80.33	24.72	20.03
Transfers out	\$ -160,863.24	-21,500.00	0.00
Ending Cash Balance at Ind Bank	\$ 57,857.85	36,382.57	36,402.60
Construction 2016 Account			
Beginning Cash Balance at Ind Bank	\$ 15,994,761.74	14,561,830.60	12,933,129.40
Deposits - Transfers In Bonds Sold	\$ 0.00	0.00	0.00
Interest Earned	\$ 11,517.30	9,855.48	9,151.93
Expenditures	\$ -1,444,448.44	-1,638,556.68	-1,513,099.53
Ending Cash Balance at Ind Bank	14,561,830.60	12,933,129.40	11,429,181.80
October, 2016 Bond Sales Const Account			
Beginning Cash Balance at Ind Bank	\$ 0.00	14,242,125.53	14,249,149.04
Deposits - Transfers In Bonds Sold	\$ 14,999,900.00		0.00
Interest Earned	\$ 1,651.11	7,023.51	7,184.54
Expenditures	\$ -759,425.58	0.00	-245,498.00
Ending Cash Balance at Ind Bank	14,242,125.53	14,249,149.04	14,010,835.58
Texpool			
Beginning Cash Balance at Texpool	\$ 0.00	1,184.75	1,185.05
Sale of Bonds	\$ 15,000,000.00		
Interest	\$ 1,084.75	0.30	0.48
Transfer to Ind Bank	\$ -14,999,900.00		
Ending Cash Balance at Texpool	1,184.75	1,185.05	1,185.53
Operating			
Hubbard - Independent Bank			
Closed to Operating June, 2016			
General Operating			
Beginning Cash Balance at Texpool	\$ 401,209.24	401,339.66	401,471.14
Deposits - Transfers In	\$ 0.00	0.00	4,386,500.00
Interest Earned	\$ 130.42	131.48	731.59
Transfers out	\$ 0.00	0.00	0.00
Ending Cash Balance at Texpool	\$ 401,339.66	401,471.14	4,788,702.73
Beginning MMA - Independent Bank-Operating	\$ 2,023,973.29	2,025,087.58	2,026,166.52
Deposits - Transfers In	\$ 0.00	0.00	0.00
Interest Earned	\$ 1,114.29	1,078.94	1,115.50
Transfers out	\$ 0.00	0.00	0.00
Ending MMA - Independent Bank	\$ 2,025,087.58	2,026,166.52	2,027,282.02
Beginning Cash Balance at Ind Bank	\$ 1,603,541.47	2,344,860.80	1,955,763.24
Deposits	\$ 2,602,945.99	1,555,842.64	5,736,871.59
Interest Earned	\$ 876.20	1,055.06	858.88
Expenditures	\$ -1,862,502.86	-1,945,995.26	-6,068,054.16
Ending Cash Balance at Ind Bank	\$ 2,344,860.80	1,955,763.24	1,625,439.55

	October, 2016 Actual	November, 2016 Actual	December, 2016 Actual
Interest and Sinking			
Beginning Cash Balance at Texpool	\$ 516,338.78	593,878.69	594,073.31
Deposits - Transfers In	\$ 77,360.78	0.00	2,700,600.00
Interest Earned	\$ 179.13	194.62	617.02
Transfers out	\$ 0.00	0.00	0.00
Ending Cash Balance at Texpool	\$ 593,878.69	594,073.31	3,295,290.33
Beginning Cash Balance at Ind Bank	\$ 584,482.99	626,730.44	966,488.19
Deposits	\$ 41,919.48	340,095.61	2,414,410.99
Interest Earned	\$ 327.97	412.14	436.61
Expenditures/Transfers Out	\$ 0.00	-750.00	-2,700,600.00
Ending Cash Balance at Ind Bank	\$ 626,730.44	966,488.19	680,735.79
Beginning MMA - Independent Bank-I & S	\$ 101,198.68	101,254.39	101,308.34
Deposits - Transfers In	\$ 0.00	0.00	0.00
Interest Earned	\$ 55.71	53.95	55.78
Transfers out	\$ 0.00	0.00	0.00
Ending MMA - Independent Bank	\$ 101,254.39	101,308.34	101,364.12

This report is presented in accordance with the Texas Government Code Title 10 Section 2256.023. The below signed hereby certify that, to the best of their knowledge on the date this report was created, Celina ISD is in compliance with the provisions of Government Code 2256 and with the policies and strategies of Celina ISD.


 Rick DeMasters, Investment Officer


 Sarabeth McCarter, Investment Designee

RATE INFORMATION

DEPOSITORY CONTRACT WITH INDEPENDENT BANK LOCKED IN .45% FIXED RATE FOR TWO YEARS
 MONEY MARKET INVESTMENT ACCTS AT INDEPENDENT BANK .45% FOR 12 MONTHS
 CONSTRUCTION 2016 ACCT AT INDEPENDENT BANK .90% FOR DURATION OF ACCOUNT
 OCTOBER 2016 BOND SALES LOCKED IN AT .60% FOR DURATION OF ACCOUNT

DECEMBER, 2016

TEXPOOL INVESTMENT POOL - DECEMBER, 2016

Monthly Averages

INTEREST RATE:	0.4570%
ALLOCATION FACTOR:	0.000012521
AVERAGE MONTHLY POOL BALANCE:	14,447,399,311.06
WEIGHTED AVERAGE MATURITY:	43
BOOK VALUE	15,967,120,164.89
MARKET VALUE	15,969,161,267.71
MARKET VALUE PER SHARE:	1.001300
NUMBER OF PARTICIPANTS	2382

TEXPOOL PORTFOLIO ASSET SUMMARY AS OF DECEMBER, 2016

	BOOK VALUE	MARKET VALUE
Uninvested Balance	-188,185.17	-188,185.17
Accrual of Interet Income	20,111,806.92	20,111,806.92
Interest and Management Fees Payable	-5,608,147.74	-5,608,147.74
Payable for Investment Purchased	-299,653,500.00	-299,653,500.00
Accrued Expenses & Taxes	-36,518.42	-36,518.42
US Treasury Inflation Protected Securities	332,224,197.59	332,055,922.04
Repurchase Agreements	1,621,673,000.00	1,621,673,000.00
Mutual Fund Investments	1,615,022,103.88	1,615,022,103.88
Government Securities	9,297,905,563.28	9,300,323,053.14
US Treasury Bills	459,678,116.76	459,687,497.06
US Treasury Notes	2,925,991,727.79	2,925,774,236.00
Total	15,967,120,164.89	15,969,161,267.71

ORDER & NOTICE OF ELECTION
CELINA INDEPENDENT SCHOOL DISTRICT

An election is hereby ordered to be held on Saturday, May 7, 2017 for the purpose of conducting an election for the following school board positions:

Place 3
Place 4

Early voting by personal appearance will be conducted each weekday at CELINA INDEPENDENT SCHOOL DISTRICT ADMINISTRATION BUILDING AT 205 S. COLORADO STREET beginning on Monday, April 24, 2017 and ending on Tuesday, May 2, 2017 at the following times:

City and School District voters may vote at any of the additional Early voting locations open under full contract services with the Collin County Elections Administration.

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
April 23	April 24 Early Voting 8 am – 5 pm	April 25 Early Voting 8 am – 5 pm	April 26 Early Voting 8 am – 5 pm	April 27 Early Voting 8 am – 7 pm	April 28 Early Voting 8 am – 5 pm	April 29 Early Voting 8 am – 5 pm
April 30	May 1 Early Voting 7 am – 7 pm	May 2 Early Voting 7 am – 7pm	<i>May 3</i>	<i>May 4</i>	May 5	May 6 Election Day 7 am – 7 pm

Applications for ballot by mail shall be mailed to:
 (First Day to Apply for Ballot by Mail – March 22, 2017)

Bruce Sherbet
 Collin County Elections
 2010 Redbud Blvd., Suite 102
 McKinney, TX 75069

Frank Phillips
 Denton County Elections
 P. O. Box 1720
 Denton, TX 76202

Applications for ballot by mail must be received no later than the close of business on Tuesday, April 25, 2017.

Issued this the 23rd day of January, 2017.

 Kelly Juergens, President

 Todd Snyder, Secretary

ORDEN Y AVISO DE LA ELECCIÓN
DISTRICTO INDEPENDIENTE DE LA ESCUELA DE CELINA

Una elección se pide por este medio para el sábado, 6 de mayo, 2017 con el fin de conducir una elección para las posiciones siguientes de directores de la escuela:

Lugar 3
Lugar 4

Votación temprana por aspecto personal sera conducida cada día laborable en el edificio administrativo del DISTRICTO INDEPENDIENTE DE LA ESCUELA CELINA en 205 S. COLORADO STREET comenzando el 24 de abril del 2017 y terminando sabado, el 6 de mayo del 2017 a los siguientes tiempos:

Votantes de la Ciudad y el Distrito Escolar pueden votar en cualquiera de los locales adicionales para votacion temprana que estan abiertos bajo servicios de contrato completo con la Administracion de Elecciones del Condado de Collin, los cuales son identificados en Exhibicion "A", y conectado a esto.

Domingo	Lunes	Martes	Miércoles	Jueves	Viernes	Sábado
23 de abril	24 de abril Votación temprana 8 - 5 P.M.	25 de abril Votación temprana 8 - 5 P.M.	26 de abril Votación temprana 8 - 5 P.M.	27 de abril Votación temprana 8 - 7 P.M.	28 de abril Votación temprana 8 - 5 P.M.	29 de abril Votación temprana 8 - 5 P.M.
30 de abril	1 de mayo Votación temprana 7 - 7 P.M.	2 de mayo Votación temprana 7 - 7pm	<i>3 de mayo</i>	<i>4 de mayo</i>	5 de mayo	6 de mayo Día de elección 7 - 7 P.M.

Aplicaciones de votación por correo seran enviados a:
(Primer día para aplicar por coreo – el 22 de marzo de 2017)

Bruce Sherbet
Collin County Elections
2010 Redbud Blvd., Suite 102
McKinney, TX 75009

Frank Phillips
Denton County Elections
P. O. Box 1720
Denton, TX 76202

Aplicaciones de votación tienen que ser recibidos a más tarde al cerrar del negocio el 25 de abril 2017.

Publicamos esto el 23 día del enero de 2017 .

Kelly Juergens, President

Todd Snyder, Secretary

STRATEGIC PLAN



2017 –2020

PAVING THE WAY FOR THE FUTURE

Executive Summary Strategic Plan 2017-2020

The **Strategic Plan 2017-2020** for Celina Independent School District is the result of the work of approximately fifty-five individuals participating on the strategic design team and/or action teams. Membership is listed on pages 4 and 5 of this report. Work on the plan began in October, 2016 and continued through January, 2016.

A forty-six member **Strategic Design Team** met in October, 2016 for a two-day retreat. The planning process was facilitated by Dr. Karin Holacka, Deputy Executive Director at Education Service Center Region 10. Upon introduction of committee participants, norms were set to ensure a productive working environment focused on the best interests of the organization. **Consensus** was used as the approach for decision-making over majority-rule to ensure unity by the membership.

Following determination of the meeting structure, the Strategic Design Team studied the current state of the district through a review of recent data. Data reviewed included student performance data, stakeholder perceptions, financial influences, and demographic/enrollment trends. The data findings were summarized through a **SWOT analysis** determining internal strengths and weaknesses along with external opportunities and threats. The outcome of the SWOT analysis has been provided on page 3 of this report.

Utilizing the SWOT analysis, the Strategic Design Team worked to produce the foundational components of the plan termed the “**MMVV**” or **Mission, Motto, Vision and Values**. These core statements, outlined on page 5 of this document, were written to define the district’s purpose, principles and future. The Board must adopt the Mission and Vision in accordance with AE (Legal) which states, “*The Board shall adopt a vision statement and comprehensive goals for the District and the Superintendent.*” Each word of the selected statements was carefully considered and intentionally included by the membership. These core statements were drivers in establishing the **five priorities** of the strategic plan.

The five priorities selected include **Community, Excellence, Innovation, Leadership and Stewardship**. These priorities were chosen to be the key areas of focus for the organization based on the SWOT analysis and in alignment with the MMVV. Utilizing a strengths-based approach, these priorities were determined to be the drivers that would continue to carry the district towards its intended vision. **Community** partnerships, traditions and engagement will be built on and extended to provide students with learning experiences and connections beyond the classroom. The priority of **Excellence** ensures development of the whole student by quality educators through optimal opportunities preparing them for postsecondary success. **Innovation** was prioritized in order to remain current with emerging technologies and equip students with the skills necessary to succeed in an ever-changing global economy and environment. The committee determined sustainability of success requires a continuous focus on maintaining quality **Leadership** throughout the organization. This includes providing varied leadership opportunities for all students. The final priority of **Stewardship** ensures operational efficiency and expanded student support in the midst of rapid growth and changing demographics.

In alignment with the priorities, the Strategic Design Team set the **objectives** to be achieved during the determined timeframe of 2017-2020 and the **measures** utilized to determine achievement of these objectives. The objectives were designed utilizing a SMART (specific, measurable, achievable, relevant, time bound) goal framework for the purpose of moving the vision from motive to action. The objectives must be approved by the Board in accordance with AE (Legal).

The Strategic Design Team’s work was shared in November, 2016 with the members of the **Strategic Action Teams** which included a diverse group of

approximately thirty-two stakeholders. Twenty-three of the action team members also served on the Strategic Design Team to ensure alignment and intention was carried forward. Each person on the Strategic Action Team was assigned to a subcommittee targeting one of the five strategic priorities. The role of each team was to determine action necessary for achievement of the sixteen objectives. This took place by defining specific activities, identifying responsibility, considering resources, and setting a timeline for completion. The Action Team subcommittees engaged in thorough evaluation of the action plans and presented to the Strategic Design Team in December, 2016. Following a review of the feedback, revisions were made and plans finalized.

The action plans are provided in this report on pages 9-19. Since the action plans are living documents, they are subject to constant review, updating, correction, and enhancement as the implementation process begins and personnel assignments are made to initiate and complete the tasks. Action Plans were developed with a constant eye to the Motto, Mission, Vision and Values designed by the Design Team to assure alignment with the perceived intention and meaning of the Design Committee. All progress and revisions to the action plans will be reported to the Strategic Design Team annually.



SWOT ANALYSIS

STRENGTHS		WEAKNESSES	
<ul style="list-style-type: none"> ● Traditions ● Making connections (relationships) with students ● Personal attention to students and families ● School/Community connection and support ● High graduation rate ● Strong core values, explicitly taught ● District is the center of the community ● New families want to be part of and support the district ● Student centered ● Teachers willing to go the extra mile & invest in students lives ● Opportunities for students to participate and interact which outweighs limited course selection 	<ul style="list-style-type: none"> ● Embrace the culture and diversity ● Still able to embrace Christian values ~ faith-based ● Teachers and leadership have district experience ● Holding true to our culture, traditions and values ● Strong screening and hiring process ● Caring, knowledgeable teachers ● College Readiness ● Fundamental science curriculum ● Higher achievement on standardized tests ● Providing resources ● Partnership with business community ● High expectations ● Sense of pride 	<ul style="list-style-type: none"> ● Student skills in time management, study skills & problem solving ● Restrictions due to financial limitations and lack of funding ● Technology access ● Lack of resources - to implement more CTE (health/science), technology at IS & MS, and in general ● Need to expand CTE and dual credit course selections at the HS ● Lack of teachers being able to sponsor programs ● Personal skills - need to promote development ● Need to improve tier 1 instruction ● Traditions - why is it important? Is it effective? Or is it a fear of change? 	<ul style="list-style-type: none"> ● Opportunity for teachers to advance - pursue Masters degree ● Customer service skills need to be developed ● Communication for volunteers ● Applied sciences ● Critical thinking and utilization of technology for critical thinking ● Competitive salaries ~ to draw quality teachers (years 1-5) ● ESL/LEP performance needs improvement ● Some campuses not perceived as welcoming ● Student growth in numbers ● Facilities - quality and space ● Planning ahead to meet needs - being proactive ● Improve on staying current on advances with technology and social media (communication)
OPPORTUNITIES		THREATS	
<ul style="list-style-type: none"> ● Putting lessons online ● C-Town ● Integrating technology into learning process ● Secondary 1-on-1 initiative ● Growth CTE programs ● Seek opportunities to make our district more efficient economically and put savings towards student initiatives ● Professional certifications for secondary (CTE) and junior high ● Health science program at HS ● Business partnerships (student interns, etc) ● Personal development ● Define traditions so that we can carry them forward ● Opportunity to take risks ● Need to be innovative with the use of our buildings (new & existing) ● Expand dual credit program to allow students to earn more college hours ● Expand relationships w/ community colleges & universities ● Alla Hubbard land 	<ul style="list-style-type: none"> ● Life skills classes offered at the elem and middle school levels ● Prepare student for the future ● Outside community, career ~ mentorships, internships, apprenticeships, shadowing ● Flexible options with varied industries ● After-school programs ● Child care for employees on-site ● More collaborative lessons ● Student-driven/Teacher facilitated ● More feedback to students ● How do we hire and keep people that we want around our kids ● Study skills ● Application programs ● Vertical alignment ● Background checks available online (complete/submit) ● Community volunteers to provide program opportunities ● Innovative practices ● Ways to improve communication ● ROTC, Robotics, CTE 	<ul style="list-style-type: none"> ● The traditions of our athletic programs may change as we grow. ● No room for growth at the current & new elementary schools when they open next year ● Busyness ● Are parental expectations in line with school? ● Society's opinion that every student is college bound ● Lack of trades ● Technology to a degree ● Fear of change and failure ● Exponential growth <ul style="list-style-type: none"> ■ How do we manage? ■ Loss of community culture and bond due to growth ■ Funding to support ■ Holding on to values/culture we have 	<ul style="list-style-type: none"> ● Disrespect of authority by students ● School funding to provide for new opportunities ● School/town pride ● Family atmosphere ● Acceptance of other cultures ● Changing demographics ● Cultural change/values ● Language barriers ● Religious threat - core values ● Student/teacher opportunities in other districts ● Salaries in other districts ● Social media ● Changes should be thought out and meaningful in our schools ● Educate our teachers on how to handle the changes

STRATEGIC PLANNING DESIGN TEAM

Board Representation:	District/Campus Representation:	Community/Parent Representation:
<p>Tracey Balsamo Jeff Gravely Kelly Juergens</p>	<p>Stacey Ceci Marilyn Chamberlin Shelsea Cobb Debbie Cross Rick DeMasters Rachel Hammons Bill Hemby Sherry Huddleston Lareina Kelly Shana Kriechbaum Starla Martin John Mathews Russell McDaniel Dollye Plagge Jill Roza Lori Sitzes Kyle Sheridan Leanne Thompson Lauri Welch Starlynn Wells Dave Wilson Kimberly Wilson</p>	<p>Melissa Cromwell Ted Fay Rex Glendenning Tony Griggs Andy Hopkins Corbett Howard Kevin Lykins Mark Medtker Andy McAnnally Chris Neidhart Pam Peters Cleve Rasor Kyle Rose Mike Rose Becky Stalcup Sean Terry Heather Tibble Kim Tingle Dulce Torres Olivia Vest Wendie Wigginton</p>

STRATEGIC PLANNING ACTION TEAMS

Community:	Excellence:	Innovation:
Jill Roza - Team Leader (D) Starlynn Wells - Recorder (D) LeiAnn Stovall - Presenter (D) Melessa Barbknecht (D) Pam Peters (C) Kyle Rose (C)	Dave Wilson - Team Leader (D) Starla Martin - Recorder (D) Ted Fay - Presenter (C) Traci Balsamo (B) Valerie Carey (D) Karen Drummond (D) Kevin Lykins (C)	Lori Sitzes - Team Leader (D) Marilyn Chamberlin - Recorder (D) Andy McAnnally - Presenter (C) Amanda Paterson (D) Cleve Rasor (C) Kelley Wilkins (D)
Leadership:	Stewardship:	
John Mathews - Team Leader (D) Stacy Ceci - Recorder (D) Candie Lemberg - Presenter (D) Kelly Juergens (B) Shannon Keller (D) Kim Tingle (C) Olivia Vest (C)	Bill Hemby - Team Leader (D) Russell McDaniel - Recorder (D) Heather Tibble - Presenter (C) Melissa Cromwell (C) Carol Hansen (D) Corbett Howard (C)	(B) - Board Member Representative (C) - Community/Parent Representative (D) - District/Campus Representative

MOTTO

Paving the Way for the Future

MISSION

The mission of Celina ISD, the destination district, is to provide a safe, caring, and collaborative learning environment for all students.

VISION

Shaping the future by providing an educational model of innovation & excellence

VALUES

Inspiring students and empowering minds

Excellence in all we do

Our traditions while embracing the future

Faith, family, & relationships

Respect, loyalty, & integrity

STRATEGIC PRIORITIES AND OBJECTIVES

COMMUNITY

OBJECTIVES:

- Expand opportunities for involvement of all families
- Implement career exploration programs in partnership with the community
- Build relationships between the district and community organizations

EXCELLENCE

OBJECTIVES:

- Develop high quality educators dedicated to continuous improvement
- Promote extra-curricular activities and events to maximize student education, development and wellness
- Provide CTE opportunities and support for all students to ensure student success
- Ensure systems and supports are designed to equip students with the soft skills necessary for college and career success

INNOVATION

OBJECTIVES:

- Expand technological opportunities
- Create collaborative learning spaces
- Develop each student to be a creative and critical thinker

LEADERSHIP

OBJECTIVES:

- Diversify opportunities for students to develop leadership skills
- Develop a plan to build educator capacity for leadership
- Design a detailed plan to address organizational structures and adequately prepare for projected growth

STEWARDSHIP

OBJECTIVES:

- Provide equitable distribution of financial resources throughout the district
- Meet fast growing needs of our student population by anticipating and preparing for enrollment gains
- Preserve existing culture while providing supports that meet the physical, emotional, and behavioral needs of all students

STRATEGIC PLAN ON A PAGE



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STRATEGIC PRIORITIES	STRATEGIC OBJECTIVES	STRATEGIC MEASURES
COMMUNITY	Expand opportunities for involvement of all families	<ul style="list-style-type: none"> • % of community satisfied with opportunities based on survey • # of programs offered to ensure and increase per year at each campus • # of communicated volunteer opportunities • # of participants at family events
	Implement career exploration programs in partnership with the community	<ul style="list-style-type: none"> • % of students involved in mentorships, internships, apprenticeships and shadowing
	Build relationships between the district and community organizations	<ul style="list-style-type: none"> • # of district personnel on city educational committees • # of community organization volunteers
EXCELLENCE	Develop high quality educators dedicated to continuous improvement	<ul style="list-style-type: none"> • % increase of professional development opportunities • % of educator retention • % of teachers participating in PLC's • % of improvement in student growth index
	Promote extra-curricular activities and events to maximize student education, development and wellness	<ul style="list-style-type: none"> • % increase of participation in extracurricular activities • # increased of extra-curricular activities offered
	Provide CTE opportunities and support for all students to ensure student success	<ul style="list-style-type: none"> • % of graduation rate • % increase of enrollment in CTE courses • % of students receiving certifications
	Ensure systems and supports are designed to equip students with the soft skills necessary for college & career success	<ul style="list-style-type: none"> • # of systems and supports implemented • % of students indicating preparedness
INNOVATION	Expand technological opportunities	<ul style="list-style-type: none"> • % increase in courses offered • % increase in enrollment/participation • # increase in device to student ratio • # increase in teachers participating in quality training
	Create collaborative learning spaces	<ul style="list-style-type: none"> • % increase in implementation of flexible classrooms • # increase in teaming areas
	Develop each student to be a creative and critical thinker	<ul style="list-style-type: none"> • % increase of project/problem-based lessons • % increase in test scores for AP, SAT, & advanced levels on STAAR • % increase in teachers trained in PBL
LEADERSHIP	Diversify opportunities for students to develop leadership skills	<ul style="list-style-type: none"> • % increase of students involved in leadership opportunities/activities on each campus
	Develop a plan to build educator capacity for leadership	<ul style="list-style-type: none"> • % of district employees participating in the plan • % increase of involvement in district's leadership academy
	Design a detailed plan to address organizational structures and adequately prepare for projected growth	<ul style="list-style-type: none"> • % of detailed plan implemented
STEWARDSHIP	Provide equitable distribution of financial resources throughout the district	<ul style="list-style-type: none"> • # of top financial ratings and recognitions • % of financial resources spent on instruction and student activities
	Meet fast growing needs of our student population by anticipating and preparing for enrollment gains	<ul style="list-style-type: none"> • % of class size ratio • % use of existing facilities • % increase in supplemental funding from non-traditional sources
	Preserve existing culture while providing supports that meet the physical, emotional, and behavioral needs of all students	<ul style="list-style-type: none"> • % of students and parents indicating satisfaction • # of supports provided based on counselor reports

STRATEGIC PLAN 2017-2020

COMMUNITY

Objective 1: Expand opportunities for involvement of all families				
Measures: % of community satisfied with opportunities based on survey # of programs offered to ensure and increase per year at each campus # of communicated volunteer opportunities # of participants at family events				
	Action Steps:	Owner:	Resources:	Timeline:
1	Implement and/or strengthen a Parent Volunteer organization at each campus.	Superintendent	Approx. \$5000 annually for supplies, food and recognition	Year 1
2	Dedicate a designated area at each campus to encourage volunteerism.	Assistant Superintendent of Maintenance and Operations	Approx. \$2500 per campus for supplies; Space	Year 4
3	Establish a training program to provide clear guidelines for parent volunteers.	Director of Human Resources	Approx \$500 for training materials; Sub-costs for trainers	Year 2
4	Implement, in addition to the District Registration Fair, a District-wide campus specific "Meet and Greet" in order to establish and foster relationships between parents, community and school prior to the start of school.	Parent Community Liaison	Approx \$200 for marketing and communication	Year 2

Objective 2: Implement career exploration programs in partnership with the community				
Measure: % of students involved in mentorships, internships, apprenticeships and shadowing				
	Action Steps:	Owner:	Resources:	Timeline:
1	Create an advisory committee to explore alternate career program with businesses.	CTE Director	Approx. \$500 annually for supplies, food.	Year 3-4
2	Develop internship, shadow and apprenticeship opportunities with regional businesses.	CTE Director	Approx. \$5,000 annually for transportation; Approx. \$1000 program sponsor stipend	Year 4
3	Develop one on one student-business mentorship program to provide real world experiences for students.	CTE Director	Approx. \$5,000 annually for transportation; Approx. \$1000 program sponsor stipend	Year 2-3
4	Explore and secure grants in partnership with community	Parent Community Liaison	Approx. \$100 annually for printing	Year 2

	organizations, local colleges, and businesses.		and postage	
5	Design and implement a career exploration model to increase student awareness of business and civic responsibilities/skills.	District Community Liaison, Director of Elementary Curriculum	Approx. \$8,000 for software and/or curriculum costs	Year 4
6	Expand partnership with area Community College and other licensure and certification programs to provide opportunities for students in licensure and certification upon graduation.	CTE Director	No Costs; Student responsible for costs	Year 2-3

Objective 3: Build relationships between the district and community organizations				
Measures: # of district personnel on city educational committees # of community organization volunteers at campuses				
	Action Steps:	Owner:	Resources:	Timeline:
1	Hire additional part time staff person to support/expand the current Parent/Community Liaison position.	Parent Community Liaison	Approx. \$20,000 annually	Year 1
2	Expand new and existing relationships with community organizations through a defined partnership/sponsorship program.	Parent Community Liaison	Travel costs; \$500 for food and marketing	Year 1-2
3	Create new opportunities for students in staff sponsored after school clubs.	Assistant Superintendent of Administrative Services	Campus space; Custodial services	Year 2-3
4	Increase school participation with city sponsored events.	Parent/Community Liaison	Additional staff time; Approx. \$3000 annually for participation resources	Year 2-3
5	Improve intra-district communication and scheduling of school groups to support increased participation in community events.	Parent/Community Liaison	Approx \$500 annually for printing and publications	Year 2-3
6	Create Celina Educational Foundation in partnership with Chamber of Commerce and Civic organizations.	Superintendent	Approx. \$5000 in planning and meeting costs; Approx. \$75,000 in personnel costs	Year 3-4

EXCELLENCE

Objective 1: Develop high quality educators dedicated to continuous improvement				
Measures: % increase of professional development opportunities % of educator retention % of teachers participating in PLC's % of improvement in student growth index				
	Action Steps:	Owner:	Resources:	Timeline:
1	Develop multiple modalities to ensure all educators are heard and their opinions are measured annually.	Assistant Superintendent of Administration Services	Approx. \$1000 annually for survey costs; Approx. \$500 annually for advisory meeting costs	Year 1-2
2	Train campus leaders on effective coaching and leadership strategies.	Superintendent	Approx. \$8000 in training costs	Year 3
3	Require teacher collaboration through teaming opportunities.	Assistant Superintendent of Instruction and Technology	Approx. \$1000 annually in training costs	Year 1
4	Improve educator morale by exploring and implementing opportunities for recognizing employees for longevity and innovation in the district.	Superintendent	Approx. \$10,000 annually in District Funds	Year 2-3
5	Provide ongoing relevant and innovative professional development for educators in their specific content area or role based on feedback and supervisor observation.	Assistant Superintendent of Instruction and Technology	Approx. \$1000 annually for survey costs; Approx. \$8,000 annually for training opportunities	Year 1
6	Create a defined mentoring program for new teachers.	Assistant Superintendent of Instruction and Technology	Approx. \$8,000 annually for mentor training and stipends	Year 2
7	Create annual opportunities for teachers to observe other teachers inside and outside CISD to improve instruction.	Assistant Superintendent of Instruction and Technology	Approx. \$5000 annually for travel expenses	Year 2
8	Provide transparent, accurate, accessible communication from campus and central administration regarding the district through communication modalities determined by the Superintendent.	Superintendent	Approx. \$500 annually for printing and publication	Year 1

Objective 2:	Promote extra-curricular activities and events to maximize student education, development and wellness			
Measures:	% increase of participation in extracurricular activities # increased of extra-curricular activities offered			
	Action Steps:	Owner:	Resources:	Timeline:
1	Administer an interest inventory at all levels for students, parents, teachers and staff to design more varied extracurricular activities.	Assistant Superintendent of Administrative Services	Approx. \$1000 in survey costs	Year 2
2	Implement, based on the interest inventory, new extracurricular activities using a community-based committee.	Superintendent	Approx. \$20,000 in program start up costs	Year 4
3	Create extended hour learning opportunities (C-Town) for all students grades 3-8.	Assistant Superintendent of Instruction & Technology	Time; Approx. \$2000 Coordinator Stipend; Teacher volunteers	Year 1

Objective 3:	Provide CTE opportunities and support for all students to ensure student success			
Measures:	% of graduation rate % increase of enrollment in CTE courses % of students receiving certifications			
	Action Steps:	Owner:	Resources:	Timeline:
1	Develop and implement a plan to add Career & Technology Education opportunities at the high school level	Assistant Superintendent of Instruction & Technology	Approx. \$10,000 in course materials and resources; Teacher certifications	Year 2
2	Refine and expand new offerings of Career & Technology Education principle courses at the junior high level or lower to encourage exploration of potential pathways in high school.	Assistant Superintendent of Instruction & Technology	Approx \$5,000 in course materials and resources	Year 3
3	Create new staff position to manage CTE programs and build industry and college partnerships	Superintendent	Approx. \$75,000 annually in salary/benefits	Year 2
4	Develop courses that align with student interest & industry needs.	Assistant Superintendent of Instruction & Technology	Approx. \$200,000 in personnel costs; Approx. \$25,000 in course materials & equipment	Year 2

Objective 4:	Ensure systems and supports are designed to equip students with the soft skills necessary for college and career success			
Measures:	# of systems and supports implemented % of students indicating preparedness			
	Action Steps:	Owner:	Resources:	Timeline:
1	Utilize productivity tools and software to educate students to plan, schedule, and organize daily activities and responsibilities.	Assistant Superintendent of Curriculum and Technology	Approx. \$3,000 for software/curriculum; Approx. \$10,000 for technology resources; Approx. \$2000 in teacher training/support	Year 3
2	Implement a program to teach study skills and time management at all levels.	Assistant Superintendent of Curriculum and Technology	Approx. \$2500 in program implementation costs	Year 2

INNOVATION

Objective 1:	Expand technological opportunities			
Measures:	% increase in courses offered % increase in enrollment/participation # increase in device to student ratio # increase in teachers participating in quality training			
	Action Steps:	Owner:	Resources:	Timeline:
1	Create a technology integration model that aligns Professional Development and technology deployment	Assistant Superintendent of Instruction & Technology	Time	Year 1
2	Identify the capabilities of existing technology to maximize usage district wide	Assistant Superintendent of Instruction & Technology	Time; Approx. \$1000 for Technology Survey and/or capacity study	Year 1-2
3	Expand technology support personnel for each campus	Assistant Superintendent of Administrative Services	Approx. \$36,000/person	Year 2
4	Expand Instructional Technology support for each campus	Assistant Superintendent of Administrative Services	Approx. \$45,000/person	Year 3
5	Identify student interest in Career & Technology Education courses/career options through annual engagement survey	Assistant Superintendent of Instruction & Technology	Time; Approx. \$1000 for Engagement/Interest Survey	Year 1
6	Assess the future technological needs district wide for the purpose of creating a comprehensive technology plan	Assistant Superintendent of Instruction & Technology	Approx. \$1000 for Technology Survey and/or capacity study	Year 1

Objective 2:	Create collaborative learning spaces			
Measures:	% increase in implementation of flexible classrooms # increase in teaming areas			
	Action Steps:	Owner:	Resources:	Timeline:
1	Transition libraries to collaborative learning spaces including "maker space" areas	Assistant Superintendent of Instruction & Technology	Approx. \$10,000/library	Year 3
2	Update classroom furniture to accommodate flexible/collaborative configurations	Assistant Superintendent of Maintenance & Operations	Approx. \$5,000/classroom	Year 4
3	Transition underutilized spaces into collaborative learning spaces	Assistant Superintendent of Maintenance & Operations	Approx. \$10,000/space	Year 5

4	Create teams to make informal observations of innovative technology integration within learning spaces in and outside the district.	Assistant Superintendent of Instruction & Technology	Time; Approx. \$1000 in Substitute teacher costs	Year 1
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Objective 3: Develop each student to be a creative and critical thinker				
Measures: % increase of project/problem-based lessons % increase in test scores for AP, SAT, & advanced levels on STAAR % increase in teachers trained in PBL				
	Action Steps:	Owner:	Resources:	Timeline:
1	Implement initial and ongoing training of staff in K-12 project based lessons	Assistant Superintendent of Instruction & Technology	Region 10 Teaching and Learning Contract	Year 1
2	Develop teacher cadres to imbed project based lessons into the curriculum, utilizing the support of a third party facilitator	Assistant Superintendent of Instruction & Technology	Region 10 Teaching and Learning Contract; Approx. \$1000 annually in substitute costs	Year 1-2
3	Establish and define expectations for implementing project based lessons at each grade level	Assistant Superintendent of Instruction & Technology	Time; Communication and deployment plan	Year 2
4	Monitor and measure the success of the implementation of project based lessons based on observations, lesson plan reviews, and surveys	Assistant Superintendent of Instruction & Technology	Region 10 Teaching and Learning Contract	Year 2-3
5	Embed advanced vocabulary in curriculum K-12	Assistant Superintendent of Instruction & Technology	Region 10 Teaching and Learning Contract	Year 3
6	Require all teachers to have 30-hour Gifted and Talented certification	Assistant Superintendent of Administrative Services	Region 10 Teaching and Learning Contract	Year 2
7	Employ an advanced academic teacher at the elementary level to facilitate higher level instruction	Assistant Superintendent of Administrative Services	Approx. \$45,000-\$50,000	Year 2
8	Expand academic competitions and participation at all levels to foster critical and creative thinking	Assistant Superintendent of Administrative Services	Time; Approx. \$1000 in competition fees, materials	Year 4
9	Explore advanced academic opportunities at the Junior High Level	Assistant Superintendent of Instruction & Technology	Time; Region 10 Teaching and Learning Contract	Year 1

LEADERSHIP

Objective 1:	Diversify opportunities for students to develop leadership skills			
Measures:	% increase of students involved in leadership opportunities/activities on each campus			
	Action Steps:	Owner:	Resources:	Timeline:
1	Utilize data gleaned from other Student Interest Survey to motivate student leadership opportunities & engagement.	Assistant Superintendent of Administrative Services	Time	Year 1-2
2	Analyzing Regional Data: Analyze regional student interests, activities and involvement to determine what has been successful in order to develop future student leadership plan.	Assistant Superintendent of Administrative Services	Time	Year 1-2
3	Acquire Workplace Study: to provide input & direction toward a District Leadership Program.	Assistant Superintendent of Instruction & Technology	Time; Approx. \$1000 in meeting costs and travel	Year 2
4	Identify & Redefine Current Student Groups (extra and co-curricular): for the purpose of enhancing current activities to support the District Leadership Program	Assistant Superintendent of Administrative Services	Time	Year 3-4
5	Establish & Implement District Leadership Program: to enhance opportunities for all students to develop leadership skills.	Assistant Superintendent of Administrative Services	Approx. \$5,000 for curriculum; Approx \$1500 annually in incentives	Year 4
6	Utilize & Implement District Team: a district team to design & implement a K-12 peer mentoring program (student to student).	Assistant Superintendent of Administrative Services	Approx. \$4500 in meeting & transportation costs including substitutes	Year 2

Objective 2:	Develop a plan to build educator capacity for leadership			
Measures:	% of district employees participating in the plan % increase of involvement in district's leadership academy			
	Action Steps:	Owner:	Resources:	Timeline:
1	Define & Implement a Growth Framework for the following: *Instructional Coaches *Aspiring Administrators *Administrator Growth Model	Assistant Superintendent of Administrative Services	Approx. \$100/teacher per participant @day, 3rd party training expenses,	Year 1-2
2	Develop Formal Succession Plans for all Leadership Roles in the District.	Director of Human Resources	Time	Year 3

Objective 3:	Design a detailed plan to address organizational structures and adequately prepare for projected growth			
Measures:	% of detailed plan implemented			
	Action Steps:	Owner:	Resources:	Timeline:
1	Engage in an annual review of the personnel, processes and methodology associated with managing Human Resources and supporting projected growth.	Director of Human Resources	Time; Anticipated personnel increases and software upgrades	Year 1-2
2	Develop a marketing plan to attract high quality employees to Celina ISD.	Parent Community Liaison; Director of Human Resources	Approx. \$5000 for publications and promotional materials	Year 2
3	Engage in a cost-benefit analysis to evaluate contracted services and internal services in the areas of custodial, transportation and student nutrition services.	Assistant Superintendent of Maintenance and Operations	Approx. \$500 in evaluation services or support	Year 2-3

STEWARDSHIP

Objective 1:	Provide equitable distribution of financial resources throughout the district			
Measures:	# of top financial ratings and recognitions % of financial resources spent on instruction and student activities			
	Action Steps:	Owner:	Resources:	Timeline:
1	Design and publicly display annually non-academic department revenues donation and expenditures.	Business Manager	Time	Year 1
2	Establish a community based committee to meet quarterly to be an advocate of school financial resources that will ensure transparency with the community.	Superintendent	Approx \$2000 in meeting costs	Year 1-2
3	Create an aggressive salary schedule and incentive program that will attract and retain highly qualified teachers to remain competitive in Collin County.	Superintendent; Director of Human Resources	Approx. \$10,000 for TASB salaries study	Year 2
4	Plan to increase fund balance each year a minimum amount to cover the cost of increased teachers salaries schedule.	Superintendent	\$ increase in teacher salaries	Year 2

Objective 2:	Meet fast growing needs of our student population by anticipating and preparing for enrollment gains			
Measures:	% of class size ratio % use of existing facilities % increase in supplemental funding from non-traditional sources			
	Action Steps:	Owner:	Resources:	Timeline:
1	Ensure innovative repurposing of facilities upon replacement to support growth and unique programming.	Assistant Superintendent of Maintenance and Operations	Approx. \$2 million in facility costs	Year 4-5
2	Update the current facilities plan for the district to meet the growing demands placed on the district with the increase of student population.	Assistant Superintendent of Maintenance and Operations	Approx. \$500,000 in facility improvements	Year 1-2
3	Ensure that growth projections are included in the current facilities plan for future growth.	Assistant Superintendent of Maintenance and Operations	Approx. \$5000 in demographer fees	Year 1-2
4	Conduct a demographic study with the city and county every two years to measure the potential growth for CISD.	Assistant Superintendent of Maintenance and Operations	Approx. \$5000 in demographer fees	Year 2

5	Establish relationships with new developers that will allocate land for future campuses.	Assistant Superintendent of Maintenance and Operations	Time; Approx. \$500 in meeting costs and travel	Year 1-2
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Objective 3: Preserve existing culture while providing supports that meet the physical, emotional, and behavioral needs of all students				
Measures: % of students and parents indicating satisfaction # of supports provided based on counselor reports				
	Action Steps:	Owner:	Resources:	Timeline:
1	Conduct yearly surveys of all-stakeholders to measure the needs of all students.	Parent Community Liaison	Approx \$5000 in survey costs	Year 2
2	Create bi-monthly Counselor reports that will address the physical, emotional, and behavioral needs of students and adhere to FERPA guidelines.	Assistant Superintendent of Administrative Services	Time	Year 2
3	Create a 504 / Testing Coordinator for each campus that will free the campus counselors of these duties.	Superintendent	Approx. \$165,000 in personnel costs for 3 positions	Year 3
4	Establish a Director position to oversee Counseling / Crisis Intervention for the district to meet the additional growth.	Superintendent	Approx. \$90,000 in personnel cost	Year 4-5