

Our Organization: Our Heartbeat

As *familia* we count on San Antonio ISD to be a system of excellence where both students and staff thrive - and always learn.

Component VII: Ensure a solid and sustainable financial foundation for San Antonio ISD

Component VII: SAISD Financial Services & Business Operations division strives for excellence in all functional areas to ensure a solid and sustainable financial foundation for District operations.		
Objective A: Provide adequate and equitable funding for campus operations to ensure transformational learning for all students.		
Activity	Timeline	Outcomes
<p>1. Incorporate student and campus generated state/local revenue as a factor in consideration of budget parameters.</p>	<ul style="list-style-type: none"> ● Prepare analysis for all existing campuses using completed 2021-2022 data to evaluate current spending by December 2022. ● Prepare analysis for all existing campuses using completed 2021-2022 Public Education Information Management System (PEIMS) data to estimate state/local revenue generated by each campus by February 2023. ● Use collected campus level PEIMS data to compare alignment of current budget produced by guidelines to state/local revenue generated by students at each campus by March 2023. ● In each subsequent budget year, update and reevaluate the above data to consider phasing in additional areas for further alignment by December of each year. 	<p>A General Fund budget that improves alignment of student generated revenues to the budget allocated to each campus, in hopes of reducing the amount of budget required for schools that consume a larger share of the budget than their students generate.</p>
<p>2. Develop full understanding of District centralized costs in all areas.</p>	<ul style="list-style-type: none"> ● Prepare analysis of District expenditures in all non-campus budget areas based on finalized 2021-2022 data by January 2023. ● Determine the most appropriate allocation methodology, if applicable, for each centralized cost by March 2023. ● Categorize centralized costs according to: <ul style="list-style-type: none"> ○ Nature of the cost ○ Required vs. Optional ○ Proposed allocation method 	<p>Analysis of central office expenditures to show how they support student outcomes.</p> <p>Analysis of how every General Fund budgeted dollar is allocated back to a school budget, bringing transparency to the full cost of all budget components.</p>

<p>3. Evaluate district budget by functional category to ensure that budget allocated to direct instructional areas is adequate.</p>	<ul style="list-style-type: none"> ● Review historical analysis of District expenditures by functional area by December 2022. ● Benchmark SAISD expenditures by functional area against peer districts across the state of similar size and percentage of economically disadvantaged students by March 2023. ● Identify consistent gaps in budget allocation (both under and over) and determine areas for further study and analysis by April 2023. ● Prepare recommendations for phased shifts in spending toward instructional functional categories to better align budget to achieve instructional goals. ● Continue annual monitoring of trend in distribution of expenditures by functional category to ensure that desired distribution of budget is maintained. Analysis will be updated in October of each year upon completion of audited financial statements. 	<p>A General Fund budget that prioritizes budget allocated to instructional areas above the centralized support areas and is adequate to meet campus staffing needs and instructional programming in support of Board goals.</p>
<p>4. Develop revisions to campus staffing guidelines.</p>	<ul style="list-style-type: none"> ● Review existing campus staffing guidelines and determine, with district engagement, the minimal base staffing positions for each grade span at minimal enrollment by November 2022. ● Analyze the cost difference between the required minimal staffing and the current existing staffing model to determine the excess budget that can be restructured by January 2023. ● Discuss the possibility of incorporating Principal autonomy into determining staffing positions. Share recommended revised model incorporating rightsizing and autonomy component with Superintendent for review and input by February 2023. ● Share working model for input and review by larger committee including Asst. Superintendents, Principals, and others by March 2023. ● Complete campus staffing guidelines for rollout and utilization in staffing for the 2023- 	<p>Campus staffing guidelines that are (a) aligned with the profiles of a thriving student and a thriving school and (b) tied more directly to student enrollment and campus-generated budget.</p> <p>Greater autonomy for Principals to choose the type of personnel support that will be most effective for accomplishing their campus goals.</p>

	<p>2024 school year by February 2023.</p> <ul style="list-style-type: none"> ● Revisit campus staffing guidelines to align to profile of thriving schools by October 2023. 	
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Objective B: Create streamlined systems in all areas of financial services to ensure understandable and efficient processes for SAISD staff.

Activity	Timeline	Outcomes
<p>1. Complete the districtwide rollout of Timekeeping & Absence Management.</p>	<ul style="list-style-type: none"> ● Continue rollout of timekeeping software to all groups of hourly employees and ensure that all groups are punching consistently by February 2023. ● Continue training, support, and implementation mandate for all campuses and departments to review, correct, and process all hourly pay through the automated timekeeping system by August 2023. ● Continue discussion with leadership to formulate a uniform recommendation for timekeeping protocol for exempt District employees by May 2023 for implementation at the start of the 2023-2024 school year. 	<p>Accurate timekeeping for all non-exempt employees.</p> <p>Consistent timekeeping protocols across the District.</p> <p>Reduction in the number of errors generated in the Teacher’s Retirement System (TRS) due to employees not being processed through the Enterprise Resource Planning (ERP) time & attendance system.</p>
<p>2. Continue collaboration with vendor regarding necessary improvements to ERP System functionality.</p>	<ul style="list-style-type: none"> ● Continue training and support for all campuses and departments on ERP System functionality as enhancements are developed. ● Continue weekly meetings with Frontline leadership to discuss progress on product development team’s work on product corrections - ongoing through completion by July 2023. ● Continue work with Frontline leadership to discuss progress on product enhancement requests ongoing through December 2023. 	<p>Properly functioning ERP system with all required components purchased.</p> <p>Reduction in the number of manual work-arounds.</p> <p>Accurate and timely financial data.</p>
<p>3. Increase opt-in % for employee and vendor transition to acceptance of electronic</p>	<ul style="list-style-type: none"> ● Implement modifications to employee onboarding packet that will encourage direct deposit of paychecks by April 2023. 	<p>Improved operating efficiencies for staff in payroll and accounts payable.</p>

<p>documents and processing (direct deposit, pay cards, W-2s, POs, and 1099s).</p>	<ul style="list-style-type: none"> ● Mandate reloadable pay cards as the only available alternative to direct deposit, eliminating paper paychecks by August 2023. 	<p>Reduction of manual entries reducing the opportunity for error.</p> <p>Improved customer service for vendors.</p> <p>Reduction in the number of lost checks and checks that need to be escheated to the state.</p>
<p>4. Develop a comprehensive library of training videos and materials posted to the District website covering all areas of financial services.</p>	<ul style="list-style-type: none"> ● Develop training portal on Financial Services sharepoint by January 2023. ● All finance departments have developed training content including videos for all key processes by August 2023. ● Introduce Finance training portal during Summer clerical conference in July or August 2023. ● Incorporate additional training as part of the HCM onboarding processes of new hires. 	<p>Improved access to comprehensive training materials for all SAISD staff for key finance processes.</p> <p>Improved consistency in training and guidance provided by staff.</p>

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Objective C: Guide long-term strategic financial planning to restore spending on instructional initiatives through District’s rightsizing.

Activity	Timeline	Outcomes
<p>1. Plan for the upcoming district budgets to ensure that targeted surplus funds are achieved each year in order to meet the 6-year sustainability plan.</p>	<ul style="list-style-type: none"> ● Plan for the 2023-2024 budget to accomplish the financial objectives of the 6-year plan by April 2023 by: <ul style="list-style-type: none"> ○ Incorporate finalized 2023-2024 student projections into budget plan by January 2023. ○ Incorporate any programmatic changes impacting budget or projections by January 2023. ○ Incorporate campus staffing guideline changes by February 2023. ○ Incorporate department-level budget reductions by February 2023. ○ Incorporate compensation initiatives by March 2023. ○ Incorporate any state foundation school program funding element changes resulting from 2023 legislative changes. (This may occur after April 2023 target date.) 	<p>Annual General Fund budget in alignment with the District's 6-year long term sustainability plan.</p>
<p>2. Monitor the district budget to ensure that targeted surplus funds are achieved each year in order to meet the 6-year sustainability plan.</p>	<ul style="list-style-type: none"> ● Monitor 2022-2023 actual progress toward planned budget surplus - ongoing through June 2023. ● Monitor subsequent years’ actual progress toward planned budget surplus each year ongoing throughout the year. 	<p>Annual final revenues and expenditures in alignment with the District's 6-year long term sustainability plan.</p>
<p>3. Ensure that planned reductions of department-level budgets are realized.</p>	<ul style="list-style-type: none"> ● During the budget planning process, initiate discussion around methodology to be used to accomplish planned department budget reduction for 2023-2024 school year by December 2023. ● Finalize completed plan outlining departmental budget reductions for 2023- 	<p>Annual department level expenditure savings in alignment with the District's 6-year long term sustainability plan</p>

	<p>2024 school year by early March 2023.</p> <ul style="list-style-type: none"> ● In subsequent years, review the District's progress toward the 6-year sustainability plan, and determine if additional departmental budget reductions should be considered by November of each subsequent year in order to stay on track for rightsizing. 	
4. Implement revisions to campus staffing guidelines, once developed.	<ul style="list-style-type: none"> ● Implement revised campus staffing model for staffing the 2023-2024 school year by February 2023. ● Gather input, review, and potentially adjust the model annually for possible revisions by December of each subsequent year. 	Annual expenditures reduction from campus staffing guideline changes in alignment with District's 6-year long term sustainability plan
5. Ensure that facilities and/or schools rightsizing plans are implemented within an equitable framework based on profiles of a thriving student, principal, and school.	<ul style="list-style-type: none"> ● Continue school planning process underway to review all school models, offerings, and building locations to work toward recommendations for possible future changes. Ongoing. ● Finalize recommendations and gather robust student, family, and community input from stakeholders during the 2023-2024 school year for planned implementation in the 2024-2025 school year. ● In subsequent years, review the District's progress toward the 6-year sustainability plan, and determine if additional school planning changes should be considered by November of each subsequent year in order to stay on track for rightsizing. 	Annual expenditures reductions from planned facilities rightsizing in alignment with District's 6-year long term sustainability plan
6. Research options for possible targeted compensation increases.	<ul style="list-style-type: none"> ● Gather preferences from the Superintendent regarding strategic compensation components to be considered for the upcoming year by December 2022 and by December of each subsequent year. ● Prepare cost estimates for various compensation scenarios by January 2023, and by December of each subsequent year. ● Incorporate compensation scenario cost estimates into budget workshops by March 2023, and by February in subsequent years. 	Targeted proposal for 2023-2024 employee compensation increase and sustainable compensation increases, aligned with the objective of the Compensation Task Force beginning in 2024-25.

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Objective D: Implement fiscal review practices for district operations and proposed initiatives to ensure sustainable financial operations.

Activity	Timeline	Outcomes
<p>1. Provide financial and budget analysis required in support of revised 1882 charter partnership model.</p>	<ul style="list-style-type: none"> ● Provide campus level analysis of 1882 charter partner revenues and expenditures by December 2022. ● Provide preliminary data analysis of district overhead components based on 2021-2022 data by January 2023. ● Provide recommendations for potential cost allocation strategies for consideration in redesign of 1882 charter partner contracts by February 2023. 	<p>Analyses in support of 1882 charter partner redesign to guide decision making.</p>
<p>2. Review Bond 2020 construction program budget to ensure alignment to rightsizing plan.</p>	<ul style="list-style-type: none"> ● Prepare revised project-level budget for \$1.21 billion construction plan by January 2023: <ul style="list-style-type: none"> ○ Include intense, robust community engagement ○ Incorporating proposed revisions to phase 4 projects ○ Incorporating projected interest earnings to Bond 2020 ○ Incorporating information regarding the contingency budgets set-aside for items remaining from Bond 2016 ● The timing of actual updates to the project budgets are projected to be completed by February 2023, but are contingent upon: <ul style="list-style-type: none"> ○ Confirmed communication plan for bond project scope changes ○ Confirmed alignment of bond scope changes with future school planning work and potential facilities rightsizing ○ Approval of Superintendent to proceed with budget revision. ● Prepare updated budget and expenditures summary document for all Bond 2020 projects on a quarterly basis, in support of Construction Services bond communication publication. - Ongoing quarterly through completion of the Bond 2020 program. 	<p>Adequate resources available to be allocated for successful completion of Bond 2020 construction projects.</p> <p>Transparent communication to all staff and community of all updates to scope for Bond 2020 construction projects.</p> <p>Strategic alignment of all updates to scope for Bond 2020 construction projects to school planning initiatives.</p>

<p>3. Review Bond 2020 technology program budget to ensure device replacement sustainability</p>	<ul style="list-style-type: none"> ● In collaboration with Technology department, update initiative-level budget for 5-year \$75 million technology plan by June 2023: <ul style="list-style-type: none"> ○ Incorporating past and future revisions to lighthouse project rollout ○ Ensure alignment with proposed scope of Technology bond initiatives ○ Supplement \$15 million undesignated reserve to establish future year-sustainability plan ● Prepare updated budget and expenditures summary document for all Bond 2020 projects on a quarterly basis, in support of the Technology bond communication publication. Ongoing quarterly 	<p>Adequate resources available to be allocated for successful completion of Bond 2020 technology projects.</p> <p>A portion of the 2020 Technology bond budget devoted to the development of a future year device sustainability plan.</p>
<p>4. Conduct benchmarking study for key operating and financial statistics using TEA PEIMS financial data available for all Texas school districts.</p>	<ul style="list-style-type: none"> ● Develop inventory of key financial and operating statistics that are based on PEIMS financial and operating data available for all school districts by October 2023. ● Identify 10-15 peer Texas school districts based on similar size and similar eco-dis % by November 2023. ● Prepare benchmarking analysis of key data elements by December 2023. ● Compare results to benchmarking data available from Council of Great City Schools by January 2024. 	<p>A report that identifies operating or financial inefficiencies based on comparative analysis that should be addressed to ensure effective utilization of District resources.</p>
<p>5. Initiate a zero-based budget executive team review of all district budgeted expenditures.</p>	<ul style="list-style-type: none"> ● Prepare data to begin analysis of modified zero-based budget information in the Executive Team by September 2023. ● Incorporate opt-out preferences noted by SB1882 charter partners to determine sustainable support for district overhead departments by December 2023. ● Recommend potential reprioritization and possible reduction of non-campus budget by February 2024 for 2024-2025 school year based on: <ul style="list-style-type: none"> ○ Results of executive team analysis of zero-based budget resource analysis ○ Results of SB1882 charter partner opt-out and opt-in decisions ○ Status of overall enrollment-driven revenue availability ○ Progress made in rightsizing toward a balanced general fund budget 	<p>A full understanding by District leadership of the cost of all key components of the budget.</p> <p>Department-based budgets that are prioritized and reauthorized (rather than carried forward) within available resources.</p>