

Work Session Meeting | 12/11/2025 – 5:30 PM

Dr. Frank R. Petruzielo Educational Services Facility | 1205 Bluffs Parkway, Canton, GA 30114

- I. **Call to Order Work Session**

- II. **Board Member Items**
 1. Ga School Board Association Presentation Recap

- III. **Superintendent Welcome**
 1. 2025-2026 Key Priorities 2nd Quarter Report

- IV. **Superintendent Reports**
 1. Academics and Accountability:
 - a. Cherokee High School Update
Mike McGowan, Chief of Staff
 2. Finance:
 - a. Monthly Finance Report
Kenneth Owen, Chief Financial Officer
 - b. FY2027 Budget Outlook: Revenue & Expenditure Forecast
Kenneth Owen, Chief Financial Officer
 - c. Local Legislation HB 845 – Legislative Update
Mike McGowan, Chief of Staff
 3. Capital Outlay:
 - a. Monthly Capital Outlay Report
Trey Moores, Chief Support Services Officer

- V. **Adjournment**

2025-26 Key Priorities and Action Steps



ELEVATE THE EXCELLENCE 2.0

From classroom to classroom, school to school, and throughout every corner of the county, there is a pervasive eagerness for CCSD to be the highest performing district in the state of Georgia where students thrive, families are connected, and the community remains proud.

The following priorities are designed to build on the tradition of excellence for which the Cherokee County School District is widely known; and they are grounded in the insights and perspectives most commonly shared by teachers, leaders, staff, students, families, and community members.

These priorities will drive our work as an organization over the next 18-months to two years. Progress will be regularly reported to our community through the School Board meetings, and success delivering on these priorities will pave the way to the future development of a long-range strategic plan.

NOVEMBER 2025



QUARTERLY REPORT #2



Elevate the Excellence in academics and achievement for all students.



Implementation in 2025-26

| | AUG 2025 | NOV 2025 | FEB 2026 | MAY 2026 |
|---------------------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------|--------------------------|--------------------------|
| A. Laser focus on teaching and learning including CCSD customized and board-adopted teaching and learning standards | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B. New ELA and MA resources (print and digital) | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| C. Focus on all students reading on-grade level | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 1. Expand Reading screener from K-8 to K-10 | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Monitor reading proficiency via screener | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Pilot Orton Gillingham as a comprehensive intervention in K-3 | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| D. Expand Math screener from K-8 to K-10 | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| E. Starting the One-Stop Shop for teacher resources | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

In Development in 2025-26

| | AUG 2025 | NOV 2025 | FEB 2026 | MAY 2026 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------|--------------------------|--------------------------|
| A. A one-stop shop for the 4 core content areas for all teachers (classroom teachers, special education teachers, EL teachers, and gifted teachers) | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 1. Crosswalk of scope and sequence with instructional resources | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Exemplar lesson plans | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Video modules | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Exemplar student work | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B. Solicitation, selection and acquisition of SC and SS resources | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| C. Advancing our English Learner, Special Education, intervention, and gifted instructional model | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| D. Clarifying the expectations for student writing at each level and aligning resources to support writing instruction as aligned with School Board Policy IFAD | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| E. Develop a balanced/cohesive assessment system that coordinates the use of screeners, formative assessments, and summative assessments | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

2

Elevate the Excellence in effective School Board-Superintendent Governance

Implementation in 2025-26

| | AUG 2025 | NOV 2025 | FEB 2026 | MAY 2026 |
|--------------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------|--------------------------|--------------------------|
| A. Supportive Accountability Governance: Align student achievement goals from the Boardroom to the Classroom | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B. Board goals incorporated into the superintendent's evaluation and school improvement goals. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

In Development in 2025-26

| | AUG 2025 | NOV 2025 | FEB 2026 | MAY 2026 |
|--------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------|--------------------------|--------------------------|
| A. Formative indicators monitored and reported over the coming year through Reading and Math Screener. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B. Reviewing promotion, retention, and grading policy | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| C. Development of a Strategic Plan (likely to launch a community engagement season in the spring 2026) | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

3

Elevate the Excellence in the district's coordination and alignment of goals, systems, and processes

Implementation in 2025-26

| | AUG 2025 | NOV 2025 | FEB 2026 | MAY 2026 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------|--------------------------|--------------------------|
| A. Investing in teachers and employees: Step and 3% increase | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B. Employee calendar to improve daily rate | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| C. Increase in school-based funds | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| D. Introducing a Scope and Sequence of school visits and tailored school support focused on progress toward School Board student achievement goals. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 1. Provide a Toolkit of School Supports based on progress toward improving student achievement outcomes. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| E. Introduce the Leadership Competencies of Impactful School Leaders in CCSD | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

continued

3

Elevate the Excellence in the district's coordination and alignment of goals, systems, and processes

Implementation in 2025-26

AUG 2025 NOV 2025 FEB 2026 MAY 2026

- F. Improve continuum of behavior supports to elementary school classrooms and special education
- G. Finalize and Monitor Key Performance Indicators for all Divisions

In Development in 2025-26

AUG 2025 NOV 2025 FEB 2026 MAY 2026

- A. Enhance Superintendent Leadership Academy grounded in Leadership Competencies and aligned school board accountability.
- B. Classroom Utilization study and age and condition study of facilities, campuses, and assets
- C. Finalize Standard Equipment and Furniture List for every academic space, cafeteria, and school office space.
- D. Upgrade bus routing and parent communication (bus app) system.
- E. Inform future of CHS and CHS North based on data and community feedback sessions
- F. Prepare for opening of replacement CHS in August 2026 and celebrate milestones of the final year of current CHS
- G. Complete Woodstock HS Addition (to occupy in August 2026), Complete RRHS Auxiliary gym (to occupy August 2026)
- H. Progress on Sequoyah HS athletic improvements (completed December 2026).
- I. Develop plan to digitize all documents currently stored (4,000)
- J. Evaluate an Enterprise Resource Planning (for internal business process environment).
- K. Consolidation of communication tools

4

Elevate the Excellence by embracing a pervasive high-quality school environment defined by high standards, effective supports, and consistent practices.

Implementation in 2025-26

| | AUG 2025 | NOV 2025 | FEB 2026 | MAY 2026 |
|----------------------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------|--------------------------|--------------------------|
| A. Clarity and consistency continues for appropriate attire, cell phone usage, and timely submission of student work | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B. Improve clarity and consistency for elementary school through updated Elementary School Code of Conduct | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| C. Stronger consequences for vaping, school threats | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| D. Adding body cameras for School Police and updated policy guiding appropriate use | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| E. Distributing crisis alert badge covers to limit accidental activation of crisis alert badges | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| F. Implement a comprehensive employee celebration and retention plan | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Execute on Mission Critical Objectives 2025-26

| | | | | |
|------------------------------------------------------------------------------|-------------------------------------|-------------------------------------|--------------------------|--------------------------|
| 1. Capital Improvements | | | | |
| • Open Free Home ES (Replacement School) | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Complete CMS Addition | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Complete CVHS Addition/Renovation | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Complete Teasley MS driveway | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Upgrade Timekeeping to Kronos 2.0 | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Improve Capabilities and Proficiencies with Student Info System (Synergy) | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Windows 11 Upgrades | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Summer Maintenance & Custodial Schedule | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |



Cherokee
County
School
District

Cherokee High School Transition



School Activities

- Cherokee HS Transition Committee Created
- “70 Years of Cherokee” Facebook Committee Created
- Tours of the School
- Recognition of Graduates by Decade
- Cherokee HS Winter Festival
- Legacy Item Review Protocol/Survey Underway
- Future Use of Cherokee HS Survey Underway
- PTA Brick Fundraiser Underway
- Naming Recommendation pursuant to Board Policy

District Activities

Focus Groups - - Input from Focus Groups & Survey on Future Use of Current Cherokee HS

10 Focus Groups

2,864 Participants

21 School Faculty Meetings

50 Survey Responses

Most Common Themes

- Alternative School Use
- Career Tech HS/ College and Career Academy
- Central Office Usage
- Cherokee County Government Usage
- Community Center
- Historical Designation (by the City of Canton)
- Pursue Public-Private Partnerships
- Reopen Canton ES
- Sale of Property or Portions of Property

Next Steps

1. Collection of data, including student projections, school district capacity, and county growth
2. Renovation evaluation and cost analysis
3. Feasibility study for each theme (i.e., structural costs, initiation costs, sustainability costs, infrastructure & logistics)
 - Alternative school use
 - Career Tech HS/ College and Career Academy
 - Central Office Usage
 - Cherokee County Government Usage
 - Community Center
 - Historical Designation (by the City of Canton)
 - Pursue public-private partnerships
 - Reopen Canton ES
 - Sale of Property or Portions of Property
4. Timeline



Cherokee
County
School
District

Monthly Financial Report

Work Session | 12.11.2025



Mary Elizabeth Davis, PhD
Superintendent of Schools

CHEROKEE COUNTY BOARD OF EDUCATION
Mary Elizabeth Davis PhD, Superintendent
Kenneth Owen, Chief Financial Officer

FINANCIAL REPORT
NOVEMBER 2025

General Fund

For the month ending November 30, 2025, the fifth month of the 2025-26 Fiscal Year, the School District's Operating Account (General Fund) has received \$276,292,701 in revenue (year-to-date) consisting of state funds of \$83,610,045 (30% of budget), \$191,149,040 local revenues (59% of budget), and other funds of \$1,533,616 (52% of budget). All operating expenditures of \$212,461,108 (35% of budget) are within the Board of Education's approved 2025-26 budget.

Building Fund/Ed-SPLOST Collections

The Capital Outlay Fund balance of \$105,860,838 as of November 30, 2025 reflects Special Purpose Local Option Sales Tax for Education (Ed-SPLOST) collections, proceeds of bond sales for capital outlay purposes, and transfers from the General Fund less bond refundings, bond issuance costs, transfers of Ed-SPLOST to the Debt Service Fund and capital outlay expenses paid.

Cherokee County School District received \$5,817,903 for sales tax collections received in November 2025, for the month of October 2025, the 37th month of 60 monthly sales tax collections for the 2022-2027 SPLOST. Collections received were above projections for the month by \$859,343 and above cumulative projections by \$32,067,954.

Ed-SPLOST collections are accumulated within the Building Fund to be used for specified capital outlay purchases (limited pay-as-you-go) and transferred to the Debt Service Fund at the appropriate time to meet annual bond obligations (January and July). Excess Ed-SPLOST collections above projections are used to meet critical capital outlay needs and/or transferred to the Debt Service Fund as a safeguard against future negative economic conditions, assuring the School District can meet future bond payments.

Debt Service Fund

The Debt Service Fund balance as of November 30, 2025 is \$52,113,183 representing funds accumulated from Ed-SPLOST collections, collections from the 1.5 mills of property tax approved by the School Board, interest earned from investments and Invested Sinking Fund earnings. The Invested Sinking Fund is attached to the Series 2010B Bond issuance and is structured to fully pay the annual debt service on the Series 2010B bonds through August 2028. Annual Debt Service payments are made in February and August of each year, according to the Debt Service Schedule published annually in the Cherokee County School District Budget Book.

Federal/State/Competitive Grants and School Nutrition Funds

The School Nutrition Fund Balance as of November 30, 2025 is \$17,003,620 and represents the difference between revenues from all sources and all expenditures. This amount is held in reserve to cover potential funding shortfalls or unexpected expenses.

Federal, State and Competitive grant funds are annually awarded to the School District based on funding formulas (Federal Title Programs) and/or program applications (State and competitive grants). As funds are expended, reimbursements are sought from the various programs. Local funds are not intended to cover shortfalls within grant programs nor are grants intended to carry a fund balance.

**CHEROKEE COUNTY SCHOOL DISTRICT
FINANCIAL REPORT
AS OF NOVEMBER 30, 2025**

| BALANCE SHEET | FED FUNDS/ SCHOOL NUTRITION | | | | TOTAL |
|-----------------------------------------------|--------------------------------------------|------------------------------|--------------------------|----------------------|-----------------------|
| | GENERAL FUND | DEBT SERVICE FUND | BUILDING FUND | | |
| ASSETS | | | | | |
| Cash and Cash Equivalents | \$ 223,307,418 | \$ 18,526,820 | \$ 105,936,733 | \$ 10,817,553 | \$ 358,588,524 |
| Investments | - | 32,077,738 | - | - | 32,077,738 |
| Receivables | 724,736 | 1,508,625 | - | 6,896,912 | 9,130,273 |
| Inventories | 1,329,768 | - | - | 1,014,467 | 2,344,235 |
| TOTAL ASSETS | \$ 225,361,922 | \$ 52,113,183 | \$ 105,936,733 | \$ 18,728,932 | \$ 402,140,770 |
| LIABILITIES | | | | | |
| Accounts Payable | \$ 505,326 | \$ - | \$ 75,895 | \$ 1,019,361 | \$ 1,600,582 |
| Salaries and Benefits Payable | 19,762,294 | - | - | 705,951 | 20,468,245 |
| FUND BALANCE | 205,094,302 | 52,113,183 | 105,860,838 | 17,003,620 | 380,071,943 |
| TOTAL LIABILITIES AND FUND BALANCE | \$ 225,361,922 | \$ 52,113,183 | \$ 105,936,733 | \$ 18,728,932 | \$ 402,140,770 |
| REVENUE AND EXPENSE | | | | | |
| REVENUE | \$ 276,292,701 | \$ 17,460,177 | \$ 26,517,891 | \$ 17,526,787 | \$ 337,797,556 |
| EXPENDITURES | 212,461,108 | 28,591,189 | 41,352,528 | 18,681,828 | 301,086,653 |
| EXCESS REVENUE OVER EXPENDITURES | 63,831,593 | (11,131,012) | (14,834,637) | (1,155,041) | 36,710,903 |
| OTHER FINANCING SOURCES (USES) | 589,100 | 12,472,877 | (12,472,877) | - | 589,100 |
| BEGINNING FUND BALANCE | 140,673,609 | 50,771,318 | 133,168,352 | 18,158,661 | 342,771,940 |
| ENDING FUND BALANCE | \$ 205,094,302 | \$ 52,113,183 | \$ 105,860,838 | \$ 17,003,620 | \$ 380,071,943 |

**CHEROKEE COUNTY SCHOOL DISTRICT
GENERAL FUND COMPARISON OF BUDGET TO ACTUAL
JULY 1, 2025 - NOVEMBER 30, 2025**

| | 2025-2026 | | | |
|-------------------------------------------|----------------------------|-------------------------|-----------------------|-----------------------------|
| | APPROVED BUDGET | YEAR TO DATE | ENCUMBRANCES | AVAILABLE BUDGET |
| REVENUE | | | | |
| Local Revenue | \$ 326,596,116 | \$ 191,149,040 | | \$ 135,447,076 |
| State Revenue | 276,810,480 | 83,610,045 | | 193,200,435 |
| Federal Revenue | 217,661 | 330,649 | | (112,988) |
| Investment Earnings | 2,715,621 | 1,202,967 | | 1,512,654 |
| TOTAL REVENUE | 606,339,878 | 276,292,701 | | 330,047,177 |
| EXPENDITURES | | | | |
| Instructional Services | 417,147,732 | 133,738,209 | \$ 1,518,716 | 281,890,807 |
| Pupil Services | 29,475,078 | 14,560,043 | 14,043 | 14,900,992 |
| Improvement of Instructional Services | 23,956,981 | 11,040,766 | 81,901 | 12,834,314 |
| Instructional Staff Training | 832,126 | 330,497 | 14,600 | 487,029 |
| Educational Media Services | 6,583,454 | 2,228,602 | 60,419 | 4,294,433 |
| General Administration | 4,221,363 | 1,854,400 | - | 2,366,963 |
| School Administration | 37,429,021 | 15,506,822 | 13,080 | 21,909,119 |
| Support Services-Business | 4,361,108 | 2,197,678 | 24,166 | 2,139,264 |
| Maintenance & Operation of Plant Services | 35,785,121 | 14,474,794 | 132,367 | 21,177,960 |
| School Safety and Security | 4,189,555 | 2,249,636 | 198,931 | 1,740,988 |
| Student Transportation Services | 31,865,199 | 11,080,562 | 3,278,618 | 17,506,019 |
| Support Services-Central | 7,583,041 | 3,199,099 | 2,083 | 4,381,859 |
| School Nutrition Program | 213,618 | - | - | 213,618 |
| TOTAL EXPENDITURES | 603,643,397 | 212,461,108 | 5,338,924 | 385,843,365 |
| OTHER FINANCING SOURCES (USES) | | | | |
| Proceeds from Sale of Assets | 492,803 | 974,100 | | (481,297) |
| Accounts Transfers Out | (2,109,217) | (385,000) | | (1,724,217) |
| TOTAL OTHER FIN SOURCES (USES) | (1,616,414) | 589,100 | | (2,205,514) |
| NET CHANGE FUND BALANCES | \$ 1,080,067 | \$ 64,420,693 | \$ (5,338,924) | \$ (58,001,702) |

**CHEROKEE COUNTY SCHOOL DISTRICT
DEBT SERVICE FUND COMPARISON OF BUDGET TO ACTUAL
JULY 1, 2025 - NOVEMBER 30, 2025**

| | 2025-2026 | | |
|---------------------------------------|-----------------------|---------------------|-----------------------|
| | APPROVED BUDGET | YEAR TO DATE | AVAILABLE BUDGET |
| REVENUE | | | |
| Local Revenue | \$ 25,086,767 | \$ 16,706,370 | \$ 8,380,397 |
| Investment Earnings | 1,606,513 | 502,370 | 1,104,143 |
| Miscellaneous Revenue | 2,548,750 | 251,437 | 2,297,313 |
| TOTAL REVENUE | 29,242,030 | 17,460,177 | 11,781,853 |
| | | | |
| EXPENDITURES | | | |
| Debt Service | 60,860,650 | 28,591,189 | 32,269,461 |
| TOTAL EXPENDITURES | 60,860,650 | 28,591,189 | 32,269,461 |
| | | | |
| OTHER FINANCING SOURCES (USES) | | | |
| Accounts Transfers In | 26,258,758 | 12,472,877 | 13,785,881 |
| TOTAL OTHER FIN SOURCES (USES) | 26,258,758 | 12,472,877 | 13,785,881 |
| | | | |
| NET CHANGE FUND BALANCES | \$ (5,359,862) | \$ 1,341,865 | \$ (6,701,727) |

**CHEROKEE COUNTY SCHOOL DISTRICT
BUILDING FUND COMPARISON OF BUDGET TO ACTUAL
JULY 1, 2025 - NOVEMBER 30, 2025**

| | 2025-2026 APPROVED BUDGET | YEAR TO DATE | ENCUMBRANCES | AVAILABLE BUDGET |
|----------------------------------------------|---------------------------------|------------------------|-----------------------|-----------------------|
| REVENUE | | | | |
| Local Revenue | \$ 59,572,740 | \$ 23,799,925 | | \$ 35,772,815 |
| State Revenue | 3,153,686 | - | | 3,153,686 |
| Investment Earnings | 4,495,548 | 2,717,965 | | 1,777,583 |
| TOTAL REVENUE | 67,221,974 | 26,517,891 | | 40,704,083 |
| EXPENDITURES | | | | |
| Instructional Services | 39,241,914 | 10,193,583 | 401,848 | 28,646,483 |
| Support Services-Business | 467,676 | - | - | 467,676 |
| Facilities Acquisition and Construction Svs. | 136,336,456 | 31,158,945 | 2,511,919 | 102,665,592 |
| TOTAL EXPENDITURES | 176,046,046 | 41,352,528 | 2,913,767 | 131,779,751 |
| OTHER FINANCING SOURCES (USES) | | | | |
| Bond Issuance | 90,000,000 | - | | 90,000,000 |
| Premiums on Bonds Sold | 7,830,000 | - | | 7,830,000 |
| Deposit with Escrow Agent | - | - | | - |
| Accounts Transfers In | - | - | | - |
| Accounts Transfers Out | (26,258,758) | (12,472,877) | | (13,785,881) |
| TOTAL OTHER FIN SOURCES (USES) | 71,571,242 | (12,472,877) | | 84,044,119 |
| NET CHANGE FUND BALANCES | \$ (37,252,830) | \$ (27,307,514) | \$ (2,913,767) | \$ (7,031,549) |

**CHEROKEE COUNTY SCHOOL DISTRICT
FEDERAL FUNDS AND SCHOOL NUTRITION COMPARISON OF BUDGET TO ACTUAL
JULY 1, 2025 - NOVEMBER 30, 2025**

| | 2025-2026 | | | |
|-------------------------------------------|--------------------|-----------------------|-----------------------|---------------------|
| | APPROVED BUDGET | YEAR TO DATE | ENCUMBRANCES | AVAILABLE BUDGET |
| REVENUE | | | | |
| Local Revenue | \$ 8,519,957 | \$ 3,339,535 | | \$ 5,180,422 |
| State Revenue | 1,912,725 | 809,960 | | 1,102,765 |
| Federal Revenue | 31,593,978 | 13,147,074 | | 18,446,904 |
| Investment Earnings | 650,240 | 230,218 | | 420,022 |
| TOTAL REVENUE | 42,676,900 | 17,526,787 | | 25,150,113 |
| EXPENDITURES | | | | |
| Instructional Services | 10,966,490 | 4,415,489 | \$ 10,294 | 6,540,707 |
| Pupil Services | 5,447,173 | 2,133,527 | 8,721 | 3,304,925 |
| Improvement of Instructional Services | 783,910 | 228,708 | - | 555,202 |
| Instructional Staff Training | 2,025,555 | 485,499 | 156 | 1,539,900 |
| Maintenance & Operation of Plant Services | - | - | - | - |
| Student Transportation Services | 522,735 | 164,637 | - | 358,098 |
| Support Services-Central | 179,051 | 82,972 | - | 96,079 |
| School Nutrition Program | 24,257,392 | 11,170,996 | 1,055,624 | 12,030,772 |
| TOTAL EXPENDITURES | 44,182,306 | 18,681,828 | 1,074,795 | 24,425,683 |
| OTHER FINANCING SOURCES (USES) | | | | |
| Accounts Transfers In | 1,505,406 | - | | 1,505,406 |
| TOTAL OTHER FIN SOURCES (USES) | 1,505,406 | - | | 1,505,406 |
| NET CHANGE FUND BALANCES | \$ - | \$ (1,155,041) | \$ (1,074,795) | \$ 2,229,836 |

CHEROKEE COUNTY SCHOOL DISTRICT
SPECIAL PURPOSE LOCAL OPTION SALES TAX (2022-2027)
COMPARISON OF COLLECTIONS
THROUGH NOVEMBER 30, 2025

| REPORTING MONTH | 60 MONTH COLLECTION MONTH | PERIOD | PROJECTED COLLECTIONS | ACTUAL COLLECTIONS | DIFFERENCE ACTUAL AND PROJECTED COLLECTIONS |
|-----------------|---------------------------|--------|-----------------------|-----------------------|---------------------------------------------|
| November 2022 | October 2022 | 1 | \$ 4,636,009 | \$ 5,328,786 | \$ 692,777 |
| December 2022 | November 2022 | 2 | 4,807,242 | 5,405,654 | 598,412 |
| January 2023 | December 2022 | 3 | 5,104,524 | 6,617,076 | 1,512,552 |
| February 2023 | January 2023 | 4 | 4,824,820 | 4,852,679 | 27,859 |
| March 2023 | February 2023 | 5 | 4,062,238 | 4,697,475 | 635,237 |
| April 2023 | March 2023 | 6 | 4,325,376 | 5,419,587 | 1,094,211 |
| May 2023 | April 2023 | 7 | 4,448,443 | 5,296,122 | 847,679 |
| June 2023 | May 2023 | 8 | 4,604,100 | 5,494,145 | 890,045 |
| July 2023 | June 2023 | 9 | 4,818,522 | 5,509,360 | 690,838 |
| August 2023 | July 2023 | 10 | 4,787,586 | 5,922,789 | 1,135,203 |
| September 2023 | August 2023 | 11 | 4,848,609 | 5,339,709 | 491,100 |
| October 2023 | September 2023 | 12 | 4,619,404 | 5,276,069 | 656,665 |
| November 2023 | October 2023 | 13 | 4,766,013 | 5,652,592 | 886,579 |
| December 2023 | November 2023 | 14 | 4,899,541 | 5,628,151 | 728,610 |
| January 2024 | December 2023 | 15 | 5,403,573 | 6,715,254 | 1,311,681 |
| February 2024 | January 2024 | 16 | 4,921,317 | 5,110,321 | 189,004 |
| March 2024 | February 2024 | 17 | 4,143,483 | 5,309,129 | 1,165,646 |
| April 2024 | March 2024 | 18 | 4,411,884 | 5,502,215 | 1,090,331 |
| May 2024 | April 2024 | 19 | 4,537,412 | 5,471,342 | 933,930 |
| June 2024 | May 2024 | 20 | 4,696,182 | 5,810,715 | 1,114,533 |
| July 2024 | June 2024 | 21 | 4,914,893 | 5,612,665 | 697,772 |
| August 2024 | July 2024 | 22 | 4,883,338 | 5,864,797 | 981,459 |
| September 2024 | August 2024 | 23 | 4,945,582 | 5,789,651 | 844,069 |
| October 2024 | September 2024 | 24 | 4,711,792 | 5,345,738 | 633,946 |
| November 2024 | October 2024 | 25 | 4,861,333 | 5,514,947 | 653,614 |
| December 2024 | November 2024 | 26 | 4,997,532 | 5,796,564 | 799,032 |
| January 2025 | December 2024 | 27 | 5,511,645 | 6,812,555 | 1,300,910 |
| February 2025 | January 2025 | 28 | 5,019,743 | 5,147,797 | 128,054 |
| March 2025 | February 2025 | 29 | 4,226,353 | 5,157,129 | 930,776 |
| April 2025 | March 2025 | 30 | 4,500,122 | 5,678,527 | 1,178,405 |
| May 2025 | April 2025 | 31 | 4,628,160 | 5,902,762 | 1,274,602 |
| June 2025 | May 2025 | 32 | 4,790,105 | 5,887,018 | 1,096,913 |
| July 2025 | June 2025 | 33 | 5,013,191 | 5,867,483 | 854,292 |
| August 2025 | July 2025 | 34 | 4,981,005 | 6,125,326 | 1,144,321 |
| September 2025 | August 2025 | 35 | 5,044,493 | 6,159,431 | 1,114,938 |
| October 2025 | September 2025 | 36 | 4,806,027 | 5,688,641 | 882,614 |
| November 2025 | October 2025 | 37 | 4,958,560 | 5,817,903 | 859,343 |
| | | | <u>\$ 176,460,150</u> | <u>\$ 208,528,104</u> | <u>\$ 32,067,954</u> |

2022-2027 Ed-SPLOST Projected Collections

| | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | TOTAL |
|---------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| January | - | 4,824,820 | 4,921,317 | 5,019,743 | 5,120,138 | 5,222,541 | 25,108,558 |
| February | - | 4,062,238 | 4,143,483 | 4,226,353 | 4,310,880 | 4,397,097 | 21,140,052 |
| March | - | 4,325,376 | 4,411,884 | 4,500,122 | 4,590,124 | 4,681,927 | 22,509,432 |
| April | - | 4,448,443 | 4,537,412 | 4,628,160 | 4,720,723 | 4,815,138 | 23,149,876 |
| May | - | 4,604,100 | 4,696,182 | 4,790,105 | 4,885,907 | 4,983,625 | 23,959,919 |
| June | - | 4,818,522 | 4,914,893 | 5,013,191 | 5,113,455 | 5,215,724 | 25,075,784 |
| July | - | 4,787,586 | 4,883,338 | 4,981,005 | 5,080,625 | 5,182,237 | 24,914,790 |
| August | - | 4,848,609 | 4,945,582 | 5,044,493 | 5,145,383 | 5,248,291 | 25,232,358 |
| September | - | 4,619,404 | 4,711,792 | 4,806,027 | 4,902,148 | 5,000,191 | 24,039,561 |
| October | 4,636,009 | 4,766,013 | 4,861,333 | 4,958,560 | 5,057,731 | - | 24,279,647 |
| November | 4,807,242 | 4,899,541 | 4,997,532 | 5,097,482 | 5,199,432 | - | 25,001,229 |
| December | 5,104,524 | 5,403,573 | 5,511,645 | 5,621,878 | 5,734,315 | - | 27,375,934 |
| TOTALS | \$ 14,547,775 | \$ 56,408,226 | \$ 57,536,391 | \$ 58,687,118 | \$ 59,860,861 | \$ 44,746,770 | \$ 291,787,141 |

Fiscal Year 2027 Budget Outlook

**FY2027 Budget Outlook
School Board Work Session
December 11, 2025**

SUPPORTIVE ACCOUNTABILITY GOVERNANCE MODEL

Core Beliefs

1. All students are highly engaged in their education and capable of reaching their full learning potential.
2. Employees are trusted and supported as professionals and provided with resources to elevate student outcomes.
3. Families and our community are involved partners in student success and can expect all students to receive the best education possible.
4. Schools are positive and welcoming environments with clear expectations and accountability in all academic and operational areas.

Core Policies

Policy **BAB**: School Board Governance
Balanced Autonomy with Supportive Accountability
Cohesive System of Teaching & Learning

- Standards
 - Instructional Resources
 - Monitoring Student Learning
- Accountability & Support

- Superintendent Evaluation
 - Aligned School Improvement Goals
 - Targeted Support
- Policy **(TBD)**: Literacy in CCSD Policy

Student Achievement Goals

| | READING | | | ENGLISH LANGUAGE ARTS | | | MATHEMATICS | |
|-----------------------|-----------------|-------------|--|-----------------------|-------------|--|-----------------|-------------|
| | Baseline (2024) | GOAL (2027) | | Baseline (2024) | GOAL (2027) | | Baseline (2024) | GOAL (2027) |
| 3 rd Grade | 72% | 78% | | 47% | 53% | | 57% | 65% |
| 4 th Grade | 65% | 71% | | 47% | 53% | | 61% | 70% |
| 5 th Grade | 78% | 84% | | 56% | 62% | | 56% | 65% |
| 6 th Grade | 63% | 69% | | 48% | 54% | | 44% | 50% |
| 7 th Grade | 74% | 78% | | 45% | 54% | | 48% | 60% |
| 8 th Grade | 75% | 81% | | 48% | 54% | | 51% | 59% |
| High School | 80% | 86% | | 56% | 62% | | 49% | 55% |

Key Priorities

1. Elevate the Excellence in academics and achievement for all students
2. Elevate the Excellence in effective School Board-Superintendent Governance
3. Elevate the Excellence in the district's coordination of goals, systems, and processes
4. Elevate the Excellence by embracing a pervasive high-quality school environment defined by high standards, effective supports, and consistent practices

Elevate the Excellence!

Budget Development Calendar of Events

PHASE I: BUDGET INPUT



Thursday, November 20, 2025 @ 5:30 PM: School Board Work Session

- Action:
 - Board Report: Revenue Constraints and Budget Development Calendar
 - Board Report: Recent School Board Priorities
 - Solicit School Board Member Budget Priorities – Due December 11, 2025

Thursday, December 11, 2025 @ 5:30 PM: School Board Work Session

- Action:
 - Board Report: Revenue and Expense Forecast
 - School Board Submission and Discussion of FY2026-27 Budget Priorities

PHASE II: BUDGET DEVELOPMENT

Thursday, January 15, 2026 @ 5:30 PM: School Board Work Session

- Action:
 - Board Report: Budget Development Status Report

Thursday, February 12, 2026 @ 5:30 PM: School Board Work Session and Meeting

- Action:
 - Board Report: Budget Development Status Report

PHASE III: BUDGET SUBMISSION AND APPROVAL

Tuesday, March 17, 2026 – Budget Book Delivered to School Board Members

Thursday, March 19, 2026 @ 5:30 PM/7:00 PM: School Board Work Session and Meeting

- Action:
 - Board Report and Discussion of Superintendent's Recommended Tentative FY2026-27 Budget and Millage Rate (at School Board Work Session)
 - School Board Business Item: Table Superintendent's Recommended Tentative FY2026-27 Budget and Millage Rate (at School Board Meeting)

Thursday, April 2, 2026 @ 11:30 AM: Public Hearing 1

Thursday, April 16, 2026 @ 11:30 AM: Public Hearing 2

Thursday, April 16, 2026 @ 6:30 PM: Public Hearing 3

Thursday, April 23, 2026 @ 7:00 PM: School Board Meeting

- Action:
 - School Board Business Item: Consideration of the Superintendent's Recommended FY2026-27 Budget and Millage Rate

Federal Funding: Revenue and Expenditure Projections

Table 1

| REVENUE: FEDERAL | FY2026 | FY2027 | Difference |
|------------------|----------------------|----------------------|---------------------|
| State Revenue | \$ 1,166,631 | \$ 1,166,631 | \$ - |
| Federal Revenue | \$ 17,252,877 | \$ 16,687,939 | \$ (564,938) |
| TOTAL | \$ 18,419,508 | \$ 17,854,570 | \$ (564,938) |

Table 2

| EXPENDITURES: FEDERAL | FY2026 | FY2027 | Difference |
|-----------------------|----------------------|--------------|---------------------|
| Title I | \$ 5,649,385 | \$ 5,084,447 | \$ (564,938) |
| Title II | \$ 889,891 | Unknown | |
| Title III | \$ 502,700 | Unknown | |
| Title IV | \$ 446,483 | Unknown | |
| Title VIB IDEA | \$ 8,001,896 | \$ 8,001,896 | \$ - |
| Junior ROTC | \$ 1,656,863 | \$ 1,656,863 | \$ - |
| Head Start | \$ 790,054 | \$ 790,054 | \$ - |
| Perkins | \$ 254,741 | \$ 254,741 | \$ - |
| Federal Pre School | \$ 458,935 | \$ 458,935 | \$ - |
| Lottery Pre K | \$ 1,273,966 | \$ 1,273,966 | \$ - |
| TOTAL | \$ 19,924,914 | TBD | \$ (564,938) |

Table 3

| SUMMARY: FEDERAL | FY2026 | FY2027 | Difference |
|------------------|-----------------------|-----------------------|---------------------|
| Revenue | \$ 18,419,508 | \$ 17,854,570 | \$ (564,938) |
| Expenditures | \$ 19,924,914 | \$ 19,924,914 | \$ - |
| TOTAL | \$ (1,505,406) | \$ (2,070,344) | \$ (564,938) |

Federal Revenue and Expenses - Assumptions

- Revenue from Title I is anticipated to decrease by 10%. Impacted schools will adjust expenditures accordingly.
- U. S. Department of Education has announced the possibility that Title II, Title III and Title IV programs may be eliminated or shifted to GA DOE managed block grants. Staff is and will update the School Board and FY27 planning as additional information is confirmed.
- All other federal programs are anticipated to remain level-funded.

State Funding: Revenue and Expenditure Projections

Table 4

| REVENUE: STATE | FY2026 | FY2027 | Difference |
|--------------------|-----------------------|-----------------------|-----------------------|
| QBE | \$ 383,451,743 | \$ 375,300,288 | \$ (8,151,455) |
| Less Local 5 Mills | \$ (86,178,726) | \$ (84,329,587) | \$ 1,849,139 |
| TOTAL | \$ 297,273,017 | \$ 290,970,701 | \$ (6,302,316) |

Table 5

| EXPENDITURES: STATE | FY2026 | FY2027 | Difference |
|-------------------------------------------|-----------------------|---------------|-----------------------|
| State Health Benefit Plan (Increasing) | \$ 90,564,760 | TBD | \$ - |
| Teacher Retirement (Increasing) | \$ 74,746,404 | \$ 76,084,594 | \$ (1,338,190) |
| TOTAL | \$ 165,311,164 | TBD | \$ (1,338,190) |

Table 6

| SUMMARY: STATE | FY2026 | FY2027 | Difference |
|----------------|----------------|----------------|-----------------------|
| Revenue | \$ 297,273,017 | \$ 290,970,701 | \$ (6,302,316) |
| Expenditures | \$ 165,311,164 | \$ - | \$ (1,338,190) |
| TOTAL | | | \$ (7,640,506) |

State Revenue and Expenses - Assumptions

- Revenue is based on a decrease in total enrollment by 1,014 FTE.
- Expense for TRS is based on an announced increase from 21.91% per employee to 22.32%, beginning July 2026.
- The State has not confirmed a change in the employer portion of State Health Benefit Plan (SHBP) at this time.

Local Funding: Revenue and Expenditure Projections

Table 7

| REVENUE: LOCAL | FY2026 | FY2027 | Difference |
|--------------------------|-----------------------|-----------------------|----------------------|
| Property Tax Digest (4%) | \$ 272,716,567 | \$ 283,625,230 | \$ 10,908,663 |
| Other Local Revenue* | \$ 9,156,324 | \$ 9,268,727 | \$ 112,403 |
| Increase in TAVT | \$ 24,210,422 | \$ 25,057,787 | \$ 847,365 |
| TOTAL | \$ 306,083,313 | \$ 317,951,744 | \$ 11,868,431 |

*Includes Intangible Tax, Real Estate Transfer Tax, Motor Vehicle, Title Ad Valorem Tax and Mobile Homes

Table 8

| EXPENDITURES: LOCAL | FY2026 | FY2027 | Difference |
|--------------------------------|-----------------------|----------------|---------------------|
| Daily Operations | \$ 46,577,849 | TBD | |
| Honoring Salary Schedule | \$ 361,203,123 | \$ 367,072,674 | \$ 5,869,551 |
| Eligible for Grants, Ed-SPLOST | | TBD | |
| Reduce Central Office Budgets | | TBD | |
| Reduce Redundancies | | TBD | |
| TOTAL | \$ 407,780,972 | TBD | \$ 5,869,551 |

Table 9

| SUMMARY: LOCAL | FY2026 | FY2027 | Difference |
|----------------|----------------|----------------|---------------------|
| Revenue | \$ 306,083,313 | \$ 317,951,744 | \$ 11,868,431 |
| Expenditures | \$ 407,780,972 | TBD | \$ (5,869,551) |
| TOTAL | | | \$ 5,998,880 |

Local Revenue and Expenses - Assumptions

- Local property tax revenue is based on a projected overall increase in the tax digest of 4%.
- Revenue from intangible taxes is estimated to increase 3% from FY2025 collections.
- Revenue from the Motor Vehicle tax is estimated to decrease 10% from FY2025 collections.
- Revenue from Real Estate transfer taxes is estimated to increase 3% from FY2025 collections.
- Revenue from Title Ad Valorem Taxes is estimated to increase 3.5% from FY2025 collections.
- Revenue from Mobile Home taxes is estimated to decrease 5% from FY2025 collections.
- The estimated expense to honor CCSD salary scales (longevity step increase) is \$5,869,551.

Summary of Federal, State, and Local Sources Projections

| SUMMARY | Federal | State | Local | Total Difference |
|------------------------|---------------------|-----------------------|---------------------|-------------------------|
| Projected Revenue | \$ (564,938) | \$ (6,302,316) | \$11,868,431 | \$ 5,001,177 |
| Projected Expenditures | \$ - | \$ (1,338,190) | \$ (5,869,551) | \$ (7,207,741) |
| TOTAL | \$ (564,938) | \$ (7,640,506) | \$ 5,998,880 | \$ (2,206,564) |

Budget Development Calendar of Events

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HB845 Update

- HB845 approved by General Assembly April 2 and signed by Governor May 14
- Monthly Updates provided to School Board: April – December
- Receipt of nominations from Rep. Ridley: November 12
- Introductory call with auditor/Superintendent and staff: Friday, November 21 (day after previous School Board meeting)
- Meeting between Board Chair/Vice-Chair and Rep. Ridley: Tuesday, December 2
- Meeting with auditor and Superintendent/staff to discuss qualifications/resume, interpretation of statute, scope of work, timeline and cost estimates: Tuesday, December 2



Projects in Construction

Cherokee HS Replacement

Replacement Facility

Carroll Daniel Construction

Substantial Completion: 12.2025

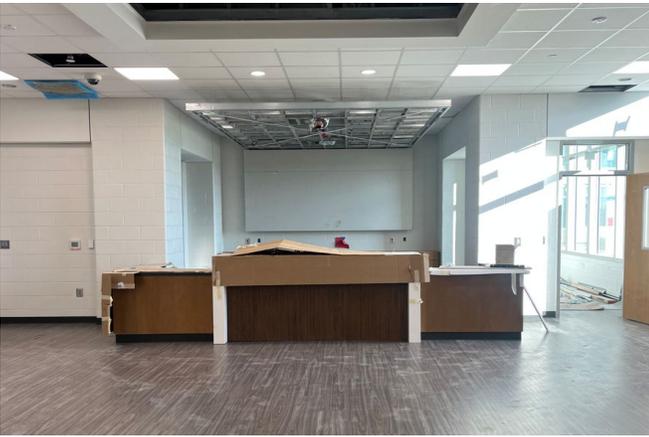
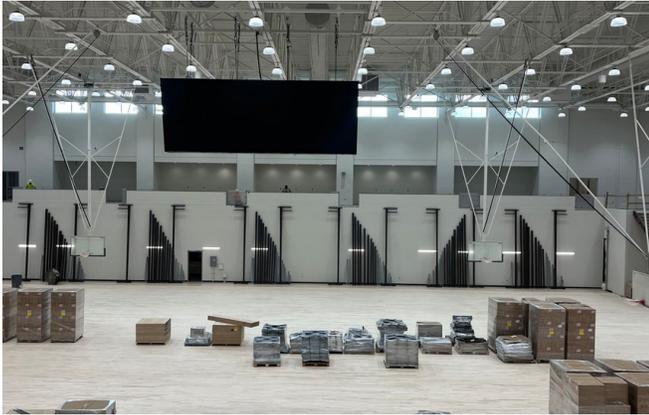
Anticipated Occupancy: 08.2026

- ADA and life safety inspections are being conducted in conjunction with fire alarm testing in the main academic building. Completion of punch list items on the first floor is underway and identification of similar items on the second and third floors is in development.
- Completion of punch list items in the CTAE building is in the final stages. ADA and life safety inspections are ongoing. Final inspections have been scheduled.
- The auditorium fixed seating and stage curtain installations have begun.
- Kitchen equipment and the casework installation are complete in the cafeteria. Kitchen hood inspections are underway.
- Above ceiling inspections continue in the main gym. The gym railing and locker installations are complete. The wood floor has been installed and is ready to be painted and sealed. The bleacher installation is progressing.
- Work at all fields continues for synthetic turf. Installation of the baseball and softball scoreboards is complete. Preparation for the track surfacing has commenced.
- Installation of the sidewalks continues, as well as sodding and tree installation for the entire campus. The courtyard concrete and parking lot striping continue. Campus signage installation has begun.



Capital Outlay Report

Work Session | 12.11.2025



Capital Outlay Report

Work Session | 12.11.2025



River Ridge HS

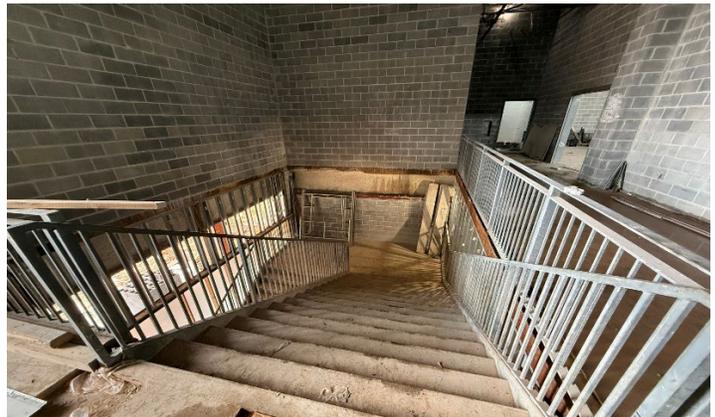
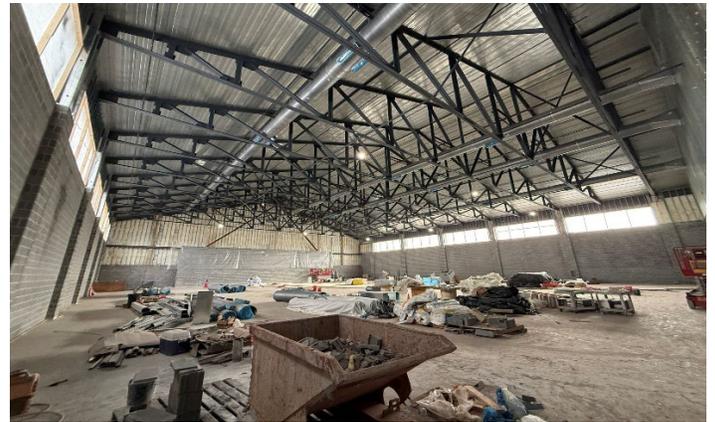
Auxiliary Gymnasium

SmithBuilt Construction Group

Substantial Completion: 04.2026

Anticipated Occupancy: 08.2026

- Installation of the roofing TPO is complete.
- Exterior brick installation is nearing completion.
- Overhead MEP, ductwork, and interior ceiling grid installation are ongoing.





Sequoyah HS

Auxiliary Gym and Facility Improvements

(Press Box & Field House)

Carroll Daniel Construction

Substantial Completion: 11.2026

Anticipated Occupancy: 01.2027

- Steel erection is complete at the auxiliary gym. Roof decking and electrical service installation are underway. Placement of the exterior masonry walls has been scheduled.
- Re-route of the sanitary sewer and the scoreboard fiber and power at the home concessions is ongoing.
- The foundation wall pour is complete, and the forms have been removed. Underground MEP activities have begun, along with the slab preparation.
- Layback and grading at the home field house are complete. Placement of the foundation is scheduled to begin.



Capital Outlay Report

Work Session | 12.11.2025



Woodstock HS

Classroom Addition

SmithBuilt Construction Group

Substantial Completion: 01.2026

Anticipated Occupancy: 08.2026

- Final state and county inspections have been scheduled for the first two weeks in December.
- Completion of punch list items is wrapping up.
- Furniture has been ordered and is scheduled for delivery and installation in late February.
- Project is on schedule for student occupancy in August 2026.

