



# STRATEGIC PLAN 2003-2008

## District Improvement Plan Highlights of Year Two Activities (School Year 2004-2005)

### I. CURRICULUM AND INSTRUCTION

**PRIORITY:** Increase student achievement and academic success by strengthening educational programs and opportunities for all students, teachers, and staff.

	Grades	Increase student passing percentage from:	*PPR	2005 Spring TAKS	Exceeded/Met/Did not Meet Goal
English/LA	Grades 10 and 11	86 to 88	84.5%	84.0%	Missed PPR by .5%
Reading	Grades 3 through 9	88 to 90	82.1%	87.9%	Exceeded PPR by 5.8%
Writing	Grades 4 and 7	93 to 95	91.0%	91.5%	Exceeded PPR by .5%
Writing	Grade 4 for 3s/4s	45 to 50	N/A	31.0%	Did not meet goal of 50% for 3s/4s
Writing	Grade 7 for 3s/4s	49 to 55	N/A	49.0%	Did not meet goal of 55% for 3s/4s
Math	Grades 3 through 11	80 to 85	70.8%	80% (Gr. 3-9)	Exceeded PPR by 9.2%
Science	Grades 5, 10, and 11	75 to 80	67.6%	74.0%	Exceeded PPR by 6.4%
Social Studies	Grades 8, 10, and 11	93 to 95	89.0%	91.0%	Exceeded PPR by 2%

(2004 TAKS recalculated to \*Predicted Panel Recommendation)

### ELEMENTARY AND SECONDARY INSTRUCTION

- Focused on effective teaching techniques for improved student performance and achievement.
- Improved Curriculum Data Benchmark (CDB) analysis procedures, which allow campuses to receive item analysis and detailed reports more promptly.
- Defined and developed curriculum formats to facilitate the transition of curricular units, lesson plans, assessments, and resources into the Curriculum Management System.

### ADULT AND COMMUNITY EDUCATION

- Met and/or exceeded objectives for enrollments, registrations, and services to At-Risk students. (Also, see VI. School-Business-Community-Parent Partnership section.)

### BILINGUAL/ESL

- Received an increase in Title III, Part A Immigrant funding for 2005-2006.
- Secured the purchase of video conferencing equipment for the Dual Language program at two middle schools.
- Collaborated with the Technology Department in the development of instructional units and lesson plans to be used with the new video conferencing equipment.

### CAREER & TECHNOLOGY EDUCATION (CATE)

- Provided staff development to prepare instructors to incorporate academic TAKS objectives and additional rigor in their courses.
- Increased student enrollment.
- Increased the number of industry certifications held by teachers.
- Focused on student visibility throughout the city via competitive events, volunteerism, award ceremonies, and leadership activities.
- Added value to courses through student attainment of certifications and college credits.

## **COMPENSATORY PROGRAMS**

- Provided supplemental Reading, Math, and academic support teachers on Title I campuses, funded through Title I.
- Conducted data reviews at 90% of district campuses and 100% of Title I schools as part of a needs assessment.
- Examined and planned improvements for Data Review process for the 2005-2006 school year.
- Monitored and facilitated understanding of Adequate Yearly Progress and Academic Excellence Indicator System accountability for Title I schools.
- Measured the At-Risk gap in performance and high school completion rate as required by the State Compensatory evaluation.
- Expanded credit retrieval courses available to At-Risk students to cover the four core areas.
- Collaborated with Title I Technical Assistance Provider to assess the needs for School Improvement at Rayburn Middle School as required under Title I school improvement program.
- Disseminated At-Risk data by state criteria to plan for the 2005-2006 SCE budget.
- Collaborated with the Texas Youth Commission educational liaison to target and increase services at Ayres Halfway House under Title I Neglected and Delinquent.
- Provided Title I funds for in school and after school tutoring in core subject areas.
- Planned and purchased RiverDeep Math programs and created intervention strategies for Title I campuses.
- Monitored students who were in jeopardy of not graduating due to failed TAKS tests.
- Planned and implemented middle school Transition Camp for all middle school campuses with Title I and Title V funds.
- Completed a Level I Compliance Review for NCLB as prescribed by the Performance Based Monitoring Analysis System.
- Identified and provided support services to 362 pregnant and parenting students to alleviate barriers to academic success and dropout prevention through the School Age Parenting Program (SAPP).
- Initiated Summer Credit Retrieval Program for eligible teen parents, providing additional opportunities for students to achieve academic success.

## **ELEMENTARY AND SECONDARY (GT PROGRAM)**

- Increased minority student enrollment by 254 students.
- Increased economically disadvantaged student enrollment by 252 students.
- Translated the Torrance Test of Creative Thinking and two sections of the CogAT into Mandarin and Arabic.

## **FINE ARTS**

- Facilitated year two of three in the implementation of the Striving for Excellence in Fine Arts (SEFA) Grant, in compliance with the U.S. Department of Education Grant reporting system. (Grant provides increased staff development and Fine Arts opportunities for Title I students and staff.)

## **GRANTS AND RECOGNITIONS**

- Coordinated and facilitated seven NEF grant committee meetings and processed 340 NEF grant applications.
- Conducted 11 grant writing workshops attended by 127 district staff members.
- Prepared and submitted the Student Support Application for seven title programs (the consolidated request for federal funding for entitlement programs).
- Monitored compliance issues and submitted two program amendments for the Student Support Application.

## **GUIDANCE**

- Developed, disseminated, and utilized the Personal Graduation Plan (PGP) template for grades 6-12.
- Continued goal-setting process; 53 campuses participated in the Student Advisory Program.
- Collaborated with Psychological Services to pilot the e-CHILD process at 10 campuses.
- Implemented drug and alcohol/violence prevention programming at all high schools (Rachel's Challenge).

## **ORGANIZATIONAL AND STAFF DEVELOPMENT**

- Continued to focus on three employee groups (teachers, administrators, and clerical staff) to implement a system of continuous improvement in job performance.
- Enhanced Administrator Institute; two-day program includes both the district focus and menu-driven sessions.
- Added Red Wagon Induction Program activities for second year teachers.
- Held monthly professional development sessions for clerical staff, and the annual celebration with keynote speaker.
- Enhanced the Transition to Teaching grant to provide more participants an opportunity to interview with Northside schools.
- Generated an interviewing online course, the second project completed for Human Resources. The Online Team completed the Special Education project; footage of General Education teachers working with Special Education students in the classroom.
- Launched the new Electronic Registrar Online (ERO) web-based program, allowing district staff access to their professional development transcripts and the professional development catalog via their computer.

## **PSYCHOLOGICAL SERVICES**

- Collaborated with the Guidance Department on the e-CHILD process.

## **SPECIAL EDUCATION**

- Exceeded the goal of reducing the Least Restrictive Environment (LRE) average. The percentage of students in the most restrictive settings was reduced to 20% below the state average.
- Improved Special Education program risk scores. There were no risk factors requiring corrective action by TEA.
- Continued to monitor Special Education discipline Alternative Education Program enrollment levels.
- Reduced by 25% the number of Special Education students assigned to Disciplinary Alternative Education Placements (a decrease of 135 students compared to 2003-2004 data).

## **TESTING AND EVALUATION**

- Implemented a revised process for distribution of assessment and other district/campus/student data via Data Day in summer 2004.
- Reformatted state and local test data, along with a variety of student demographic data by campus, test, student groups, and special programs.
- Converted longitudinal assessment information to Panel Recommendation passing standard equivalencies for more efficient comparability.
- Appealed 15 campuses failing to meet Adequate Yearly Progress (AYP) with 100% successful appeals.
- Facilitated upload of three years of multiple state and local assessment data files during implementation of the Curriculum Management System.

## **II. SAFE AND SECURE SCHOOLS**

***PRIORITY: Provide a well-defined plan to promote a safe, secure, respectful, and drug-free environment for students, staff, and the Northside community.***

- Completed study of staffing for Northside Police Department and determined that there is adequate staffing at this time.
- Completed study of staffing for Northside administrators using a matrix, resulting in the addition of one administrator, three administrative interns, and 29.5 office clerks.
- Continued efforts to reduce Code of Student Conduct offenses at all campuses.
- Implemented new program to serve students in alternative school for alcohol/drug violations and presented pro-active programs to avoid drug and alcohol abuse.
- Finalized review of SAKO study in elementary and middle schools.
- Selected LenSec as the vendor to provide CCTV, access control, alarm systems, and glass breakage systems for the district.

## **III. HUMAN RESOURCES**

***PRIORITY: Recruit, develop, and retain highly qualified, effective personnel.***

- Analyzed recruitment efforts from 2003-2004 and developed a well-targeted recruitment plan for 2004-2005 (Professional, Classified, and Auxiliary) resulting in a highly successful recruitment season.
- Increased the number of collaborative activities with colleges and universities.
- Expanded applicant interview and selection opportunities through coordinated on-site and off-site activities.
- Developed staff allocation formula recommendations (from four different models) for all major employee groups, reviewing staffing allocations for all categories of employees using the Texas Association of School Boards model.
- Developed plan for improving intake process of substitute employees, including screening procedures and/or interviewing schedules for new applicants and online reactivation procedures for returning substitutes. Prepared online application for substitutes through Winocular; ready to be implemented in June 2005. (Screening questionnaire will be part of application packet.)
- Reviewed employee demographics to determine if changes in minority staffing are needed at campuses and provided data to campuses and departments.
- Continued to work closely with Alternative Certified Education programs to improve quality of non-traditional teaching staff in critical need areas.
- Developed and posted guidelines for hiring a candidate participating in an Alternative Certification Program and posted on the Human Resources website.
- Conducted second round of personal interviews with Title I assistants; interviewed campuses with highest number of non-certified paraprofessionals (20 campus visits) and presented information at both Instructional Assistant forums. Personal emails were also forwarded to all Instructional Assistants.
- Added 90 new Instructional Assistants to database for eligibility requirement completion.
- Added six new Title I campuses to NCLB compliance database; maintained contact with Instructional Assistants on new Title I campuses.
- Maintained daily database on Instructional Assistants.

### III. Human Resources – Continued:

- Continued to update pool of Instructional Assistant applicants weekly in Winocular, checking for NCLB eligibility; presented Instructional Assistant program to students at Northwest Vista College.
- Updating status codes for paraprofessionals who meet NCLB requirements and maintaining dataset in HR, monitoring compliance status of all Instructional Assistants hired in Title I schools. Updated Region 20 certification codes as needed to track certification completion.
- Improved Exit Interview instruments, developing and implementing a process for capturing and evaluating data.
- Developed a district-wide wellness program, coordinating with HealthPower Methodist Healthcare to collect health risk data and perform limited health screenings for Northside employees. Conducted the Centers for Disease Control School Health Index training in data collection and received 42 School Health Indices. Presented result to SHAC in April 2005.
- Provided new guidance to Wellness Committee for effective use of campus wellness funds. This objective will continue into next school year as action plans are developed and implemented to intensify health promotion for staff and students.
- Evaluated participation of Classified/Auxiliary employees in district and community-sponsored educational and staff development programs for professional growth and career advancement.
- Provided 63 technology training and staff development classes on a wide variety of applications. Provided Acceptable Use Training for employees who have access to computers.

## IV. TECHNOLOGY

***PRIORITY: Develop and sustain a dynamic, integrated infrastructure of human, technological, and management resources that empowers all stakeholders to enable students to learn to their fullest potential.***

- Provided professional development for instructional technologists, administrators, librarians, instructional specialists, and teachers in Northside's new Technology Integration Project Planning and Assessment (TIPPA) model, for effectively integrating technology into core and enrichment content; completed a year-long TIPPA-based Portfolio/Case Study Project with all CITs, documenting the process of working with teachers in the integration of technology, for purposes of professional development and planning.
- Led the development and communication of best practices and strategies for technology integration and professional development for Campus Instruction Technologists (CIT), Librarians, Campus Technology Facilitators (CTF), Elementary Campus Technologists (ECT), and Library Assistants.
- Coordinated the third annual Northside Digital Media Fair, where more than 1,100 student entries (digital products connected to learning) were submitted and evaluated for the Digi Awards (May 18 and 19).
- Provided information systems (data imports and exports) and technical support for successful implementation of a variety of district-wide instructional software, including RiverDeep Destination Math portal, Measuring Up E-Path for Math, Texas Math Diagnostic System, TRIAND Texas Primary Reading Inventory, Voyager Passport for Reading, FitnessGram for PE, Plato and Carnegie credit retrieval courses for Math, Rosetta Stone for Bilingual/ESL, and others.
- Provided multiple online curricular and instructional resources for students and teachers, including technology integration lesson plans and activities, Digital Knowledge Central (DKC) online databases for all campuses for research and information acquisition purposes in libraries and classrooms, the new Northside K-12 Library Skills Scope and Sequence, and K-12 Technology Applications textbooks and online instructional resources for 2005-2006.
- Collaborated with Bilingual/ESL on the acquisition and implementation of video conferencing equipment for the Dual Language program at four schools, as well as the development of instructional units and lesson plans to be used with the equipment.
- Completed the annual E-Rate process, including reviewing maintenance support agreements with prime vendors based on new eligibility rules, developing RFPs for each eligible entity, and submitting Form 470s and 471s to the Federal Communications Commission, which will enable the district to be reimbursed for approximately \$2 million expended on telecommunications and network services and equipment.
- Conducted evaluations, negotiated pricing and cost savings and approved for purchase, when appropriate, a wide variety of hardware (desktops, laptops, printers, personal digital assistants, handheld computers, etc.) and software for use by students and staff.
- Piloted Parent Connection at Rawlinson and Stevenson Middle Schools, and Clark and Warren High Schools, to enable parents to view student daily grades and attendance online; planning to launch Parent Connection at all secondary schools in fall 2005.
- Evaluated and approved change in access/authentication processing for wireless devices so that use of wireless devices is no longer limited by location (device can be configured to be used at all district locations which have wireless network in place). Implementing new protocol in some locations to increase bandwidth for wireless connectivity from 10 MB to 54 MB.
- Researched, evaluated, and gained approval to implement online streaming video content, aligned to K-12 core and enrichment TEKS, for instructional use in late fall 2005.
- Planned eCamp Summer Technology Conference; realized a 33% increase in participants over last year for over 170 technology training and development sessions.
- Developed Technology core competencies for employees and communicated them to Board of Trustees, Cabinet, Principals, Campus Instruction Technologists, librarians, classified/auxiliary directors, instructional directors, and Instructional Specialists. Restructuring technology training classes and materials to align with the competencies; completed a weekly staff development program for Cabinet on the essential competencies.

#### **IV. Technology – Continued:**

- Collaborated with the Human Resources Department on a required half-day session for New Employee Technology Training—GroupWise Essentials, Internet Essentials, Intranet Essentials, Novell Network Essentials. All new employees expected to use a computer in the performance of their jobs have received this training since November 2004.
- Provided over 550 technology training and development classes for Professional and Classified/Auxiliary staff on a variety of software applications since August 2004.
- Provided ongoing instructional and technical support for 130 Northside teachers in the Pathways to Advance Virtual Education (PAVE) program; participants will earn a Masters Degree in Curriculum and Instruction with specialization in Instructional Technology.
- Initiated required quarterly Q.U.A.D. (Quality, Usable, Accurate Data) workshops for attendance secretaries, grade reporting secretaries, and registrars in an effort to improve data quality in electronic information systems.
- Initiated quarterly meeting for all Technology Services staff to facilitate and improve communication, collaboration, and collegiality across service areas. Initiated Quarterly and Annual Recognition Program for Technology Services staff.
- Developed and published a wide variety of online data feedback surveys (Parent Connection, district-wide Technology Services Customer Satisfaction, Post-deployment Feedback, Help Desk Satisfaction, etc.) in an effort to monitor and improve programs and services.
- Continued the Integrated Service Delivery model for technology deployments with participation of staff from across technology service and campus-based personnel, to deploy technology at the rate of three campuses per month; deployed 4,901 computers and 2,574 printers to 29 campuses in classrooms, labs, libraries, workrooms, and offices since just last June.
- Completed year-long VoIP initiative on schedule January 1, 2005, adding telephones in all classrooms district-wide with expected savings of \$300,000 annually.
- Rescheduled review of draft RFP for data warehouse for late June/early July 2005.
- Participated in twice-weekly Design Team meetings to ensure the quality of the SchoolNet Curriculum Management System; uploaded three years of student historical data to SchoolNet; completed User Acceptance Testing for Outreach and Account modules; scheduled and coordinated two-week Curriculum Management System certification training for 125 professional Trainer of Trainers and finalized plans for August turn-around training for teachers and administrators on Align and Account.
- Increased use of network management tools (e-Health, Packet Shaper, etc.) to monitor network utilization to help ensure maximum bandwidth for critical applications and instructional programs. Plan in place to increase Internet bandwidth from 50 MB to 500 MB in August 2005.
- Developed, submitted, and obtained approval from TEA for the Northside 2005-2008 Technology Plan. Presented plan to the Board April 26, 2005.
- Collaborated with Administration and Facilities departments to complete the acquisition process for an Integrated Security Management System to provide video surveillance, alarm monitoring, access control, and ID badging for 10 high schools, to be piloted at Jay in fall 2005.
- Collaborated with the Facilities Department to upgrade Heating, Ventilation and Air Conditioning (HVAC) and electrical requirements for Northside Network Control Center at Central Office. Phased plan developed to move equipment into place as space becomes available summer/fall 2004; coordinating known requirements (connectivity, power, electrical, security, etc.) for redundant site (Northside Support Services Center) with Facilities staff/project architect.
- Provided technical support for Algebra I online End Of Course test pilot at Neff Middle School, in preparation for future online testing initiatives.
- Provided technical support and training necessary to implement a wide variety of information sub-systems and online databases, including Food Services' Inventory Management System, Community Education's online class registration system, Winocular database conversion to SQL, online Personal Graduation Plan, online PDAS, online SIP, Online voting for NEIC, online compensation survey, online submission and approval tool for after-hours assignments of Police Department and SA Police Department officers to work Northside activities, NEAR, Elementary Excel-based Grade book, Insurance Enrollment, Resolved Kronos' restrictions issue for Transportation Department, online Board Agenda, SEMS, online Student Transfer Request database, Sirsi, eCamp, Textbook Adoptions, Guidance and Counseling Scholarships, Portables' Inventory, CIT Appraisals, and iCal Calendar for C&I departments.

#### **V. COMMUNICATIONS**

***PRIORITY: Maintain and improve a credible, comprehensive, two-way communication system to keep the Northside community connected while promoting the mission and goals of the district.***

- Continued to build key communicators' databases.
- Printed "How to Reach Your Elected Officials" information in February 2005 edition of Lessons.
- Update, on a monthly basis, Bond website.
- Printed latest Bond update in May 2005 edition of Lessons.
- Scheduled meetings between elected officials, Senior Staff, and Board of Trustees.
- Respond to elected officials' requests for information.
- Encourage staff to monitor Legislature and communicate with their elected officials.
- Maintained positive relationships with area news media.
- Continued to fill open records requests in a timely manner.

## **V. Communications – Continued:**

- Implemented “Northside This Week” feature on the Northside website and update each Friday.
- Expanded “Events and Announcements” section on the front page of the website as well as expand postings on the Intranet.
- Created a “Friends of Northside” subscription service sign-up; to be implemented summer 2005.
- Continued discussion on the formatting of the second cable show to be produced by Northside TV.
- Awaiting design of new facility before acquisition of printing services equipment. Some equipment has to be replaced because of age and not being able to find repair parts.
- Exploring leasing vs. purchase of equipment for Printing Services.
- Continued with discussions about Printing Services website features; basic design is built.
- Established a Focus Group to discuss improvement to Intranet site.

## **VI. SCHOOL-BUSINESS-COMMUNITY-PARENT PARTNERSHIP**

***PRIORITY: Seek and engage businesses, community groups, parents, and schools to create winning partnerships in order to equip students with the knowledge and skills necessary to make positive lifelong personal, social, academic, and career choices.***

- Supported and interacted with area Chambers of Commerce; 1,534 business partners to keep partners current on initiatives and legislation.
- Trained 250 administrators and volunteer coordinators.
- Increased family involvement on all campuses with emphasis on transition to middle school.
- Developed model for first-ever Leadership Northside Group (40) to begin in fall 2005.
- Improved Partnerships website to include summer 2005 launch of online Criminal History Authorization submissions.
- Expanded Partnership Perks (business and community benefits) for employees and students families.
- Increased numbers of home visits for family literacy, special parenting classes, support services for school-age parents, social services for homeless families, and adult education and literacy for parents.
- Added community education classes (over 600), GED, and ESL classes and opened more neighborhood meeting sites for classes.
- Added Step After Program for summer STEP students.
- Awarded grants (source: NEF) focused on improving high school student success, especially at 9<sup>th</sup> grade.
- Provided support for Northside Education Foundation fund-raising and grants programs (increase to \$1.6M endowment, \$210,000 in classroom/TEAM grants, and \$300,000 of awarded restricted funds) for specific donor initiatives, such as Even Start Precious Minds from Kronkosky, Elementary Science Labs from Lowe’s, and Finance Academy from Wells Fargo.
- Worked collaboratively with businesses, agencies, and district departments to expand educational opportunities for district employees and community. (Adult & Community Education)
- Expanded youth programs to support academic programs and enrichment opportunities for children throughout the school district. (Adult & Community Education)

## **VII. FACILITIES**

***PRIORITY: Maintain and provide instructional and support facilities and transportation services for existing and growing student population in order to ensure a maximum educational experience for all students.***

- Monitored land development plans and single family home sales. Completed Q1 2005 new Single Family sales report.
- Completed annual enrollment projections using enrollment history by neighborhood, home sales, and projected sales. Finalized and released annual enrollment projects on February 3, 2005.
- Updated the 10-year list of new schools and needed additions as a build-out plan, covering 30-50 years.
- Submitted monthly reports to Building Committee and Board on the construction of Mary Lou Fisher Elementary School (formerly Kriewald), Dr. Winn Murnin Elementary School (formerly Potranco North), and Carl Wanke Elementary School (formerly Prue Road). Additions and/or renovations also started on Lewis and Timberwilde Elementary Schools, Warren High School, and Reddix Center.
- Kept campuses within the target enrollment with boundary changes, additions, and new schools. Published preliminary boundary change proposals for Mead, Fisher, Murnin, and Wanke Elementary Schools and Shaenfield Middle School in the May 2005 issue of Lessons.
- Continued to determine location of schools for future construction; identified 10 out of 11 school sites from 2004 Bond. Eight sites purchased and three still needed with acquisition of two new sites in progress.
- Ongoing meetings with departments to refine new Design Guide standards. The rough draft is in use in the design of the new Shaenfield Middle School and O’Connor/Clark Reliever High School.
- Integrated new Texas Education Agency standards and guidelines in new school designs. Implemented 2001 and 2004 Bond Mechanical, Gym A/C, and other engineering projects, providing monthly reports to the Board and Building Committee. The majority of A/C projects at elementary gyms are under construction with remaining projects for gym A/C nearing design completion. Implemented web-based maintenance management system in summer of 2004.
- Analyzed route growth, on-site surveys of housing projects, and information regarding student growth for 2005-2006; it is anticipated that approximately 30 new routes will be added in the upcoming school year.

## **VII. Facilities – Continued:**

- Submitted growth packages to accommodate personnel needs based on route projections.
- Maintained the 15-year vehicle retirement program, which is on-track. The 2004 Bond Package will accommodate growth and provide funds to purchase 45 new buses for 2005-2006; 42 new buses in 2006-2007; 42 buses in 2007-2008, and 40 new buses in 2008-2009.

## **VIII. BUDGET AND FINANCE**

***PRIORITY: Pursue funding and resource options that will provide an equitable and quality education for all students while ensuring fiscal responsibility and accomplishing the mission and goals of the District.***

- Provided updates from Texas School Alliance, Equity Center, Texas Association of School Boards, Texas Association of School Administrators, and Coalition to Invest in Texas Schools regarding legislative issues that have an effect on Northside.
- Continued contact with legislators to ensure input on school legislative issues.
- Communicated legislative issues affecting financial situation of Northside to all interested parties (Northside Communication Network, Northside Educational Improvement Council, Senior Staff, and Cabinet).
- Implemented new Food Service web-based warehouse inventory program.
- Developed five-year projection model of the Food Service budget with modifications as the department is made aware of any economic impact.
- Coordinated and facilitated seven NEF grant committee meetings and processed 340 NEF grant applications.
- Conducted 11 grant writing workshops attended by 127 district staff members.
- Prepared and submitted the Student Support Application for seven title programs (the consolidated request for federal funding for entitlement programs), monitored compliance issues and submitted two program amendments.
- Coordinated and scheduled monthly meetings with Title Program Coordinators to discuss financial information, staffing and NCLB programs issues with Grants and Recognitions Department.
- Completed a procedures manual for grant coordinators.
- Executed the defeasement of Limited Tax Notes to enhance the district's access to tax revenues.
- Piloted a staff development workshop based on the new procedures manual.
- Established on-going training program for all administrators and bookkeepers on business office procedures.
- Converted variable rate debt to fixed rate to make room for additional qualifying debt as it related to the potential roll forward of the Existing Debt Allotment.
- Continued to enhance the use of technology by rolling out the Electronic Budget Submission system. Currently developing an electronic Budget Transfer system.
- Pursued additional efficiencies by developing prototype for supplemental Pay process.
- Collaborated with Human Resources Department to complete the implementation of the FICA alternative plan.
- Studied the feasibility of implementing a district-wide electronic payment policy.
- Continued to expand collaboration with outside financial firms to improve the district's investment and debt management options.
- Enhanced the use of technology and training to monitor changes in markets to achieve effective return on investments and minimize the cost of borrowing.
- Refined cash flow and debt management models to accommodate the continuing growth.
- Maintained five-year projection model for general operating fund that incorporates all aspects of district funds.
- Utilized School Financial Integrity Rating System of Texas (School FIRST) criteria to monitor effective financial management.
- Completed requirements for State of Texas travel card program.
- Continued to explore electronic purchase order system.
- Implemented on-line auction program for district surplus property.