NISD Long Range Planning Committee

Meeting 6 Tuesday, December 13, 2016



Every Student Future Ready

Northwest ISD

VISION

The best and most sought-after school district where every student is **future** ready:

- Ready for college
- Ready for the global workplace
- Ready for personal success

BELIEFS

- Kids come first
- Continuous improvement is essential for future success
- The success of each student is the shared responsibility of students, families, schools, and communities
- Environment influences learning



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Charge of the LRPC

- Consider the educational needs of all students and align with the district's mission, vision and goals
- Represent the entire NISD community, its values and perceptions in the facility planning process
- Assess and prioritize the district's current and long-term facility needs, including, but not limited to:
 - District growth and capacity
 - Building age, safety and condition
 - Evolving educational delivery and programs
- Form a recommendation for consideration by the NISD Board of Trustees



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Agenda

- Meeting 6: Tuesday, December 13, 2016
- Welcome
- Meeting 5 Review
- Survey Results Matt Gamble
- Deficiency Prioritization
- Small Group Prioritization



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Meeting 5 Review



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Long Range Planning Discussion



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Elementary School Capacity Comparison (September 2011)

650 Student Elementary Capacity

- 9 New Elementary Schools needed between 2011-15: 4 are Non-funded
- 1 Non-funded building addition needed for Lakeview Elementary School
- \$137,275,000 Needed to fund Capital Bond Projects between 2011-15
- 6 New Elementary Schools needed between 2016-20

850 Student Elementary Capacity

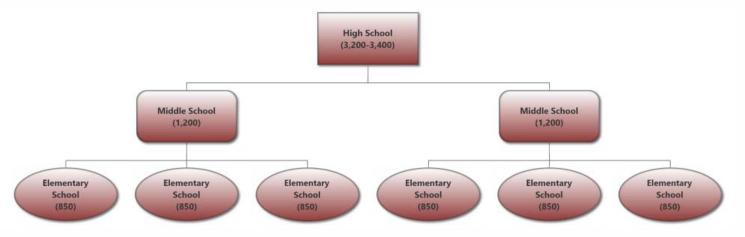
- No New Non-funded Elementary Schools are required between 2011-15
- 9 building additions needed between 2011-15
- All building additions needed between 2011-15 Could be funded from 2008 Capital Bond Dollars
- 4 New Elementary Schools needed between 2016-20
- 5 building additions needed between 2016-20
- <u>\$3,282,000 Personnel Cost savings</u> available between 2011-15
- <u>\$21,326,000 Personnel Cost savings</u> available between 2016-20



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Feeder Patterns

- Current Model
 - 6 Elementary Schools (850 capacity = 140 students/grade)
 - 2 Middle Schools (1200 capacity = 426 students/grade)
 - 1 High School (3,200 3,400 capacity = 850 students/grade)





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FACILITY FORECAST

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Elementary										
Schools		1 New Elem.	2 New Elem.	1 New Elem.	1 New Elem.	1 New Elem.	1 New Elem.		1 New Elem.	
Elementary	Expand	Expand	Expand	Expand	Expand					
Expansions	Schluter	Beck	Elem. School	Elem. School	Elem. School					

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Middle Schools		1 New M.S.			1 New M.S.			1 New M.S.		

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
		Bryon Nelson								
High Schools		Expansion			1 New H.S.					Possible H.S.

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Other Needs										

• Ten year elementary growth = 5,312

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• Ten year middle school growth = 3,061

• 8-10 Elementary schools

• 3 Middle Schools

- Ten year high school growth = 4,008
- 1-2 High Schools



Prioritization Process

- The committee will utilize a prioritization tool designed to allow for a comprehensive evaluation of projects, requiring evaluators to consider a consistent series of factors before identifying an overall priority level.
- The rating factors in this tool should be used to guide valuable discussion, weigh pros and cons and consider the overarching priority of a project.



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Prioritization Process

The following factors will be used when rating potential projects:

- Urgency of Need
- Benefit to Students
- Benefit to Community
- Value





Prioritization Process

FOR PRIORIT	IZATION			RATING	FACTORS		
PROJECTS GROWTH	CAMPUS	COST	BENEFIT TO STUDENTS 33%	URGENCY OF NEED 28%	VALUE 22%	BENEFIT TO COMMUNITY 17%	PROJECT RATING TOTAL Weighted Value
GROWIN							
PROJECT 1	New	\$	5	3	2	3	2.00
Description						-	3.44
Project 2	New	\$	2	4	2	1	2.39
Description			-			-	2.55
						-	
Project 3	New	\$	2	1	2	3	1.89
Description							1.05
Project 4	New	Ś	4	3	2	3	
Description	NEW	Ş	4	3	2		3.11



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Fine Arts

- Update stage areas (CTMS, GPMS, MMS, TMS)
- Large ensemble rooms and practice rooms additions (CTMS, GPMS, MMS, TMS, BNHS)
- Theatre rooms additions (CTMS, GPMS, MMS)
- Update band halls and choir rooms (CTMS, GPMS, MMS)
- Update lighting in PAC and Black Box (BNHS & NHS)
- Dance studio addition (BNHS)
- Upgrade elementary stage sound systems (all)
- District-Wide Performing Arts Center
- Renovate NHS PAC
- Purchase of marching band, drill team, and cheer uniforms (8yr cycle)



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Athletics

- Fields and Track Replacements
- District Natatorium
- Outdoor Fieldhouse at BNHS and NHS
- · Addition of a second football stadium
- NISD Special Events Center

<u>CTE</u>

- Technology upgrade for labs and proper infrastructure
- Skills lab at the high schools for certifications in health science
- Computer certification labs at the high schools
- Ag barn upgrades, expansion
- Northwest High school AMAT upgrade
- Northwest High School Ag expansion area
- Byron Nelson High School Ag expansion area
- Byron Nelson Culinary Expansion or new facility
- Byron Nelson Engineering lab



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Safety and Security

- Entrance Improvements Approach Camera Coverage
- Pre-access Screening Buzzer and Video
- Reception Area Improvements
 - Protect and separate receptionist from the public
 - Limit direct access into building and office area from waiting area
- Visitor Access Uniformed Platform
- Access Control
 - Control and schedule exterior doors
 - Automatic exterior lockdown capacity
 - Open door notification capability
- Security Intrusion Alarm
 - Linked to access control
 - · Linked to camera's

- Intercom
 - Improvements to permit remotely initiated announcement
 - Visual announcement notification system in high volume areas
 - Capacity for pre-recorded announcement
 - Camera's
 - Light/Camera coordination motion detectors/lights
 - Replace outdated or malfunctioning cameras
 - Additional coverage
- Door hardware upgrade
 - Intruder function hardware (i.e. thumb locks or similar)



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Technology

- Classroom Standards
 - Update classrooms to meet NISD classroom standards
- Student Learning Standards
 - Student device refresh
 - Virtual Desktop Infrastructure growth
 - Maintain adequate bandwidth
 - Anytime anywhere access
- Facilities Standards
 - Cabling
 - WiFi
 - Equipment closet power, cooling and runtime standards
 - Safety and Security standards
 - PA systems upgrades
 - Phone systems upgrade

- Administrative Standards
 - Device refresh
 - Safety and security standards
- District Standards
 - Adequate bandwidth
 - Network operations center expansion
 - Filtering, Firewall and Switch Infrastructure



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Voter Survey Results

Matt Gamble - Baselice



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NORTHWEST ISD VOTER SURVEY

November 28 – December 1, 2016

N = 400 respondents margin of error: <u>+</u> 4.9%



OBJECTIVES



To assess general attitudes about Northwest ISD.

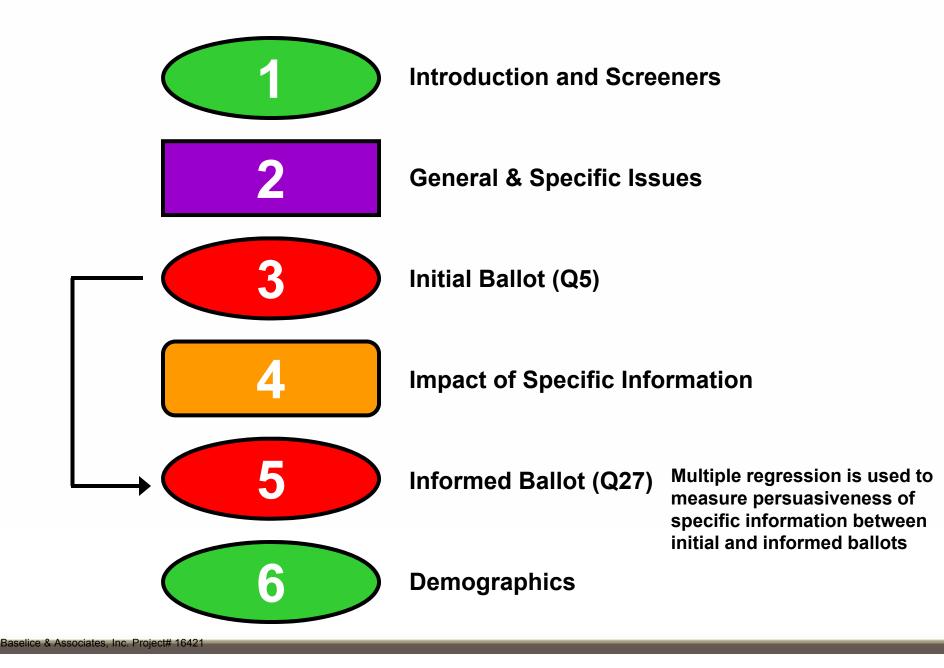


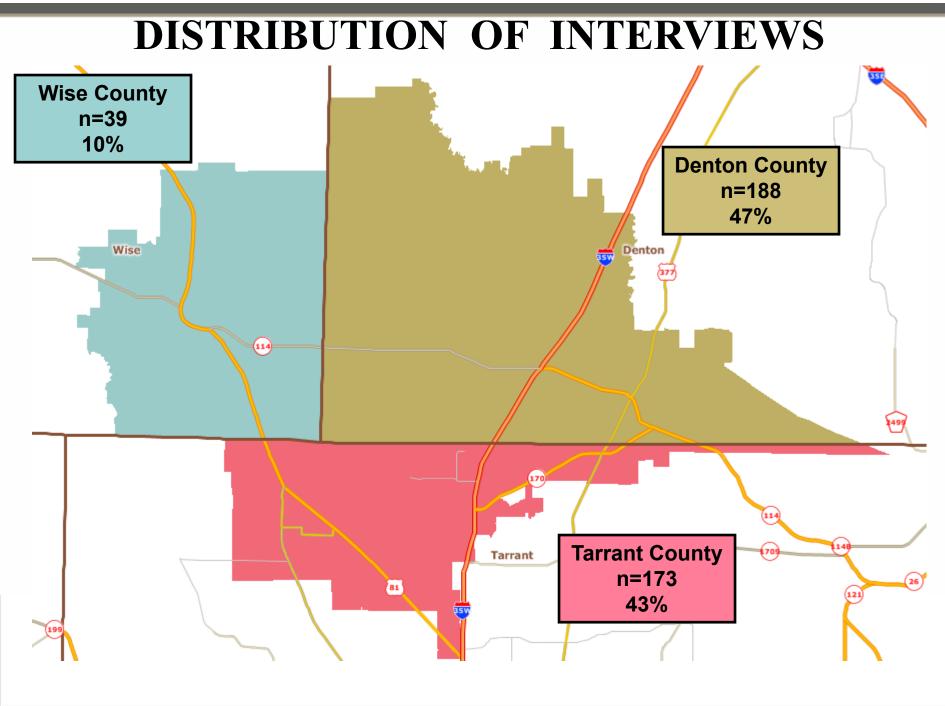
To measure <u>current</u> levels of support and opposition to various bond proposals.



To determine opinions of various elements of a possible bond proposal.

QUESTIONNAIRE FORMAT





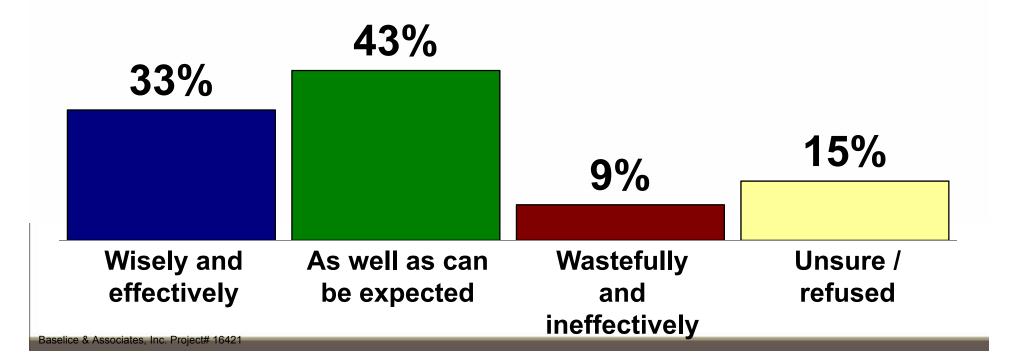
Baselice & Associates, Inc. Project# 16421

COMPARISON of SAMPLE FILE to RESPONDENTS

	18-44 yrs	45-54 yrs	55-64 yrs	65+ yrs
Registration	50%	22%	15%	12%
November 2012	37%	26%	20%	17%
November 2014	30%	25%	22%	23%
November 2015	17%	18%	26%	39%
Survey N=400	29%	24%	22%	24%

NORTHWEST ISD MANAGES MONEY

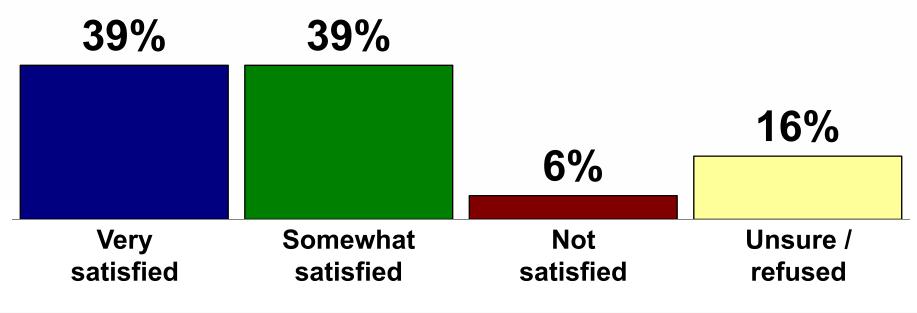
Q2. Which of the following best describes your opinion of how Northwest ISD manages the money it has to operate the school district?



SATISFACTION WITH LEADERSHIP

Q3. How satisfied are you with leadership of Northwest ISD including the administration and school board?

	Very satisfied	Somewhat satisfied	Not satisfied	Unsure / Refused
SCPARENT - Parent of a NISD student				
Parent	55%	35%	6%	3%
Non-parent	27%	42%	7%	25%



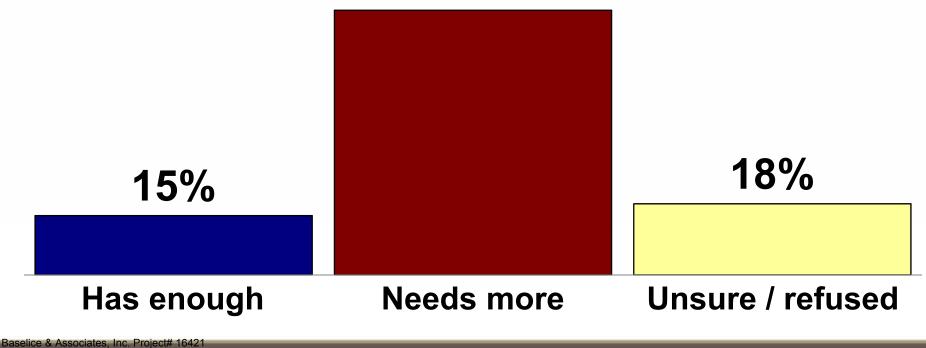
Baselice & Associates, Inc. Project# 16421

ENOUGH SCHOOLS vs. NEEDS MORE

Q4. Do you think Northwest ISD has enough schools and classrooms to meet the needs of the district over the next (Ver X: five / Ver Y: ten) years, or do you think more schools and classrooms are needed?

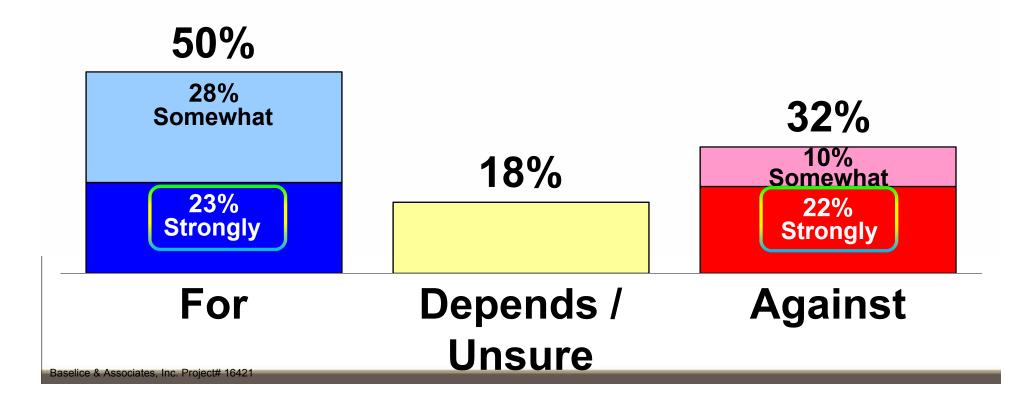
	Has enough	Needs more	Unsure / Refused
SCPARENT - Parent of a NISD student			
Parent	15%	75%	10%
Non-parent	14%	61%	25%

67%



INITIAL BALLOT

Q5. Northwest ISD is considering calling a bond election for this coming May 2017. If an election were held today would you vote for or against the issuance of \$275 million in bonds for constructing, renovating and equipping schools with the levying of a property tax thereof?



INITIAL BALLOT

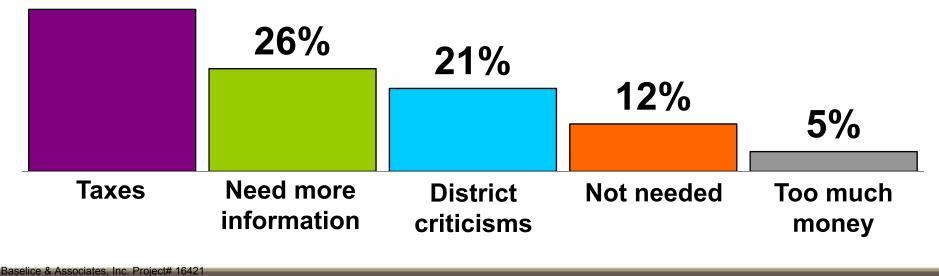
	Base	For / Strongly	Against / Strongly	TOTAL FOR	TOTAL AGAINST	DEPENDS / UNSURE	NET FOR
Total	400	23%	22%	50%	32%	18%	18%
SCPARENT - Parent of a NISD student							
Parent	173	30%	15%	58%	23%	19%	35%
Non-parent	227	17%	27%	45%	39%	16%	5%
RAGE55 - Age							
18-44	118	34%	14%	65%	21%	14%	44%
45-54	95	30%	22%	54%	32%	15%	22%
55-64	89	9%	35%	35%	45%	20%	-10%
65 or older	96	16%	20%	44%	35%	21%	9%
RR9655 - Age / Gender							
Male / 18-54	99	30%	23%	54%	29%	18%	25%
Male / 55+	93	12%	31%	35%	42%	23%	-8%
Female / 18-54	114	33%	13%	66%	23%	11%	42%
Female / 55+	92	13%	24%	45%	37%	18%	8%

WHY AGAINST / HESITANT

Q6. And in your own words, please tell me why you (would vote against / might be hesitant to support) a bond proposal.

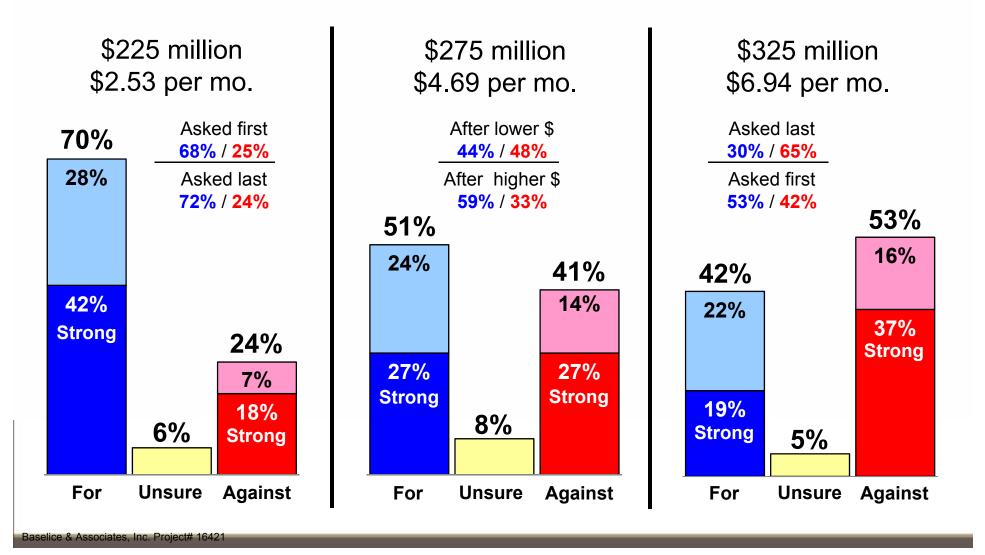
(n=199 who are not in favor)





INITIAL BALLOTS ON BOND SIZE

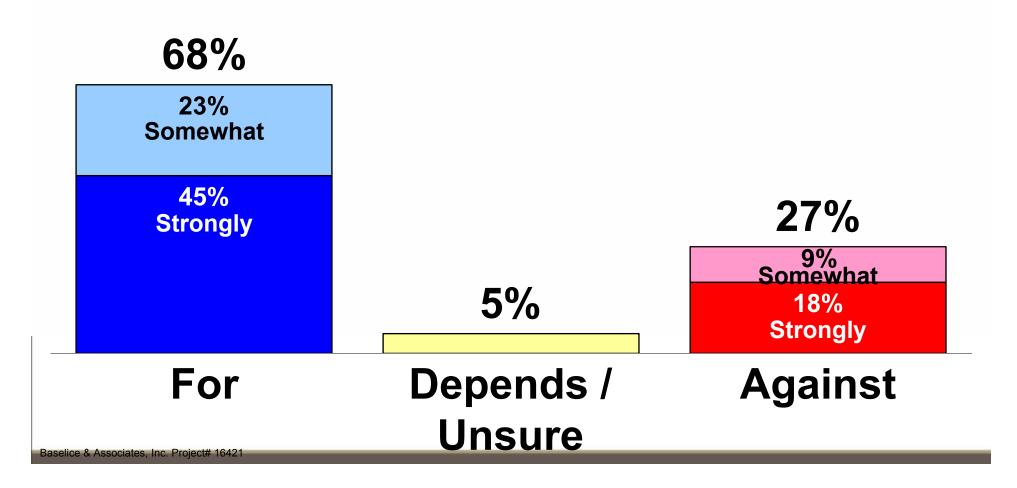
Would you vote for or against the issuance of \$_____ million in school bonds, which would increase property taxes by approximately \$_____ per month for the average home value of \$250,000.



	ELEMENTS	Favor	Oppose	Depends / Unsure	Net Impact
Q10	Northwest ISD is expected to add approximately 6,200 students during the next 5 years and over 12,000 students in the next 10 years. This bond will allow the district to accommodate this growth.	79%	17%	3%	+62%
Q11	Several of the district's elementary, middle and high schools are at or over capacity and more growth is expected. This bond would allow for construction of new elementary schools, a new middle school and a new high school to (Ver X: accommodate growth / Ver Y: alleviate over-crowding).	77%	19%	4%	+59%
Q12	Haslet Elementary is one of the oldest elementary schools and it is not equitable to the district's other campuses. This bond could allow for construction of one replacement elementary school and would renovate Haslet into an administration annex to consolidate departments that are currently spread out across the district.	75%	20%	5%	+54%
Q13	The bond could allow for renovations and additions for growth and equity at Beck Elementary and Byron Nelson High School.	67%	26%	8%	+41%
Q14	The building of schools in this proposal will allow more students to stay in their current neighborhood schools.	84%	12%	4%	+73%
Q15	One element would allow for upgrades and repairs to aging school buildings such as new air conditioning, windows and roofing (Ver X: to extend the life of the school buildings / Ver Y: to make school buildings operate more efficiently and at lower costs).	86%	12%	2%	+75%
Q16	Enrollment in fine arts programs continues to grow in all areas and useable space in existing schools is limited. This bond could include adding large ensemble rooms, practice rooms, theater rooms and dance studios at campuses.	67%	30%	3%	+36%
Q17	The existing high school auditoriums are undersized for today's student enrollment. This bond could include the construction of a districtwide Performing Arts Center to serve all grades and fine arts programs and to allow the district to host performances and regional events.	67%	30%	3%	+37%
Q18	Career and Technical Education programs allow students to prepare for post-secondary education and the workforce. This bond could enhance these programs, including health science, agriculture sciences, STEM and culinary arts, by improving and expanding existing program spaces.	79%	18%	2%	+61%
Q19	One element could provide improvements to current technology infrastructure and devices on all campuses that will provide better instructional tools and learning opportunities for students.	77%	19%	4%	+58%
Q20	One element could include enhancements to safety and security with additional security cameras, better lighting, new fire safety alarms and access control systems.	84%	15%	1%	+69%
Q21	Existing state law freezes the tax rate of homeowners sixty five years of age or older. Senior citizens who file their exemption will not have to pay any additional property taxes associated with this bond proposal.	85%	13%	3%	+72%
Q22	A diverse advisory committee of citizens, parents and teachers has been working to evaluate the school district's needs and this bond proposal will include recommendations from this citizen's group.	78%	16%	7%	+62%
Q23	Opponents say this bond will increase taxes and local debt and includes many things that are not essential.	36%	50%	14%	-14%
	With the opening of the district's fourth comprehensive high school, this bond could also include the construction of a second districtwide multipurpose stadium to serve the district's growing student population, programs, competitions and events.	26% 51%	29% 46%	← Stro 3%	
Q26	NISD is one of the few districts in the area that does not have an aquatic facility. The district is forced to rent use of Keller ISD's natatorium for swimming and diving, which limits practice time for students and requires them to travel out of district. This bond could include the construction of a district owned Aquatic center to serve the entire student body and community.	75%			+51%

INFORMED BALLOT (FINAL BALLOT)

Q27. Having heard more about it... if an election were held today would you vote for or against the issuance of \$275 million in bonds for constructing, renovating and equipping schools with the levying of a property tax thereof?

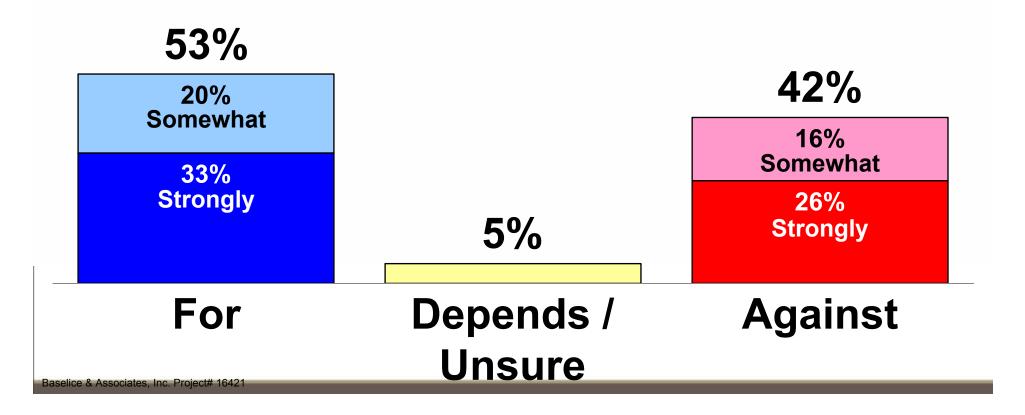


INFORMED BALLOT

	Base	For / Strongly	Against / Strongly	TOTAL FOR	TOTAL AGAINST	DEPENDS / UNSURE	NET FOR
Total	400	45%	18%	68%	27%	5%	41%
SCPARENT - Parent of a NISD student							
Parent	173	55%	10%	76%	17%	6%	59%
Non-parent	227	37%	23%	61%	34%	5%	27%
RAGE55 - Age							
18-44	118	58%	10%	80%	17%	3%	63%
45-54	95	48%	15%	73%	23%	4%	51%
55-64	89	31%	24%	56%	38%	6%	18%
65 or older	96	40%	22%	60%	33%	8%	27%
RR9655 - Age / Gender							
Male / 18-54	99	47%	14%	73%	21%	6%	51%
Male / 55+	93	32%	29%	52%	42%	6%	10%
Female / 18-54	114	58%	11%	80%	18%	1%	62%
Female / 55+	92	40%	18%	63%	28%	8%	35%

BALLOT ON \$60 MILLION BOND

Q28. Assume for a moment that the bond package was broken up into two or more separate ballot propositions. Would you vote for or against the issuance of \$60 million in bonds for construction of a second stadium and an aquatic center?



BALLOT ON \$60 MILLION BOND

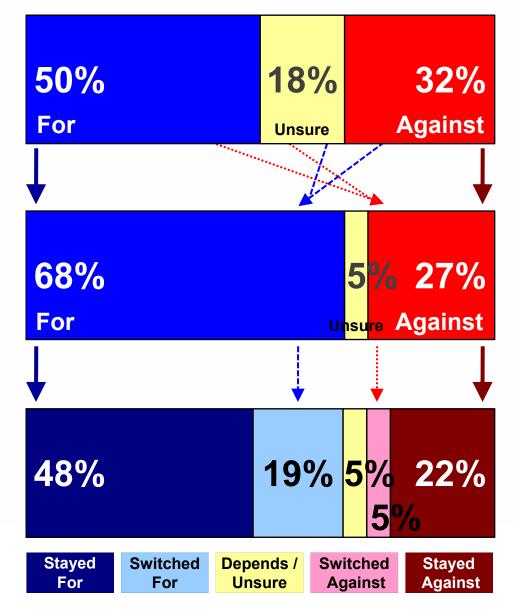
	Base	For / Strongly	Against / Strongly	TOTAL FOR	TOTAL AGAINST	DEPENDS / UNSURE	NET FOR
Total	400	33%	26%	53%	42%	5%	10%
SCPARENT - Parent of a NISD student							
Parent	173	44%	19%	64%	32%	4%	33%
Non-parent	227	25%	32%	44%	50%	6%	-7%
RAGE55 - Age							
18-44	118	43%	17%	66%	31%	3%	35%
45-54	95	39%	21%	57%	39%	4%	18%
55-64	89	25%	41%	41%	53%	6%	-13%
65 or older	96	23%	28%	44%	48%	8%	-4%
RR9655 - Age / Gender							
Male / 18-54	99	37%	23%	62%	34%	4%	27%
Male / 55+	93	24%	41%	36%	58%	6%	-21%
Female / 18-54	114	45%	14%	62%	34%	3%	28%
Female / 55+	92	24%	27%	48%	44%	8%	5%

COMPARISON OF INITIAL & INFORMED BALLOTS

Initial ballot (Q5) \$275 million

Informed ballot (Q27) \$275 million

Solidifiers & Switchers



	Summary of Correlation Scores	Total Sample (N=400)	Parent (n=173)	Non- Parent (n=227)
	The top three scores are highlighted in light blue. Correlation Scores are relative measures that should be compared within a subgroup, not compared between different subgroups.	Correlation Score	Correlation Score	Correlation Score
Q10	Northwest ISD is expected to add approximately 6,200 students during the next 5 years and over 12,000 students in the next 10 years. This bond will allow the district to accommodate this growth.	14.4	22.4	8.6
Q11	Several of the district's elementary, middle and high schools are at or over capacity and more growth is expected. This bond would allow for construction of new elementary schools, a new middle school and a new high school to (Ver X: accommodate growth / Ver Y: alleviate over-crowding).	22.6	21.8	13.6
Q12	Haslet Elementary is one of the oldest elementary schools and it is not equitable to the district's other campuses. This bond could allow for construction of one replacement elementary school and would renovate Haslet into an administration annex to consolidate departments that are currently spread out across the district.	6.6	0.6	9.8
Q13	The bond could allow for renovations and additions for growth and equity at Beck Elementary and Byron Nelson High School.	2.4	3.0	1.1
Q14	The building of schools in this proposal will allow more students to stay in their current neighborhood schools.	3.3	6.8	2.4
Q15	One element would allow for upgrades and repairs to aging school buildings such as new air conditioning, windows and roofing (Ver X: to extend the life of the school buildings / Ver Y: to make school buildings operate more efficiently and at lower costs).	0.8	4.1	1.0
Q16	Enrollment in fine arts programs continues to grow in all areas and useable space in existing schools is limited. This bond could include adding large ensemble rooms, practice rooms, theater rooms and dance studios at campuses.	8.3	12.8	3.6
Q17	The existing high school auditoriums are undersized for today's student enrollment. This bond could include the construction of a districtwide Performing Arts Center to serve all grades and fine arts programs and to allow the district to host performances and regional events.	3.6	2.2	3.4
Q18	Career and Technical Education programs allow students to prepare for post-secondary education and the workforce. This bond could enhance these programs, including health science, agriculture sciences, STEM and culinary arts, by improving and expanding existing program spaces.	1.0	3.0	1.4
Q19	One element could provide improvements to current technology infrastructure and devices on all campuses that will provide better instructional tools and learning opportunities for students.	4.0	2.5	2.7
Q20	One element could include enhancements to safety and security with additional security cameras, better lighting, new fire safety alarms and access control systems.	6.4	4.1	14.7
Q21	Existing state law freezes the tax rate of homeowners sixty five years of age or older. Senior citizens who file their exemption will not have to pay any additional property taxes associated with this bond proposal.	3.7	3.1	5.8
Q22	A diverse advisory committee of citizens, parents and teachers has been working to evaluate the school district's needs and this bond proposal will include recommendations from this citizen's group.	1.8	7.9	0.9
Q23	Opponents say this bond will increase taxes and local debt and includes many things that are not essential.	-1.2	-0.7	-1.3
Q25	With the opening of the district's fourth comprehensive high school, this bond could also include the construction of a second districtwide multipurpose stadium to serve the district's growing student population, programs, competitions and events.	0.9	Tear work Pride)	-3.5
Erozey	NISD is one of the few districts in the area that does not have an aquatic facility. The district is forced to rent use of Keller ISD's natatorium for swimming and diving, which limits practice time for students and requires them to travel out of district. This bond could include the construction of a district owned Aquatic center to serve the entire student body and community.	INIZEBT :	SCIGO DL	DISTRICT

MESSAGE MATRIX

Total Sample

Parent

Non-Parent

Several of the district's elementary, middle and high schools are at or over capacity and more growth is expected. This bond would allow for construction of new elementary schools, a new middle school and a new high school to (Ver X: accommodate growth / Ver Y: alleviate over-crowding) (Q11).

Northwest ISD is expected to add approximately 6,200 students during the next 5 years and over 12,000 students in the next 10 years. This bond will allow the district to accommodate this growth (Q10).	Northwest ISD is expected to add approximately 6,200 students during the next 5 years and over 12,000 students in the next 10 years. This bond will allow the district to accommodate this growth (Q10).	One element could include enhancements to safety and security with additional security cameras, better lighting, new fire safety alarms and access control systems (Q20). Haslet Elementary is one of the	
Enrollment in fine arts programs continues to grow in all areas and useable space in existing schools is limited. This bond could include adding large ensemble rooms, practice rooms, theater rooms and dance studios at campuses. (Q16).	Enrollment in fine arts programs continues to grow in all areas and useable space in existing schools is limited. This bond could include adding large ensemble rooms, practice rooms, theater rooms and dance studios at campuses (Q16).	oldest elementary schools and it is not equitable to the district's other campuses. This bond could allow for construction of one replacement elementary school and would renovate Haslet into an administration annex to consolidate departments that are currently spread out across the district (Q12).	

CONCLUSIONS

Respondents give NISD good marks. Nearly eight in ten (78%) are satisfied with the leadership of NISD, and 76% believe MISD manages money wisely (33%) or as well as can be expected (43%).

Two-thirds of respondents (67%) think the district needs more schools and classrooms to address growth over the next five to ten years while only 15% believe there are enough. A quarter of non-parents are not sure.

On the initial ballot for a bond of \$275 million, 50% would vote for and 32% would vote against, while 18% are unsure. Among those who feel strongly about the issue, 23% would vote for and 22% would vote against. This indicates a toss-up if the election were held today. Parents are more likely to strongly favor while non-parents are more likely to strongly oppose.

Taxes are the leading reason why voters are opposed to the bond (41%). More than onequarter of no voters need more information.

5

After respondents hear more about it, 68% would vote for and 27% would vote against, while 5% remain undecided. The elements that correlate most with the informed support are have been identified using regression analysis.



More respondents strongly oppose (29%) the second stadium than strongly support it (26%) however a majority of respondents indicate they would still support a bond that included a second stadium (53% for standalone athletics prop and 68% for comprehensive prop).

Deficiency Prioritization



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Deficiency Prioritization

- Evaluated by NISD Team & Assessment Team
- Reviewed Top Tier Elements with all Principals
 - Roof Replacement & Repairs
 - Code Compliance (ADA items)
 - Water Intrusion & Damage
 - (incl. window replacement, caulking, sealing etc...)
 - Replacement of Aged Kitchen Equipment
 - Replacement of Aged Electrical, Mechanical & Plumbing Equipment
 - Replace Aged Flooring
 - Replace Aged Fire Alarms
 - Driveway, Curb, and Paving Repair
 - Renovations/Aesthetic Upgrades to Campuses 25+ Years





Project Prioritization Exercise



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- The committee will utilize a prioritization tool designed to allow for a comprehensive evaluation of projects, requiring evaluators to consider a consistent series of factors before identifying an overall priority level.
- The rating factors in this tool should be used to guide valuable discussion, weigh pros and cons and consider the overarching priority of a project.



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Work in subgroups to rate each project using an online prioritization matrix.

Rate each project using the 4 factors for prioritization.

Factors hold weight based on previous ranking by committee:

- Benefit to Students 35%
- Urgency of Need 34%
- Value 18%
- Benefit to Community 13%



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Assign a 0-5 for each factor.

0=lowest/least 5=highest/most

Use handout as a guide for how to characterize each factor.

Project Rating Totals will be averaged and used to rank order potential projects.



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Before You Begin...



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Schedule

LRPC MEETINGS:

- Meeting 1: Tuesday, October 11, 6:00 p.m.
- Meeting 2: Tuesday, October 25, 6:00 p.m.
- Meeting 3: Tuesday, November 8, 6:00 p.m.
- Meeting 4: Tuesday, November 15, 6:00 p.m.
- Meeting 5: Tuesday, November 29, 6:00 p.m.
- Meeting 6: Tuesday, December 13, 6:00 p.m.
- Meeting 7: Tuesday, January 10, 6:00 p.m.
- Meeting 8: Tuesday, January 17, 6:00 p.m.

Meetings to last approximately $1\frac{1}{2} - 2$ hours and be held at the PDC in the Administration Building, unless communicated otherwise.

Recommendations to the Board of Trustees: Monday, January 23, 2017 Deadline to call bond election for May 2017: Friday, February 17, 2017



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Next Meeting

Meeting 7

Bonding Capacity & Tax Impact Scenarios – Jeff Robert Building Total Project Budgets & Construction Cost Overview Potential Projects by Rating Scores with Cost Analysis Large Group Discussion & Revisions to Prioritization Select Committee Spokespersons

> Tim McClure tim.mcclure@nisdtx.org 817-215-0069

> > www.nisdtxlrpc.org



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Subgroup Work



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