

ARLINGTON INDEPENDENT SCHOOL DISTRICT
Financial Futures Committee
February 5, 2013
6:30 pm, Mac Bernd Professional Development Center

WELCOME & OPENING REMARKS FROM BOARD MEMBERS.....Tony Pompa
Jamie Sullins
Gloria Pena
AISD Board Liaison Committee

COMMITTEE INTRODUCTIONS.....Dan Malone
Chairperson

REMARKS FROM SUPERINENDENT.....Marcelo Cavazos
AISD Superintendent

CHARGE TO FINANCIAL FUTURES COMMITTEE.....Dan Malone

ACHIEVE TODAY. EXCEL TOMORROW. STRATEGIC PLAN.....Marcelo Cavazos

BUDGET OVERVIEW.....Cindy Powell
Associate Superintendent of Finance

2013-14 BUDGET PARAMETERS.....Cindy Powell

AISD LEGISLATIVE AGENDA.....Cindy Powell

Financial Futures Committee

February 5, 2013



Agenda

- Welcome & opening remarks by Board members
- Committee introductions
- Remarks by Superintendent
- Review FFC Charge
- *Achieve Today. Excel Tomorrow.* strategic plan
- Budget parameters
- Legislative agenda



Opening Remarks

AISD Trustees

Tony Pompa

Jamie Sullins

Gloria Pena

Superintendent

Dr. Marcelo Cavazos



FFC Charge

- Gather external and internal data on issues relating to Texas public education, including school finance and accountability, to understand how those issues affect AISD's general operating budget.
- Review and discuss the *Achieve Today. Excel Tomorrow.* strategic plan to understand the impact that the plan may have on the budget.



FFC Charge

- Review current staffing methods in relation to state education law and current administration protocol in order to fully assess the impact on the budget.
- Review the current general operating budget to gain an understanding of cost drivers.



FFC Charge

- Identify and prioritize any programs, departments or expenditures the committee can agree by majority vote that the Board of Trustees should consider adding to or reducing/deleting from the budget. Committee may recommend that identified programs, departments, or expenditures be: (1) deferred to a future year budget or possible future bond election, (2) eliminated, or (3) outsourced.



FFC Charge

- Review and discuss future financial plans for the District's Natural Gas Fund.
- Report advisory, consensus recommendations to the administration and Board regarding the 2013-14 AISD budget at the Board meeting on April 18, 2013.



FFC Charge Committee Member Attendance

- FFC members shall miss no more than two meetings to be eligible to vote on recommendations compiled by the Committee.
- A majority of the Committee membership must be present at scheduled meetings in order for the Committee to conduct business.



Strategic Plan

*Achieve Today. Excel
Tomorrow.*



Budget Overview



2012-13 Budget

- Adopted budget is balanced
- Included 2% pay raise
- Increased beginning teacher salary & made equity adjustments on first 5 steps of teacher salary schedule
- Added Guidance Techs/Testing Facilitators
- New fiscal year (July 1 – June 30)

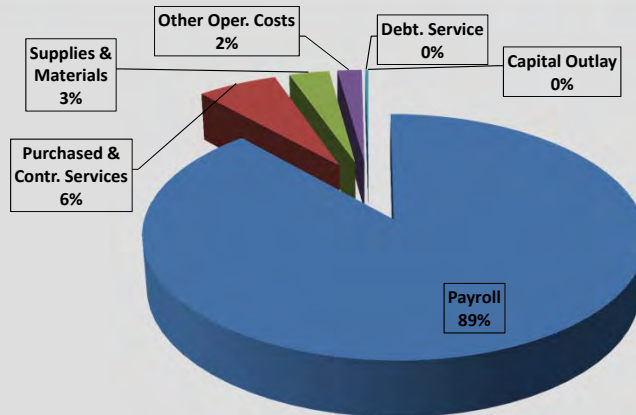


2012-13 Adopted Budget (in millions)

	2012-13
Beginning Fund Balance	\$139.3
Revenues	\$435.2
Expenditures	<u>\$435.1</u>
Surplus/Deficit	\$0.1
Ending Fund Balance	\$139.4



2013-14 Expenditure Budget



Expenditures
\$435,123,656

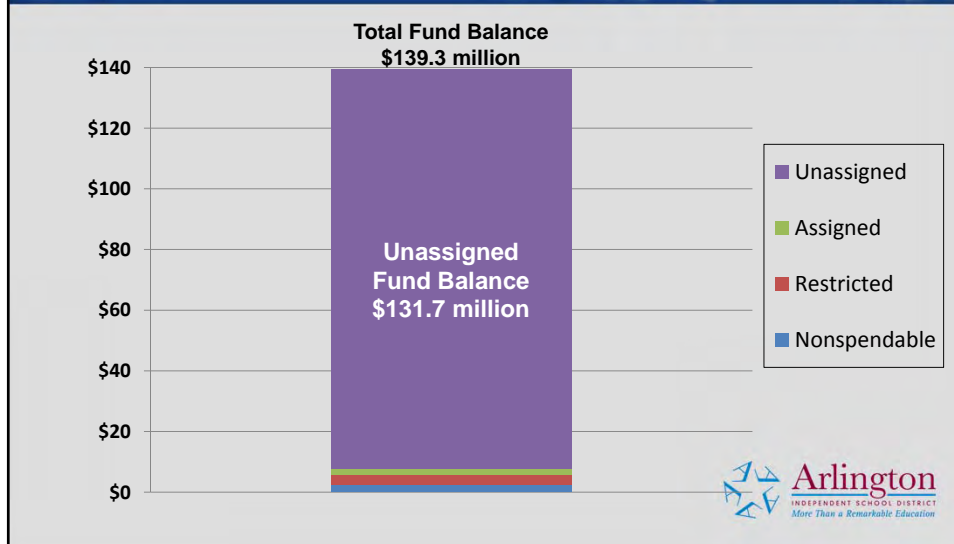


Fund Balance

- Fund balance is similar to a savings account
- It is the cumulative sum of actual year-end surpluses and deficits over the years
- Fund balance provides cash during times when the district has deficit cash flow (e.g., in fall before tax collections begin)
- General rule of thumb – only use fund balance for one-time costs
- Credit rating agencies want an entity to have at least 2 months of operating expense in unassigned fund balance



Fund Balance as of June 30, 2012 (in millions)



Strategic Plan Budget Amendment

- **Strategic Plan - Year 1 Budget**
 - One-time costs of year 1 strategies: \$3,151,000
 - Recurring costs - new positions: \$ 751,364
 - **Total Amendment** **\$3,902,364**

- **Major one-time costs of year 1 strategies:**
 - Curriculum audit
 - Curriculum writing & staff development for new instructional model
 - Facilities assessment
 - HR Consultant services
 - Surveys

New Positions

Position	FTE's
Area Superintendent	3
Secretary to Area Superintendent	2
Director of Parent & Community Engagement	1
Secretary to Director of Parent & Community Engagement	1
Specialist for Student Discipline	1
Accountability & Testing Programmer	1
Total	9

Multi-Year Budget Forecast (in millions)

	Current Budget 2012-13 *	Budget Forecast 2013-14	Budget Forecast 2014-15	Budget Forecast 2015-16
Beg. Fund Balance	139.3	136.7	146.5	156.3
Revenues/Oth. Resources	438.4	449.3	450.6	451.1
Expenditures/Oth. Uses	<u>441.0</u>	<u>439.5</u>	<u>440.8</u>	<u>442.6</u>
Surplus/(Deficit)	(2.6)	9.8	9.8	8.5
End. Fund Balance	136.7	146.5	156.3	164.8

* Current 2012-13 Budget as of December 31, 2012

Note: The budget forecasts are very preliminary & forecasted surpluses are not certain. Previous forecasts assumed that state aid would be cut by an additional \$10 million each of next 3 years. Actual 2013-14 funding will not be finalized until 83rd Legislative Session adjourns May 27th; however, based on the comptroller's certified revenue estimate for the 14-15 biennium, appropriations bills filed & current legislative information, that assumed reduction in state aid no longer appears warranted.

East Arlington Construction

- Plan approved by Board of Trustees on Sept. 6, 2012:
 - 2 new elementary schools
 - 3 classroom additions
 - Draw new boundaries
- Purpose: to relieve overcrowding in east Arlington elementary schools
- Total estimated cost = \$58,020,000
- Board formally committed \$24 million of surplus General Fund Balance for this project



2013-14 Budget

- **Strategic Plan**
 - Year 2 strategies & year 1 strategies to be completed
 - New positions
- **Enrollment growth**
 - Estimate 65,271
 - 2012-13 Actual 65,004
 - Increase 267 or .4%
- **83rd Legislative Session**
 - January 8 – May 27
- **Capital Needs**



School Finance Lawsuit

- Six plaintiff groups (representing more than 600 school districts) sued state
- AISD is part of the Texas Taxpayer & Student Fairness Coalition plaintiff group
- School finance system ruled unconstitutional
 - Inequitable & inefficient
 - Inadequate & unsuitable
 - De facto statewide property tax
- State will appeal to Texas Supreme Court



2013-14 Budget Parameters



2013-14 Budget Parameters

- Budget will align with the *Achieve Today. Excel Tomorrow* strategic plan
- Fund balance => 2 months operating expenditures
- Balanced budget with limited use of fund balance
- Transparent budget development process
- Prioritize budget reductions with least negative impact on classroom
- Target resources to support achievement growth
- Competitive compensation
- Staffing ratios approved before staffing process begins
- Multi-year budget forecasts



AISD Legislative Agenda



AISD Legislative Agenda

1. Accountability & Assessment
2. School Finance
3. Graduation Requirements
4. Prekindergarten
5. School Choice



Questions?



The Importance of the Strategic Plan

- Strong focus on student achievement
- Includes other areas of school experience with a clear direction and specific outcomes
- Maintains the district's commitment to utilize our resources in the most efficient way possible
- Expands the scope of our focus on the *It Starts With Me!* campaign

Input to the District

Focus groups with citizens, staff and students



Board member meetings



Researched high performing schools and best practices

Who We Are

We believe that...



Commitment to a clear and focused vision will guide the district to the highest performance.



We believe that...

Effective teaching and leadership are essential for student achievement.



We believe...



School environment impacts achievement.

We believe...
An engaged community is essential.



We believe...

*Every student
can succeed.*



ACHIEVE TODAY.



EXCEL TOMORROW.

2012-2015 STRATEGIC PLAN

Our Vision

To be globally acknowledged as a premier school district.



ACHIEVE TODAY.



EXCEL TOMORROW.

2012-2015 STRATEGIC PLAN

Our Mission

To empower and engage all students to be contributing, responsible citizens reaching their maximum potential through relevant, innovative and rigorous learning experiences.

ACHIEVE TODAY.



EXCEL TOMORROW.

2012-2015 STRATEGIC PLAN

What We Want to Accomplish

ACHIEVE TODAY.



EXCEL TOMORROW.

2012-2015 STRATEGIC PLAN

Our Objectives

100% of students will graduate on time and excel
at their school or career of choice.



ACHIEVE TODAY.



EXCEL TOMORROW.

2012-2015 STRATEGIC PLAN

Our Objectives

100% of students will reach their full academic potential.



ACHIEVE TODAY.



EXCEL TOMORROW.

2012-2015 STRATEGIC PLAN

Our Objectives

100% of students will be actively involved in extracurricular and co-curricular activities.



Our Objectives

100% of students will graduate as lifelong learners.




Our Objectives

100% of students will graduate with a commitment to their community.



ACHIEVE TODAY.  EXCEL TOMORROW.
2012-2015 STRATEGIC PLAN

How We Will Achieve Our Bold Objectives


ACHIEVE TODAY.  EXCEL TOMORROW.
2012-2015 STRATEGIC PLAN

Framework for Success

- Inspired Learners
- Effective Leadership
- Engaged Community

ACHIEVE TODAY.  EXCEL TOMORROW.
2012-2015 STRATEGIC PLAN

Where Are We Now?

ACHIEVE TODAY.  EXCEL TOMORROW.
2012-2015 STRATEGIC PLAN

Spring 2013

- Finalizing our metrics
- Conducting a comprehensive curriculum audit
Feb. 25 through March 1
- Undergoing a comprehensive facilities
assessment through October
- Administering surveys of graduates, graduating
students, parents, staff and community
members
- Implementing Managed Performance Empowerment



Spring 2013 (cont.)

- Initiating the AISD Aspiring Principals Academy and Aspiring Assistant Principals Academy
- Establishing the AISD instructional model
- Providing new CTE certificate programs
- Developing a career and higher education exploration course for all eighth-grade students
- Initiating online parent-training courses
- Partnering with an HR consultant on the development of a competitive compensation plan



Next Steps

ACHIEVE TODAY.



EXCEL TOMORROW.

2012-2015 STRATEGIC PLAN

Year 2 – Inspired Learners

- The AISD will be a high performing, technology-rich school district with leading-edge learning experiences that promote engagement, creativity, critical thinking and achievement.
 - Ensure appropriate guidance and academic support for every student.

ACHIEVE TODAY.



EXCEL TOMORROW.

2012-2015 STRATEGIC PLAN

Year 2 – Inspired Learners

- The AISD will prepare our graduates to excel in higher education or the career of their choice.
 - Every student will develop a CTHE individual plan for their future.
- The AISD will be the leader in the education marketplace by providing world-class facilities while being fiscally responsible.
 - Develop a financial plan for implementing the facilities vision.

ACHIEVE TODAY.



EXCEL TOMORROW.

2012-2015 STRATEGIC PLAN

Year 2 – Inspired Learners

- The AISD will provide a safe and secure environment.
 - Implement a plan to ensure positive student character and behavior.
- The AISD will ensure all teachers are highly effective.
 - Provide continual professional development that yields teacher effectiveness.
 - Provide teachers with all the tools and resources needed for excellence in the classroom.

ACHIEVE TODAY.



EXCEL TOMORROW.

2012-2015 STRATEGIC PLAN

Year 2 – Effective Leadership

- The AISD will recruit and retain the most effective people by rewarding excellence and providing opportunities for continual growth.
 - Implement a competitive compensation plan.
 - Create a comprehensive selection and retention process specific to job category.

ACHIEVE TODAY.



EXCEL TOMORROW.

2012-2015 STRATEGIC PLAN

Year 2 – Effective Leadership

- The AISD will foster a caring culture of respect, integrity, wellness and citizenship throughout the district.
 - Promote a culture of integrity.

ACHIEVE TODAY.



EXCEL TOMORROW.

2012-2015 STRATEGIC PLAN

Year 2 – Engaged Community

- The AISD will utilize all the communications channels to maximize awareness and support of the district's vision to be globally acknowledged as a premier school district.
 - Market and promote through effective public relations what sets the AISD apart from other educational institutions be they public or private. Increasing the public's awareness of the high quality choices available within the AISD will position it as the first education option for students.



Measuring Our Progress



28 Measures

- STAAR and EOC
- Reading and math – K-2
- Norm-referenced assessment of reading, math and science – grade 2
- Rigorous course participation at grades 7-12
- Participation and success in college admissions/college-ready assessments



28 Measures (cont.)

- On track for high school completion in four years
- Four-year high school completion rate
- College-ready standard on Algebra I and English III EOC
- Advanced or higher graduation plan



28 Measures (cont.)

- Completion of a six-year career, technical and higher education plan and enrollment in career and technical classes
- Graduates' preparation, career path, military or higher education
- College enrollment rates and college graduation rates

28 Measures (cont.)

- Student engagement in extracurricular and co-curricular activities
- Instructional practices related to instructional model
- Lifelong learners, community service and leadership
- Student discipline
- Facilities

28 Measures (cont.)

- Campuses granted autonomy
- Safe, secure and respectful environment
- Staff retention rates
- Work culture and environment
- Internal customer service
- Customer service standards
- Leadership training

28 Measures (cont.)

- Parent satisfaction with engagement
- Offerings and participation in Parent University
- Partnerships and parent engagement opportunities
- Support for school improvement and the strategic plan efforts

ARLINGTON INDEPENDENT SCHOOL DISTRICT
 Strategic Plan
 Summary as of August 31, 2012

Year 1	Year 2	Year 3	Strategy Number	Goals, Strategies and Activities	Person Responsible
INSPIRED LEARNERS					
The AISD will be a high performing, technology-rich school district with leading-edge learning experiences that promote engagement, creativity, critical thinking and achievement.					
*			1.1	Strategy 1.1: Implement Managed Performance Empowerment model	
			1.1.1	1. Conduct needs assessment/overview related to Managed Performance Empowerment (MPE)	Dir. of Testing & Accountability
			1.1.2	2. Conduct curriculum audit and prepare the principal overview of MPE	
			1.1.3	3. Provide training to develop capacity of selected staff	
				<i>Training (3 days with Don McAdams x \$5,000/day)</i>	<i>Interim Supt.</i>
			1.1.4	4. Review curriculum audit results and determine implications for MPE	<i>Interim Supt.</i>
			1.1.5	5. Administer an objective assessment of CEO capacity to each principal	Dir. of Testing & Accountability
			1.1.6	6. Review results of capacity assessments and generate a training plan for each campus principal	Staff member
			1.1.7	7. Recommend policy changes regarding MPE	<i>Interim Supt./ Board</i>
			1.1.8	8. Board approves a theory of action for change and decision matrix	<i>Interim Supt./ Board</i>
			1.1.9	9. Begin staffing preparation and include implications from MPE work	Asst. Supt. of Personnel
			1.1.10	10. Begin budget preparation and include implications from MPE work	Assoc. Supt. of Finance
			1.1.11	11. Review STAAR results and provide examination of criteria for empowering schools	<i>Interim Supt.</i>
			1.1.12	12. Develop a timeline for decentralization of decision authority	<i>Interim Supt.</i>
			1.1.13	13. Schedule MPE implementation training for summer 2013	
				<i>Training (3 days with Don McAdams x \$5,000/day)</i>	<i>Interim Supt.</i>
*			1.2	Strategy 1.2: Implement an instructional model that promotes engagement, creativity, critical thinking and student achievement.	
			1.2.1	1. Conduct an external curriculum management audit.	
				<i>Independent audit secured through RFQ process</i>	<i>Exec. Directors of Elem. & Sec. Instr.</i>
			1.2.2	2. Presentation of findings and recommendations to the superintendent	Asst. Supt. Tech/Instr.
			1.2.3	3. Research successful instructional model components and create AISD model.	
				<i>Travel to other districts</i>	<i>Exec. Directors of Elem. & Sec. Instr.</i>
				<i>Extra-duty for teachers, specialists, and coordinators to research instructional models</i>	<i>Exec. Directors of Elem. & Sec. Instr.</i>
			1.2.4	4. Align and conduct professional development for the new instructional model; training will begin in May 2013 with approximately 50% of teachers completing the training by June; the remaining staff will be trained in July and August of 2013.	
				<i>Training (1,500 teachers x \$90/day x 4 days)</i>	<i>Exec. Directors of Elem. & Sec. Instr.</i>
				<i>Trainer(s) (\$5,000/day x 4 days)</i>	<i>Exec. Directors of Elem. & Sec. Instr.</i>
				<i>Materials for teacher training</i>	<i>Exec. Directors of Elem. & Sec. Instr.</i>

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			1.2.5	5. Revise curriculum documents to adhere to the instructional model; revision will begin in May 2013 with approximately 50% of the work being completed by June; remaining work will be conducted in July and August of 2013.	
				<i>Curriculum writing (50 teams x 5 teachers/team x 10 days x \$90/day)</i>	<i>Exec. Directors of Elem. & Sec. Instr.</i>
			1.2.6	6. Implement the AISD instructional model that promotes engagement, creativity, critical thinking and achievement.	
			1.2.7	7. Evaluate teachers for their fidelity to the instructional model	
		*		Strategy 1.3: Engage every student in extracurricular and co-curricular activities that support the instructional model.	
				1. Survey students to identify areas of interest.	
				2. Create a diverse, relevant offering of extracurricular and co-curricular activities to engage every student.	
				3. Allocate adequate resources to support the extracurricular and co-curricular activities.	
				4. Establish an assessment metric for each extracurricular and co-curricular activity.	
	*			Strategy 1.4: Ensure appropriate guidance and academic support for every student.	
				1. Align efforts with 40 developmental assets as appropriate for different age groups. http://www.search-institute.org/content/40-developmental-assets-adolescents-ages-12-18	
				2. Provide an advocate for every student.	
				3. Connect students with family services as needed.	
				4. Provide frequent support and academic feedback against clear expectations for every student.	
		*		Strategy 1.5: Implement a locally developed accountability system.	
				1. Develop performance standards that will promote excellence and go beyond state and federal requirements.	
				2. Develop an accountability system that identifies important indicators.	
				3. Collect and distribute performance data.	
				4. Develop expected outcomes and rewards and consequences for performance based on expected outcomes.	
*			1.6	Strategy 1.6: Conduct a detailed study of current and future student population.	
			1.6.1	1. Review demographic data currently available and determine the type of information needed.	Asst. Supt. of Admin.
			1.6.2	2. Research providers of demographic studies.	Asst. Supt. of Admin.
			1.6.3	3. Recommend a provider to conduct a detailed demographic study of the district.	Asst. Supt. of Admin.
			1.6.4	4. Contractor will conduct a detailed demographic study.	
				<i>Contracted study</i>	<i>Asst. Supt. of Admin.</i>
			1.6.5	5. Receive report of demographic study.	Asst. Supt. of Admin.
			1.6.6	6. Conduct a survey of the community	Asst. Supt. of Admin.
				<i>Contracted survey</i>	<i>Asst. Supt. of Admin.</i>
			1.6.7	7. Review report and provide information for use in developing future strategies in the district's strategic plan.	Asst. Supt. of Admin.

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The AISD will prepare our graduates to excel in higher education or the career of their choice.					
*			2.1	Strategy 2.1: Identification and awareness for Career, Technical and Higher Education. (CTHE)	
			2.1.1	1. Develop a "What Can CTHE Encompass" awareness program using a working group including staff from CTE, Counseling, Advanced Academics, AVID, and Public Information to develop a marketing strategy and develop print and electronic materials.	
				<i>Committee Research</i>	<i>Exec. Director of Sec. Instr.</i>
				<i>Marketing strategy</i>	<i>Exec. Director of Sec. Instr.</i>
				<i>Materials and printing</i>	<i>Exec. Director of Sec. Instr.</i>
			2.1.2	2. Develop a required CTHE overview course for all 8 th grade students using a working group of junior high principals, counselors and CTE teachers to determine the course and content; begin development of the course scope and sequence and curriculum.	<i>Exec. Dir. of Sec. Instr., Dir. of CTE</i>
			2.1.3	3. Research models from other districts that have high acceptance levels in higher education institutions and excel in workforce development and create AISD model to be implemented in the 2013-14 school year; research National Student Clearinghouse for possible student data.	
				<i>Committee research, develop new model</i>	<i>Exec. Director of Sec. Instr.</i>
				<i>Consulting service</i>	<i>Exec. Director of Sec. Instr.</i>
	*			Strategy 2.2: Every student will develop a CTHE individual plan for their future.	
				1. Develop student career paths.	
				2. Define the role of a CTHE-approved adviser to include, but not limited to, business, school and community members.	
				3. Assign each student an approved CTHE adviser to assist the student in developing, monitoring and revising a CTHE plan.	
*			2.3	Strategy 2.3: Implement workforce development partnerships	
			2.3.1	1. Create a Workforce Development Advisory Committee to advise and develop workforce partnerships.	<i>Exec. Director of Sec. Instr. & CATE Director</i>
			2.3.2	2. Expand student certification programs and implement new certifications in the 2013-14 school year.	
				<i>Committee research, develop certification programs</i>	<i>Exec. Director of Sec. Instr. & CATE Director</i>
			2.3.3	3. Research city and county business opportunities to align/realign career pathways to meet industry standards.	<i>Exec. Director of Sec. Instr. & CATE Director</i>
*			2.4	Strategy 2.4: Implement Higher Education partnerships	
			2.4.1	1. Create Higher Education Advisory Committee to assist the district in developing higher education partnerships to enhance student opportunities to excel in higher education.	<i>Exec. Director of Sec. Instr. & Director of Couns.</i>
			2.4.2	2. Expand student dual credit opportunities and dual credit enrollment; meet with the Higher Education Advisory Committee for recommendations, develop informational materials, and share materials with counselors, parents, students.	
				<i>Research current programs with dual credit, collaborate with higher ed institutes & develop plan</i>	<i>Exec. Director of Sec. Instr. & Adv. Academics Coord.</i>

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				<i>Communication materials</i>	<i>Exec. Director of Sec. Instr. & Adv. Academics Coord.</i>
			2.4.3	3. Offer CTHE admission exam preparation for all students <i>Exam prep classes (4 hr class x 5 classes x \$25/hr x 6 high schools)</i>	<i>Exec. Director of Sec. Instr. & Adv. Academics Coord.</i>
			2.4.4	4. Research area colleges and universities for opportunities for alignment; meet with appropriate college officials and develop recommendations	<i>Exec. Director of Sec. Instr. & Director of Couns.</i>
			2.4.5	5. Review student data to determine focus area for academic integration into CTE courses.	<i>Exec. Director of Sec. Instr. & Director of Couns.</i>
			2.4.6	Reduce the number of remedial courses students must take in higher education.	
The AISD will be the leader in the education marketplace by providing world-class facilities while being fiscally responsible.					
*			4.1	Strategy 4.1: Create a facilities vision	
			4.1.1	1. Develop a template and acquire software that will be used to conduct a comprehensive facilities inventory <i>Develop template to use for facilities inventory</i>	<i>Exec. Dir. of Plant Services</i>
				<i>Interactive software package</i>	<i>Exec. Dir. of Plant Services</i>
			4.1.2	2. Plant Services, central curriculum & instruction staff, and campus stakeholders will work collaboratively to define world-class facilities related to learning needs, learning spaces for instruction and programs, instructional models, technology, athletics, fine arts, wellness, and sustainability. <i>Professional fees for architecture firm to facilitate work with AISD curriculum staff & Plant Services staff to define world class facilities</i>	<i>Asst. Supt. Tech/Instr., Exec. Dir. of Plant Services</i>
			4.1.3	3. Inventory AISD facilities based on the district template. <i>Inventory AISD facilities</i>	<i>Exec. Dir. of Plant Services</i>
			4.1.4	4. Assess the facilities inventory against the definition of world class facilities to identify construction, renovation, repurposing, remodeling, and other alterations required for AISD's facilities to meet the District's definition of world class facilities. <i>Assess AISD facilities against the definition of world class facilities</i>	<i>Assoc. Supt. Finance, Asst. Supt. Tech/Instr., Exec. Directors of Plant Services & Finance</i>
	*			Strategy 4.2: Develop a financial plan for implementing the facilities vision.	
				1. Form a Bond Advisory Committee to prioritize facility needs into a bond package for a five-year bond program.	
				2. Take community input (public, central and campus administration, staff, and students) on facility needs.	
				3. Assess community support of a bond package by conducting a public survey.	

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				4. Consult with the district's financial adviser to structure bond issues and repayment to manage the impact on the district's tax rate and to align debt repayment with the useful lives of assets acquired through the bond program.	
		*		Strategy 4.3: Implement the facilities vision.	
		*		Strategy 4.4: Further align financial resources with the needs of the district.	
				1. Develop multi-year operating budget forecasts to assist with financial planning.	
				2. Annually update long-range enrollment and demographics forecasts to assist with facilities planning.	
				3. Maintain an unassigned general fund balance that equals at least two months of operating expenditures.	
				4. Monitor the budget to identify opportunities for operational efficiencies.	
				5. Actively engage and educate legislators on matters affecting the district's finances.	
				6. Budget for future capital needs including technology, vehicles and other equipment.	
				7. Seek opportunities to increase resources through grants and alternative funding sources.	
				8. Allocate resources to schools based on student needs.	
				9. Provide funding for a competitive compensation plan that supports the strategic plan.	
		*		Strategy 4.5: Maintain facilities in a manner that maximizes the useful life of the facility, enhances learning and promotes energy conservation.	
				1. Maintain clean, comfortable learning environments.	
				2. Develop preventive maintenance schedules to maximize the useful life of building systems (mechanical, electrical and plumbing) and the efficiency of maintenance staff.	
				3. Improve energy efficiency through awareness initiatives, system designs and equipment.	
The AISD will provide a safe and secure environment					
*			5.1	Strategy 5.1: Implement controlled access to all facilities	
			5.1.1	1. Implement standardized District IDs for teachers and students. (\$30,000 is included in the General Fund Technology Department Budget)	Asst. Supt. Tech.
			5.1.2	2. Implement visitor control entry master plan.	Asst. Supt. Admin.
			5.1.3	3. Develop and implement an employee keyless entry control master plan.	Asst. Supt. Admin.
			5.1.4	4. Implement radio and other communication system overhaul (\$731,729 is included in the Local Construction Fund Budget for this activity.)	Asst. Supt. Admin.
			5.1.5	5. Increase the number of cameras at building facilities to increase security. (\$500,000 is included in the 2009 Bond program for this activity.)	Asst. Supt. Admin.
			5.1.6	6. Implement electronic alert and communication systems for parents and students.	
				<i>Text messaging system</i>	<i>Communications Director</i>
			5.1.7	7. Make lighting and security (internal and external) additions	
			5.1.8	8. Security presence at all schools.	
	*			Strategy 5.2: Implement a plan to ensure positive student character and behavior.	
				1. Involve students in safety process.	
				2. Review district policy on bullying.	
				3. Implement Safe Walk to School program.	
				4. Provide conflict resolution training for students.	
*			5.3	Strategy 5.3: Involve all employees to enhance safe and secure campus environments	

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			5.3.1	1. Continue to develop and implement School Wide Positive Behavior Support.	
				<i>Trainer-of-trainer model (1 day of contracted training for principals and trainers)</i>	<i>Asst. Supt. of Admin., Discipline Coord., Campus Staff, Students, & Parents</i>
				<i>Staff development for all teachers (4,000 teachers x 1 day x \$90/day)</i>	<i>Asst. Supt. of Admin., Discipline Coord., Campus Staff, Students, & Parents</i>
			5.3.2	2. Develop and implement a discipline communication program between administration and staff that will keep them informed on student consequences.	Asst. Supt. of Admin.
			5.3.3	3. Provide regular discipline training for principals and assistant principals.	Asst. Supt. of Admin.
			5.3.4	4. Develop a student pride initiative that includes constant communication with students.	Asst. Supt. of Admin.
			5.3.5	5. Implement an employee professional integrity system that raises awareness of unprofessional behaviors and provides coping skills and strategies	Asst. Supt. of Admin.
			5.3.6	6. Develop and implement a Scared Straight program for students assigned to the District Alternative Education Program and the Juvenile Justice Alternative Education Program.	Asst. Supt. of Admin., Discipline Coord., DAEP Principals
The AISD will ensure all teachers are highly effective.					
	*			Strategy 10.2: Provide continual professional development that yields teacher effectiveness.	
				1. Provide professional development driven by student needs.	
				2. Provide on-going training on "next practices."	
				3. Provide appropriate follow-up and support for all professional development.	
				5. Provide ongoing training specific to the teacher effectiveness system.	
	*			Strategy 10.3: Provide teachers with all the tools and resources needed for excellence in the classroom.	
				1. Define appropriate resources needed to ensure teacher effectiveness and student success.	
				2. Implement the above resources with fidelity.	
				3. Evaluate the effectiveness and relevancy of the resources.	

Year 1	Year 2	Year 3	Strategy Number	Goals, Strategies and Activities	Person Responsible
EFFECTIVE LEADERSHIP					
The AISD will recruit and retain the most effective people by rewarding excellence and providing opportunities for continual growth.					
*			3.1	Strategy 3.1: Implement a competitive compensation plan; develop a measurement tool for teacher effectiveness that positively impacts student learning	
			3.1.1	1. Apply for federal TIF grant to assist in development and implementation of a performance based compensation system	Grant Writer
			3.1.2	2. Apply to the Texas Education Agency for seven high-need schools to participate in TEA pilot of new teacher appraisal instrument	Personnel Coordinator
			3.1.3	3. Train administrators and teachers from pilot campuses on the TEA pilot teacher appraisal system	Asst. Supt. of Personnel & Personnel Coord.
			3.1.4	4. Engage a human resource consultant or consulting firm to assist in the development and implementation of a new competitive compensation system	
				<i>HR consulting firm</i>	<i>Assoc. Supt. Finance & Asst. Supt. Personnel</i>
			3.1.5	5. Establish a central committee charged with creating frameworks based on best practice and available research for new professional evaluation and compensation systems focused on high levels of student achievement.	Assoc. Supt. Finance & Asst. Supt. Personnel
			3.1.6	6. Analyze multiple measures for evaluation of teacher performance to include student performance on state mandated assessments.	
				<i>Consultant</i>	<i>Dir. of Research & Testing</i>
			3.1.7	7. Invite stakeholder input across multiple levels of utilization: administrative, professional, community	Assoc. Supt. Finance & Asst. Supt. Personnel
			3.1.8	8. Review existing Board policy for modifications required to implement the new professional evaluation system	Asst. Supt. of Personnel & Personnel Coord.
			3.1.9	9. Advise Board of Trustees on results of research into new appraisal system and new compensation structure, as well stakeholder input, and seek further recommendation	Assoc. Supt. Finance & Asst. Supt. Personnel
			3.1.10	10. Implement a competitive compensation system at all levels.	
			3.1.11	11. Attract highly effective personnel to the areas of highest student needs.	
	*			Strategy 3.2: Create a comprehensive selection and retention process specific to job category.	
				1. Prospective employees will offer performance demonstrations in the interviewing process.	
				2. Implement a comprehensive, 360° annual evaluation system that includes all stakeholders.	
				3. Develop personal career plans for all employees.	
				4. Implement a comprehensive recognition system for all employees.	
*			3.3	Strategy 3.3: Create a positive working culture.	
			3.3.1	1. Review district data on current work culture (i.e. employee survey).	Communications Director
			3.3.2	2. Put together a committee to research effective positive working culture models.	Communications Director
			3.3.3	3. Survey employees regarding their perceptions of the culture at their campus and the district.	Communications Director
			3.3.4	4. Committee site visits and research of businesses and organizations with positive working cultures.	
				<i>Site visits & research of businesses and organizations with positive working cultures</i>	<i>Communications Director</i>
				<i>Materials</i>	<i>Communications Director</i>

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			3.3.5	5. Utilize research and results of staff surveys to recommend a program and/or vendor to transform the working culture.	Communications Director
			3.3.6	6. Select a vendor and/or program that best meet the work culture needs of the AISD.	Communications Director
The AISD will foster a caring culture of respect, integrity, wellness and citizenship throughout the district.					
*			8.1	Strategy 8.1: Develop a customer service expectation	
			8.1.1	1. Review customer service data available in the district from Title 1 parent surveys	Communications Director
			8.1.2	2. Conduct customer service survey of parents and community to gauge customer service realities in the AISD.	
				<i>Contracted community survey</i>	Communications Director
			8.1.3	3. Form committee to review results of survey of parents and community.	Communications Director
			8.1.4	4. Have committee develop customer service expectations based on survey feedback.	Communications Director
			8.1.5	5. Committee conducts research on customer service programs based on the customer service expectations developed.	Communications Director
			8.1.6	6. Site visits and research by committee of businesses and organizations that are known for providing excellent customer service based on the customer service expectations developed.	
				<i>Site visits and research of businesses and organizations that are known for providing excellent customer service and recommend program that best addresses AISD's needs</i>	Communications Director
				<i>Materials</i>	Communications Director
			8.1.7	7. Committee recommends a vendor and/or program that best addresses the AISD's customer service needs.	Communications Director
		*		Strategy 8.2: Expand service-learning requirements for all students.	
				1. Design comprehensive program providing students an opportunity to compile a portfolio.	
				2. Create a road map for teaching digital citizenship.	
				3. Review existing service-learning opportunities to determine need to expand or eliminate.	
				4. Add a community-service requirement to curriculum.	
				5. Implement student-owned service projects.	
				6. Implement community connections into lesson plans, where appropriate.	
				7. Adopt a foreign school.	
				8. Implement a business mentor program.	
	*			Strategy 8.3: Promote a culture of integrity.	
				1. Develop a districtwide integrity motto.	
				2. Promote the motto with signage.	
				3. Embed integrity in the curriculum.	
				4. Encourage open discussions.	
		*		Strategy 8.4: Empower students and staff with a wellness program to make healthy lifestyle choices.	
				1. Research comprehensive wellness programs.	
				2. Develop a districtwide wellness initiative for staff and students.	
				3. Promote regular physical activity and health awareness for students and staff.	
The AISD will cultivate an environment that builds great leaders.					
*			9.1	Strategy 9.1: Develop internal teacher, student and administrator leadership training and opportunities.	
			9.1.1	1. Explore successful leadership options for administrators, such as academies.	Asst. Supt. of Admin.
			9.1.2	2. Develop a district-wide leadership plan for administrators that fits the needs of AISD and includes involvement of central office and campus administrators.	Asst. Supt. of Admin.

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			9.1.3	3. Implement a district-wide leadership plan for administrators with training the first year.	Asst. Supt. of Admin.
			9.1.4	4. Develop internships for administrators within the district with the purpose of developing leadership skills.	
				<i>Consulting firm engaged for teacher & administrator leadership academies</i>	Asst. Supt. of Admin.
				<i>Consulting firm engaged for student leadership academies</i>	Asst. Supt. of Admin.
			9.1.5	5. Define elements of a succession plan with central office and campus administrators	Asst. Supt. of Admin.
		*		Strategy 9.2: Establish partnerships with universities to develop leadership pipelines.	
				1. Develop internships for administrators.	
				2. Develop leadership programs for students and staff.	

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ENGAGED COMMUNITY					
*			6.1	Strategy 6.1: Increase parent involvement in schools	
			6.1.1	1. Review data available on district's current parent engagement programs.	Communications Director
			6.1.2	2. Form a committee of parents, teachers and administrators to research the parent engagement programs currently offered by the district as well as research and conduct site visits of other educational institutions in an effort to identify good parent engagement programs that are tied to student achievement.	Communications Director
				<i>Site visits and research of organizations that are known for providing good parent engagement and recommend program that best addresses AISD's needs</i>	Communications Director
				<i>Materials</i>	Communications Director
			6.1.3	3. Survey parents/conduct focus groups to determine how to best engage them through appropriate programs and activities to realize student	
				<i>Contracted community survey to determine parent needs and appropriate engagement programs</i>	Communications Director
			6.1.4	4. Research vendors, websites and programs that could help the district catalog current and future parent engagement resources and workshops/educational opportunities available.	Communications Director
			6.1.5	5. Secure best method to create centralized catalog of current and future parent engagement resources and workshops/educational opportunities	Communications Director
			6.1.6	6. Create centralized catalog of current and future parent engagement resources and workshops/educational opportunities available.	
				<i>Contracted Service</i>	Communications Director
			6.1.7	7. Develop new parent engagement opportunities that are directly tied to student achievement.	Communications Director
The AISD will enhance educational excellence and workforce development through collaboration with community partners.					
*			7.1	Strategy 7.1: Implement a plan to increase engagement with faith-based organizations, businesses, non-profits, governmental entities, higher education institutions, and volunteers	
			7.1.1	1. Surveys/focus groups of schools to determine how they would like to partner with businesses/organizations focusing on improving student achievement.	
				<i>Contracted survey</i>	Communications Director
			7.1.2	2. Surveys/focus groups of community/businesses to determine how they would like to partner with our schools focusing on improving student achievement.	
				<i>Contracted survey</i>	Communications Director
			7.1.3	3. Create committee of campus staff, parents, community and business organizations to research and conduct site visits of organizations that are known for providing volunteer engagement for the purpose of student achievement.	
				<i>Site visits and research of organizations that are known for providing volunteer engagement for the purpose of student achievement.</i>	Communications Director
				<i>Materials</i>	Communications Director
			7.1.4	4. Develop a comprehensive volunteer program for the district based on the recommendation from the committee focused on improving the achievement of students and the best meets AISD's needs.	Communications Director
			7.1.5	5. Create committee of campus staff, parents, community and business organizations to research and conduct site visits of organizations that are known for providing good community engagement for the purpose of student achievement.	Communications Director
				<i>Site visits and research of organizations that are known for providing good community engagement for the purpose of student achievement.</i>	Communications Director

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				<i>Materials</i>	<i>Communications Director</i>
			7.1.6	6. Create comprehensive community engagement plan involving a committee of community organizations/business and school representatives.	Communications Director
			7.1.7	7. Create district focus groups to serve as a sounding board for any new business/community initiatives regarding the strategic plan.	Communications Director
			7.1.8	8. Create Superintendent Advisory Board made of representatives from the faith-based community, businesses, nonprofits, government entities and higher education institutions.	Communications Director
The AISD will utilize all the communications channels to maximize awareness and support of the district's vision to be globally acknowledged as a premier school district.					
*			11.1	Strategy 11.1: Effectively communicate and engage stakeholders of staff, students, parents, and community in the district's strategic planning process.	
			11.1.1	1. Develop user-friendly deliverables regarding the district's strategic plan and next steps for the future.	
				<i>Consultant</i>	<i>Communications Director</i>
			11.1.2	2. Effectively convey the district's strategic plan to stakeholders	Communications Director
			11.1.3	3. Solicit stakeholder input on the district's strategic plan and next steps	Communications Director
			11.1.4	4. Provide updates on the progress of the strategic plan utilizing all the communications channels such as the AISD website, social media, collateral pieces, email, newspaper, television, radio and other available communications outlets	Communications Director
	*			Strategy 11.2: Market and promote through effective public relations what sets the AISD apart from other educational institutions be they public or private. Increasing the public's awareness of the high quality choices available within the AISD will position it as the first education option for students.	
				1. Assess brand awareness to determine the community's perceptions about the district.	
				2. Develop a plan to effectively market the AISD's academic and extracurricular offerings.	
				3. Implement first phase of plan.	
				4. Conduct a communications audit to determine the current ways the district communicates and connects with stakeholders.	
				5. Conduct various assessments to determine how best to communicate with stakeholders to create a more targeted and effective communications approach.	
				6. Improve upon current communications tools.	
				7. Develop new tools to better address the communications needs of the district's stakeholders.	
				8. Communicate district successes and accomplishments.	
*				Strategy 11.3: Engage our internal stakeholders as advocates for the district's vision.	
				1. Survey employees to determine internal communications gaps and what means of communications they would like to see utilized to keep them informed and engaged.	Communications Director
				2. Research components of a successful internal communications programs	Communications Director
				3. Develop a multi-phase internal communications program	Communications Director
				4. Begin implementation of the first phase of internal communications program	Communications Director
				5. Conduct post survey for employees	Communications Director